

**CALGARY EXHIBITION AND STAMPEDE  
NOMINATING AND SHAREHOLDERS RELATIONS COMMITTEE  
TERMS OF REFERENCE**

**1. MANDATE**

The Nominating and Shareholders Relations Committee ("NSRC") has a mandate to:

- execute a recruitment and selection process that supports Board criteria and Board direction and make recommendations to the Board, through the Governance and People Committee ("GPC"), regarding new nominees to the Board;
- execute a comprehensive communications platform to support Shareholders in making informed voting decisions;
- Provide recommendations as required to the Board via the GPC regarding Shareholder (i.e. election) matters;
- Identify and track volunteers who have leadership potential for the Board;
- Manage potential candidate relationships throughout the recruitment and selection process.

The NSRC is a sub-committee of the GPC. The GPC provides oversight to the NSRC on Board criteria, Board direction and number of Board vacancies.

**2. AUTHORITY**

The NSRC does not have decision-making authority. The NSRC makes recommendations to the GPC and / or the Board.

**3. MEMBERSHIP**

The NSRC will be comprised of not less than five members, one of whom will act as chair.

The president and chairman of the Board will recommend the chair of the NSRC and its members for approval by the Board via the GPC's recommendation. The majority of the NSRC will be comprised of non-director shareholders. Upon the recommendation of the president and chairman of the Board and approval by the Board via the GPC's recommendation, up to three additional external appointees may serve as members of the NSRC. The NSRC chair and members will serve on an annual basis.

**4. MEETINGS**

Scheduled meetings will be held throughout the year and the chair may call special meetings at any time. A simple majority of NSRC members will constitute a quorum. The chair shall establish meeting agendas and ensure that a record of the proceedings is produced and circulated to NSRC members.

A GPC member will act as a Board liaison to the NSRC and shall participate in the meetings as a resource for the Committee.

The Stampede's Corporate Secretary or designate shall participate in the meetings as a resource for the Committee.

An in camera session shall be held during each meeting of the NSRC.

## 5. SPECIFIC RESPONSIBILITIES

In the fulfillment of its Mandate, the NSRC will undertake, consider and/or report to the GPC/Board on the following matters:

- 5.1 Activities to support the recruitment and selection process.
  - 5.1.1 Shareholder-wide call for potential candidates;
  - 5.1.2 Consultation with Committee Executive and the Board to identify potential candidates and future potential candidates.
  - 5.1.3 Review of volunteer elevation reports provided by People Services to identify potential candidates and future potential candidates.
  - 5.1.4 Screening of potential candidates based on by-law requirements for Director qualifications and the criteria provided by the Board via the GPC.
  - 5.1.5 Completion of Board criteria evaluations to support the shortlisting of potential candidates.
  - 5.1.6 Conduct interviews with short-listed potential candidates. Where possible, three members of NSRC should be present for each interview.
  - 5.1.7 Conduct reference checks (three from the external business community and three from the Calgary Stampede community) for the final short-list of potential candidates.
- 5.2 Propose new Director nominees to the GPC, and then the Board. Provide a report to the GPC that supports both qualitatively and quantitatively the proposed Director nominees in terms of how these candidates meet the Board's criteria.
- 5.3 Communications activities that help Shareholders make informed decisions.
  - 5.3.1 Transparency on the recruitment and selection process.
  - 5.3.2 Transparency on the Board criteria and Board direction.
  - 5.3.3 Utilization of mixed communications mediums and practices to reach the various Shareholder audiences, including the *Shareholder Election News* platform, presentations at volunteer committee meetings, pre- and post-selection messaging for Director Liaisons, mail-outs to alumni, the letter to Shareholders in the Nomination Booklet, etc.
  - 5.3.4 Promote and support the recommended Director candidates and incumbents.
- 5.4 Activities to maintain potential candidate relationships throughout the recruitment and selection process.
  - 5.4.1 In a timely manner, communicate with candidate applicants who are not pursued following the initial screening and provide feedback on why their applications are not being pursued.
  - 5.4.2 Transparency on the expectations of the process including disclosure requirements.
  - 5.4.3 Provide timely follow-up with both the successful and unsuccessful short-listed candidates following the Board's approval.
  - 5.4.4 Provide appropriate feedback to the unsuccessful short-listed candidates.

- 5.5 Identify more potential candidates than there are vacancies for recommendation to the Board via the GPC.
- 5.6 Provide recommendations as required, or as requested by the Board or the GPC, regarding Shareholder (i.e. election) matters.
- 5.7 Provide recommendations as required or as requested by the Board or the GPC regarding issues of succession planning and continuity for the Board.
- 5.8 Maintain a corporate record of identified potential future leaders.
- 5.9 Maintain all information on potential candidates as confidential files.
- 5.10 In the event that independent candidates submit nominations and meet the timelines for inclusion in the Nominee Booklet, the NSRC is to verify through reference checks and/or other means the accuracy of biographical information to be included in the booklet.
- 5.11 Prepare an annual report of the NSRC's activities, including a self- evaluation of the committee's own performance, for acceptance by the GPC.
- 5.12 Present a report to Shareholders each year at the annual general meeting (AGM).
- 5.13 Annually, review and update the NSRC's Annual Agenda and meeting dates to meet the requirements of the Board's meeting schedule, the AGM schedule, by-law requirements related to election timelines, and Management's execution requirements.
- 5.14 Annually, review the NSRC's Terms of Reference and make recommendations for updates to the GPC for recommendation to the Board.
- 5.15 Annually provide a Shareholder orientation for new Shareholders.