

## **CCC Governance – Introduction**

Cross-Country Ski de fond Canada ("CCC") is the national governing body for cross-country skiing in Canada. As the national governing body, CCC is expected to serve a number of functions. The Canadian government provides substantial funding to support the delivery of these functions, which include:

- Governing all aspects of the sport within Canada
- Managing the high performance system
- Selecting and managing the national team
- Implementing national initiatives to develop and promote cross-country skiing
- Sanctioning national level competitions
- Providing professional development for coaches and officials
- Proposing and supporting bids for international competitions in Canada

The ownership of CCC is essentially the cross-country ski community in Canada, as represented by the provincial and territorial sports organizations (PSOs). These PSOs and those individuals who hold licenses entitling them to participate in races sanctioned by CCC are defined by CCC's by-laws as the voting 'Members' of CCC.

The Members of CCC elect a Board of Directors to represent them in identifying the goals for the organization and conducting the activities of the organization to achieve those goals. The Board, in turn, hires a CEO to lead a management team in carrying out the operations of CCC.

The responsibilities and relationships amongst the Members, the Board and CEO of CCC, the manner in which the activities of CCC are to be conducted and any specific Board policies in this regard are described in the CCC Board Policy Manual.

CCC's governance model substantially follows the Carver Policy Governance Model, which can be fundamentally summarized as follows:

The Board of an organization represents the Owners/Members and is accountable to the Members for ensuring the organization is successful in achieving its 'Ends', which reflect the intended results of the organization's efforts. Such Ends shall be established by the Board and must identify who will benefit from such results and at what cost/priority in respect of the organization's resources.

The Board shall give the CEO broad authority to determine the 'means' by which such Ends may be effected, subject only to 'Executive Limitations,' which may be established by the Board and outline such Means that are unacceptable to the organization by virtue of ethics or prudence.

The Board shall focus on monitoring and evaluation of the organization's success in meeting its defined Ends. In this regard the Board's only direct connection to the operations of CCC will be through the CEO. The Board shall endeavor to provide such advice and assistance as the CEO may request from time to time to support the efforts and expertise of organizational management. Otherwise the Board and the various Board Committees will effectively be focused on specific elements of the monitoring and evaluation process.

The CEO and the Board shall on a regular basis report to the Members on the results of the organization's activities.

The CCC Board Policy Manual is made up of five parts:

- Introduction
- Board–CEO Relationship
- Governance Process
- Ends
- Executive Limitations

## **Board Policy Manual - Table of Contents Board-CEO Relationship**

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<b>Board-CEO Relationship</b>	<b>B.C.R. 1.0 – Global Board-CEO Relationship</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

- 1 The Board’s sole official connection to the operational organization, its achievements and conduct will be through a Chief Executive Officer, (CEO).

<b>Board-CEO Relationship</b>	<b>B.C.R. 1.1 – Unity of Control</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

- 1.1 Only officially passed motions /resolutions of the Board are binding on the CEO.

Accordingly:

- 1.1.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.
- 1.1.2 In the case of Board members or committees requesting information or assistance without Board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or is disruptive.

<b>Board-CEO Relationship</b>	<b>B.C.R. 1.2 – Accountability of the CEO</b>	
	Created/Amended:	September 2016
	Monitoring Schedule:	Annually, August

1.2 The CEO is the Board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the CEO.

Accordingly:

- 1.2.1 The Board will never give instructions to persons who report directly or indirectly to the CEO. From time to time the CEO may request Board members to assist staff members on particular issues based on specific needs and expertise. This type of interaction will only take place at the direct request of the CEO.
- 1.2.2 The Board will not evaluate, either formally or informally, any staff other than the CEO.
- 1.2.3 The Board will view CEO performance as aligned to, but not necessarily entirely defined by, the performance of the organization.

<b>Board-CEO Relationship</b>	<b>B.C.R. 1.3 – Delegation to the CEO</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

1.3 The Board will instruct the CEO through written policies, which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

- 1.3.1 The Board will develop policies instructing the CEO to achieve specified results, for specified recipients at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
- 1.3.2 The Board will develop Executive Limitations that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels. The Board will not prescribe organizational means of the CEO.
  - 1.3.2.1 Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
  - 1.3.2.2 Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the Board’s satisfaction.
- 1.3.3 As long as the CEO uses any reasonable interpretation of the Board’s Ends and Executive Limitations policies, and the Board accepts that interpretation, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the Board.

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<b>Board-CEO Relationship</b>	<b>B.C.R. 1.3 – Delegation to the CEO, continued</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

1.3.4 The Board may change its Ends and Executive Limitations policies, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the Board will respect and support the CEO’s choices.

<b>Board-CEO Relationship</b>	<b>B.C.R. 1.4 – Monitoring the CEO</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

1.4 Systematic and rigorous monitoring of CEO performance will be against the expected CEO job outputs: accomplishment of the accepted interpretations of Board policies on Ends and organizational operation within the boundaries established in Board policies on Executive Limitations combined with an annual performance review.

Accordingly:

- 1.4.1 Monitoring is established to determine whether or not the expectations expressed in Board policies and agreed interpretations, have been met. Information that does not disclose this level of information will not be considered to be monitoring information.
- 1.4.2 The CEO will provide the Board with the CEO’s interpretation of the Board policies and the means by which that interpretation is being executed.
- 1.4.3 The Board will work with the CEO to define the data required for disclosing whether or not the CEO’s interpretations have been accomplished using one or more of three methods: (a) by internal report, in which the CEO discloses the data to the Board; (b) by external report, in which an external, objective third party selected by the Board collects the data; and (c) by direct inspection, in which data are collected by the Board, a designated Board member or by designated Board members.
- 1.4.4 In every case, the Board will determine: (a) the reasonableness of the CEO’s interpretations, using a “reasonable person test” rather than with interpretations favoured by Board members or the Board as a whole. The Board is the final arbiter of reasonableness. The Board will also assess: (b) whether data demonstrate the accomplishment of the interpretation.

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<b>Board-CEO Relationship</b>	<b>B.C.R. 1.4 – Monitoring the CEO, continued</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

- 1.4.5 To enable the Board to effectively monitor and evaluate the CEO's success in achieving the Ends established by the Board, the CEO will deliver to the Board, annually in April, a business plan for the new year which, for each prescribed End, will identify the principal activities intended to be undertaken in the new year and the desired results of such activities.
- 1.4.6 Such desired results will be specific, measurable targets, describing three levels of possible outcomes: one will be the minimum level regarded as acceptable; the second will be the desired realistic result; the third will be an optimistic or stretch target.
- 1.4.7 The CEO and the Board will agree on a reporting schedule and information for the CEO to provide an accounting to the Board for both results achieved and policy monitoring on an annual basis. Those Ends regarded by the Board as the highest priority will be reported on at each Board meeting; others will be on a basis to be agreed. Reports by the CEO will in all cases be in writing and delivered to the Board at least five business days before the meeting at which they are to be presented.
- 1.4.8 This reporting is critical to ensuring that the CEO and thus the organization is on track to achieving the Ends, as such this framework is a priority for the Board and CEO. The Board can monitor any policy at any time by any method, but will normally use a routine schedule. The schedule is as follows:

Policy	Method	Frequency	Month(s)
Ends 3.0	Internal	Biannually	October, March
Ends 3.1	Internal	Biannually	October, April
Ends 3.2	Internal	Quarterly	Aug, Nov, Feb, Apr
Ends 3.3	Internal	3 times per year	Oct, Jan, Apr
Ends 3.4	Internal	3 times per year	Aug, Dec, Apr
Ends 3.5	Internal	Quarterly	Aug, Oct, Jan, Apr
E.L. 4.0	Internal	Annual	Nov/Dec

<b>Policy</b>	<b>Method</b>	<b>Frequency</b>	<b>Month(s)</b>
E.L. 4.1	Internal	Annual	August
E.L. 4.2	Internal, Survey	Annual	August
E.L. 4.3	Internal	Annual	December
E.L. 4.4	Internal, External	Quarterly	April, Aug, Oct, Jan
E.L. 4.5	Internal	Annual	September
E.L. 4.6	Internal, External	Quarterly	April, Aug, Oct, Jan
E.L. 4.7	Internal	Annual	September
E.L. 4.8	Internal, Direct Inspection	Bi-Annual	September
E.L. 4.9	Internal	Annual	November
E.L. 4.10	Internal	Annual	February
E.L. 4.11	Internal	Annual	March
B.C.R 1.5	Survey	Annual	April

<b>Board-CEO Relationship</b>	<b>B.C.R. 1.5 – CEO Annual Performance Appraisal</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, April

1.5 The Board shall conduct an annual formal evaluation of the CEO, based on the achievement of the annual target towards the Ends policies, compliance with the Executive Limitations and annual 360 review survey seeking feedback from: staff, Board members, Divisions and other key stakeholders.

1.5.1 The Board shall perform the 360-review survey annually in April of each year.

1.5.2 The HR Committee shall prepare, for the review of the Board, the final summary evaluation and the CEO Performance appraisal for the spring face-to-face meeting.

1.5.3 The HR Committee shall provide a copy of the summary performance evaluation to the CEO after the Board’s review at the spring meeting.

1.5.4 At the Board meeting in June:

1.5.4.1 The HR Committee shall chair the discussion of the CEO performance appraisal, including recommendations for the base salary compensation changes for the subsequent year.

1.5.4.2 The Board shall confirm that the performance appraisal is complete.

1.5.4.3 The Board shall review and approve modifications of the assessment criteria and process for the following year.

1.5.4.4 The Board shall approve any recommendations by the HR Committee regarding variable compensation for the CEO based on the annual performance appraisal.

## **Board Policy Manual – Table of Contents Governance Process**

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<b>Governance Process</b>	G.P. 2.0 – Global Governance Commitment	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

2. The purpose of the Board, on behalf of Cross Country Ski de fond Canada (CCC) members, is to ensure that CCC's Ends are achieved within the boundaries described in the Executive Limitations policies.

<b>Governance Process</b>	G.P. 2.1 – Governing Style	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

2.1. The Board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and chief executive roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 2.1.1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
- 2.1.2. The Board will direct the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended Ends, not on the administrative or programmatic means of attaining those Ends.
- 2.1.3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy-making principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe those currently in force scrupulously.
- 2.1.4. Continual Board development will include orientation of new Board members in the Board's governance process and ongoing Board discussion of process improvement.

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<b>Governance Process</b>	G.P. 2.1 – Governing Style, continued	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

- 2.1.5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.
- 2.1.6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-CEO Relationship categories.

<b>Governance Process</b>	G.P. 2.2 – Board Job Description	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

2.2. Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

- 2.2.1. The link between the ownership and the operational organization.
- 2.2.2. Written governing policies that address the broadest levels of all organizational decisions and situations.
  - 2.2.2.1. Board-CEO Relationship: How power is delegated and its proper use monitored; the CEO role, authority and accountability.
  - 2.2.2.2. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
  - 2.2.2.3. Ends: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
  - 2.2.2.4. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
- 2.2.3. Assurance of successful organizational performance on Ends and Executive Limitations through the creation of an appropriate reporting framework defined in BCR 1.4.

<b>Governance Process</b>	G.P. 2.3 – Agenda Planning	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

- 2.3. To accomplish its job products with a governance style consistent with Board policies, the Board will develop and follow an annual agenda that (a) completes a re-exploration of Ends policies annually, (b) continually improves Board performance through Board education and enriched input and deliberation and (c) ensures appropriate reporting from the CEO.
- 2.3.1. The planning cycle will conclude each year on March 31 so that administrative planning and budgeting can be based on accomplishing a one year segment of the Board’s most recent statement of long-term Ends.
- 2.3.2. The Board planning cycle will start in April during the spring face-to-face session with the Board’s development of its agenda for the next year.
- 2.3.2.1. Consultations with the DCC, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
- 2.3.2.2. Governance education, and education related to Ends determination, (e.g. presentations by demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
- 2.3.3. Throughout the year, the Board will attend to required approvals agenda items as expeditiously as possible.
- 2.3.4. At any meeting, prior to which monitoring reports have been received, the Board will ascertain whether a majority of members judge the individual reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

<b>Governance Process</b>	G.P. 2.4 – Board Chair’s Role	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

2.4. The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process.

Accordingly

- 2.4.1. The assigned result of the Board Chair’s job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
  - 2.4.1.1. Meeting discussion content will be on those issues that, according to Board policy, clearly belong to the Board to decide or to monitor.
  - 2.4.1.2. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.
  - 2.4.1.3. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
- 2.4.2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board–CEO Relationship, with the exception of (a) employment or termination of a CEO and (b) where the Board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in these policies.
  - 2.4.2.1. The Board Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
  - 2.4.2.2. The Board Chair has no authority to make decisions about policies created by the Board within Ends and Executive Limitations policy areas. Therefore, the Board Chair has no authority to supervise or direct the CEO.
  - 2.4.2.3. The Board Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.
  - 2.4.2.4. The Board Chair may delegate this authority, but remains accountable for its use.

<b>Governance Process</b>	G.P. 2.5 – Vice Chair’s Role	
	Created/Amended:	August 2016
	Monitoring Schedule:	Annually, February

- 2.5. The Board elects the Vice Chair annually. The Vice Chair assists the Board Chair with ensuring the integrity of Board processes and other duties to assist with guiding the Board as directed by the Board Chair.
- 2.5.1. The Vice Chair assumes the position of Interim Chair should the Board Chair be unable to continue in that role. The Vice-chair will be interim chair until a new Chair is elected at the next Annual General Meeting.
- 2.5.2. The Vice-Chair commits to participating in regular working meetings with the Chair and CEO to follow-up on action items and/or issues raised at Board Meetings.

<b>Governance Process</b>	G.P. 2.6 – Board Members’ Code of Conduct	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

- 2.6. The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.
- 2.6.1. Board members must have loyalty to the membership, and are ideally not conflicted by loyalties to staff, other boards or organizations, and personal interests of any Board member acting as a vendor or consumer of CCC’s services.
- 2.6.2. Board members must avoid conflict of interest with respect to their fiduciary responsibility.
- 2.6.2.1. There will be no self-dealing or business by a Board member with the organization. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.
- 2.6.2.2. When the Board is to decide upon an issue, about which a Board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.
- 2.6.2.3. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member apply for employment, he or she must first resign from the Board.
- 2.6.3. Board members may not attempt to exercise individual authority over the organization.
- 2.6.3.1. Board members' interaction with the CEO or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized.
- 2.6.3.2. Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.

Continued...

<b>Governance Process</b>	G.P. 2.6 – Board Members’ Code of Conduct, continued	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

2.6.3.3. Except for participation in Board deliberation about whether the CEO has achieved any reasonable interpretation of Board policy, Board members will not express individual judgments of performance of employees of the CEO.

2.6.4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.

2.6.5. Board members will be properly prepared for Board deliberation.

2.6.6. Board members will support the legitimacy and authority of Board decisions, irrespective of the Board member’s personal position on the issue.

<b>Governance Process</b>	G.P. 2.7 – Board Committee Principles	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, February

2.7. Board committees will seek to reinforce the wholeness of the Board’s job and not to interfere with delegation from Board to CEO.

Accordingly:

- 2.7.1. Board committees are to help the Board do its job, not to help or advise the staff. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board’s broader focus, Board committees will normally not have direct dealings with daily operations.
- 2.7.2. Board committees may not speak or act for the Board except when formally given such authority for specific purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the CEO.
- 2.7.3. Board committees do not exercise authority over staff. Because the CEO works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- 2.7.4. Board committees are to avoid over-identification with organizational issues. Therefore, a Board committee that has helped the Board create policy on some topic will not be used to monitor organizational performance on that same subject.
- 2.7.5. This policy applies to any group that is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the CEO.

<b>Governance Process</b>	G.P. 2.8 – Board Committee Structure	
	Created/Amended:	August 2016
	Monitoring Schedule:	Annually, February

2.8. A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee.

2.8.1. The Board will have three standing committees:

2.8.1.1. Governance Committee

Purpose: Guides the Governance Education process and governance processes including annual Board agenda development and review of Ends and Limitations.

Composition:

The Committee shall have a Chair, will include the Board Chair and at least one other member of the Board. The CEO shall be an ex-officio member.

2.8.1.2. Finance and Audit Committee

Purpose: Provide guidance and oversight of CCC financial management including the identification of the corporate auditor.

Composition:

The Committee shall have a Chair, will include the Board Chair and at least one other member of the Board. The CEO shall be an ex-officio member.

2.8.1.3. HR Committee

Purpose: Provide oversight of the Board–CEO relationship; produce the CEO annual assessment and any other HR-related matters relating to the CEO; lead the selection/hiring of a new CEO when required.

Composition:

The Committee will be chaired by the Board Chair and will include at least two other members of the Board.

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<b>Governance Process</b>	G.P. 2.8 – Board Committee Structure, cont’d	
	Created/Amended:	August 2016
	Monitoring Schedule:	Annually, February

2.8.2. The Board may establish ad hoc committees as needed to advise the Board on specific policy areas. In 2016–17 the ad hoc committees are:

2.8.2.1. Education Committee

2.8.2.2. Awards Committee

2.8.2.3. Nominations Committee (Created Annually)

2.8.3. Each committee, including ad hoc committees, will review/establish its own terms of reference annually and develop an annual work plan. Committee activities will be reported at each meeting of the Board. Unless otherwise defined in the standing committee definitions, each committee will be chaired by a member of the Board and may include other individuals as appropriate in order to conduct the committee business.

<b>Governance Process</b>	G.P. 2.9 – Cost of Governance	
	Created/Amended:	August 2016
	Monitoring Schedule:	Annually, February

2.9. In efforts to establish and maintain governance excellence, the Board commits to investing in the continued development of its members.

Accordingly:

- 2.9.1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
  - 2.9.1.1. Educational materials and on-going training will be available to new Board members and candidates for membership, as well as to maintain and increase existing member skills and understanding.
  - 2.9.1.2. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
  - 2.9.1.3. Outreach mechanisms will be used as needed to ensure the Board’s ability to listen to owner viewpoints and values.
- 2.9.2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of the organization’s ability to operate.

<b>Governance Process</b>	G.P. 2.10 – Board Evaluation Measures	
	Created/Amended:	August 2016
	Monitoring Schedule:	Annually, February

2.10. In efforts to establish and maintain governance excellence, the Board will establish and commit to an annual evaluation process.

Accordingly:

2.10.1. The Board will evaluate its performance regularly for its skills, the effectiveness of the Board meetings and committees, the performance of the Chair and annual attendance.

2.10.1.1. Immediately after the new Board is elected at the AGM, the Chair of the Governance committee will gather an assessment of the skills and experience for the Board. This summary will be presented to the Nominations Committee as requested.

2.10.1.2. Annually, in the spring, the Board of Directors will be asked to complete the Director and Board Evaluation Survey. The results of this survey will be collected and compared to previous surveys to identify areas where performance is improving or decreasing. This information will be used to inform the governance agenda for the subsequent year.

2.10.1.3. Annually, in the spring, Directors will be asked to complete a survey to evaluate the performance of the Board Chair. This information will be used to educate the Chair and provided to the Nominations Committee.

2.10.1.4. Directors' attendance at meetings will be taken and provided to the nominations committee on an annual basis.

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<b>ENDS</b>	<b>Ends 3.0 - Global Ends Statement</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, April

3. Canadians value cross-country skiing and demonstrate best in class performance in all aspects of the sport. Results will be achieved at a level that reflects and justifies the resources invested.

<b>ENDS</b>	<b>Ends 3.1 - Excellence</b>	
	Created/Amended:	September 2016
	Monitoring Schedule:	Quarterly: Apr, Jul, Oct, Jan

3.1. Canadian cross-country skiing athletes, coaches and technicians achieve excellent results while exemplifying a high standard of ethical behaviour and sportsmanship when participating in local, regional, national, and international competitions and events.

3.1.1. Canada is one of the top five nations in cross country skiing according to the Nations, Women’s and the Men’s points lists as reported by the FIS and IPC by 2026.

3.1.2. Cross-country skiing is the top sport by medal count for Canada at the 2026 Olympic/Paralympic Winter Games.

3.1.3. Canadian athletes and coaches are recognized for their sportsmanship and ethical behaviour before, during and after competition.

<b>ENDS</b>	<b>Ends 3.2 – Community Alignment and Development</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Monthly/ Every Board Meeting

3.2. The cross-country ski community collectively creates an environment that inspires athletes of all ages, and the whole skiing community. Members of Canada's cross-country skiing community (including CCC, Divisions, Clubs, Training Centers, and Funding Partners) actively cooperate to achieve progress on athlete performance, education, health and fitness objectives.

3.2.1. Those learning to ski and/or continuing their development of all ages and capabilities are able to access the resources they need to develop and progress across Canada.

3.2.1.1. Athletes are able to access quality coaching.

3.2.1.2. Athletes are able to easily access their appropriate level and variety of competition, within Canada, North America and abroad.

3.2.2. The retention of athletes from Juvenile through U23, as measured by race license holders, improves to 30% by 2026.

3.2.2.1. Athletes have the ability to compete as an elite skier while continuing their post-secondary education.

3.2.2.2. Athletes have a variety of options available that facilitate their development as high performance skiers.

3.2.3. Coaches, technicians and officials have the ability to access training and develop their skills and trade at all levels across Canada.

3.2.3.1. Coach, technician and officials numbers for both genders increase at all levels by 25% across the country by 2026.

3.2.4. Clubs continue to thrive, realize the benefits/value of associating with CCC, and feel connected to the overall goals of the skiing community.

3.2.5. Clubs, Regions and Divisions, in collaboration with CCC, help to increase the depth and variety of both domestic competitions and overall program innovation.

<b>ENDS</b>	<b>Ends 3.3 – Participation and Communication</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Quarterly: Apr, Jul, Oct, Jan

3.3. Canadians increasingly recognize cross-country skiing as the ideal outdoor winter sport to improve both fitness and health, and to have fun.

3.3.1. Membership in CCC doubles by 2026.

3.3.2. Canadians can find where to ski and have the ability to ski close to home no matter where they live – urban, rural, reserve.

3.3.3. The CCC community works with other groups such as the Canadian Masters, CANSI, and Biathlon Canada to promote the values of cross-country skiing among Canadians.

<b>ENDS</b>	<b>Ends 3.4 – International Profile</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Biannually – Jun, Dec

3.4. The international ski community increasingly recognizes Canada as a leader in Nordic sports and as a Nordic destination.

3.4.1. The World Cup comes to a variety of locations across Canada at least every four years.

3.4.2. International cross-country skiers at all levels come to Canada for training and events of various types, including loppets, at various times throughout the year with a resulting increase in club and cross-country ski resort visits, and event participation by visitors to Canada.

3.4.3. Canada is seen as a leader for how the ski community collaborates in Canada, with the USA’s cross-country ski community and with other ski communities around the world.

<b>ENDS</b>	<b>Ends 3.5 – Financial Sustainability</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Quarterly: Apr, Jul, Oct, Jan

3.5. Cross Country Ski de fond Canada establishes multiple funding sources to ensure the on-going sustainability of the organization and growth of the sport.

3.5.1. CCC increases its overall funding by 20% by 2026.

3.5.2. CCC increases its funding from non-governmental sources by 20% by 2026.

## Board Policy Manual – Table of Contents Executive Limitations

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<b>Executive Limitations</b>	<b>E.L. 4.0 – Global Executive Limitation</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual Nov/Dec

4. The CEO will not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent or in violation of commonly accepted business or sport ethics.

<b>Executive Limitations</b>	<b>E.L. 4.1 – Treatment of Members, Registrants, and Other Participants</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual, August

4.1. With respect to interactions with members, registrants or other participants, the CEO will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

The CEO will not:

- 4.1.1. Elicit information for which there is no clear necessity.
- 4.1.2. Collect, review, transmit or store information without protecting against improper access to the material elicited.
- 4.1.3. Allow members or registrants to be unaware of the current benefits and privileges of CCC membership.
- 4.1.4. Allow members, registrants or other participants to be unaware of the ski community’s expectations of behaviour and ethics.
- 4.1.5. Allow members, registrants or other participants to be unaware of the relevant core policies required by Sport Canada.

<b>Executive Limitations</b>	<b>E.L. 4.2 – Treatment of Staff</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annually, August

4.2. With respect to the treatment of paid and volunteer staff, the CEO will not cause or allow conditions that are unsafe, unhealthy, unfair, undignified or unclear.

The CEO will not:

- 4.2.1. Discriminate among or terminate employees on any basis other than individual performance and qualifications, except in cases of funding restrictions or reorganization.
- 4.2.2. Subject staff to rules that are not clear and available.
- 4.2.3. Subject staff to conditions of harassment, or any other condition that would create an unsafe or unhealthy workplace.
- 4.2.4. Leave staff without an effective, unbiased and, if desired, anonymous method to deal with grievances and/or concerns.
- 4.2.5. Subject staff to wrongful conditions, nepotism, or preferential treatment based on personal reasons.
- 4.2.6. Retaliate against any staff member for non-disruptive expression of dissent.
- 4.2.7. Allow staff to be unprepared to deal with emergency situations.

<b>Executive Limitations</b>	<b>E.L. 4.3 – Financial Planning and Budgeting</b>	
	Created/Amended:	May 2016
	Monitoring Schedule:	Annual, December

4.3. Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from Board’s Ends priorities, or risk fiscal jeopardy.

The CEO will not allow budgeting that:

- 4.3.1. Risks incurring those situations or conditions described as unacceptable in the Board policy “EL 4.4 Financial Condition and Activities.”
- 4.3.2. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.3.3. Does not account for additional costs related to Board Governance.
- 4.3.4. Does not project a cash break-even or better financial result in any fiscal year.

<b>Executive Limitations</b>	<b>E.L. 4.4 – Financial Condition and Activities</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Quarterly: Apr, Jul, Oct, Jan

4.4. With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Ends policies.

The CEO will not:

- 4.4.1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
- 4.4.2. Incur non-trade debt in an amount greater than can be repaid within 365 days, unless approved by the Board.
- 4.4.3. Use any Contingency Reserve Funds unless approved by the Board.
- 4.4.4. Allow payroll and debts to be settled in an untimely manner.
- 4.4.5. Allow withholding or sales tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 4.4.6. Make a single purchase or commitment of greater than \$200,000 unless included in the Budget or as may be approved by the Board. Splitting orders to avoid this limit is not acceptable.
- 4.4.7. Acquire, encumber or dispose of real estate.
- 4.4.8. Allow receivables to be unpursued after a grace period of 45 days.
- 4.4.9. Endanger the Registered Charitable Amateur Athletic Association status of CCC.
- 4.4.10. Operate without providing the Board with a report of the financial variances of actual results from budgeted results at least twice a year.
- 4.4.11. Operate without promptly informing the Board of material changes to the financial condition of CCC, or material deviation from the Budget or Business Plan.

<b>Executive Limitations</b>	<b>E.L. 4.5 – Emergency CEO Succession</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual, September

4.5. In order to protect the Board from sudden loss of CEO services, the CEO will have no fewer than one other designate sufficiently familiar with Board and CEO issues and processes to enable that person to take over with reasonable proficiency as an interim successor.

<b>Executive Limitations</b>	<b>E.L. 4.6 – Asset Protection</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Quarterly: Apr, Jul, Oct, Jan

4.6. The CEO will not cause or allow CCC assets to be unprotected, inadequately maintained or unnecessarily risked.

The CEO will not

- 4.6.1. Allow assets and the organization itself to be inadequately protected against property damage or loss.
- 4.6.2. Allow Directors and Officers insurance coverage to lapse or to fall below coverage of \$5 million.
- 4.6.3. Subject equipment to improper wear and tear or insufficient maintenance.
- 4.6.4. Unnecessarily expose the organization, its Board or staff to claims of liability.
- 4.6.5. Make any purchase: (a) where normally prudent protection has not been given against conflict of interest; or (b) of over \$20,000 without having obtained comparative prices, quality and value.
- 4.6.6. Allow intellectual property, information and files to be exposed to loss or significant damage.
- 4.6.7. Receive, process or disburse funds under controls that are insufficient to meet the member-appointed auditor's standards.
- 4.6.8. Compromise the independence of the Auditor or other external monitoring or advice.
- 4.6.9. Invest or hold operating capital in insecure instruments, including uninsured checking accounts and bonds of less than AA rating at any time, or in non interest-bearing accounts except where necessary to facilitate ease in operational transactions.
- 4.6.10. Endanger CCC's public image, credibility, or its ability to accomplish Ends.

Continued...

<b>Executive Limitations</b>	<b>E.L. 4.6 – Asset Protection, cont’d</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Quarterly: Apr, Jul, Oct, Jan

- 4.6.11. Change CCC’s name or substantially alter its identity in the community.
- 4.6.12. Allow internal controls regarding accounting, purchase orders, invoice approvals and payment approvals to be overridden.
- 4.6.13. Fail to report to the Board and the Finance and Audit Committee any knowledge of a suspected or actual occurrence of fraud by any employee, contractor, supplier, partner or any other person.

<b>Executive Limitations</b>	<b>E.L. 4.7 – Compensation and Benefits</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual, September

4.7. With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the CEO will not cause or allow jeopardy to fiscal integrity or to public image.

The CEO will not:

- 4.7.1. Change the CEO’s own compensation and benefits package. Changes to the CEO’s compensation and benefits package are under the purview of the HR Committee of the Board and are part of the CEO’s contract.
- 4.7.2. Promise or imply permanent or guaranteed employment.
- 4.7.3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 4.7.4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
  - 4.7.4.1. Incur unfunded liabilities.
  - 4.7.4.2. Provide less than some basic level of benefits to all full-time employees, though differential benefits to encourage both performance and longevity are encouraged.
- 4.7.5. Expense for reimbursement any travel or other employment related expenses that are not incurred solely for the purpose of meeting the roles, duties and expectations of the position of CEO of CCC.

<b>Executive Limitations</b>	<b>E.L. 4.8 – Communication and Support to the Board</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual: September

4.8. The CEO will not permit the Board to be uninformed or unsupported in its work.

The CEO will not:

- 4.8.1. Withhold, impede, or confound information relevant to the Board’s informed accomplishment of its job.
  - 4.8.1.1. Neglect to submit monitoring data required by the Board in Board-Management Delegation policy “Monitoring CEO Performance” in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored, and including CEO interpretations consistent with Board-Management Delegation policy “Delegation to the CEO,” as well as relevant data.
  - 4.8.1.2. Allow the Board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the Board’s monitoring schedule.
  - 4.8.1.3. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.
  - 4.8.1.4. Present information to the Board in overly complex or lengthy forms or in a form that fails to differentiate between monitoring information and decision preparation information.
  - 4.8.1.5. Let the Board be unaware of any incidental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.
- 4.8.2. Let the Board be unaware if, in the CEO's opinion, the Board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of Board behaviour that is detrimental to the work relationship between the Board and the CEO.

Continued...

<b>Executive Limitations</b>	<b>E.L. 4.8 – Communication and Support to the Board, continued</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual: September

- 4.8.3. Withhold from the Board and its processes logistical and clerical assistance.
  - 4.8.3.1. Allow the Board to be deprived of a workable, user-friendly mechanism for official Board, officer, or committee communications.
  - 4.8.3.2. Allow the Board to be deprived of appropriate settings and arrangements for Board and committee meetings.
- 4.8.4. Impede the Board’s holism, misrepresent its processes and role, or impede its lawful obligations.
  - 4.8.4.1. Deal with the Board in a way that favours or privileges certain Board members over others except when (a) fulfilling individual requests for information or (b) responding to officers or committees with respect to duties charged to them by the Board.
  - 4.8.4.2. Allow the Board to do its work without the necessary items on its required approvals agenda. Necessary items are those decisions delegated to the CEO yet required by law, regulation, or contract to be Board-approved, along with applicable monitoring information.

<b>Executive Limitations</b>	<b>E.L. 4.9 – Ends Focus of Grants or Contracts</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual, November

4.9. The CEO will not enter into any grant or contract arrangements that fail to emphasize Ends achievement and the avoidance of unacceptable means.

The CEO will not:

- 4.9.1. Allow grant or contract recipients to be unaware of policies or restrictions that preclude imprudent, unlawful or unethical methods, behaviours or activities.
- 4.9.2. Make grant or contract arrangements with parties that do not have, in the CEO’s opinion, the capacity to produce appropriate results.
- 4.9.3. Enter into contracts of over \$200,000 and/or have a meaningful impact on the image and/or brand of CCC without final approval from the Board. Contracts aggregating \$200,000 over multiple years are included in this limitation.

<b>Executive Limitations</b>	<b>E.L. 4.10 – Education</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual, February

4.10. CCC recognizes the importance of supporting and integrating athlete academic pursuits as a critical component of the athlete development pathway in Canada.

The CEO will not:

- 4.10.1. Allow cross-country skiing sport leaders to discourage combining sport and education. In the Canadian cross-country skiing system, combining sport and education is supported and encouraged, and to imply otherwise or to undermine such efforts is not acceptable.

<b>Executive Limitations</b>	<b>E.L. 4.11 – Annual Business Plan</b>	
	Created/Amended:	June 2016
	Monitoring Schedule:	Annual, March

4.11. Annual business planning for any fiscal year will not deviate materially from Board’s Ends priorities or risk fiscal jeopardy.

The CEO will:

- 4.11.1. Set out interim goals in an annual Business Plan that aligns to, and identifies the path for, achieving the Board’s Ends priorities.
- 4.11.2. Align the annual Business Plan with the annual Budget.
- 4.11.3. Consult with the Board, the Divisions, partners and other stakeholders as appropriate in formulating the annual Business Plan and performance targets.

## CCC Board Forward Agenda 2016/17

The CCC Board established a forward agenda covering the topics for discussion for Board meetings until June of 2017. This forward agenda covers the CEO reporting topics as well as core Board governance items. Additional items will be added to each monthly agenda as they are identified. The intent is to keep Board meetings to 1.5 hours in length. As such, the principles for Board meetings are as follows:

- All reports (Committee, Board, CEO) will be provided to [megan.begley@cccski.com](mailto:megan.begley@cccski.com), in writing, eight days in advance of the scheduled Board Meeting
- Reports will identify items for decision
- Directors will review the reports and identify issues, concerns and areas for clarification
- Board meetings will focus on discussion of clarifications and issues and approval of items raised in reports
- Additional items can be brought forward for each Board meeting as needed; they should be brought to the Board Chair two weeks in advance of the Board meeting to ensure incorporation into the agenda

Month	Board Reporting and Discussion Areas	CEO Reporting	
		Ends	Executive Limitations
August 2016	<ul style="list-style-type: none"> <li>• Ends approval</li> <li>• 1.0 Board/CEO Relationship Governance Manual review</li> <li>• Board Experience and Background report</li> <li>• Set Board meeting dates</li> </ul>	3.2 (Community Development) 3.4 (International Profile) 3.5 (Financial Sustainability)	4.1 (Treatment of members) 4.2 (Treatment of staff) 4.4 (Financial condition) 4.6 (Asset protection)
September 2016	<ul style="list-style-type: none"> <li>• Review of Committee Terms of Reference</li> <li>• Ends Reporting Framework</li> </ul>	Business Plan review	4.5 (CEO Succession) 4.7 (Compensation & Benefits) 4.8 (Support to the Board)
October 2016	<ul style="list-style-type: none"> <li>• 3.0 Ends Review ... discussion on emerging trends and risks</li> </ul>	3.1 (Excellence) 3.3 (Participation) 3.5 (Financial Sustainability)	4.4 (Financial condition) 4.6 (Asset protection)

Month	Board Reporting and Discussion Areas	CEO Reporting	
		Ends	Executive Limitations
November 2016	<ul style="list-style-type: none"> <li>4.0 Executive Limitations Review part 1 – 4.1 to 4.6</li> </ul>	3.2 (Community Development)	4.9 (Ends focus of Grants)
December 2016	<ul style="list-style-type: none"> <li>4.0 Executive Limitations Review part 2 – 4.7 to 4.11</li> </ul>	3.4 (International Profile)	4.3 (Financial Planning and Budgeting)
January 2017		3.3 (Participation) 3.5 (Financial Sustainability)	4.4 (Financial condition) 4.6 (Asset protection) Budget Analysis for 2017/18
February 2017	<ul style="list-style-type: none"> <li>2.0 Governance Process Policy Manual Review</li> </ul>	3.2 (Community Development)	4.10 (Education)
March 2017	<ul style="list-style-type: none"> <li>3.0 Ends Review – emerging trends and risks</li> </ul>		4.11 (Annual Business Planning)
April 2017	<ul style="list-style-type: none"> <li>Board Self Assessment</li> <li>CEO Evaluation Surveys (1.5)</li> </ul>	Year-End Performance Review: 3.1 (Excellence) 3.2 (Community Development) 3.3 (Participation) 3.4 (International Profile) 3.5 (Financial Sustainability)	4.4 (Financial condition) 4.6 (Asset protection)
May 2017	<ul style="list-style-type: none"> <li>Chair Assessment</li> <li>Board Self Assessment Report</li> <li>CEO Performance Report</li> </ul>	Review of 2017/18 Draft Business Plan	