

Canadian Actors'

EQUITY

Association

COUNCIL POLICIES

LAST UPDATED: 01/26/2026

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Preamble

This document is designed to provide effective and efficient policies for carrying out the aims, actions, and objects of Canadian Actors' Equity Association. It is a living document and may be amended to meet the evolving needs of the Association. Any changes to this document should be the result of a clear and thoughtful process that includes thorough debate and aspirational planning.

The document is divided into four parts:

Organizational Results (ORs): Policies describing in broad terms the goals of the Association: what the members should receive for their dues, and at what cost.

Executive Director Limitations (EDLs): Policies prescribing limits or other conditions the Executive Director must adhere to while achieving the Organizational Results.

Council Processes (CPs): A set of rules for Council's own activity, including a code of conduct, job descriptions, and rules for monitoring organizational performance.

Council Delegation (CDs): Policies defining the "employer-employee" relationship between Council and the Executive Director, and the authority granted therein.

Organizational Results

Organizational Result-1

Global Organizational Results Statement

Last amended: 05/27/2024

The Canadian Actors' Equity Association exists to advance the professional, artistic and economic interests of its members within the live performance industry.

In pursuing its objectives, Equity demonstrates and advocates for fairness, inclusivity, integrity, and collectivity.

Organizational Results 2 and 3 are in order of priority.

No less than 70% of Association's available resources will be allocated to OR-2 Core Activities.

Organizational Result-2

Core Activities

Last amended: 10/29/2024

Members will benefit from the following, with roughly equal priority, whenever auditioning, working under, and/or after completion of a contract:

1. (A) Excellent working conditions, ensuring:
 - (i) protection from harassment, discrimination, reprisal and abuse;
 - (ii) safe, sanitary and accessible workplaces;
 - (iii) access to the greatest possible range of work opportunities on Equity contracts
 - (iv) priority access to consistently-scheduled general auditions, for engagers with which Equity has a negotiated scale agreement.
- (B) Secure contracts in place, ensuring:
 - (i) appropriate and consistent remuneration; and
 - (ii) a guarantee on a portion of the fees payable to ensure compliance with applicable termination and benefit clauses.
- (C) Additional benefits, including:
 - (i) future income protection derived from their work, including but not limited to an easy mechanism for contributing to Equity's retirement funds;
 - (ii) financial protection regarding accidents, disability, illness, mental and physical health, as a function of membership and in keeping with current member needs and consistent with the membership's ability to pay; and
 - (iii) protection of members' rights to pursue skills development in a new discipline within Equity's jurisdiction.

Organizational Result-3

Supporting Activities and Resources

Last amended: 06/23/2025

1. Members will benefit from adjunct resources and supports to enhance their career in live performance, including but not limited to:
 - (i) proactive public policy and political advocacy towards a favourable environment for live performance careers in Canada.
 - (ii) peer recognition and professional credibility within the live performance industry, domestic and international, by virtue of their membership.
 - (iii) access to career and skills development opportunities.
2. Members, through their Association, will support philanthropic projects and services within the performing arts, nationally and internationally, to a maximum value of 0.5% of the previous year's revenues.

Executive Director Limitations

Executive Director Limitation-1 Global Executive Constraint

Last amended: 10/29/2017

The Executive Director will not cause or allow any practice, activity, decision, or organizational circumstance which is either unlawful, discriminatory, imprudent or in violation of commonly accepted business and professional ethics and practices. Further, without limiting the scope of the foregoing by this enumeration, the Executive Director will not:

1. Allow conditions, procedures, practices or decisions that create inequity in member services or benefits.

Executive Director Limitation-2 Interaction with Members and Others

Last updated: 06/23/2025

With respect to interaction with members and others (jointly referred to as “clients”), the Executive Director will not cause or allow conditions, procedures, or decisions which are unsafe, undignified, discriminatory, or unnecessarily intrusive, or which otherwise fail to provide for well informed clients and a high standard of customer service.

As a minimum standard, the Executive Director:

1. Will operate Association facilities with appropriate accessibility and privacy.
2. Will provide clear and accessible information regarding what may and may not be expected from any service offered.
3. Will publish and operate according to, clear and accessible client service standards in the areas of: timelines for response to communication and provision of services, knowledgeable response to inquiry, and courteous treatment.
4. Will not reprimand or penalize members, except as specifically provided for in Bylaw 107.
5. Will provide prominent and easy access to a service complaint filing process for clients who believe they have not been accorded a reasonable interpretation of their protections under this policy.
6. Will initiate prompt contact with new members, with the following priorities:
 - (i) welcoming them into the Association;
 - (ii) providing links to key personal resources, both on staff and within the membership, and to key information resources; and
 - (iii) introducing them to key benefits of membership.

Executive Director Limitation-3 Treatment of Staff and Volunteers

Last amended: 02/27/2017

With respect to the treatment of staff and volunteers, including appointees to outside boards, the Executive Director will not cause or allow conditions which are unfair, undignified, disorganized, unsafe, unclear or discriminatory.

As a minimum standard, the Executive Director:

1. Will publish and operate according to clear and accessible personnel rules which:
 - (i) provide for effective handling of grievances; and
 - (ii) protect against wrongful conditions, such as nepotism and grossly preferential treatment for personal reasons.
2. Will not discriminate against any staff member or volunteer for non-disruptive expression of dissent.
3. Will inform staff and volunteers of the Executive Director's interpretation of their protections under this policy.
4. Will ensure staff and office volunteers are prepared to deal with emergency situations.
5. Will operate with an effective procedure for timely replacement of staff or volunteers as the need arises.

Executive Director Limitation-4
Financial Planning/Budgeting

Last amended: 02/26/2018

Financial Planning for any fiscal year (or the remaining part of any fiscal year) will not deviate materially from Council's Organizational Results' priorities, risk fiscal jeopardy, or be derived from a single-year plan.

As a minimum standard, the Executive Director:

1. Will draft budgets that avoid foreseeable risk of incurring those situations or conditions described as unacceptable in Council policy EDL-5 Financial Conditions and Activities.
2. Will include within budgets credible projections of revenue and expenses and the assumptions used to create those projections.
3. Will redraft budgets in a timely manner when circumstances have substantially changed and the prior assumptions are clearly inappropriate.
4. Will provide for Council prerogatives as budgeted for under CP-8 Cost of Governance Policy.

Executive Director Limitation-5 Financial Conditions and Activities

Last amended: 04/26/2021

With respect to the actual, ongoing financial conditions and activities, the Executive Director will not cause or allow fiscal jeopardy or material deviation of expenditures from Council priorities established in Organizational Results policies.

As a minimum standard, the Executive Director:

1. Will ensure the balance between revenues and expenditures in the current fiscal year does not compromise the maintenance of the stabilization fund at a level equal or above 90% of the average of total operating expenses in the previous three audited fiscal years not including expenses deemed 'extraordinary' by the Auditors, except when:
 - (i) there is a significant unprecedented or unforeseeable increase in expenses;
or
 - (ii) there is a significant unprecedented or unforeseeable reduction in revenue.During such unprecedented or unforeseen circumstances and any subsequent recovery period, will ensure that the stabilization fund is used to provide cash flow for on-going operations only to the extent that ensures the delivery of basic services for members.
2. Will prioritize replenishing the stabilization fund starting no later than the fiscal year following that in which staffing capacity is no less than that in the fiscal year preceding the unprecedented or unforeseen circumstance (e.g., pre-COVID-19) and/or when staffing levels are deemed adequate for current operations.
3. Will replenish the stabilization fund by allocating no less than 50% of annual operating surpluses to it until such time as 90% of the average of total operating expenses in the previous three audited fiscal years has been achieved.
4. Will favour the safety of assets over return, and take ordinarily prudent measures to protect against loss of capital when investing the stabilization fund. In addition, no investments may be made in other than bonds or cash accounts or like mutual funds or social investments and without demonstrable avoidance of conflict of interest.
5. Will not incur debt in an amount greater than can be repaid by certain, otherwise unencumbered revenues within 180 days.
6. Will maintain trust funds unencumbered and available for immediate refund in full to the depositors.
7. Will maintain trust funds as discrete accounts except to the extent that funds may be co-mingled with other trust fund accounts in an interest bearing account to achieve a higher rate of interest than the funds would have received individually.
8. Will settle payroll and debts in a timely manner.
9. Will ensure tax payments or other government ordered payments or filings are filed accurately and within prescribed deadlines.
10. Will not acquire, encumber or dispose of real property.
11. Will aggressively pursue receivables, excluding membership dues, after a reasonable grace period.
12. Will compare prices and quality from different vendors when making any purchase of a significant amount of money, except in the case of a repeat vendor used again for a substantially similar project within a twenty-four-month period of the initial purchase. Orders shall not be split to avoid this criterion.

13. Will receive, process and disburse funds under controls that are sufficient to meet the Council-appointed auditor's standards.
14. Will not make any grants, with the exception of charitable donations.
15. The Executive Director may use up to 5% of the stabilisation fund to make "social investments", in support of organizations or entities that provide the membership with direct and tangible services or benefits that are consistent with Organizational Results policies. These funds cannot be grants, or payment for services or benefits, and must at all times be revocable under reasonable terms.

Executive Director Limitation-6
Emergency Executive Director Succession

Last amended: 10/29/2017

In order to protect Council from sudden loss of Executive Director services, the Executive Director will have at least one other executive sufficiently familiar with Council and Executive Director issues and processes to enable that person to take over with reasonable proficiency as an interim successor. The Executive Director may not enter into any obligation implied or explicit regarding succession.

Executive Director Limitation-7 Asset Protection

Last amended: 03/27/2023

The Executive Director will not cause or allow Equity's assets and property to be unprotected, inadequately maintained or unnecessarily risked.

As a minimum standard, the Executive Director:

1. Will insure against theft and casualty losses and employee wrongdoing, and actions of Council jointly or severally, to a level that is the average for comparable organizations.
2. Will ensure that purchases of any significant cost are made with normally prudent protection against conflict of interest.
3. Will not do anything to compromise the independence of Council's audit or other external monitoring or advice, including engaging these same parties for operational purposes without the formal permission of Council.
4. Will not create or purchase any subsidiary corporation.
5. Will protect intellectual property, information and files from loss or significant damage.
6. Will not unnecessarily expose the organization, its Council or staff to claims of liability.
7. Will not unnecessarily endanger the organization's public image or credibility, or impede its ability to accomplish Organizational Results.
8. Will not change the organization's name or substantially alter its identity in the community.
9. Will consider all opportunities to use environmentally sound practices in all means under their control and within reasonable financial boundaries.

Executive Director Limitation-8 Compensation and Benefits

Last amended: 08/28/2023

With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the Executive Director will not cause or allow jeopardy to the Association's fiscal integrity, or to its image amongst its membership and/or the general public.

As a minimum standard, the Executive Director:

1. Will not change their own compensation package, except to keep their benefits consistent with those of all other employees.
2. Will not use volunteers to perform ongoing tasks for which one would reasonably expect payment.
3. Will not promise or imply guaranteed employment in excess of labour standards or generally accepted management compensation practices.
4. Will not establish current compensation and benefits that deviate materially from the current geographic or professional market for the skills employed.
5. Will not create obligations:
 - (i) over a term longer than revenues can be safely projected; or
 - (ii) that fail to take into account the possibility of unforeseeable losses in revenue.
6. Will not establish or change retirement plan benefits so as to cause unpredictable or inequitable situations, including those that:
 - (i) provide less than a basic level of benefits to all full time employees, subject to a one year elimination period. Differential benefits to encourage employee retention are permitted; and
 - (ii) treat the Executive Director differently from other key employees.

Executive Director Limitation-9 Communication and Support to Council

Last amended: 06/27/2022

The Executive Director will not leave Council uninformed or unsupported in its work. The following sub-policies are presented in order of priority.

As a minimum standard, the Executive Director:

1. Will submit required monitoring data that directly addresses provisions of policies being monitored (see policy CD-5 "Monitoring Executive Director Performance") in a timely, accurate, clear, and unbiased fashion, including justification for their interpretation.
2. Will supply to Council for its consent agenda all routine or procedural matters (along with applicable monitoring information) which require Council approval by law, regulation, or contract.
3. Will inform Council on any material issues that may arise from the development, negotiation, review or revision of agreements or engagement policies.
4. Will report in a timely manner any noncompliance (actual or anticipated) with any policy of Council.
 - (A) Will advise Council if, in the Executive Director's opinion, Council is not in compliance with its own policies on Council Process (CP) and Council Delegation (CD).
5. Will submit decision information periodically required by Council and inform Council of relevant trends.
6. Will provide Council with any incidental information it requires, including anticipated media coverage, threatened, or pending lawsuits, significant internal changes, and relevant governmental action or initiatives.
7. Will provide resources, logistics and associated communications, for official Council, officer, committee, and/or regional activities.
8. Will interact with Council as a whole except when:
 - (i) fulfilling individual requests for information; or
 - (ii) responding to officers or committees duly charged by Council.
9. Will convey to Council, in time for inclusion on the agenda of its next regular meeting:
 - (i) all service standard complaints dealing specifically with the behaviour of the Executive Director
 - (ii) any complaint by staff against a member, for which policy EDL-2.6 would preclude direct action by the Executive Director.
10. Will communicate to Council the status of member-submitted RCAs referred to staff within two meetings following their receipt.
11. Will deliver monitoring data to Council as outlined in or related to the Respectful Workplace Policy.

Executive Director Limitation-10 Members and Staff Retirement Funds

Last amended: 09/30/2018

With regard to both the registered and non-registered retirement savings plans (the "Plans") and the retirement funds of members and staff (the "Plan Members"), the Executive Director:

- (i) will not allow practices that would compromise the ability of Plan Members to benefit fully from their retirement contributions and investment choices; and
- (ii) will not allow practices in regard to Plan Member contributions or administration of the Plans that do not demonstrate the care, diligence and skill that a person of ordinary prudence would exercise in dealing with the property of another person.

As a minimum standard, the Executive Director:

- (i) will include all eligible staff and Association members as Plan Members;
- (ii) will ensure that the design, administration and service standards of the Plans conform to prevailing best practice standards for pensions and capital accumulation plans;
- (iii) will conform to best practice standards for responsible handling of Plan Member funds held in trust;
- (iv) will engage appropriate outside service providers for the Plans;
- (v) will aggressively pursue Plan Member contributions deducted at source;
- (vi) will implement standards for retention of unallocated Plan Member funds, and for pursuit of allocation over a reasonable timeframe, of at least 24 months, in order to minimize unallocated funds;
- (vii) will reassign unallocated Plan Member funds as set out in the bylaws;
- (viii) will maintain an appropriately constituted Investment Committee to select and monitor investment options in the Plans. The Committee must include at least one Plan Member representative from each of the Association membership and staff; and
- (ix) will assist the Investment Committee, ensuring that it:
 - (a) exercises the care, diligence and skill in the investment of Plan Member funds that persons of ordinary prudence would exercise in dealing with the property of another person;
 - (b) selects a range of investment options appropriate for Equity's retirement Plans;
 - (c) chooses a default investment option with an appropriate balance of return and risk;
 - (d) regularly reviews the suitability of each investment option for continued inclusion in the Plan, including review of returns in comparison to similar investment options, or composite indices as appropriate;
 - (e) discontinues or replaces investment options if that option is no longer appropriate for Equity's retirement Plans; and
 - (f) provides the Executive Director with an annual report of its findings, for inclusion with the Executive Director's annual monitoring report. More frequent reports shall be provided when overall market or individual fund performance warrants it.

Executive Director Limitation-11 Creation, Negotiation, and Administration of Scale Agreements and Engagement Policies

Last updated: 06/23/2025

With respect to scale agreement and engagement policy negotiation, review, administration and enforcement, the Executive Director will not allow members, and non-members engaged under our agreements, to be uninformed or unsupported in their work, nor place undue administrative burden upon engagers when they hire artists on Equity contracts.

With respect to the development, negotiation, review, application and enforcement of negotiated and promulgated scale agreements (“agreements”) and engagement policies (“policies”), the Executive Director:

1. Will inform the affected membership on, and provide timely opportunity for them to contribute to, the development, negotiation, review and revision of agreements and policies.

As a minimum standard, the Executive Director:

- (A) Will state an expiry date in all agreements and policies, so that each is subject to regular review and revision.
 - (B) Will collect revision input from Council and the affected membership in advance of negotiation or review of agreements or policies.
 - (C) Will provide timely notice of:
 - (i) the general schedule of upcoming negotiation or agreement or policy review;
 - (ii) the conclusion of negotiation or review, including notification of principal changes to the agreement or policy; and
 - (iii) ratification results for negotiated scale agreements.
 - (D) Will provide general information on the substantive issues slated for, or arising in negotiation or review, except where it is reasonable and advisable for it to be withheld. If such an exclusion is used, Council will be informed promptly.
 - (E) Will secure member ratification of negotiated scale agreements in a manner consistent with Bylaw 159.
2. Will not allow unqualified deviations from, or fail to enforce, the Association's agreements and policies.

As a minimum standard, the Executive Director:

- (A) Will interpret and enforce the terms and conditions as negotiated, written, and historically interpreted.
- (B) Will meet required deadlines for enforcement of an interpretation and/or dispute resolution.
- (C) Will not expend the resources of the Association in the resolution of a dispute or pursuit of an interpretation beyond the point that it is prudent to do so.
- (D) Will not reduce any of the terms or conditions of an agreement or policy except where consistent with long term ends and without:
 - (i) confirming the support of the majority of members affected by the reduction, or when such a reduction is contemplated in advance of the engagement, ensuring that all members affected by the reduction are notified of the change to the Agreement prior to signing their engagement contracts;
 - (ii) confirming that such a reduction does not create a precedent or the impression of a precedent;

- (iii) confirming that the reduction or change would alleviate a legitimate financial hardship to the producer or alternatively, that there is a reasonable quid pro quo for the member(s) affected;
 - (iv) consulting with knowledgeable members in the affected region or discipline; and
 - (v) ensuring that such a reduction would not compromise the health and safety of members.
- (E) Will take into account inherent economic challenges, regional variation, diversity of practice and cultural variation when evaluating proposed deviations from an agreement or policy.
3. Will restrict administrative requirements for engaging artists on Equity contracts, to those reasonably necessary to ensure compliance with applicable bylaws, Organizational Results and Executive Director Limitations, particularly in the case of the small-scale and artists' collective productions.
 4. Will provide non-members with timely information and advice on permit, apprenticeship and membership options related to engagement.
 5. Will provide members with timely notice of changes to the list of defaulting engagers.
 6. Will ensure that:
 - (i) all agreements and policies provide for the selection of a Liaison on any engagement of significant duration;
 - (ii) information on the process, rules and exclusions for selection of the Liaison are readily available to the membership;
 - (iii) the Liaison is provided with the information they need to be able to understand their responsibilities and complete them to the best of their abilities; and
 - (iv) the Liaison has the necessary contractual protection and staff support in fulfilling their responsibilities.
 7. Will ensure that members benefit from an excellent professional environment in which to pursue contracts, by providing:
 - (i) administrative support and assistance with contractual arrangements, commensurate with the prospective engager's history of adherence to legislation and contracts; and
 - (ii) a working relationship free of unnecessary conflict with engagers. Will ensure that members benefit from an excellent professional environment in which to pursue contracts, by providing:
 8. Will facilitate the development of small-scale engagement opportunities for members, which encourage income, career advancement, or artistic fulfillment, through self-production and collaborative production.

Executive Director Limitation-12

Communication and Support to Members

Last amended: 10/24/2021

The Executive Director shall not fail to ensure that members have timely access to information and resources, supporting core activities, membership and other matters of importance to members, including but not limited to:

- (i) joining and membership in Equity;
- (ii) Equity's Constitution and Bylaws;
- (iii) agreements and engagement policies;
- (iv) the insurance plan;
- (v) retirement planning;
- (vi) audition and job opportunities in Equity's jurisdiction;
- (vii) advocacy activities;
- (viii) information provided to us by industry partners or other third parties which is relevant to the industry; and
- (ix) other projects, activities, programs and protections, in a given year that support member needs.

Executive Director Limitation-13
Association Offices

Last amended: 11/24/2008

The Executive Director may not close or relocate the Western Office without ensuring, by thorough prior evaluation, including discussion with affected members, that the level of service provided to members will not be materially compromised, and that the Executive Director will be able to continue to effectively deliver on Organizational Results.

Executive Director Limitation-14 Election and Referendum Logistics

Last amended: 05/26/2025

With respect to the logistics of Council elections and member referenda, the Executive Director will not allow any practice or decision that would compromise the conduct of secure, anonymous, verifiable and accurate voting.

As a minimum standard, the Executive Director:

1. Will ensure the distribution, collection and storage of ballot data in a secure manner, one that reasonably ensures receipt and use only by the intended person, and that does not permit association of an open ballot with the voter having cast it.
2. Will ensure that ballots are only distributed to, and complete ballots are only accepted from, persons eligible to vote, and that only one ballot is accepted per person.
3. Will ensure the reasonable and consistent validation of received ballots.
4. Will ensure that votes are accurately tallied and certified in a timely manner following the deadline for the receipt of ballots as directed.
5. Will ensure that the results of the voting are reported to Council and the membership in a timely manner.
6. Will retain all ballot data for no less than 90 days following the close of voting, or 10 days following the decision of an independent auditor where the initial results have been challenged, whichever period is greater.
7. Will retain the certified tallies for a minimum of 10 years.

Council Process

Council Process-1 **Global Governance Commitment**

Last amended: 04/28/2025

The purpose of Council, as elected representatives of the membership, is to ensure that Canadian Actors' Equity Association achieves the aims and actions outlined in the Organizational Results, and to monitor the Executive Director Limitations of this policy. Council will govern according to Association bylaws and constitution, its own governance policies, and according to the laws of the land.

Council Process-2 Governing Style

Last amended: 11/22/2021

Council will govern with an emphasis on outward vision, strategic leadership, and collective decision-making, encouraging a diversity of viewpoints and experience, and will plan proactively for the future of the Association.

Accordingly:

1. Council will hold collective accountability for maintaining responsible governance. The expertise of individual Councillors may be used to enhance Council knowledge and understanding but will not replace the judgment of Council as a whole.
2. Council will direct and inspire the organization through policies focused on supporting the long-term goals of the Association. Council will delegate the administrative means of attaining those goals to staff.
3. Council will maintain clear definition of Councillor and officer roles.
4. In order to govern responsibly, Council will enforce discipline upon itself in matters such as attendance, preparedness, and respect for leadership roles. Council will not allow an officer, individual or committee of Council to hinder or prevent the work of Council.
5. At the outset of a new term, Council development will include orientation of new Councillors in Council's governance process, the Complaints and Disciplinary Process and the bylaws.
6. Council process and performance will be self-monitored and discussed on a schedule throughout each year. Council activities and decisions will be compared to Council Process and Council Delegation policies to ensure that the policies are being followed. Council will conduct a periodic examination of these policies to ensure relevant and effective governance.
7. Council will promote inclusive representation of the membership on Council and its committees. Accordingly, Council will:
 - (A) Make special efforts to ensure that all members are aware of their opportunity for candidacy;
 - (B) Conduct specific outreach to member communities/identities from which representation has been historically lacking; and
 - (C) Conduct a rigorous self-audit at every February in-person meeting to assess the diverse composition of Council and its committees in comparison to current membership demography statistics. If this self-audit reveals inclusive representation below acceptable levels (defined by the target set for the election), Council's first priority will be to redress the situation through specific outreach to under-represented communities for inclusion in committee work.
8. When seeking outside input or advice, Council will solicit an inclusively representative range of voices, and make special efforts to ensure that all members are equally aware of their opportunity to participate.

Council Process-3

Council Job Description

Last updated: 01/01/2025

In addition to CP-1, Council's work, as elected representatives of the membership, is to ensure appropriate organizational performance, and to advocate for and respond to the needs of the membership.

Accordingly, Council has direct responsibility for:

1. Creating and maintaining effective broadly written policies to address organizational needs and decisions. These policies shall be arranged as outlined in the preamble of this document in the following categories: Organizational Results, Executive Director Limitations, Council Process, and Council Delegation.
2. Determining through an annual Work Plan which member and stakeholder issues it intends to address through broad consultation with the membership and, where an issue is deemed to be significant, gathering further input through consultation with selected groups or wider consultation as appropriate.
 - (A) The Work Plan will contain Member Outreach strategy for keeping the membership informed of its activities and the results of its work.
 - (B) Council will continually improve its own performance through Council education and enriched input and deliberation.
3. Administration of the following:
 - (i) the review of applications by members who wish to resign or who wish to be reinstated into the Association, as set out in Bylaws 51-54;
 - (ii) the conferral of the Equity Honours Awards, and the allocation of professional development grant funding;
 - (iii) provision and maintenance of professional conduct standards as outlined in Bylaw 59;
 - (iv) provision and maintenance of a clear and transparent process in the bylaws for disciplinary complaints filed against members as outlined in Bylaws 65-109;
 - (v) provision and maintenance of the Respectful Workspace Policy and, as necessary, delegation of any initiatives that result from it; and
 - (vi) review and decisions for Service Standard Complaints filed under EDL-2.3, dealing specifically with the behaviour of the Executive Director, regarding a member's behaviour toward staff, in consultation with the Executive Director.
4. Oversight of any jurisdictional changes to the Association, including:
 - (i) any initiative to organize new membership that would require amendment to the jurisdiction of the Association as described in Bylaw 1; and
 - (ii) the securing of membership approval for any jurisdictional change that would fundamentally alter the nature of the Association.

Council Process-4

Agenda Planning

Last amended: 09/23/2024

Council will follow an annual agenda which explores, at least once per term, all policies for intention, interpretation, and compliance.

1. The first meeting of each new Council term shall not be considered a regular meeting of Council. In order for Council to obtain the knowledge required to make informed decisions on behalf of the membership, such a meeting shall be concentrated on orientation and training only, with the exception of matters that require urgent attention. Council's business agenda shall resume at the following meeting.
2. Council's agenda cycle will end on November 30th each year to accommodate for administrative and budgetary planning based on the most recent statement of Organizational Results.
3. The cycle will start with Council's development of its Work Plan for the next year.
4. Monitoring Reports sent at least ten days in advance of a Council meeting will be placed on the agenda as a group for acceptance under the agenda item "Monitoring Reports". A vote on acceptance of Monitoring Reports sent less than 10 days in advance may be deferred for a single meeting in order to give Councillors time to properly review and consider the reports. Council will err on the side of ensuring adequate Councillor preparation in making this determination.
5. Council will attend to consent agenda items (items required by law or other outside regulations) as expeditiously as possible.
6. Service Standards Complaints pursuant to policy EDL-9.11 will be conveyed to Council in time for inclusion on the agenda of its next regular meeting.
7. Delivery of decisions by Disciplinary Panels and receipt of any accompanying recommendations will be acknowledged by Council at the next Council meeting.
8. Executive Director remuneration will be decided during the month of March once every 3 years [or according to the term of their remuneration package] after a review of monitoring reports received in the last year.
9. At the March Council meeting of each year, Council will determine a mechanism for its direct monitoring of policy EDL-9. If a committee is desired, it will be struck at the same meeting.
10. New Requests for Council Action (RCAs) by members, Councillors, staff or other parties should be made in writing and submitted to the Council President and/or Secretary-Treasurer. Those received four days prior to a regular meeting will be included for Council review on the agenda under "Requests for Council Action".
 - (A) Council will signify by a majority vote whether or not it accepts the RCA for inclusion on a future agenda. Requests will not normally be taken up for immediate discussion upon acceptance, except where Council recognizes that a delay would be harmful, or that the topic is relevant to an upcoming cyclical agenda item. A list of RCAs accepted by Council, containing brief descriptions and general dispositions, will be maintained on the website.
 - (B) The Council President may exercise discretion in responding to RCAs as follows:
 - (a) Requests that clearly pertain to activities delegated to staff will be referred to the Executive Director. The person submitting the request will be informed promptly.

- (b) Requests for Council Action are generally expected to benefit recognised communities within the membership or the membership as a whole. Requests that seek to benefit an individual or any sufficiently small group of members may be declined. The person submitting the request will be informed promptly.
 - (c) A request may be given priority for proposal where it is clear that delay would be harmful.
 - (d) A request may be given priority for proposal when the topic would fit well with an upcoming cyclical agenda item.
- (C) RCAs directed to staff or declined as above will be included on the agenda for Council information purposes under “Other Business” at the next regular Council meeting. Councillors seeking clarification regarding the Council President’s disposition of the RCA may request information from the Council President and/or Council approval for inclusion of the RCA on a future agenda. Requests for inclusion will not be unreasonably denied.
 - (D) Should the Council President delegate authority for chairing a meeting, then all these responsibilities, save for scheduling accepted items, will devolve to the acting chair.
11. Each Council meeting agenda will include an item for “Emerging Issues” – issues that fall outside of any included agenda topic that need to be discussed by Council as a result of a pressing situation. Notice to the Council President regarding emerging issues is not required but is suggested.
 12. Each Council agenda will include an item for “Executive Director Update” – to be used at the discretion of the Executive Director – to inform or update Council on matters that have been delegated to staff, but which increase Council’s knowledge and understanding regarding the operations of the Association.
 13. Council will review the Association finances at least every second year, in time to hold a referendum to adjust dues, if needed, with the following year’s May 1 dues billing, and will consider implementation of an automatic, cyclical inflation adjustment to the basic dues, to be decided as part of that referendum.
 14. The agenda for each in person meeting of Council will include a Level 3 in camera session (Councillors only) of no less than 15 minutes, so that Councillors may speak frankly and in confidence about any matter on the agenda for that meeting.

Council Process-5 Officer Roles and Evaluation

Last updated: 09/27/2025

In keeping with Association Bylaws Council shall elect the following officers: President, First Vice President, Second Vice President, and Secretary-Treasurer. Officers will be elected from among sitting Council members, according to the timelines established in the Bylaws.

1. The role of Council Officers is to support the work and directional focus of Council as a whole. Accordingly:
 - (A) Officers are required to collaborate with staff and each other to accomplish their duties and tasks.
 - (B) Officers will be granted access to all relevant documents, a reasonable amount of financial resources, and a reasonable number of staff person hours to accomplish their tasks.
 - (C) Officers will ensure that their activities maintain the integrity of Council Delegation as outlined in CP-2 and 3.
 - (D) Officers have collective authority to act on behalf of Council regarding urgent or time sensitive issues that require an immediate response.

Council President

2. The Council President, as the chief governance officer, assures the integrity of Council's process and where appropriate, represents Council to outside parties.

Meetings and Agenda

- (A) The Council President's job is to ensure that Council behaves consistently with its own rules and external legal obligations and that Council is assisted toward organized and effective use of its meeting time.
 - (a) The Council President will guide Council discussion toward issues which, according to Council policy, clearly belong to Council to decide or to monitor.
 - (b) Information unrelated to monitoring performance nor Council decisions will always be noted as such.
 - (c) Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
 - (d) Council agendas will be prepared for distribution as set out in policy CP-4 and will reflect topics and scheduling decisions set out in policy.
 - (e) The Council President will ensure that Council has the information and resources it requires or requests to conduct knowledgeable discussions and decision-making.
 - (f) Requests for consideration on emerging issues will be evaluated and dealt with in a timely fashion as set out in policy CP-4.10.

Other Tasks

- (B) The Council President will ensure that:
 - (a) The Council Calendar will be kept up to date and available to Council.
 - (b) Council attendance reminders, and termination letters as necessary, will be sent out in a timely fashion.

- (c) The agenda and notification for the National Annual General Meeting will be prepared and published as set out in Bylaws 110-113.
- (d) A set of written interpretations is maintained for Council Process and Council Delegation Policies.

Communications

- (C) (a) The Council President will represent Council in announcing Council-stated positions, interpretations, and decisions within delegated areas when communicating with parties outside of Council.
- (b) Once Council has decided the honours recipients for the year, the Council President will work with staff to notify the recipients in writing and will sign the various commemorative certificates for the presentation ceremony.

Authority

- (D) The authority of the Council President consists in making decisions that fall within topics covered by Council policies on the Council Process and Council Delegation sections of this document.

Accordingly:

- (a) The Council President is authorized to use any reasonable interpretation of the provisions in these policies, with the following exceptions:
 - (i) supervision, direction, employment or termination of an Executive Director;
 - (ii) the disciplining of individual Council members;
 - (iii) where Council specifically delegates portions of this authority to others; and
 - (iv) Organizational Results and Executive Director Limitations policies.
- (b) The Council President is empowered to chair Council meetings with all the commonly accepted power of that position, such as ruling and recognizing. The President has the right to participate in Council discussion but may not vote except in the case of a tie.
- (c) The Council President may delegate this authority but remains accountable for its use.

First Vice-President

- 3. The First Vice-President's function is to assist Council in its ongoing renewal and education, to assist Council Committees and Task Forces to effectively carry out their responsibilities, and in the absence or inability of the Council President to act, to assume the duties of the Council President.

Accordingly:

- (A) The First Vice-President will serve as the coordinator for the Council Committees/ Task Forces in relation to which they will:
 - (i) assist members-at-large to form new Committees/Task Forces as approved by Council;
 - (ii) assist Committees/Task Forces in establishing their terms of reference and inform them of policies governing their operation, as set out in CP 7 and Appendix 1;
 - (iii) provide information to Committees/Task Forces regarding resources at their disposal, and how to access them;

- (iv) check in with Committees/Task Forces at least twice per year, and as needed, to ensure timely adherence to reporting deadlines.
- (v) respond promptly to Committees/Task Forces requiring additional resources or assistance with problems.

It is understood that the First Vice-President is not accountable for the effective operation of individual Committees/Task Forces.

- (B) The First Vice-President will collaborate with the Council President to draft and present an annual Work Plan for Council for review at its October meeting, and adoption at its January meeting.
- (C) The First Vice-President will serve as the chair or co-chair of the Council Education and Renewal Committee.

Second Vice-President

4. The Second Vice-President is an officer of Council whose purpose is to facilitate interaction between Equity members and Council, and in the absence or inability to act of the Council President and the First Vice-President, to assume the duties of the Council President.

Accordingly:

- (A) The Second Vice-President will serve as chair or co-chair of the Member Engagement and Education Committee.
- (B) In their role as liaison facilitator with the membership, the Second Vice-President will ensure that the position is a well-publicized and identifiable point of contact for members who wish to get in touch with Council. The Second Vice-President will provide assistance in the writing and filing of Requests for Council Action, when necessary.
 - (a) This position does not hold responsibility or authority equivalent to that of an ombudsperson and includes no independent power of review over the work of Council or the Executive Director.
- (C) The Second Vice President will ensure that members receive regular and timely communication on the decisions and activities of Council, through such medium as may be best suited to the purpose.
 - (a) The Second Vice-President will meet with Equity staff at start of each Council cycle, and as needed through the year, to plan a communications schedule.
 - (b) At a minimum, communications to the membership will occur through the Council Connect no less than quarterly, and which will focus on Council priorities and arising issues of importance to members.
 - (c) The Second Vice-President is encouraged to share their own editorial style in their communication to members, consistent with requirements outlined in CP-6 Councillor Code of Conduct.

Secretary-Treasurer

5. The Secretary-Treasurer is an officer of Council whose purpose is to ensure the integrity of Council's documents and policies, Chair the Finance Monitoring Committee and, in the absence of the Council President and Vice-Presidents, preside at meetings and carry out such duties as Council may direct.

Bylaws & Constitution

- (A) The Secretary-Treasurer will:
- (a) Prepare timely summary notices of bylaw changes as set out in relevant bylaws.
 - (b) Review bylaw and policy changes before publication.
 - (c) Ensure that policies and bylaws, as appropriate, are current in their reflection of Council decisions.
 - (d) Ensure that elements of the bylaws necessary for legal compliance and for consistency with the principles of Policy Governance are known to Council.

Governance

- (B) The Secretary-Treasurer will:
- (a) Ensure that policies rigorously follow Policy Governance principles.
 - (b) Prepare an annual Cost of Governance report and budget for review at each fiscal year end, with amendments as circumstances require.

Council Documents

- (C) The Secretary-Treasurer will:
- (a) Ensure that all Council documents and filings are accurate and timely.
 - (b) Ensure that requirements for format, brevity, and accuracy of Council minutes will be known to the Executive Director.
 - (c) Review the motions summary and minutes of each Council meeting, in consultation with the Chair(s) of each meeting.
 - (d) Maintain and update tracking documents for Requests for Council Action, Council decisions on monitoring reports, and Council decisions on its own self-evaluation.
 - (e) Fulfill such duties required by law of the Secretary-Treasurer of a governing board, such as signing or co-signing documents from financial institutions or other organisations, where the signature of the board "Secretary" or "Treasurer" is needed for those purposes.

Evaluation

6. Officers will be evaluated each January, or, in the third year of the Council term, in November. Officers appointed partway through the year will be evaluated twelve months after their appointment and at the same point each year following.
- (A) Using the job description in the policy as a guide:
- (a) A sub-committee of one or two Councillors (who are not officers) will prepare a written peer evaluation of the officer's work, in consultation with staff and other members of Council who have worked with the officer.
 - (b) Officers and Councillors will develop a simple rubric for evaluation and apply the same rigor to these evaluations as they do to Executive Director monitoring reports.
- (B) Prior to the Council meeting, each officer will have access to the evaluation report and the opportunity to respond to it in writing, should they so wish. Alternately, they may address the report at the meeting.
- (C) Council will receive the evaluations report and any written responses in the meeting package prior to the meeting where the evaluation shall occur.

Honorariums

7. In recognition of the time commitment required to complete the ongoing tasks assigned to the officers, and the value of their roles to the effective and efficient operation of Council, Council will pay the incumbent officers annual honorariums as detailed in CP-8 Cost of Governance.

Council Process-6

Council Members' Code of Conduct

Last amended: 01/01/2025

Council commits itself as a body and individually as Councillors to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Councillors, and compliance with bylaw articles governing duties of membership and standards of conduct for members.

Accountability

1. Councillors' first priority is to the membership, unconflicted by loyalties to staff, other organizations, or personal interest.

Duties

2. At a minimum, Councillors are expected to fulfill the following:
 - (A) Attend meetings of Council and its committees on a consistent basis.
 - (B) Sit on a minimum of one Council committee.
 - (C) Prepare for Council and committee meetings by:
 - (i) reading materials in advance of meetings; and
 - (ii) familiarizing themselves with key governance documents (Constitution and Bylaws; Council Policies)
 - (D) Coordinate at least one membership meeting per year for their region as per Bylaw 114.
 - (E) Coordinate the Recruitment Committee for their region in preparation for elections as per Bylaws 140(i) and (ii).
 - (F) Communicate regularly with regional membership through effective and accepted methods and media.
 - (G) Respect the confidentiality appropriate to issues of a sensitive nature as identified by the Council President or the Executive Director.
 - (H) Use Councillor email in the "caea.com" domain according to the Executive Director's Council Email Account Policy,
 - (I) Respect all Council approved guidelines as outlined in the Social Media Policy.
3. Councillors will maintain a clear understanding of Council and Staff areas of authority as described in Council Delegation Policies.
 - (A) Councillors will recognize that only decisions of Council, and not individual directions to the Executive Director or staff, may carry authority over the organization.
 - (B) While interacting and collaborating with staff to achieve the aims of the organization, Councillors will refrain from evaluating staff or the Executive Director except by the means provided in Council Policies.
 - (C) Councillors will recognize that individual interactions with public, press or other entities, should not undermine stated decisions of Council.

Fiduciary Conflict of Interest

4. Upon election or appointment, or as circumstances change, Councillors will disclose to Council any conflict of interest, or any situation which may be reasonably perceived as a conflict of interest, with respect to their fiduciary responsibility. Council, will determine the extent of any conflict, whether direct or indirect, and may require removal of the conflict, recusal or other conflict avoidance measures as it sees fit.
- (A) A conflict of interest may be related to the Councillor's involvement with other organizations, associations, or vendors. Similar involvement of a spouse, significant other or family member should also be deemed as a conflict of interest.
 - (B) The following involvements will ordinarily be considered as irreconcilably in conflict with a Councillor's fiduciary responsibility:
 - (i) holding a directorial or senior administrative position with any organization with which Equity negotiates a collective agreement, or participating in such organization's negotiation team;
 - (ii) holding a directorial or senior administrative position with any organization against which Equity has initiated a labour action, including, but not limited to strike, boycott or denial of member services, workplace organizing, debt collection, or notice of breach of a scale agreement or engagement policy; or
 - (iii) having a spouse , significant other or family member on Equity staff.
- For the purposes of CP-6.4(B) a "directorial or senior administrative position" shall be defined as any full or part time position which has input and/or decision-making authority with respect to programming and/or budgetary decisions and/or any decisions with respect to the casting or engagement of Artists covered by Equity's collective agreements.
- (C) Artists serving as a representative of other artists on the board of an organization or in an administrative capacity other than as defined in (B) shall be considered to have a manageable conflict of interest.
 - (D) When a Councillor has a conflict of interest around a specific issue on which Council is deliberating or deciding, that Councillor shall withdraw without comment from both the deliberation and vote.
 - (E) Councillors will not use their Council position to obtain employment in the Association for themselves, family members, or close associates. A Council member applying for employment at Equity must first resign from Council.

Attendance and Leave of Absence

5. (A) A Council member may request a leave of absence from their duties, not to exceed a period of three consecutive meetings, by notifying the Council President. A leave may be applied retroactively to the Councillor's first absence, but must be submitted before the third meeting is missed. This provision may not be used consecutively. This provision may ordinarily be used by any member twice per term, however Council will consider a request for a third leave of absence in extenuating circumstances.
- (B) Any Councillor absent from three meetings in succession is automatically terminated.

Disciplinary Process Conflict of Interest

6. Council members involved in a disciplinary process, either as complainant or respondent, must clearly and immediately declare their conflict of interest. Violations of Bylaws 62(a) or (b) or any part of Bylaw 67, as determined through a disciplinary process will result in a motion for removal from Council to be considered at the next Council meeting.

Council Process-7 Council Committees

Last updated: 01/01/2025

Committees will be created by Council to assist in achieving its goals. These groups will always adhere to policies regarding delegation from Council to the Executive Director. Except for those specified in the bylaws, committees will be struck sparingly and only at the discretion of Council. This policy does not apply to committees formed under the authority of the Executive Director.

Accordingly:

1. The purpose of committees is to advise and assist Council by submitting policy recommendations and implications for Council deliberation.
2. Committees will not duplicate staff or Council responsibilities.
3. Committee members will recognize that only decisions of Council, and not individual directions to the Executive Director or staff, may carry authority over the organization.
4. Committees may be required to collaborate with staff on Council-driven projects but will not directly assist or advise on current staff operations, unless authorized by the Executive Director.
5. Council committees will ordinarily take on one of three types:
 - (i) a committee, mandated to address a broad subset of topics within a specific range; or
 - (ii) a task force, mandated to address a specific subset of topics within a set amount of time; or
 - (iii) an informal ad hoc working group, comprised of Councillors only, requiring no additional resources or authority, and assigned single short-term internal Council tasks.Working groups do not require approved Terms of Reference.
6. Each Committee and Task Force will require Terms of Reference, approved by Council, that describe the scope of its work as follows:
 - (i) Outcome: a description of the expected result of the committee's work.
 - (ii) Authority: a description of the committee's ability to engage in certain activities in pursuit of its work and the resources available to be accessed.
 - (iii) Conditions: a description of additional requirements to be met.
 - (iv) Timeline: a deadline for the Committee to complete its work.Unless otherwise stated, a committee ceases to exist as soon as its task is complete.
 - (A) In recognition of differences in cultural practices, use of language, and concepts of governance, the Indigenous Committee may set Terms of Reference which vary from the above.
 - (B) Terms of Reference for all committees and task forces may be found in Appendix 1 at the bottom of this document.

7. Committees will adhere to the following:
 - (A) A Councillor will be appointed to the committee as Liaison. The Liaison will update Council on committee activity, emerging issues and will be responsible for arranging access to assigned Council resources.
 - (B) Committees will elect Chairs or Co-Chairs for their committee. Members-at-large may serve as a Chair.
 - (C) Members-at-large (regular or life members) in good standing are eligible to serve on a committee. The Liaison may get approval from Council through the First Vice President to have non-members serve on a committee. Non-members may serve in a consultant capacity with voice but no vote.
 - (D) Committees will focus on their specific tasks and not examine the other aspects of the organization as a whole or monitor the effectiveness of any policy.
 - (E) Committees will use any allocated resources appropriately and effectively. Any need for additional resources must be brought to Council for approval.
 - (F) Committees will endeavor to create meeting agendas, circulated in advance, and take minutes of discussions and substantive decisions. Any reports will be submitted by the Liaison to the Secretary-Treasurer and the Executive Director kept as part of Council's records.
 - (G) Committees will keep Council up to date on their activities and report to Council at least twice per year, at predetermined times to be scheduled by the Council President. Committees requiring further agenda time at a Council meeting will inform the Council President.
 - (H) Committees will not speak or act for Council, or for the Association, with public, press or other entities, except when formally given such authority for specific and time-limited purposes.
 - (I) Applications to create a new committee will follow the process as defined in Bylaw 128. Applications received at the national office fifteen (15) days prior to the next Council meeting will be included on the next meeting agenda. Council will then approve or deny the application by majority vote. The decision will be conveyed to the applicant at the conclusion of the Council meeting.
8. Unless otherwise stated, a committee or task force ceases to exist as soon as its task is complete.

Council Process-8 Cost of Governance

Last amended: 02/27/2023

Because good governance is necessary for the achievement of Organizational Results, Council will invest in its governance capacity and knowledge.

Accordingly:

1. Council will use a reasonable amount of financial resources and staff hours to build and support its ability to govern well.
 - (A) Governance and disciplinary process training will be provided at the outset of a new Council term, and as required through the term, to orient new Councillors, and to maintain and increase existing Councillor governance knowledge through workshops or Council education sessions.
 - (B) Third-party monitoring will be arranged for the financial audit and other aspects of organizational performance as necessary.
 - (C) Outreach methods including but not limited to: surveys, focus groups, and member meetings will be employed to ensure Council's ability to understand member viewpoints and values.
2. In recognition of the time commitment required to serve on Council, annual dues will be waived for sitting Councillors. Councillors appointed mid-term will receive this benefit beginning at the next dues billing cycle. Councillors may opt to waive this benefit by informing the Council President.
3. In recognition of the time commitment required to complete the ongoing tasks assigned to the officers, and the value of their roles to the effective and efficient operation of Council, Council will pay the incumbent officers annual honorariums as follows, effective February 27, 2023:
 - (i) Council President – \$10,500 per year
 - (ii) First Vice-President – \$2,650 per year
 - (iii) Second Vice-President – \$2,650 per year
 - (iv) Secretary-Treasurer – \$2,650 per year

Each honorarium, less any applicable source deductions, will be paid in two equal instalments for each year of service, beginning six months after their appointment. Council may, in its sole discretion, pro-rate or divide an installment between two Councillors to acknowledge a partial-years' service as an officer. Officers may waive an honorarium payment by informing the Council President.

The amount of each honorarium will be reviewed in the second year of each Council term, during the regular monitoring of this policy.

Council Process-9 Council Proceedings

Last amended: 10/29/2024

Council Meetings

1. Members of Council shall be provided with a notice of meeting, proposed agenda and all available support material, at least 10 days prior to a regular meeting of Council.
 - (A) The deadline for all materials to be included in each meeting package shall be two days before the ten-day deadline. Materials arriving after this deadline may be included at the discretion of the Council President.
2. (A) Council shall meet as follows:
 - (i) three times per year for 2-day meetings, of which at least one in person in the City of Toronto, to be determined by Council as part of annual agenda planning, with remote accessibility available for Councillors who may not be able to attend in person; and
 - (ii) seven times per year for 2–3-hour meetings, by videoconference or other virtual platform.
- (B) Each September, Council will confirm its meeting dates for the upcoming year. Once confirmed, Council may by a majority vote to change such dates and cities.
- (C) Special meetings of Council may be called by the Council President or eight members of Council by giving at least forty-eight hours notice, including time and designated place, to the members of Council.
3. The Council President may extend the in-person meetings of Council by giving at least thirty days notice to all members of Council.
4. Quorum is defined as a simple majority of existing seats on Council.
5. The Association shall pay travelling and other expenses of Council members to attend required meetings of Council or committees in such amounts as Council may decide.
6. All meetings of members (including AGMs, regional member meetings, Honours ceremonies, etc.) and the first day of each in-person Council meeting will begin with the reading of Council's Statement of Affirmation, described at the bottom of this policy.¹

¹ Council's Statement of Affirmation: Equity embraces an open and inclusive environment, and encourages respectful behaviour that affirms the dignity of all individuals. Equity further recognizes our shared responsibility for vigilance in creating and maintaining this environment. Equity also recognizes a shared history with Indigenous, First Nations, Inuit and Métis people in Canada. In honour of those who have gone before us, Equity commits to working toward understanding and actionable practices of reconciliation.

7. All Council decisions will be made by majority vote. Decisions intended to create substantial change in organizational governance or operation will be recorded in Council policies or bylaws, as appropriate. Other decisions, such as consent agenda decisions, motions to adjourn, and recognition of service or membership milestones, need only be recorded in the minutes or Council Work Plan as appropriate.
8. All meetings of members or Council shall be governed by Bourinot's Rules of Order, with the exception that the Chair shall be allowed to participate in debate, although not vote except in case of a tie.
9. (A) Council meetings will be open to the general membership except at the discretion of the chair. Members present have no vote. Members present have no voice except at the discretion of the chair.
- (B) Council's current meeting agenda, motions summary and minutes will be published online in a timely manner for member reference, and copies of past minutes will be made available to members upon request. These documents may be reasonably edited to respect Council's confidentiality obligations under policy CP-6.

Council Seats

10. If the elections process fails to fill all Council seats in a region, or when a member of Council resigns, is terminated or dies, the following process shall apply:
 - (A) Council will first approach unelected candidates from the last election, prioritized according to vote count, as soon as possible.
 - (B) Where there are no prior candidates from which to choose, or where such members decline to be considered or are ineligible, and where a Council Committee exists for the region, Council shall ask that Committee to solicit further candidates and recommend a replacement.
 - (C) Where there is no Council Committee or other Councillors for the region, or they are unable to make a recommendation, Council shall select a Recruiting Committee of at least two members familiar with or from the region; this Recruiting Committee shall consist of at least one Councillor, who shall chair the Committee.
 - (D) The Regional Council Committee or Recruiting Committee shall:
 - (a) Endeavour to make its recommendation for a replacement within 30 days of Council accepting the resignation.
 - (b) Post notices of the vacancy using all Equity's usual methods for communicating with members.
 - (c) Consult with knowledgeable members of the community.
 - (d) Consider former Councillors and former candidates for Council currently living in the region.
 - (e) Take into consideration the current Council's representation of its membership with respect to diversity targets and any other aspects of demographic representation.
 - (f) Use any reasonable approach to develop consensus on a recommendation for a candidate.
 - (g) Ensure the recommended party is willing to fill the vacated seat if appointed to it.
 - (E) Upon receipt of the committee's recommendation, Council shall vote on that recommendation at its next meeting.

Officer Appointments

11. At the first regular meeting of Council following an election, Council shall elect the following officers from amongst its members:
 - (i) a chief governance officer called the Council President;
 - (ii) a First Vice-President;
 - (iii) a Second Vice-President; and
 - (iv) a Secretary-Treasurer.

Removal from Council

12. (A) Consistent attendance at Council is mandatory. Councillors will be sent an attendance reminder from the Council President after a second meeting is missed, noting their absence and informing them of their right to request a leave of absence as per CP-6. Any Councillor absent from three meetings in succession is automatically terminated.
- (B) Council may in its sole discretion remove a member of Council who is acting in contravention of the bylaws or Council Policies, or in a manner detrimental to the Association.
- (C) Council may entertain a request for reinstatement from a terminated Councillor. Requests for reinstatement, to be considered by Council, must be submitted to the Council President within two weeks of receiving notice of termination.

In Camera Meetings

13. *In camera* sessions of Council are intended to exclude persons who might normally attend a Council meeting, such as senior staff or members-at-large. Council may, by motion, decide to go *in camera* on other matters where disclosure to non-Council members might be prejudicial to an individual or the organization. As elected representatives of our membership, transparency of process is important, therefore *in camera* sessions of Council will be sparingly used.
 - (A) The following may attend *in camera* sessions, as determined by decision of Council:
 - (i) Councillors plus the Executive Director and senior staff ("Level 1");
 - (ii) Councillors plus the Executive Director only ("Level 2"); or
 - (iii) Councillors only ("Level 3"). At any level, Council may additionally permit the attendance of any other person whom they consider necessary for the matter to be discussed.
 - (B) An *in camera* session of at least Level 2 will always be used for personnel matters centred on the Executive Director. Council may require a Level 3 *in camera* session for performance evaluations of the Executive Director, reviewing the terms and conditions of their contract with the Association, including any issues with their employment, and/or matters of remuneration.
 - (C) Discussion from an *in camera* session is to be regarded as confidential, as set out in policy CP-6.
 - (D) Motions may not be made and passed *in camera*. Any motions arising from *in camera* discussion must be made, debated, and voted on in open session.
 - (E) Any recording of Council discussion will be suspended for the duration of an *in camera* session.
 - (F) Open session meeting minutes should identify the topic under *in camera* discussion, but not provide details on the discussion itself.

Council Process-10

Council Honours

Last updated: 04/24/2023

1. The following honours may be conferred by Council in each two-year cycle:
 - (i) Life Membership (typically two per cycle)
 - (ii) Honorary Membership (typically one per cycle);
 - (iii) The Larry McCance Award (typically one per cycle);
 - (iv) The Equity Award of Distinction (typically one per cycle);
 - (v) Changemaker Award (typically one per cycle);
 - (vi) Emerging Artist Award (typically one per cycle).
2. Should resources permit, Council may elect to increase the number of honours conferred in a given cycle. Council may also elect to not confer any honour, or less than the typical number, in any cycle.
3. Selection for honours will be done solely in keeping with the qualifications set out below, and one nominee may not be promoted over another except for reasons of greater qualification.
4. Life Membership may be awarded to members in good standing who have made an outstanding contribution to the performing arts within the jurisdiction of the Canadian Actors' Equity Association.
 - (A) A candidate for this award must have demonstrated distinction through an extraordinary career (skill, breadth, duration, etc.) within Equity's jurisdiction.
 - (B) Preference will be given to candidates who have also:
 - (i) through personal action or advocacy, had a direct and significant benefit to the members of Equity; or
 - (ii) served as a strong voice for Equity and its members, either inside or outside of Equity; or
 - (iii) provided active and nurturing mentorship or training for other artists.
5. Honorary Membership may be awarded to an individual who is not an Equity member, but who has made an outstanding contribution to the Association and/or its members, or to the performing arts within the jurisdiction of the Canadian Actors' Equity Association.
 - (A) A candidate for this award must be a non-member and ineligible to join, and have engaged in conspicuous effort, to the benefit of Equity and its members, or generally within the performing arts, in one or more of the following areas:
 - (i) action or advocacy on behalf of, or in support of, Equity;
 - (ii) training or development of new and/or experienced artists, contributing to excellence within the Equity membership;
 - (iii) increased opportunity for members; or
 - (iv) philanthropy or patronage in support of live performance.
6. The Larry McCance Award may be awarded to members in good standing of Canadian Actors' Equity Association or to former staff members, who have made an outstanding contribution to the Association.
 - (A) A candidate for this honour must have demonstrated distinction through activity in the service of Equity and its members, beyond consideration of personal benefit, in one of the following capacities:

- (i) as an elected representative (notable duration, accomplishment, etc.); or
 - (ii) in a staff capacity (notable duration, accomplishment, etc.); or
 - (iii) through non-elected action or advocacy that can be shown to have direct and significant benefit to the members of Equity.
- (B) Examples of an “outstanding contribution” may be in one or more of the following areas:
- (i) notable improvement of member benefits or member services through their direct action; or
 - (ii) increased appreciation of Equity within the membership; or
 - (iii) serving as a strong “voice” for Equity and its members, either inside or outside of Equity; or
 - (iv) increased opportunity for members; or
 - (v) increased awareness of the diversity within the membership; or
 - (vi) compassionate assistance (involvement in PAL, Actors’ Fund, etc.).
7. The Equity Award of Distinction may be given to any organization, individual, or group of individuals, excluding current staff, in recognition of significant contribution within the realm of live performance benefitting the membership of the Canadian Actors’ Equity Association.
- (A) The purpose of this award is for Council to express appreciation on an occasional and individualized basis, outside the constraints of the other three awards. In order to preserve the integrity of the overall award structure, the Award of Distinction is restricted to recognition for contributions that would not meet the eligibility requirements for any of the other three awards.
8. The Changemaker Award may be awarded to an artist who has furthered the values of equality, diversity, inclusion, and belonging in Equity’s jurisdiction through their artistic achievements, personal action, or advocacy, and is an Equity member in good standing.
9. The Emerging Artist Award may be awarded to an artist who has been an Equity member for less than three years, has demonstrated professionalism, artistic excellence and innovation within their craft, and is an Equity member in good standing.
10. Nominations for the various awards will be solicited and accepted on the following basis:
- (A) Only Regular and Life Members in good standing are eligible to nominate for any award.
 - (B) Members on withdrawal may not nominate, but may be considered as nominees.
 - (C) Members of the Honours Committee may neither nominate, be nominated, nor write letters of support of nominees.
 - (D) Sitting Councillors may not be nominated.
 - (E) A nominee need not be a Canadian citizen, provided that all honours qualifications set out in this policy are met.
 - (F) Nominations for Life Membership, Honorary Membership, Award of Distinction, Changemaker, and Emerging Artist may not be made for posthumous recognition, although an honour may be conferred posthumously for a nomination already submitted. Nominations for the Larry McCance Award may be made for posthumous recognition, though Council will make best efforts to do so infrequently.

- (G) Solicitation for nominations should be as broad as possible, to ensure that all communities within the membership have the opportunity to both recognize colleagues and be recognized.

Accordingly, the Honours Committee will:

- (i) include a diversity statement in any solicitation for nominees;
 - (ii) make special efforts to ensure that all members are aware of their opportunity to nominate and be nominated; and
 - (iii) include specific outreach solicitation within member communities from which nomination has been historically lacking.
- (H) In addition to any solicitation undertaken directly by the Honours Committee, each Council Committee shall be invited to participate in the nominations and to solicit nominations within their respective constituency.
 - (I) If the Honours Committee feels that a nomination would be more correctly considered (due to eligibility criteria) for an honour other than that for which it was submitted, the Committee may redirect the nomination to the appropriate category.
 - (J) Nominees not selected for an honour in any given year may be retained for a reasonable period for future consideration, at the discretion of the Honours Committee.
 - (K) The Honours Committee will exercise its best judgement in dealing with known disagreements within the membership regarding the suitability of a nominee, (e.g., in whether to consider issues of political views, past or present disputes with Equity, etc.) Although nominations are submitted by members at large, the guiding principle for the Committee, in proposing a candidate for honour, is that the individual or organization should be a suitable recipient for an honour conferred by Council on behalf of the Association and its entire membership.

- 11. As set out in Appendix 1, the Honours Committee is responsible for soliciting and reviewing nominees, and for selecting a candidate for Council ratification. However, since the honour is given by Council on behalf of the Association and its membership, Council may decline any candidate who, in the sole discretion of Council, would be an inappropriate recipient.

Overall organization of the honours presentation will be handled by staff, as assigned by the Executive Director. Contributions to the presentation by the Council President and the Honours Committee will be made as set out in policies CP-5 and Appendix 1.

Council Delegation

Council Delegation-1 Global Council-Executive Director Delegation

Last amended: 06/28/2005

Council's sole official connection to the operational organization, its achievements and conduct will be through a chief executive officer, titled "the Executive Director."

Council Delegation-2 Unity of Control

Last amended: 06/28/2005

Only officially passed motions of Council are binding on the Executive Director. Accordingly:

1. Decisions or instructions of individual Councillors, officers, or committees are not binding on the Executive Director.
2. In the case of Councillors or committees requesting information or assistance without Council authorization, the Executive Director can refuse such requests that require, in the Executive Director's opinion, a material amount of staff time or funds or is disruptive.

Council Delegation-3 Accountability of the Executive Director

Last amended: 06/28/2005

The Executive Director is Council's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as Council is concerned, is considered the authority and accountability of the Executive Director.

Accordingly:

1. Council will never give instructions to persons who report directly or indirectly to the Executive Director.
2. Council will not evaluate, either formally or informally, any staff other than the Executive Director.
3. Council will view Executive Director performance as identical to organizational performance, so that organizational accomplishment of Council stated Organizational Results and avoidance of Council proscribed means will be viewed as successful Executive Director performance.

Council Delegation-4 Organizational Direction

Last amended: 06/28/2005

Council will instruct the Executive Director through written policies which prescribe the Organizational Results to be achieved, and describe organizational situations and actions to be avoided, allowing the Executive Director to use any reasonable interpretation of these policies.

Accordingly:

1. Council will develop policies instructing the Executive Director to achieve specified results, for specified recipients at a specified cost. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Organizational Results policies. All issues that are not Organizational Results issues as defined above are Means issues.
2. Council will develop policies which limit the latitude the Executive Director may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Director Limitations policies. Council will never prescribe organizational means.
3. As long as the Executive Director uses any reasonable interpretation of Council's Organizational Results and Executive Director Limitations policies, the Executive Director is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the Executive Director shall have full force and authority as if decided by Council.
4. Council may change its Organizational Results and Executive Director Limitations policies, thereby shifting the boundary between Council and Executive Director domains. By doing so, Council changes the latitude of choice given to the Executive Director. But as long as any particular delegation is in place, Council will respect and support the Executive Director's choices.

Council Delegation-5 Monitoring Executive Director Performance

Last amended: 01/26/2026

Systematic and rigorous monitoring of Executive Director job performance will be based solely upon the only expected Executive Director job outputs: organizational accomplishment of Council policies on Organizational Results and organizational operation within the boundaries established in Council policies on Executive Director Limitations.

Accordingly:

1. Monitoring is simply to determine the degree to which Council policies are being met. Information that does not do this will not be considered to be monitoring information.
2. Council will acquire monitoring data by one or more of the following methods:
 - (i) by internal report, in which the Executive Director discloses compliance information, along with justification for the reasonableness of their interpretation;
 - (ii) by external report, in which an external, disinterested third party selected by Council assesses compliance with policies, augmented with the Executive Director's justification for the reasonableness of their interpretation; and
 - (iii) by direct Council inspection, in which a designated member or members of Council assess compliance with policy, with access to the Executive Director's justification for the reasonableness of their interpretation.
3. In every case, the standard for compliance shall be any reasonable Executive Director interpretation of the Council policy being monitored. Council is final arbiter of reasonableness, but will always judge with a "reasonable person" test rather than with interpretations favored by Council members or by Council as a whole.
4. All policies that instruct the Executive Director will be monitored at a frequency and by a method chosen by Council. Council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule.

Policy	Frequency	Submit By	Report By
ORs-1 to 3	Annually	February Council package	Executive Director - Internal
EDL-5 Financial Conditions and Activities	Annually	February Council package	Finance Monitoring Committee (Council)
EDL-6 Emergency ED Succession	In the 1 st year of each term, & no more than three months after any action which would be covered by this policy	February Council package	Executive Director - Internal
EDL-13 Association Offices	In the 1 st year of each term, & no more than three months after any action which would be covered by this policy	February	Executive Director - Internal
EDL-1 Global Executive Constraint	Annually	March Council package deadline	Executive Director - Internal
EDL-2 Treatment of Members and Others who Have Interaction with Equity	Annually	April	Executive Director - Internal
EDL-3 Treatment of Staff and Volunteers	Annually	April	Executive Director - Internal
EDL-8 Compensation and Benefits	Annually	April	Executive Director - Internal
EDL-4 Financial Planning/ Budgeting	Annually	May Council package	Executive Director - Internal
EDL-4 Financial Planning/ Budgeting (4.1, 4.2)	Annually	June Council package	Finance Monitoring Committee (Council)
EDL-7 Asset Protection	Annually	May Council package	Executive Director - Internal
EDL-7 Asset Protection	Annually	June Council package	Finance Monitoring Committee (Council) (EDL-7.1)
EDL-9 Communication & Support to Council -	Annually	June (Interpret. only)	Executive Director

Policy	Frequency	Submit By	Report By
EDL-12 Communication and Support to Members	Annually	June	Executive Director - Internal
EDL-9 Communication & Support to Council	Annually	August Council package	EDL-9 Monitoring Committee (Council)
EDL-10 Members & Staff Retirement Funds (Global 10(ii) to 10(iv) and 10(ix))	Annually	September Council package	External
EDL-10 Members & Staff Retirement Funds	Annually	September Council package	Executive Director - Internal
EDL-11 Creation, Negotiation, and Admin. of Scale Agreements and Engagement Policies	Annually	October Council package	Executive Director - Internal
EDL-5 Financial Conditions and Activities	Annually	November	Auditor - External
EDL-5 Financial Conditions and Activities	Annually	November	External (EDL-5.4)
EDL-5 Financial Conditions and Activities	Annually	November	Executive Director - Internal
EDL-14 Election and Referendum Logistics	At the 2 nd meeting following the conclusion of elections or referendums	Applicable Council package deadline	Council Renewal / Referendum Committee (Council)

Council Delegation-6 Treatment of the Executive Director

Last amended: 10/29/2017

Council will treat the Executive Director, who is the only employee of Council, in a manner consistent with the standards required of the Executive Director in dealing with their staff.

Accordingly:

1. Council will enter into a written contract of employment with the Executive Director, prepared with legal counsel and clearly setting out the terms of employment and compensation. The contract will additionally provide:
 - (i) a clear method for performance evaluation of the Executive Director;
 - (ii) a mechanism whereby disputes between the Executive Director and Council shall be resolved; and
 - (iii) a clear statement of the circumstances and manner whereby the contract may be terminated.
2. Council will not censure or otherwise punish the Executive Director for non-disruptive expression of dissent.
3. Council will provide the Executive Director with its interpretation of their protections under this policy.
4. Council will consult with the Executive Director prior to making policy decisions that would fundamentally change their job.

Appendix

Appendix 1 Council Committee Terms of Reference

Last amended: 04/28/2025

A committee is a Council committee only if its existence and charge come from Council, regardless whether Councillors sit on the committee. The only Council committees are those which are set forth in this policy. Unless otherwise stated, a committee ceases to exist as soon as its task is complete.

Standing Committees

1. Committee Title: Council Education and Renewal Committee
 - (A) Product:
 - (i) Design and implementation of Council's ongoing education and training; determining Council's areas of greatest need for education and training; identifying appropriate education and training resources; presenting a year-long Council education plan to Council for approval each year of the Council term;
 - (ii) The creation of a comprehensive Council Renewal plan for Council approval leading up to Council elections, to include at least the following: a timeline and mechanisms for the Council election process, a budget for the promotion and conduct of the elections, an "ideal candidate" profile for use in soliciting Council prospects, a job description and information package for prospective Councillors, as well as orientation material and a training plan for newly elected Councillors. In addition, the Committee will be the point of contact for Regional Election Committees during the elections, and report back to Council with any recommended changes to policy or bylaws; and
 - (iii) Provision of assistance to Regional Election Committees in ensuring diversity of ethnicity, ability, gender, age and discipline among nominees.
 - (B) Authority: This Committee has the authority to use \$100 and to access a reasonable number of staff person hours for its own logistics. The Committee may request additional resources for training, education and the promotion and conduct of the elections by submitting a resource budget.
 - (C) Conditions: The Committee shall observe the following conditions in its work:
 - (i) The Committee will conduct its work in keeping with policy CP-7: Council Committee Principles.
 - iii) To assist with continuity in education, training, and election processes, whenever possible the Committee will include at least one (1) member of the previous term's Committee.
 - (iii) Should specialized knowledge be needed, individual Equity members and/or external consultants will be approached for input as needed.
 - (iv) The Committee will consult with as wide a range of members as possible in order to embrace diversity in its response(s).
 - (v) The Liaison and Chair will be the First Vice-President.
 - (D) Timeline:

- (i) This Committee is a standing committee, renewed each term.
 - (ii) The Committee will present the draft Council Election plan at the June Council meeting in the year prior to the election year.
 - (iii) The final draft of the Committee's Council Renewal Election Plan must be presented to Council for approval no later than October Council prior to the election year.
2. Committee title: Directors, Choreographers, Fight and Intimacy Directors Committee
- (A) Product:
 - (i) General linkage to Directors, Choreographers, Fight and Intimacy Directors across the country, for the purpose of increasing Council awareness of concerns and issues important to these disciplines.
 - (ii) Reports to Council on its findings, and any policy recommendations that may flow from them.
 - (B) Authority:
 - (i) To interact with members in any way deemed appropriate in order to achieve the assigned product, as long as no unauthorized commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.
 - (ii) Initial use of \$100 in financial resources and limited staff person hours to develop an action plan and budget proposal. Any further financial and staff resource figures will be established upon submission of same to Council.
 - (C) Conditions: The Committee will observe the following conditions in its work:
 - (i) The Committee will solicit representation on the Committee from all geographic regions, and will solicit participation in keeping with policy CP- 2.8. Members of the Committee must be in good standing. Beyond this, the Committee has the authority to determine its own size and composition.
 - (ii) In collecting data and deriving policy options, the Committee shall take care not to commit or suggest commitment to any specific means implementation.
 - (iii) The Liaison will be Kristen Pepper.
 - (D) Timelines:
 - (i) The Committee is a standing committee, renewed each term.
 - (ii) The Committee will present progress reports no less than annually at each October meeting.
3. Committee title: Diversity and Inclusion Committee
- (A) Outcome:
 - (i) improved access and inclusion in the Association and in the broader theatre ecology, with a particular focus on communities and identities historically underrepresented in the membership and on our stages — including but not limited to Indigenous peoples (First Nations, Inuit, Métis), Persons of colour, LGBTQ2+, D/deaf and disability — by means of:
 - (a) advocating to advance championing representative diversity onstage, and in all related hiring within Equity's jurisdiction;

- (b) increasing Council awareness of the issues and concerns of historically underrepresented communities/identities;
 - (c) making recommendations to Council based on member input on how Equity can better serve its members from these communities/identities
- (B) Authority:
- (i) To interact with members in any way deemed appropriate in order to achieve the assigned outcome, as long as no unauthorised commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.
 - (ii) To use a reasonable amount of financial resources and a reasonable number of staff person hours to accomplish its task. Defined resource figures will be established upon submission of a budget proposal by the Committee.
 - (iii) Access to Council Focus survey contact information for members who indicated an interest in serving on this Committee.
- (C) Conditions: The Committee will observe the following conditions in its work:
- (i) The Committee will conduct its work in keeping with policy CP-7: Council Committee Principles.
 - (ii) The Committee will be comprised of Councillors and members-at-large, and seek representation from all geographic regions, with an emphasis on underrepresented communities/identities, and priority consideration for those who expressed interest through the Council Focus survey.
 - (iii) In collecting data and deriving policy options, the Committee shall take care not to commit or suggest commitment to any specific means implementation.
 - (iv) The Liaison will be Alexia Vassos.
- (D) Timelines:
- (i) This Committee is a standing committee, renewed each term.
4. Committee title: Finance Monitoring Committee
- (A) Product: The analysis of each Internal Monitoring Report of policies EDL-4.1 and EDL-4.2, policy EDL-5 in its entirety, and policy EDL-7.1, and the presentation to Council of compliance findings.
- (B) Authority: This Committee has the authority to use a reasonable amount of financial resources and a reasonable number of staff person hours to accomplish its task.
- (C) Conditions: The Committee Liaison and Chair will be the Secretary-Treasurer.
- (D) Timeline:
- (i) This Committee is a standing committee, renewed each term.
 - (ii) Monitoring reports will be delivered in accordance with the monitoring schedule in Council Delegation-5.
5. Committee title: Honours Committee
- (A) Product:
- (i) To select honourees for presentation to and ratification by Council for the awards stated in CP-10 Council Honours.
 - (ii) Timely selection of an appropriate presenter for each honouree.

- (iii) To maintain & update *In Memoriam* photos for the website – working with staff to create the *In Memoriam Slide Show* in tandem with each new Honours Cycle.
- (B) Authority: The Committee is authorized to use reasonable financial re-sources and reasonable number of staff person hours to carry out its work.
- (C) Conditions:
 - (i) The Committee will conduct its business in keeping with policy CP-10, and will submit a statement of compliance, with supporting data, along with its slate of candidate honourees. Staff nominees for the Larry McCance Award should be submitted to the Executive Director for comment before selection.
 - (ii) The Liaison will be Sharon DiGenova.
- (D) Timeline:
 - (i) This Committee is a standing committee, renewed each term.
 - (ii) The Committee shall submit to Council its slate of candidates and recommendations for presenters no later than five months before each Honours Ceremony.
 - (iii) The Committee shall submit a final report on each Honours Awards, along with any policy recommendations, no later than three months after the Awards presentation.

6. Committee title: Indigenous Committee

(A) Outcomes

- (i) Connection to the Indigenous membership, as well as the membership at large, for the purpose of:
 - (a) increasing Council awareness of vital concerns that impact Indigenous membership.
 - (b) making recommendations to Council based on member input on how Equity can better serve/represent its members from Indigenous communities, in consultation with Indigenous members and community consultants as necessary.
 - (c) seeking ways, with an Indigenous lens, to ensure equity for IBPOC artists within the Arts community. Working to amplify/champion/assert the cultural sovereignty of Indigenous members within Equity's jurisdiction, both on and off stage, in senior management, boards and patrons.
- (ii) An annual report to Council on its activities and findings, and any policy recommendations that may flow from them. A reciprocal annual report from the Council liaison to the Indigenous Committee on actions/engagements taken with Indigenous artists/communities/organizations to help better serve the needs of both parties.

(B) Authority

- (i) Respectful engagement with members to achieve desired outcomes, with the understanding that no unauthorized commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.

- (ii) To use up to \$100 of financial resources and a reasonable number of staff person hours to accomplish its task. Defined resource figures will be established upon submission of a budget proposal by the Committee.
- (C) Conditions: The Committee will observe the following conditions in its work:
 - (i) The Committee will conduct its work in keeping with policy CP-7: Council Committee Principles.
 - (ii) The Committee will endeavor to find Indigenous representation from all geographic regions and artistic disciplines, with consideration given to those members who submitted expressions of interest in joining through the last advisory survey.
 - (iii) In collecting data and deriving suggestions for policy options, the committee understands that the means of implementation shall be left to the discretion of Council and staff.
 - (iv) The Liaison will be Kevin Klassen.
- (D) Timelines:
 - (i) This Committee is a standing committee, which will be renewed each term.
 - (ii) The Committee will provide at least yearly reports on its activities at each October meeting.

7. Committee Title: Member Engagement and Education Committee

(A) Product:

- (i) Evaluating the effectiveness of communication between Equity and its membership, including areas related to:
 - (a) Equity's current means of distributing information;
 - (b) the membership's working knowledge of their Association; and
 - (c) the membership's understanding of issues (under review by Council and emerging issues) and access to input options on those issues.
- (ii) Developing and implementing communication strategies in identified areas to improve:
 - (a) the clarity and accessibility of information disseminated by Equity;
 - (b) how the membership receives and responds to that information; and
 - (c) how Equity responds and reacts to member input and feedback.
- (iii) Collaborating with:
 - a) staff in the creation and presentation of online workshops and webinars for the membership;
 - b) other Council Committees and Task Forces to help promote their initiatives to the membership.
- (iv) Making recommendations to Council for policy change as necessary to formalize new or improved communication strategies for the Association.

(B) Authority:

- (i) To interact with members and staff in any way deemed appropriate in order to achieve the assigned product, as long as no unauthorized commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.
- (ii) To use a reasonable amount of financial resources and a reasonable number of staff person hours to accomplish its task. Defined resource figures will be established upon submission of a budget proposal by the Committee.

- (iii) Access to the Council Focus survey contact information for members who indicated an interest in serving on this Committee.
- (C) Conditions: The Committee will observe the following conditions in its work:
 - (i) The Committee will conduct its work in keeping with policy CP-7: Council Committee Principles.
 - (ii) The Committee will seek representation on the Committee from all geographic regions, and will solicit participation in keeping with policy CP-2.8.
 - (iii) The Committee will respect the Executive Director's sole authority for operational communications, and will consult closely with the Executive Director to ensure a consistent message on all matters.
 - (iv) The Committee Liaison and Chair will be the Second Vice-President.
- (D) Timelines:
 - (i) This Committee is a standing committee, renewed each term.
 - (ii) The Committee will provide at least yearly reports on outreach and informational activities at each October meeting.

8. Committee title: Opera Committee

- (A) Product:
 - (i) general linkage to singers, stage managers and directors working in the discipline of opera across the country, for the purpose of increasing Council awareness of concerns and issues important to these disciplines;
 - (ii) support, when requested, to the Executive Director, relating to opera agreement negotiations, new policies and concession requests; and
 - (iii) reports to Council on its findings, and any policy recommendations that may flow from them.
- (B) Authority:
 - (i) To interact with members in any way deemed appropriate in order to achieve the assigned product, as long as no unauthorized commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.
 - (ii) Initial use of \$100 in financial resources and limited staff person hours to develop an action plan and budget proposal. Any further financial and staff resource figures will be established upon submission of same to Council.
- (C) Conditions: The Committee will observe the following conditions in its work:
 - (i) The Committee will solicit representation on the Committee from all geographic regions, and will solicit participation in keeping with policy CP-2.8. Members of the Committee must be in good standing. Beyond this, the Committee has the authority to determine its own size and composition.
 - (ii) In collecting data and deriving policy options, the Committee shall take care not to commit or suggest commitment to any specific means implementation.
 - (iii) The Liaison will be Henry Chen.
- (D) Timelines:
 - (i) The Committee is a standing committee, renewed each term.

- (ii) The Committee will present progress reports on its activities at each October meeting.

Term Length Committees

9. Committee Title: Indigenous Allyship Working Group

- (A) Product: Advancing the work of reconciliation within Equity and its jurisdiction as articulated in Equity's Statement of Affirmation, including areas related to:
 - (i) Supporting the work of the Indigenous Committee to ensure that the goals of redressing systemic exclusion are not borne by those who have been excluded;
 - (ii) Expanding the membership's understanding as to the experience and participation of Indigenous artists in Equity's jurisdiction;
 - (iii) Making recommendations to Council for policy change or practice implementation that might make Equity a better "fit" for Indigenous artists.
- (B) Method: The Committee's activities may include, but not be limited to:
 - (i) Reviewing the Indigenous component of the Affirmation Statement for clarity and actionable direction.
 - (ii) Reviewing the TRC Calls to Action to determine which if any have application in the work and workplaces of Equity, and make recommendations related to that determination.
 - (iii) Conducting research to determine which (if any) agreements, policies or practices warrant review to expand Indigenous inclusion.
- (C) Authority:
 - (i) To interact with members and staff in any way deemed appropriate in order to achieve the assigned product, as long as no unauthorized commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.
 - (ii) To use a reasonable amount of financial resources and staff person hours to accomplish its task – financial resources to be established upon submission to Council of a budget proposal.
 - (iii) To access the Council Focus survey contact information for members who indicated an interest in supporting this work.
- (D) Conditions: The Working Group:
 - (i) Will be co-chaired by at least two people, one of whom shall be the Council Liaison.
 - (ii) Will conduct its work in keeping with policy CP-7: Council Committee Structure.
 - (iii) Will exercise care to avoid duplication of the mandate and activity of the Indigenous Committee.
 - (iv) The Liaison will be Deena Aziz.
- (E) Timeline: The Working Group will:
 - (i) Provide at least yearly reports (verbal or written) at each October meeting.
 - (ii) Automatically dissolve upon the completion of its aforementioned assigned tasks, or at the end of the 2025-2027 Council term.

10. Committee Title: Equity on Tour

- (A) Product: To create accessible educational resources for Equity members on tour which include information and best practices for:
 - (a) physical safety
 - (b) psychological safety
- (B) Method: To work jointly with staff, as an advisory body, to develop and assist in the implementation of education/ awareness resources related to Equity members on tour.
- (C) Authority:
 - (i) To spend up to \$100 annually in financial resources for its own logistics. If additional funds are required for its work, a revised budget will be submitted to Council for approval.
 - (ii) To access a reasonable number of staff hours to complete its work.
 - (iii) Equity members at large and/or external consultants in the touring community will be approached for their input/experience
- (D) Conditions: The Task Force shall observe the following conditions in its work:
 - (i) Will be co-chaired by at least two people, one of whom shall be the Council Liaison.
 - (ii) Will conduct its work in keeping with policy CP-7: Council Committee Structure.
 - (iii) Will be comprised of Councillors and members-at-large, and seek input from all touring disciplines, (both roles and types of performance (TYA, Dance, Opera)
 - (iv) Will work in keeping with policy CP-2.7: Governing Style.
 - (v) The Liaison will be Ingrid Turk
- (E) Timeline: The task Force will automatically dissolve upon the completion of its aforementioned assigned tasks or at the end of the 2025-2027 Council term.

11. Committee Title: Physical Health and Safety Task Force

- (A) Product:
 - (i) To review Council policies, and Equity's agreements and engagement policies, to make recommendations for updates relevant to physical health and safety in the workplace; and
 - (ii) To work jointly with staff, as an advisory body, to develop and assist in the creation of education materials, and the response recommendations related to safe workplaces.
- (B) Authority:
 - (i) This Task Force has the authority to use \$100 in financial resources for its own logistics. Additional funds will be made available for such outside assistance as the Task Force may deem necessary, following submission and approval of a reasonable budget to cover it.
 - (ii) This Task Force has the authority to access a reasonable number of staff person hours for its own logistics.
- (C) Conditions:
 - (i) The Task Force will be led by a chair (or joint-chairs), and who will also act as the Council Liaison.
 - (ii) The Task Force will conduct its work in keeping with policy CP-7: Council Committee Structure.

- (iii) Should specialized knowledge be needed, individual Equity members and external consultants will be approached to provide their input on an as-needed basis.
 - (iv) The Task Force will be comprised of Councillors and members-at-large, and seek representation from all electoral regions, taking care to include underrepresented communities/identities in keeping with policy CP-2.7: Governing Style.
 - (v) The Liaison will be Tim Machin.
- (D) Timelines: The Task Force will automatically dissolve upon the completion of its assigned tasks, or at the end of 2025-2027 Council term. Options for re-engaging the task force for the upcoming council term may be negotiated on an as needed basis.

12. Committee Title: Reprisal in the Workplace Task Force

(A) Product:

To increase industry-wide awareness and discourage acts of reprisal through three key initiatives:

- (i) member education materials;
- (ii) an industry code of conduct and campaign;
- (iii) specific language proposals for future negotiations.

(B) Authority:

- (i) To access a reasonable amount of staff hours to complete the work.
- (ii) Specialized knowledge will be needed, Equity members at large and external consultants will be approached. Any payment for consultation will be approved by Council prior to engagement.

(C) Conditions:

- (i) To be co-chaired by André Morin and Tahirih Vejdani.
- (ii) The Task Force will conduct its work in keeping with policy CP-7: Council Committee Structure.
- (iii) The Task Force will be comprised of Councillors and members-at-large, and seek representation from all electoral regions, taking care to include underrepresented communities/identities in keeping with policy CP-2.7: Governing Style.
- (iv) The Liaison will be André Morin.

(D) Timelines:

- (i) To automatically dissolve upon the completion of its aforementioned assigned tasks at the end of 2025-2027 Council term.

13. Committee Title: Respectful Workplace Task Force

(A) Product:

- (i) To review Council's bylaws, policies, and Equity's agreements and engagement policies, and recommend updates related to safe and respectful workplaces; and implement education and response strategies related to recommendations referenced in Appendix 1.13(A)(i).

(B) Authority:

- (i) To spend up to \$100 annually in financial resources for its own logistics. If additional funds are required for its work, a revised budget will be submitted to Council for approval.
 - (ii) To access a reasonable number of staff hours to complete its work.
 - (iii) Should specialized knowledge be needed, Equity members at large or external consultants will be approached.
- (C) Conditions:
- (i) To be co-chaired by at least two people, one of whom shall be the Council Liaison.
 - (ii) The Task Force will conduct its work in keeping with policy CP-7: Council Committee Structure.
 - (iii) The Task Force will be comprised of Councillors and members-at-large, and seek representation from all electoral regions, taking care to include underrepresented communities/identities in keeping with policy CP-2.7: Governing Style.
 - (iv) The Liaison will be Kristen Pepper.
- (D) Timelines:
- (i) To automatically dissolve upon the completion of its aforementioned assigned tasks at the end of 2025-2027 Council term.

14. Committee Title: Stage Management Committee

- (A) Product:
- (i) general linkage to members working in stage management across the country, for the purpose of increasing Council awareness of concerns and issues important to these disciplines;
 - (ii) development and maintenance of useful resources to support the work of stage management members; and
 - (iii) reports to Council on its findings, and any policy recommendations that may flow from them.
- (B) Authority:
- (i) To interact with members in any way deemed appropriate in order to achieve the assigned product, as long as no unauthorized commitments are made on behalf of Equity and the limited authority of the group is not misrepresented.
 - (ii) Initial use of \$100 in financial resources and limited staff person hours to develop an action plan and budget proposal. Any further financial and staff resource figures will be established upon submission of same to Council.
- (C) Conditions: The Committee will observe the following conditions in its work:
- (i) The Committee will solicit representation on the Committee from all geographic regions, and will solicit participation in keeping with policy CP- 2.8. Members of the Committee must be in good standing. Beyond this, the Committee has the authority to determine its own size and composition.
 - (ii) In collecting data and deriving policy options, the Committee shall take care not to commit or suggest commitment to any specific means implementation.
 - (iii) The Liaison will be Ingrid Turk.
- (D) Timelines:

- (i) The Committee will present end of year reports on its activities at each October meeting.
- (ii) The Committee will automatically dissolve at the end of the 2025-2027 term of Council.

Joint Standing Committees as Required by Reciprocal Agreements

15. Committee Title: Joint Standing Committee with ACTRA

Council appoints four Councillors to a Joint Standing Committee with ACTRA, per our Reciprocal Agreement.

(A) Product:

The product of these appointees is discussion on forging an improved and closer relationship with ACTRA.

(B) Authority:

(i) To explore, jointly with our ACTRA colleagues, any topic where closer ties or alliance may prove beneficial for our membership.

(ii) Initial use of reasonable financial resources and staff person hours necessary to thoroughly explore the various topics.

(C) Conditions: The Committee will observe the following conditions in its work:

(i) Council must approve any change to these appointments.

(ii) No commitments to any change in inter-Association arrangements may be made without the prior approval of Council. It must also be understood that member consultation and ratification may be needed before some changes may be implemented.

(iii) The Liaison will be Scott Bellis.

(D) Timelines:

The appointees will prepare a report for October 2016 Council on the prospects for any change in inter-Association activities or alliance. Upon review of the report, Council will instruct the appointees on their next course of action.

COUNCIL POLICIES

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