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**The 2018 Ottawa Region  
Charity & Not-for-Profit Law  
Seminar  
Ottawa – February 15, 2018**

**CORPORATE DOCUMENTS AND  
PROCEDURES TO HELP AVOID  
GOVERNANCE DISPUTES**

**By Esther S.J. Oh, B.A., LL.B.**

estheroh@carters.ca  
1-877-942-0001

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**THE OTTAWA REGION  
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## Corporate Documents and Procedures to Help Avoid Governance Disputes

By Esther S.J. Oh, B.A., LL.B.  
estheroh@carters.ca  
1-877-942-0001

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TOLL FREE: 1-877-942-0001

Toronto Ottawa Orangeville Mississauga  
www.carters.ca www.charitylaw.ca www.anti-terrorismlaw.ca

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### A. INTRODUCTORY COMMENTS

- Charities and other Not-for-Profits (“NFPs”) play an important role in Canadian society, including:
  - Art Organizations
  - Faith Communities
  - Professional Associations
  - Health Service Providers, Animal Shelters and many others



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- Charities and other NFPs are collectively referred to as “Organizations” in this presentation
- Differences of opinion can lead to disagreements
- Disputes within charities and other NFPs that escalate into legal action can divert valuable resources away from an Organization’s programs:
  - Time spent by employees and volunteer board members to address the situation
  - Resources spent on legal, accounting or other professional services that may be needed
- While it is not possible to avoid disagreements from occurring, clear corporate documents can help to avoid disputes regarding the interpretation of those documents

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### B. DIFFERENT TYPES OF LEGAL STATUS

- Different types of Organizations
  - Federal incorporation under *Canada Not-for-Profit Corporations Act* (“CNCA”)
  - Provincial incorporation under Ontario *Corporations Act* (“OCA”) which will be replaced by the Ontario *Not-for-Profit Corporations Act* (“ONCA”) or other provincial statute
  - Incorporation under special legislation or other statutes
- Different legal requirements apply to an Organization depending on the governing statute
- Unincorporated associations and charities established by trust are not covered in this presentation

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### C. TYPES OF GOVERNANCE DISPUTES THAT CAN OCCUR

- Disagreements at a charity or other NFP can occur at different levels:
  - Director vs. Director
  - Member vs. Board of Directors
  - Member vs. Member
  - Third party (i.e. someone outside of the Organization such as a donor) vs. Board of Directors
- Disputes can also occur between Organizations, e.g. affiliate Organization vs. parent Organization
- This presentation focuses on disputes between members and directors as they can commonly lead to litigation


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### D. STEPS TO AVOID DISAGREEMENTS INVOLVING CORPORATE AND GOVERNANCE MATTERS

- When preparing for a board or membership meeting, it is important to follow correct procedures in accordance with the Organization’s by-laws and policies, as well as the applicable corporate statute
  - This can help to insulate decisions made at the meeting from legal challenge




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**1. Importance of Following Correct Procedures at Board and Membership Meetings**


- Where someone wishes to challenge a particular decision made at a board or membership meeting, the decision can be indirectly challenged on technical or procedural grounds
- For example, in order to challenge a decision made at a membership meeting, opposing counsel could allege that proper notice of the meeting was not given and therefore decisions made at the meeting are invalid



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- In the context of a legal dispute, opposing legal counsel will review the corporate documents of an Organization, including the letters patent or articles as applicable, the by-law and policies, with the following questions in mind:
  - Do the documents reflect applicable legal requirements?
  - Were the documents properly adopted?
  - Were the procedures outlined in the documents followed?



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**2. Issues Within Corporate Documents That Organizations May Proactively Consider**

- For purposes of this presentation, “corporate documents” refers to the letters patent or articles, as applicable, by-laws and policies of an Organization
- Corporate documents that are clearly drafted (i.e. self-explanatory), up-to-date and consistent with legal requirements can help to avoid disputes regarding those corporate documents
- The following slides provide a list of issues to guide Organizations as they review their corporate documents (although the list is not an exhaustive one)

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- Do the purposes encompass the current activities of the Organization? (or has “mission drift” occurred since incorporation)



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- Is the Organization operating in accordance with its current general operating by-law?
  - Sometimes an unincorporated association will operate in accordance with its constitution, then incorporate several years later
  - A new general operating by-law is required upon incorporation; the constitution used by the unincorporated association should not be used by the incorporated successor as different legal requirements apply
- Does the Organization’s by-law reflect legal requirements under the applicable corporate statute?
  - i.e. federal corporations are governed by the CNCA and Ontario corporations are governed by the OCA, (pending the coming into force of the ONCA)

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- Are membership qualifications accurately described in the Organization’s by-law?
  - By-law should stipulate that members must agree in writing to the purposes and the governing documents of the Organization
  - This can help to filter out individuals who are diametrically opposed to the purposes of the Organization from flooding the Organization’s membership and electing new board members in an effort to change the direction of the Organization



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- All applications for membership should be subject to approval by the board of directors
- Some Organizations have one-year terms for members and require annual membership fees to be paid
  - In that case, the by-law should clearly indicate when membership term begins and ends each year
  - The by-law should clearly indicate the deadline by which annual membership fees must be paid in order to preserve voting rights at a membership meeting
  - Lack of clarity on the above issues can result in confusion and disagreements regarding which members are entitled to vote at a membership meeting

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- Do the corporate documents for the Organization reflect consistency with each other?
- Are there inconsistencies between the letters patent and/or articles, by-laws and policies?
  - e.g. Do the by-laws contain purposes that are different from the purposes in the letters patent or articles of the Organization
    - In the event of inconsistency the purposes in the letters patent or articles will prevail
  - e.g. Are conflict of interest (“COI”) provisions within a board policy consistent with the COI provision in the by-law
    - In the event of inconsistency the COI provisions in the by-law will prevail

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- Are the procedures outlined in the by-law or policies clear and are they consistently followed?
  - If not, this can expose the Organization to criticism for not following its own procedures



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- Does the by-law contain a discipline procedure?
  - If yes, the discipline procedure should reflect principles of natural justice, which includes the following (which is not a comprehensive list):
    - Written summary of allegations should be provided to the individual under discipline
    - Explanation of the discipline process should be provided to the individual under discipline
    - Opportunity to respond to the allegations made against him or her
    - Sufficient notice should be provided to the individual in advance of any hearing
    - Written reasons for the Organization’s decision on the discipline should be provided

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- Where a member is removed from membership using a procedure that does not reflect natural justice, the removal can be legally challenged
- Given the complexity of this area of law and the potential liability risks involved to an Organization and its board, it is recommended that legal counsel be consulted prior to commencing any disciplinary action
- Additional comments on this topic will be provided later in the presentation when reviewing case law



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### 3. Consider Establishing Closed Membership

- Enhanced rights are given to members under the CNCA and the ONCA
  - Both the CNCA and the ONCA are conceptually structured on a business corporate model which gives enhanced rights to members
    - i.e. member rights are similar in many respects to rights of shareholders
- Please see Theresa Man’s presentation for an update on the status of the ONCA

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**a) Brief Summary Of Members' Remedies Under CNCA and ONCA**

- The following slides provide a few examples of the enhanced rights given to members under the CNCA and the ONCA
- CNCA
  - Right to seek an oppression remedy against the corporation where an act or omission of the corporation is oppressive, unfairly prejudicial or unfairly disregards the interests of a member
  - Right to seek a court order to commence a derivative action on behalf of the corporation
  - Restraining orders against the corporation, directors or officers

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- ONCA
  - Compliance Order - where a corporation, or its directors and officers, fails to comply with the duties set out in the ONCA and regulations, the articles or by-laws
  - Rectification Order - if the name of a person has been wrongfully entered, retained, deleted or omitted from the registers or records of a corporation, that person may apply to a Court for an order rectifying the registers or records



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- Derivative Action - gives members the right to bring an action in the name of the corporation (except religious corporations) to enforce one of its rights
- In light of enhanced rights given to members under CNCA and ONCA (yet to be proclaimed in force), Organizations may wish to consider establishing a closed membership corporation i.e. whereby the directors and members are the same
- Non-members can be described using a different term:
  - "friends of"
  - "supporters"
  - "adherents" or
  - other terms



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**4. Transparency and Collaboration with Membership When Making Important Decisions**

- For open membership corporations, appropriate communication and consultation can be done with members prior to making a significant change
  - e.g. changes to corporate documents. While the following slides refer to the example of amendments to corporate documents, the suggestions can also be used for other decisions
- A collaborative process with members to invite questions and feedback prior to implementing a decision can help to avoid potential confusion which can lead to disputes
  - Also demonstrates transparency and can help to increase trust and support from the members

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- The following slides reflect suggestions that may be useful for an Organization, subject to its particular circumstances
- Each Organization and each situation is different and therefore legal counsel should be consulted where guidance is required


**a) Option of Holding a Town Hall Meeting**

- Where changes to the letters patent/ articles or by-law will be made the board can prepare draft documents, which can then be presented to the membership for feedback and questions
- In order to reflect legal requirements, legal assistance should be sought in the drafting process given the complexity of the CNCA and ONCA

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- A Town Hall meeting or information session can be scheduled in order to explain the board's rationale for the changes being made and also to answer questions from the members
- No membership vote would be taken at the Town Hall meeting
- The draft corporate documents should be provided to members at least a few weeks in advance of the Town Hall meeting
- Members could be requested to submit their questions by a certain date, in advance of the Town Hall meeting



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- After the Town Hall meeting the board can determine which changes will be included in the revised corporate documents in accordance with membership feedback
- Tracked copies of the revised corporate documents can then be provided to the members in advance of the membership meeting where the vote will be taken
- This process can help the board to gauge the support of the members and proactively identify potential areas of concerns from the membership in advance of the vote being taken at a membership meeting



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**b) Establish a Committee of Members and Directors**

- Where an Organization wishes to encourage direct membership involvement in the drafting process, the board could establish a committee composed of members and directors who would work together in preparing the new corporate documents
- The drafts prepared by the committee would first be presented to the board for approval, prior to distribution to the members
  - A Town Hall meeting could then be called as described in the previous slides
- In order to provide for an orderly process, it is important for the board to provide leadership in establishing appropriate parameters to guide the Town Hall meeting and committee at all stages

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**c) Informal Consultations with Members**

- In some situations it may not be practical for an Organization to hold a Town Hall meeting or establish a committee composed of directors and members
- In that case, the board can carry out informal consultations with members to determine whether required membership approvals can realistically be achieved at the meeting when the vote is taken
  - If not, as a practical measure a membership meeting should not be called until the board is confident that the necessary approvals can be obtained
  - Legal counsel can be sought to ensure applicable legal requirements are met while drafting of the corporate documents and in obtaining membership approvals

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**E. BRIEF REVIEW OF APPLICABLE CASE LAW**

- The following cases illustrate the importance of having complete corporate records and following correct procedures in the event of a legal dispute

***Colgan v. Canada's National Firearms Association, 2016 ABQB 412 (CanLII)***

- Decision of the Court of Queen's Bench in Alberta involving disputes between two factions on the board of directors of a corporation governed by the CNCA
- In reviewing whether the Court should intervene in the Club's affairs, the Court stated:
  - "[C]ourts do not intervene in a club's affairs unless the club is guilty of breaching its rules or the rules of natural justice, or if there is bad faith in decision-making."

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- "Courts have no interest in the day-to-day activities of voluntary associations" and "[t]hat certainly includes internal politics and inter-factional sniping."

**Lesson to be learned:**

- The above statements from the Court confirmed previous case law reflecting reluctance of the Courts to intervene in disagreements of a charity or NFP, unless:
  - The Organization did not follow its own procedures as outlined in its own general operating by-law and policies, or
  - The Organization did not adhere to principles of natural justice, where disciplinary proceedings were carried out

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***Rexdale Singh Sabha Religious Centre v. Chatta 2006, CanLII 39456 (Ont. CA)***

- Ontario Court of Appeal decision involving review of various areas of non-compliance with the requirements of the Ontario *Corporations Act*
  - The centre had never adopted a by-law after its incorporation in 1993
  - As a result the Court found the only directors and members were the incorporators

**Lesson to be learned:**

- This case underscores the importance of adopting a by-law after incorporation and of complying with the governing corporate statute



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***Nigerians in Diaspora Organization Canada (NIDO) v. Peter Ozemoyah, 2011 ONSC 4696 (CanLII)***

- No new members were ever admitted to a federal corporation yet certain individuals (other than the incorporators) called a meeting and purported to elect a new board
- Since the election and composition of the board was governed by *Canada Corporations Act* and the general operating by-laws of the corporation only the first incorporators were valid directors

***Lesson to be learned:***

- In the context of a dispute, historical omissions in corporate records can result in vulnerabilities to the authority of the board
  - This case was decided under the CCA but has been referred to in subsequent cases, on different issues involving CNCA corporations

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***Bhadra v. Chatterjee, 2016 ONSC 4845 (CanLII)***

- Decision of the Ontario Superior Court involving a dispute between majority and minority factions on the board of directors
- Court found the majority faction did not act in good faith in process followed to retain lawyer to draft new CNCA by-law and invite lawyer to attend a board meeting (without notice to minority faction or their lawyer)
- Court held the by-law drafted by lawyer for majority faction should not be presented to board or members for approval. Instead, a new bylaw was to be prepared with assistance of a new independent lawyer.

***Lesson to be learned:***

- Each director must uphold the statutory standard of care and the duty to always act in good faith with a view to the best interests of the corporation, even where there is conflict between directors

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***Ahmed v Hossain, 2017 ONSC 5660 (CanLII):***

- Recent decision in Ontario where a religious organization had two boards, a “Board of Trustees” and a “Board of Directors” that were both elected to govern different aspects of the organization.
- The Board of Trustees purported to dissolve the Board of Directors and to usurp their right to act as the Board of Directors. The trustees also barred one applicant to the court case from entering the mosque indefinitely and barred both applicants from running for office at the mosque over 10 years.

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- Court held that neither the Board of Trustees nor the members had the right under the mosque’s by-law or the *Corporations Act* (Ontario), to dissolve the Board of Directors or to oust the two applicants.
  - As such, the purported dissolution of the previous Board of Directors and the suspensions of rights of the two applicants were declared to be unlawful and of no force or effect.
  - The Court noted that since proper notice of the membership meetings was not given, even if the by-law did provide authority to carry out the above actions, those decisions would be invalid due to insufficient notice.

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***Lesson to be learned:***

- Again, while Courts are reluctant to intervene in the internal affairs of Organizations, where an Organization does not comply with its by-law or the applicable corporate statute or where a board acts contrary to natural justice, the Courts may intervene
- Having one governing board can help to avoid confusion on allocation of responsibilities that could otherwise arise where there is a double-board structure.

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***Wall v. Judicial Committee for the Congregation of Jehovah’s Witness, 2016 ABCA 255 (CanLII)***

- Alberta Court of Appeal decision involving a situation where a religious organization disciplined one of its members
- Supreme Court of Canada granted leave to appeal, with hearing held on November 2, 2017
- Reference can be made to Jennifer Leddy’s presentation entitled “Essential Charity and NFP Law Update” for further information

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***Singh v. Sandhu*, 2013 ONSC 3230, 2013 CarswellOnt 7398, 16 B.L.R. (5th) 194, 229 A.C.W.S. (3d) 22**

Justice Brown said the following in the above case:


*"It is not the policy of the Corporations Act that Courts should baby-sit the affairs of such corporations; self-governance by the members is the operating norm. If members, such as those of the [Centre], are incapable of governing the corporation, they should take a hard look in their collective mirrors and do one of three things: (i) reform their ways, which the current members seem incapable of doing; (ii) step aside and let new members who are unencumbered with the baggage of past factionalism take over the running of the corporation; or, (iii) wind-up the corporation, with the different factions parting company and setting up their own temples."*

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In commenting on Justice Brown's statement in the *Singh v. Sandhu* case, the Office of the Ontario Public Guardian and Trustee said the following in its PowerPoint entitled "Why Do Director's Get Into Trouble?" <http://www.carters.ca/pub/seminar/chrcplaw/2016/PGT.pdf>

*"There was no winner in this litigation. However, there was a loser - the Centre, because it's directors were not prepared to put the corporation's best interests before their own factional purposes"*



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