



PARACHUTIST

INFORMATION

MANUAL

PART 3

BY-LAWS

MARCH 2026

Canadian Sport Parachuting Association
204 - 1468 Laurier St
Rockland, ON K4K 1C7
www.cspa.ca

PARACHUTIST INFORMATION MANUAL

*BY-LAWS
of the
CANADIAN SPORT PARACHUTING ASSOCIATION*

*AS RATIFIED BY THE MEMBERSHIP
AT THE ANNUAL GENERAL MEETING
OF THE ASSOCIATION*

*March 21, 2026
Virtual*

*Canadian Sport Parachuting Association
204-1468 Laurier Street
Rockland, Ontario
K4K 1C7
CANADA*

ADOPTION OF THESE BY-LAWS

Adoption by Board – This by-law was adopted by the CSPA board at a meeting of the board duly called and held on January 22, 2026

Ratification – This by-law was ratified by the CSPA members entitled to vote at a meeting of members duly called and held on March 21, 2026.

Repeal of Prior By-laws – In ratifying this by-law, the members of CSPA repeal all prior by-laws of the Corporation provided that such repeal does not impair the validity of any action done pursuant to the repealed by-laws.

Submission – Any amended and revised by-law will be submitted to Corporations Canada at:

Charities Directorate
Canada Revenue Agency
Ottawa ON K1A 0L5

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SECTION 1: GENERAL

1.1 **Purpose** – This by-law relates to the general conduct of the affairs of the Canadian Sport Parachuting Association, a Canadian Not-For-Profit Corporation under *Canada Not-For-Profit Corporations Act, S.C. 2009, c. 23*, as amended and operating as the Canadian Sport Parachuting Association - Association Canadienne de Parachutisme Sportif.

1.2 **Definitions** – The following terms have these meanings in this by-law:

- a) *Act* – the *Canada Not-For-Profit Corporations Act, S.C. 2009, c. 23*, including the regulations made pursuant to the Act, and any statutes or regulations that may be substituted, as amended from time to time.
- b) *AGM* – Annual General Meeting or annual meeting.
- c) *Articles* – the original or restated articles of incorporation or articles of amendment, amalgamation, continuance, reorganization, arrangement or revival of the Corporation.
- d) *Athlete* – a person currently on a national team or competing at the international level or a person who is retired and was a Member of a national team or competed at the international level, not more than nine years previously.
- e) *Auditor* – a public accountant, as defined in the Act, appointed by the members by ordinary resolution at the Annual General Meeting to audit the books, accounts, and records of Corporation for a report to the members at the next Annual General Meeting.
- f) *Board* – the board of directors of CSPA.
- g) *Corporation* – CSPA.
- h) *CSPA* – Canadian Sport Parachuting Association.
- i) *Day(s)* – days including weekends and holidays.
- j) *Director* – an individual elected or appointed to serve on the board pursuant to this by-law.
- k) *Dropzone or DZ* – any area or separate areas of land, water (including the frozen surface thereof) or separate areas of land and water, or any other supporting surface used or designed, prepared or equipped or set apart (including any buildings, installations and equipment in connection therewith) for use, either in whole or in part, full time or part time for:
 - i. the operation of aircraft used for parachuting (Jump Aircraft);
 - ii. the use by individuals for the purpose of parachuting; and
 - iii. for any other purpose secondary to that of parachuting.
- l) *Independent* – that a Director or prospective Director has no fiduciary obligation to any body for sport parachuting at the national or provincial level, receives no direct or indirect material benefit from any such party, and is free of any conflict of interest of a financial, personal or representational nature (provided that participation in sport parachuting does not alone cause a person not to be independent). A person who would not be considered Independent will be considered to be Independent once they resign from or terminate the circumstance that gives rise to the non-independence.
- m) *Jump Aircraft* – any power-driven or motor-less heavier-than-air or lighter-than-air machine, capable of deriving support in the atmosphere from the reactions of the air, suitable or made suitable for the safe exit, in flight, by parachutists or equipment or both; (note: “heavier-than-air” relates to lift derived from aerodynamic forces, and “lighter-than-air” relates to buoyancy in the air).
- n) *Member* – a provincial/territorial association, club, or dropzone that has registered and affiliated with CSPA according to the provisions in section 2.2, 2.3, and 2.4. Members may pay a program or license fee as determined by CSPA for services to be rendered or received. Members are entitled to votes as prescribed in section 3.13.
- o) *Officer* – an individual elected or appointed to serve as an officer of CSPA pursuant to this by-law.
- p) *Operator* – in respect of a dropzone, means the person(s) in possession of the dropzone, whether as owner(s), lessee, hirer or otherwise.
- q) *Ordinary Resolution* – a resolution approved by a majority of not less than 50% plus 1 of the votes cast on that resolution.
- r) *Parachuting* – the action of a person making a parachute jump from a jump aircraft with the intention of using a parachute for the whole or a part of the descent to the surface of the earth.

- s) *Proposal* – a proposal submitted by a member of the Corporation that meets the requirements of Section 163 of the Act.
- t) *Registered Participant* - an individual who is registered with CSPA and who registers their individual affiliation to a CSPA member. This can include but is not limited to ordinary participants, student participants and lifetime participants. In all cases, the identity of such an individual is recorded with CSPA and a list will be provided to each CSPA member of its affiliated registered participants as required by these by-laws to determine its number of votes, as per Section 3.14. Registered participants may pay a program or license fee as determined by CSPA for services to be rendered or received.
- u) *Regulations* – the regulations made under the Act, as amended, restated or in effect from time to time.
- v) *SGM* – a Special General Meeting or special meeting.
- w) *Special Resolution* – a resolution approved by not less than two-thirds (2/3) of the votes cast on that resolution.

1.3 Head Office – The head office of the Corporation shall at all times be located within the country of Canada, at such address as the board may, by resolution, determine.

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

1.5 Ruling on By-laws – Except as provided in the Act, the board will have the authority to interpret any provision of this by-law that is contradictory or ambiguous, provided such interpretation is consistent with the objects, mission, vision and values of the Corporation.

1.6 Conduct of Meetings – Unless otherwise specified in the Act or this by-law, meetings of members and meetings of the board may be conducted according to Roberts Rules of Order (current edition) at the discretion of the chair of the meeting.

1.7 Interpretation – Words importing the singular will include the plural and vice versa and words importing persons will include bodies corporate.

SECTION 2: MEMBERSHIP

Membership Classes

2.1 Classes – CSPA shall have one class of member, as follows:

- a) Members: Shall consist of provincial/territorial associations, clubs and dropzones.

Conditions for Membership

2.2 Provincial/Territorial Association – Must be recognized or supported in any manner by its respective provincial/territorial government as the governing body for sport parachuting; and which:

- a) Has applied and been accepted for membership with the Corporation;
- b) Ensures that it has provided its provincial/territorial governing body with the names of its member clubs and ensures that each of its member clubs register all individuals within its clubs with the Association;
- c) May hold one (1) membership within the Corporation; and
- d) Has agreed to abide by the Corporation’s by-laws, policies, procedures, rules and regulations.

2.3 Club – A group of registered participants or an Association other than as defined in 2.2, and which:

- a) Has applied and been accepted for membership within the Corporation;
- b) Has no less than 5 affiliated registered participants;
- c) May hold one (1) membership within the Corporation; and

d) Has agreed to abide by the Corporation's by-laws, policies, procedures, rules and regulations.

2.4 Dropzone – Any dropzone as defined in 1.2(j), and which:

- a) Has applied and been accepted for membership in the Corporation;
- b) Has no less than 5 affiliated registered participants;
- c) Ensures that all the DZ operators are listed on the membership application/renewal and that the Corporation is apprised of any changes throughout the active membership period;
- d) May hold one (1) membership within the Corporation; and
- e) Has agreed to abide by the Corporation's by-laws, policies, procedures, rules and regulations.

Transfer of Membership

2.5 Transfer – Any interest arising from membership in the Corporation is not transferable.

Admission of Members

2.6 Admission of New Members – No one will be admitted as a new member of CSPA unless:

- a) The candidate has made an application for membership in a manner prescribed by the Corporation;
- b) The application is received by the Corporation by the date prescribed by the Corporation;
- c) If the candidate was at any time previously a member, the candidate member was a member in good standing at the time of ceasing to be a member, unless exception is granted by a majority board decision;
- d) The candidate has paid dues as prescribed by the board;
- e) The candidate has met the applicable requirements defined in sections 2.2, 2.3, and 2.4; and
- f) The candidate has been approved as a member by majority vote of the board or approved by any committee or individual delegated this authority by the board.

2.7 Renewing Members – No member will be renewed as a member of CSPA unless:

- a) The member has made an application for membership renewal in a manner prescribed by the Corporation;
- b) At the time of applying for membership renewal, the member is a member in good standing;
- c) The member has paid dues as prescribed by the board; and
- d) The member has been approved as a member by majority vote of the board or approved by any committee or individual delegated this authority by the board.

Duration

2.8 Duration – Membership is granted on an annual basis, subject to renewal in accordance with these by-laws.

Membership Dues

2.9 Dues – Membership dues for all categories of membership will be determined annually by the board.

2.10 Deadline – A member will be notified in writing, at any time, of the membership dues payable by it, and if such dues are not paid within one (1) month of the membership renewal date, the member in default will automatically cease to be a member of the CSPA.

Withdrawal and Termination of Membership

2.11 Withdrawal and Termination – Membership in CSPA is terminated when:

- a) The member ceases to exist;
- b) The member fails to maintain any of the qualifications or conditions of membership described in Sections 2.2, 2.3, and 2.4 of these by-laws;
- c) The member resigns from CSPA by giving written notice to the board, in which case the resignation becomes effective on the date specified in the resignation. The member will be responsible for all fees payable until the actual resignation becomes effective;
- d) The member fails to pay membership dues or monies owed to the CSPA by the deadline dates prescribed;

- e) The member's term of membership expires, unless renewed in accordance with these by-laws;
- f) By ordinary resolution of the board or of the members at a duly called meeting, provided fifteen (15) days' notice is given and the member is provided with reasons and the opportunity to be heard. Notice will set out the reasons for termination of membership and the member receiving the notice will be entitled to submit a written submission opposing the termination; or
- g) The Corporation is liquidated or dissolved under the Act.

2.12 May Not Resign – A member may not resign from the CSPA when the member is subject to disciplinary investigation or action.

2.13 Discipline – Members and registered participants may be disciplined in accordance with the Corporation's policies and procedures relating to discipline, up to and including suspension or expulsion.

2.14 Rights of Members – Subject to the sections of these by-laws, upon termination of membership, the rights of the member including any rights in the property of CSPA, automatically cease to exist.

Good Standing

2.15 Definition – A member of CSPA will be in good standing provided that the member:

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

2.16 Cease to be in Good Standing – Members that cease to be in good standing may have privileges suspended and will not be entitled to vote at meetings of members or be entitled to the benefits and privileges of membership until such time as the board is satisfied that the member has met the definition of good standing as set out above.

SECTION 3: MEETINGS OF MEMBERS

3.1 Types of Meetings – Meetings of members will include Annual General Meetings (AGM) and Special General Meetings (SGM).

3.2 Special General Meeting – A SGM of the members may be called at any time by the president, any three (3) directors or upon the written requisition of members who hold five percent (5%) of the votes of the Corporation. The Agenda of a SGM will be limited to the subject matter for which the meeting was duly called.

3.3 Annual General Meeting – The Corporation will hold an annual meeting of members at such date, time and place as determined by the board. The AGM will be held within fifteen (15) months of the last AGM, but no later than six (6) months after the end of the Corporation's preceding financial year.

3.4 Participation in Meetings by Electronic Means – Any member entitled to attend a meeting of members may participate in the meeting by means of telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting, if the Corporation makes such means available. A person so participating in a meeting is deemed to be present at the meeting. The directors or members, as the case may be, may

determine that the meeting be held entirely by telephonic or electronic means that permit all participants to communicate adequately with each other during the meeting.

3.5 Notice – Notice will include the time and place of a meeting, the proposed agenda, and reasonable information to permit members to make informed decisions. Unless a member waives notice, notice shall be given to members entitled to vote at the meeting, the auditor, and to the board by one or more of the following means:

- a) By mail, courier or personal delivery during a period of 21-60 calendar days before the day on which the meeting is to be held;
- b) By telephonic, electronic or other communication facility during a period of 21-35 calendar days before the day on which the meeting is to be held; and/or
- c) By posting on the Corporation's website not less than thirty (30) days prior to the date of the meeting.

3.6 Change in Notice Requirements – Pursuant to Section 197(1) of the Act (Fundamental Changes), a special resolution of the members is required to make any amendment to the by-law of the Corporation to change the manner of giving notice to members entitled to vote at a meeting of members.

3.7 Meeting Attendance – At the Annual Meeting, the Board shall provide the attendance record of Directors at meetings of the Board held since the previous Annual Meeting.

3.8 Persons Entitled to Attend – Members, delegates representing members, the board, the auditor of the CSPA and persons entitled or required under any provision of the Act or these by-laws to be present at the meeting, are entitled to attend. Any other person may be admitted only on the invitation of the chair of the meeting or by resolution of the members.

3.9 Adjournment – Any meeting of members may be adjourned to any time and place as determined by the board. Business may be transacted at the reconvened meeting as might have been transacted at the original meeting from which such adjournment took place. No notice will be required for any adjourned meeting.

3.10 Agenda – The agenda for the Annual General Meeting will include but is not limited to:

- a) Call to Order
- b) Establishment of Quorum
- c) Presentation of the Agenda
- d) Declaration of any Conflicts of Interest
- e) Adoption of Minutes of the Previous Annual Meeting
- f) Board, Committee and Office Reports, Question and Answer period
- g) Presentation of Auditors Report and Financial Statements
- h) Appointment of Auditors
- i) Business as Specified in the Meeting Notice
- j) Election of New Directors, Officers and Committee Members
- k) Adjournment

3.11 Business – All business transacted at a special meeting of the members and all business transacted at an annual meeting of the members, except consideration of the financial statements, auditor's report, election of directors, and re-appointment of the incumbent auditor, is special business.

3.12 Special Business – Special business, including member proposals, must be submitted to the board at least twenty-one (21), but no more than sixty (60) days prior to the meeting of the members in accordance with procedures as approved by the board, unless the members unanimously vote to waive notice and the notice of business. Special business, member proposals, and board-proposed amendments of member proposals shall be sent to the members with the notice for the meeting and the agenda. A member proposal may also be submitted between 90-150 days before the anniversary of the previous annual meeting.

3.13 Quorum – The presence of one quarter (25% | 1/4) of the members, whether in person or by proxy, will

constitute a quorum for an AGM or SGM. If quorum is present at the opening of a meeting of members, the members present may proceed with the business of the meeting, even if a quorum is not present throughout the meeting.

3.14 Closed Meetings – Meetings of members will be closed to the public except by invitation of the board.

Voting at Meetings of Members

3.15 Voting Matters – The Members of the Corporation shall vote only on the election of directors, the appointment of the auditors, those matters on which Members are entitled to vote under the Act and any specific matter that the Board determines shall be voted on by the Members.

3.16 Voting Privileges – The number of eligible votes for each member in good standing will be determined by the board based on the number of registered participants affiliated with the member by a date determined by the board. The allocation of votes will be as follows:

- a) One (1) Vote for 5-49 registered participants;
- b) Two (2) Votes for 50-99 registered participants;
- c) Three (3) Votes for 100 or more registered participants.

3.17 Delegates – Members will appoint in writing (inclusive of electronic means) to the Corporation at least three (3) days prior to the meeting of members, the name of the delegate who will represent the member. A member may not be represented by more than one delegate at any one meeting. A delegate:

- a) Must be at least eighteen years of age;
- b) Must be a registered participant;
- c) Must be of sound mind; and
- d) Must be acting as the member's representative.

3.18 Proxy Voting – The CSPA shall send, or otherwise make available, a form of proxy to each member who is entitled to receive notice of the meeting or, if it is adjourned, of the continued meeting. Members may vote by proxy if:

- a) The member notified the Corporation in writing at least three (3) days prior to the meeting of the members of an appointment of a proxy holder;
- b) The proxy clearly states the date of the specific meeting;
- c) The proxy is received by the Corporation prior to the start of the meeting;
- d) The proxy clearly states to whom the proxy is given;
- e) A proxy is valid only at the meeting for which it is given, or if that meeting is adjourned, at the meeting that continues the adjourned meeting; and
- f) A proxy holder may be a registered participant, but not an employee of the CSPA.

3.19 Maximum Number of Proxies – A delegate may hold the voting rights of no more than four (4) members of the CSPA.

3.20 Determination of Votes – Votes will be determined by a show of hands, orally, or by electronic ballot unless a motion for a secret ballot is approved. The method of voting will be determined by the chair of the meeting.

3.21 Majority of Votes – Except as otherwise provided in the Act or in these by-laws, an ordinary resolution of members present in person or by proxy will decide each issue. In the case of a tie the issue is defeated.

SECTION 4: GOVERNANCE

Composition of the Board

4.1 Directors – The board will consist of no less than three (3) and no more than seven (7) directors.

- 4.2 Number of Directors – Prior to a meeting of the Members at which Directors will be elected, the Board will determine the number of Director positions by Ordinary Resolution provided that:
- a) The number of Director positions does not exceed the maximum number of Directors specified in the Articles;
 - b) The number of Director positions does not fall below the minimum number of Director positions specified in the Articles;
 - c) The number of Director positions is at least (3) and no more than seven (7); and
 - d) The determination of the number of Director positions does not have the effect of shortening the term of a sitting Director.

Election of Directors

4.3 Eligibility – Any individual, who is at least eighteen (18) years of age, who has the power under law to contract, who has not been declared incapable by a court in Canada or in another country, who does not have the status of bankrupt may be nominated for election as a director.

4.4 Call for Nominations – Prior to the date for notice of an Annual Meeting, the Nominating Committee shall circulate a formal call for nominations for those Board positions which are subject to election at that Annual Meeting. The call for nominations shall be sent to each Member and each current Director of the Corporation, advertised on the Corporation’s social media, posted on the Corporation’s website, and distributed publicly.

4.5 Skills Matrix – The Nominations Committee shall maintain an active skills matrix of the current Board. The call for nominations will highlight that the Corporation intends to recruit Directors with skills that fill gaps in the matrix.

4.6 Nominations – Individuals may nominate themselves for Director positions. Individuals currently on the Board wishing to be re-elected are not subject to nomination but must provide written notice to the head office of the Corporation forty-five (45) days prior to the meeting or at the discretion of the Board.

4.7 Endorsements – The Nominating Committee will review the nominees for eligibility and may decide, at its discretion, to endorse any number of nominees. The list of nominees, along with the endorsements from the Nominating Committee (if any), shall be distributed to the Members along with the notice of the Annual Meeting.

4.8 Athlete Representation – The Nominating Committee will ensure that at least one (1) nominee meeting the definition of Athlete is endorsed.

4.9 Independent Standard – In advancement of independency on the Board of Directors, while ensuring the prevailing criterion for election is eligibility, ability and professional performance, the Board shall be constituted in a manner such that at least 40% of the total number of Directors are Independent. A person who would not be considered Independent will be considered to be Independent once they resign from or terminate the circumstance that gives rise to the non-independence.

4.10 Gender Standard – In advancement of gender balance for women and men on the Board of Directors, while ensuring the prevailing criterion for election is eligibility, ability and professional performance, the Corporation shall aim to have the Board be constituted in a manner such that no gender accounts for more than 60% or less than 40% of the total number of Directors. The Board shall create a report annually which sets out its approach and initiatives taken to attract directors with the required skills and diversity (including with respect to gender representation), whether it considers its initiatives successful, and any additional steps the Board will be making towards this objective.

4.11 Nominations at the AGM – Nominations from the floor are not permitted.

4.12 Election – The election of directors will take place at an AGM:

- a) In odd numbered years, at least two (2) and up to four (4) directors;
- b) In even numbered years, at least one (1) and up to three (3) directors.

- 4.13 **Election at Annual Meeting** – Elections will be held at the Annual Meeting in accordance with the following:
- a) In years when the 40% gender standard and/or the 40% Independent standard is not assured, a gender-specific and/or Independent-specific election will be held first to elect male or female nominee(s), and/or Independent nominee(s), sufficient to meet the standard;
 - b) When the minimum 40% gender standard and the minimum 40% Independent-standard is assured, all nominees will be included on the same ballot in an election to fill the remaining vacancy(s) per the election procedure described in the below section of these By-laws
- 4.14 **Decision** – Elections will be decided by ordinary resolution of the members in accordance with the following:
- a) **Equal number of Nominations and Available Positions** – Winners declared by ordinary resolution.
 - b) **More Nominations than Available Positions** – The nominee(s) with the highest number of votes will fill the available positions. In the case of a tie, a second vote will be conducted between the tied nominees.
- 4.15 **Terms** – A director will serve for a term of two (2) years and will hold office until their successor has been duly elected in accordance with these by-laws, unless he resigns, is removed from or vacates their office.
- 4.16 **Term Maximum** – Directors will serve up to a maximum of nine (9) consecutive years except:
- a) Directors serving at the time of the ratification of these By-laws who have exceeded the maximum term limit of nine (9) consecutive years will retain their position for the remainder of the term; and
 - b) An individual who serves as the Chair or who serves on the Board of the Federation Aeronautique Internationale (FAI) or the International Parachuting Commission (IPC) may serve an additional three (3) years.
- 4.17 **Board Orientation** – Newly elected and returning Directors will undergo Board orientation, as developed by the Corporation.

Suspension, Resignation and Removal of Directors

- 4.18 **Resignation** – A director may resign from the board at any time by presenting their notice of resignation to the board. This resignation will become effective the date on which the request is approved by the board. A director who is subject to a disciplinary investigation or action of the Corporation at the time of resignation will nonetheless be subject to any sanctions or consequences resulting from the disciplinary investigation or action.
- 4.19 **Vacate Office** – The office of any director will be vacated automatically if the director:
- a) Is found by a court to be of unsound mind;
 - b) Becomes bankrupt, suspends payment, or compounds with their creditors, or makes unauthorized assignment, or is declared insolvent;
 - c) Dies.
- 4.20 **Removal** – An elected director may be removed by ordinary resolution of the members at a SGM provided the director has been given notice of and the opportunity to be heard at such a meeting. If the director is removed and holds a position as an officer, the director will automatically and simultaneously be removed from their position as an officer.

Filling a Vacancy on the Board

- 4.21 **Vacancy** – When the position of a director becomes vacant for whatever reason and there is still a quorum of directors, the board may appoint a qualified individual to fill the vacancy for the remainder of the unexpired term. No more than one-third (1/3) of the total number of directors elected at the previous AGM or SGM can be so appointed.

Remuneration

4.22 Remuneration – Directors will serve without remuneration and no director will directly or indirectly receive any profit from their position. A director may be paid reasonable out of pocket expenses incurred by him in the performance of their duties.

Meetings of Directors

4.23 Call of Meeting – Meetings of the board will be held any time and place as determined by the board.

4.24 Notice – A notice of a board meeting, served other than by mail, will be given to all directors at least seventy-two (72) hours prior to the scheduled meeting. A notice served by mail will be sent at least thirty (30) days prior to the meeting. No notice of a meeting of the board is required if all directors waive notice, or if those absent consent to the meeting being held in their absence.

4.25 Number of Meetings – The board will hold at least three (3) meetings per year.

4.26 Quorum – At any meeting of the board, a majority of the directors present in person or by telephone shall constitute a quorum at that meeting.

4.27 Voting – Each director is entitled to one vote. Voting will be by a show of hands, orally or by electronic ballot, unless a majority of directors present request a secret ballot. Resolutions are passed by ordinary resolution. Tied votes fail.

4.28 Closed Meetings – Meetings of the board will be closed to members and the public except by invitation of the board.

4.29 Meetings by Telecommunications – A meeting of the board may be held by teleconference or by means of other telecommunication technology provided the directors have passed a resolution addressing the mechanics of holding such a meeting; dealing specifically with how security issues should be handled, the procedure for establishing quorum and recording votes. Directors who choose to participate in a meeting by telecommunication technology are considered to have attended the meeting.

Powers of the Board

4.30 Mandate – The Board will have a mandate that describes the roles and responsibilities of the Board as well as the requirement to develop a strategic plan and a senior staff succession plan.

4.31 Powers – Except as otherwise provided in the Act or this by-law, the board has the powers of the Corporation and may delegate any of its powers, duties and functions.

4.32 Managing the Affairs of the Corporation – The board may make policies and procedures and manage the affairs of the Corporation in accordance with the Act and this by-law.

4.33 Discipline – The board may make policies and procedures relating to the actions and behaviour of members and registered participants, and will have the authority to discipline in accordance with such policies and procedures.

4.34 Dispute Resolution – The board may make policies and procedures relating to management of disputes within the Corporation and all disputes will be dealt with in accordance with such policies and procedures.

4.35 Employment of Persons – The Board may retain the services of an Executive Director who, together with volunteers and staff, shall implement the Board's goals and objectives. The Board may from time to time delegate some or all of its authority to the Executive Director (unless otherwise prohibited by the Act). The Executive Director may

employ such persons as required to carry out the mission and work of the Corporation with the prior approval of the Board – but the Executive Director will be the sole liaison between the Board and staff. When discussing the business of the Corporation, the Board will not interact with any staff member other than the Executive Director. No Director may become the senior staff person (or interim senior staff person) of the Corporation during their term as a Director or for twelve months thereafter. The Board shall develop a staff succession plan for the Executive Director.

- 4.36 Borrowing Powers – The board may borrow money, upon the credit of the Corporation, as it deems necessary:
- a) From any bank, other 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 in its discretion may deem expedient;
 - b) To limit or increase the amount to be borrowed;
 - c) To issue or cause to be issued bonds, debentures or other securities of the Corporation and to pledge or sell the same for such sums, upon such terms, covenants and conditions and at such prices as may be deemed expedient by the board of directors;
 - d) To secure any such bond, debentures or other securities, or any other present or future borrowing or liability of the Corporation, by mortgage, hypothec, 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.

SECTION 5: OFFICERS

5.1 Composition – The officers will be the president, the vice president, the treasurer and the secretary or in lieu of a secretary and treasurer, a secretary/treasurer, and other officers as the board may determine by resolution from time to time, will be appointed by the board by way of ordinary resolution.

5.2 President Eligibility – The individual appointed to be the President must be Independent.

5.3 Duties – The duties of officers are as follows:

- a) The president will be responsible for the general supervision of the affairs and operations of CSPA; will preside (or will appoint a designate to preside) at the AGM and any SGM of CSPA and at any meetings of the board; will oversee an annual Board review process, will be the official spokesman of the Corporation; will act as chairman on committees of officers representing the board; and will perform such other duties as may from time to time be established by the board.
- b) The vice president shall, during the absence or inability of the president, have all the powers and shall discharge all the duties of the president, and will perform other such duties as the president and the board may from time to time prescribe.
- c) The treasurer shall keep proper accounting records as required by the Act; will cause to be deposited all monies received by CSPA into the Corporation's bank account; will supervise the management and the disbursement of funds; when required will provide the board with an account of financial transactions and the financial position of CSPA; will prepare annual budgets; and perform such other duties as may from time to time be established by the board.
- d) The secretary shall be responsible for the documentation of all amendments to the Corporation's constitution and by-laws; will ensure that all official documents and records of the Corporation are properly kept; will attend and cause to be recorded the minutes of all meetings and ensure that they are delivered to the president, directors and all members; will give due notice to all members of all general meetings of the Corporation; and will perform such other duties as may from time to time be established by the board.

5.4 Removal – An officer may be removed by special resolution of the board or by ordinary resolution of the members in a meeting, provided the officer has been given notice of and the opportunity to be present and to be heard

at the meeting where such a resolution is put to a vote. If the officer is removed by the members, their position as a director will automatically and simultaneously be terminated.

5.5 Vacancy – Where the position of an officer becomes vacant for whatever reason and there is still a quorum of board members, the board may, by ordinary resolution, appoint a qualified individual to fill the vacancy for the remainder of that officer’s term of office.

Remuneration

5.6 Remuneration – Elected officers shall receive no remuneration for acting as such. Out of pocket expenses reasonably incurred in connection with their services as elected officers may be paid, at the board's discretion.

Other Committees

5.7 Appointment of Committees – The board may appoint such committees as it deems necessary for managing the affairs of the Corporation; may appoint members of committees or provide for the election of members of committees; may prescribe the duties of committees; and may delegate to any committee any of its powers, duties, and functions except where prohibited by the Act, the constitution or this by-law.

5.8 Standing Committees – The standing committees of CSPA shall be as follows:

- a) Nominating
- b) Governance and Ethics
- c) Audit and Finance
- d) Coaching Working Committee (CWC)
- e) Competition and National Teams Committee (CNTC)
- f) Technical & Safety Committee (TSC)

5.9 Standing Committees – Shall consist of a chairperson and at least two (2) additional members, all of whom shall be appointed by the board of directors.

5.10 Ad-hoc Committees – Where conditions warrant, the board of directors may establish Ad-hoc committees to deal with specific areas of concern to the board of directors. Ad-hoc committees shall consist of a chairperson and at least two (2) additional members, all of whom shall be appointed by the board of directors.

5.11 Quorum – A quorum for any committee will be the majority of its members.

5.12 Terms of Reference – The board will approve the terms of reference and operating procedures for all committees, and may delegate any of its powers, duties or functions (unless otherwise prohibited by the Act) to any committee.

5.13 No Remuneration – Members of the committees shall receive no remuneration for their services.

5.14 Vacancy – When a vacancy occurs on any committee, the board may appoint a qualified individual to fill the vacancy for the remainder of the committee’s term.

5.15 Removal – The board may remove any member of any committee.

SECTION 6: FINANCE AND MANAGEMENT

6.1 Fiscal Year – The fiscal year of the CSPA will be determined by the board of directors and may from time to time change.

6.2 Financial Institution – The banking business of the Corporation will be conducted at such financial institution as the board may designate.

6.3 Auditors – At each Annual General Meeting the members will appoint an auditor to audit the books, accounts and records of CSPA in accordance with the Act. The auditor will hold office until the next annual meeting. The auditor will not be an employee or a director of the Corporation.

6.4 Annual Financial Statements – The Corporation shall send to the members a copy of the annual financial statements and other documents referred to in subsection 172(1) (Annual Financial Statements) of the Act. Instead of sending the documents, the Corporation may send a summary to each member along with a notice informing the member of the procedure for obtaining a copy of the documents themselves, free of charge. The Corporation is not required to send the documents or a summary to a member who, in writing, declines to receive such documents.

6.5 Board Review – The Board must review quarterly financial statements within 60 days of a quarter ending and must review annual financial statements within 90 days of year end.

6.6 Books and Records – The necessary books and records of the Corporation required by these by-laws or by applicable law will be necessarily and properly kept. The board minutes and records of the Corporation will not be available to the general membership of the Corporation but will be available to the board, each of whom shall receive a copy of such minutes. All other books and records will be available for viewing at the head office of the Corporation in accordance with the Act.

6.7 Signing Authority – Deeds, transfer, assignments, contract, obligations and other instruments in writing requiring execution by CSPA may be signed by any two (2) of the president, vice-president, treasurer, or any other person(s) of CSPA authorized by the board. The board shall have the power to appoint individuals to negotiate or prepare documents that may require signing by CSPA, and then designate them as signatories for CSPA. These documents shall be considered binding upon CSPA. Copies of all contractual documents and a description of their intent shall be provided to the CSPA board at the next meeting from the date of signing.

6.8 Written Certification - Directors must receive, via the Executive Director, quarterly written certification of the following matters:

- a) all required remittances be they for deductions at source, sales tax, or any other government remittances have been made
- b) all other payments for which Directors are personally liable have been made
- c) description of any breach of a material agreement and the status of any claims or lawsuits threatened or initiated against the Corporation including a status update of each
- d) confirmation that all insurance coverage (including directors and officers liability insurance) approved by the Board is in full force and effect and that all premiums have been paid description of any material risk (financial or otherwise)

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

Conflict of Interest

6.10 Conflict of Interest – In accordance with Section 141 of the Act, a director, officer or member of a committee who has an interest, or who may be perceived as having an interest in a proposed contract or transaction with the Corporation will:

- a) Comply with the Corporation's Conflict of Interest Policy;
- b) Disclose fully and promptly the nature and extent of such interest to the board or committee, as the case may be;
- c) Refrain from voting or speaking in debate on such contract or transaction;

- d) Refrain from influencing the decision on such contract or transaction; and
- e) Comply with the requirements of the Act regarding conflict of interest.

SECTION 7: AMENDMENT OF BY-LAWS

7.1 **Directors Voting** – Except for the items set out in subsection 197(1) of the Act (Fundamental Changes), this by-law may be amended, revised, repealed or added to by ordinary resolution of the directors, at a meeting of the board. The directors shall submit the by-law to the members at the next meeting of members, and the members may, by ordinary resolution, confirm, reject or amend the by-law. The by-law, amendment or repeal is effective from the date of the resolution of the directors. If the by-law, amendment or repeal is confirmed, or confirmed as amended by the members, it remains effective in the form in which it was confirmed.

7.2 **Members Voting** – A member is entitled to make a member's proposal to make, amend or repeal these by-laws. Except for the items set out in subsection 197(1) of the Act (Fundamental Changes), these by-laws may be amended or repealed by ordinary resolution of the voting members present at the next meeting of members. Any approved amendments will have immediate effect.

7.3 **Notice in Writing** – Notice of the proposed amendments to this by-law, general rules, regulations and the constitution shall be provided to the members at least forty-five (45) calendar days prior to the date of the meeting at which it is to be considered, so that it may be distributed to the members in a timely manner.

SECTION 8: NOTICE

8.1 **Written Notice** – In this by-law, written notice will mean notice which is hand-delivered or provided by mail, fax, electronic mail or courier to the address of record of the Corporation, director or member, as the case may be.

8.2 **Date of Notice** – Date of notice will be the date on which receipt of the notice is confirmed verbally, where the notice is hand-delivered, electronically where the notice is faxed or e-mailed, in writing where the notice is couriered, or in the case of notice that is provided by mail, five days after the date the mail is post-marked.

8.3 **Error in Notice** – The accidental omission to give notice of a meeting of the directors or the members, the failure of any director or member to receive notice, or an error in any notice which does not affect its substance, will not invalidate any action taken at the meeting.

SECTION 9: DISSOLUTION

9.1 **Dissolution** – Upon the dissolution of the Corporation and after payment of all debts and liabilities, its remaining property shall be distributed or disposed of to a qualified donee registered under the *Income Tax Act* (Canada) and selected by the members by a special resolution passed by the members at a member's meeting.

SECTION 10: INDEMNIFICATION

10.1 **Will Indemnify** – The Corporation will indemnify and hold harmless, the Corporation, each director and officer, their heirs, executors and administrators from and against any and all claims, demands, actions or costs which may arise or be incurred as a result of occupying the position or performing the duties of a director or officer, except as provided in Section 10.2.

10.2 **Will Not Indemnify** – The Corporation will not indemnify a director or officer or any other person for acts of fraud, dishonesty, or bad faith.

10.3 Insurance – The Corporation will, at all times, maintain in force such directors and officers liability insurance as may be approved by the board.

SECTION 11: FUNDAMENTAL CHANGES

11.1 Fundamental Changes – Subsection 197(1) of the Act requires a special resolution of all members in order to make the following fundamental changes to the by-laws or Articles of the Corporation. Fundamental Changes are defined as follows:

- a) Change the Corporation's name;
- b) Change the province in which the Corporation's registered office is situated;
- c) Add, change or remove any restriction on the activities that the Corporation may carry on;
- d) Create a new class or group of members;
- e) Change a condition required for being a member;
- f) Change the designation of any class or group of members or add, change or remove any rights and conditions of any such class or group;
- g) Divide any class or group of members into two or more classes or groups and fix the rights and conditions of each class or group;
- h) Add, change or remove a provision respecting the transfer of a membership;
- i) Subject to Section 133 of the Act, increase or decrease the number of — or the minimum or maximum number of — directors fixed by the articles;
- j) Change the statement of the purpose of the Corporation;
- k) Change the statement concerning the distribution of property remaining on liquidation after the discharge of any liabilities of the Corporation;
- l) Change the manner of giving notice to members entitled to vote at a meeting of members;
- m) Change the method of voting by members not in attendance at a meeting of members; or
- n) Add, change or remove any other provision that is permitted by this Act to be set out in the Articles.

SECTION 12: TRANSPARENCY

12.1 Transparency – The Board shall enact and maintain a transparency policy to ensure that the Corporation publishes on its website and has publicly accessible:

- a) the By-laws;
- b) Annual Financial Statements;
- c) Minutes of meetings of Members;
- d) the Board mandate;
- e) terms of reference for all committees;
- f) the annual report on Board diversity;
- g) all policies enacted by the Board; and
- h) any other document as may be required by these By-laws or the Act.

APPENDIX A: PROXY FOR MEMBERS

(for use with Annual or Special General Meetings only)

Suggested form of proxy pursuant to section 3 of the by-laws of

CANADIAN SPORT PARACHUTING ASSOCIATION
ASSOCIATION CANADIENNE de PARACHUTISME SPORTIF

The undersigned hereby appoints _____ (M/Y)

_____ CSPA Affiliation # _____ Expiry Date _____ or failing them

_____ CSPA Affiliation # _____ Expiry Date _____ or failing them

_____ CSPA Affiliation # _____ Expiry Date _____ or failing them

_____ CSPA Affiliation # _____ Expiry Date _____

with power or substitution, to attend and vote for the undersigned at the Annual General Meeting or Special General Meeting of the members and at any adjournments thereof.

Enter in full one of the words, FOR or AGAINST, and, if desired, CONDITIONAL, or if no entry is made, at the discretion of the proxy holder.

FOR or AGAINST (and) CONDITIONAL

- 1) _____ appointment of auditor;
- 2) _____ special resolutions, if any;
- 3) _____ other special business, if any;
- 4) _____ other new business (specify);

and on such other business as may properly come before the meeting; hereby revoking all proxies previously given.

I hereby certify that I have read and fully understand the requirements per PIM 3.

Name of member (Prov. Council, Club, DZ Operator)

Date _____ Per: _____

Authorized Signature _____

Name of authorized officer/Attorney and Position. _____