

**CROSS COUNTRY SKI DE FOND CANADA**  
**BOARD GOVERNANCE POLICY**

**1. PURPOSE**

The purpose of this document is to explain and provide policy guidance for the manner in which the Board of Directors of Cross Country Ski de Fond Canada (CCC) carries out its governance role with respect to CCC. This document is consistent with and flows from the objects of CCC as well as the By-laws.

**2. THE CCC CONTEXT**

In order to clarify the role of the CCC Board, it is necessary first of all to define CCC. The Objects of CCC, set out in CCC's incorporation documents, are:

- a. To be the national sport governing body for cross-country skiing in Canada and to achieve international competitive excellence by the establishment and maintenance of a high performance sport system, through programs that support the National Cross Country Ski Team and development of cross-country skiers;
- b. To represent cross-country skiing in Canada in the Canadian Snowsports Association (CSA);
- c. To represent cross-country skiing for Canada in the International Ski Federation (FIS) through the CSA;
- d. To encourage training for competition, self-development, leadership, and sportsmanship in cross-country skiing;
- e. To promote cross-country skiing as a competitive sport to a broad cross section of the community;
- f. To encourage and co-ordinate popular cross-country skiing in Canada; and
- g. To accept donations, gifts, legacies and bequests.

A large part of CCC is made up of the provincial and territorial "Divisions". These Divisions are voting Members of CCC. Divisions in turn are made up of clubs, which are formed by individual Registrants (generally known within the club context as "club members"). Each Division and club has a high degree of autonomy within its own portion of the overall CCC mandate.

For the purpose of this document, "CCC" refers to the Corporation, which was created by its Members to provide for the needs of cross-country skiing at the National level.

CCC discharges a role unique to the national level, by generating and operating the National Cross-Country Ski Teams, and by representing our sport internationally, through the CSA with the FIS. In terms of the larger CCC community, CCC provides a nation-wide structure of programs and services of value to the cross-country ski community at large, establishes national standards, and creates programs for achieving these standards in areas such as skill development, coaching, event rules and organization and officiating.

### **3. ROLE OF THE CCC BOARD AND RELATIONS WITH THE CHIEF EXECUTIVE OFFICER**

CCC is governed by a Board of Directors elected by the Voting Members to govern on their behalf. The Board is ultimately accountable to the Voting Members (Divisions, represented by Division Chairs, and License Members) for competent stewardship and for the long-term development of the association. The Board appoints a Chief Executive Officer (CEO), and Committees are formed to assist in the task of operating the organization.

The CCC Bylaw (Section 70) states that the Board will: “a) Approve the vision, mission, values and strategic direction of the Corporation”. While the CCC Board of Directors has a great interest in seeing that the rest of CCC (the Divisions and clubs) thrive and contribute towards the larger vision of CCC as a whole, the Board’s influence on this is indirect, and is achieved largely through the success of CCC in discharging its role.

CCC employs a form of governance that endeavours to separate governance and operations, to an extent that the Voting Members are comfortable with. The Board sets long-term strategic direction for CCC and then monitors the ongoing performance of CCC on behalf of the Voting Members. The Board is responsible for determining general non-operational policies. These will be referred to as “Board policies”. The CEO is responsible for the day-to-day operations in accordance with Board policies and within any limitations imposed by the Board. The Board can constitute committees or task forces of the Board to support it in its role.

While the Board is accountable for all of CCC's activity at the National level, it delegates to the CEO the responsibility for carrying out the actual work of the association, empowering the CEO to the maximum extent that is consistent with maintaining the Board’s accountability. This is done by setting explicit expectations (criteria or limits) governing the activities of the CEO, and the staff and Committees that support the CEO.

The CEO may form Operational Committees, in consultation with the Board. These Committees, which report to the CEO, are to provide expert advice and practical support to the CEO, to help develop operational policies and to provide guidance in technical matters to the entire organization. Board members may be appointed to these Operational Committees for the purpose of liaison with the Board. However, these Board representatives will not carry direction from the Board to Operational Committees.

#### **4. EXPECTATIONS 1: ENDS AND OBJECTIVES**

The Ends and Objectives towards which the CEO and staff must strive are identified in CCC's Strategic Plan, developed and approved under the Board's authority and renewed on a four-year cycle. On an annual basis, the CEO prepares a Business Plan and proposes a budget to advance the objectives of the Strategic Plan. The Business Plan, approved by the Board and published annually, provides the overall planning direction by integrating key aspects of the Strategic Plan.

CCC also has external accountabilities, in particular to Sport Canada and Own the Podium ("OTP"), CCC's major sources of government funding support. These accountabilities are for the submission of budgets and plans, including a quadrennial HP Campaign Plan for OTP and its annual updates, and annual responses under Sports Canada's Sport Funding and Accountability Framework ("SFAF"). The substance of these submissions must be reflected in CCC's annual Business Plans.

It is the Business Plan that articulates the annual expectations of achievement by CCC, under the day-to-day direction of the CEO.

#### **5. EXPECTATIONS 2: EXECUTIVE LIMITATIONS**

Complementing the Expectations set out in the annual Business Plan, the Board also sets out a number of Executive Limitations ("EL"), which impose specific limitations and criteria governing how the CEO carries out his or her role. By extension, staff and committees must also be guided by these limitations.

##### **EL: General**

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

##### **EL 1: Treatment of Members Registrants, and other Participants**

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

EL 1.3: The CEO shall not make any individual's registration data available outside of CCC without the explicit permission of that individual.

EL 1.4: The CEO shall provide and review every two years a Membership Policy that describes the concept of membership within CCC.

See existing board policy: 1.14 - CCC Membership Policy.

EL 1.5: The CEO shall provide and review every two years a policy that spells out the ski community's expectations in terms of behaviour and ethics.

See existing board policy: 2.0 - Code of Conduct and Ethics Policy.

## **EL 2: Treatment of Staff**

With respect to staff, the CEO shall maintain conditions that are humane, fair and dignified for all paid and volunteer staff. Accordingly:

EL 2.1: The CEO shall not discriminate among or terminate employees on any basis other than individual performance and qualifications, except that termination may occur in cases of funding restrictions or a reorganization in which the position is affected.

EL 2.2: The CEO shall establish job descriptions for all jobs and to evaluate each staff person at least annually based upon pre-established criteria.

EL 2.3: The CEO shall provide job training as needed for staff, and offer opportunities for professional development training.

EL 2.4: The CEO shall establish and enforce a current compensation and benefits schedule.

See existing operational policy: 2.7.1 - Staff Pay and Benefits

EL 2.5: The CEO shall establish operational policies that give guidance to staff when performing their duties.

See existing operational policies:

2.7.2 - CCC Travel and Expenses;

2.7.3 - Hours of Work and Vacation;

2.7.4 - Staff and Volunteer Clothing Entitlement;

2.7.5 - Corporate Credit Card Policy;

2.7.7 - Staff Performance Management;

2.7.8 - Driving Policy.

## **EL 3: Financial Planning & Budgeting**

With respect to budgeting for all or any part of a fiscal period, the CEO may not jeopardize either operations or the fiscal integrity of the organization. Accordingly:

EL 3.1: The CEO shall prepare budgets that conform to Board stated priorities when making allocations among competing budgetary needs.

EL 3.2: The CEO shall ensure budgeting that projects income conservatively and constrains budgeted operating expenses within projected income levels, unless otherwise directed by the Board.

EL 3.3: The CEO shall ensure budgeting that contains sufficient detail to enable reasonably accurate projection of revenues, cash flow and expense, while separating capital and operation items, allowing subsequent audit trails, and disclosing planning assumptions.

EL 3.4: The CEO shall prepare annual budgets for approval by the Finance and Audit Committee and subsequent ratification by the Board.

EL 3.5: The CEO shall settle payroll and debts in a timely manner.

EL 3.6: The CEO shall not allow expenditures to deviate substantially from the approved budget without seeking the approval of the Finance and Audit Committee who shall in turn promptly inform the Board of any such deviation.

EL 3.7: The CEO shall disclose fiscal activity and concerns to the Board on the schedule detailed in B-CEO 4.4 (below). The CEO shall disclose as soon as practically possible any significant financial threats to the organization.

EL 3.8: The CEO shall cause CCC to provide all needed information to outside auditors on a timely basis.

#### **EL 4: Asset Protection**

To prevent disrepair, excessive risk, untraceable transactions or conflict of interest in the management of CCC's resources, the CEO shall:

EL 4.1: Maintain industry standard insurance coverage of the replacement value on stock, furniture and equipment and cash on hand.

EL 4.2: Ensure appropriate safeguards for handling cash.

EL 4.3: Receive, process, or disburse funds under controls sufficient to meet the standards set by the Finance and Audit Committee, CCC's By-law, and any applicable legislation.

EL 4.4: Protect CCC's assets from abuse or misuse. The CEO shall ensure that CCC property is inventoried according to a set procedure and time line determined in consultation with the Finance and Audit Committee, and that a security system is in place to ensure adequate safeguards against theft, loss, or damage of property.

EL 4.5: Deposit CCC's funds in institutions that are Canadian Schedule A banks. Wherever possible interest should be earned on any deposits.

EL 4.6: Not allow the withdrawal of funds identified as Contingency Reserve Funds without prior Board approval.

#### **EL 5: Risk Management**

Risk Management will be considered in all activities or events undertaken by CCC with the view of protecting CCC, its staff, Board members and all participants. Therefore:

EL 5.1: The CEO shall provide a Risk Management Policy and any associated policies that will assist in assessing and managing risk.

Existing board policy 1.9 - Risk Management Policy

**EL 6: Core Policies Required by Sport Canada**

Sport Canada, as part of the Sport Funding and Accountability Framework, requires all NSOs to have a set of core policies in place. Therefore:

EL 6.1: The CEO shall provide and review every two years all of the core policies required by Sport Canada. See existing board policies:

- 1.10 - Anti Doping
- 1.17 - Access and Equity
- 1.2 - Official Languages
- 1.3 – Conflict of Interest
- 1.7 - Dispute Resolution and Appeals

**EL 7: High Performance Program**

Athletes nominated to a High Performance team are required to sign a contract and abide by procedures that lay out the mutual expectations of both the athlete and CCC.

EL 7.1: The CEO shall ensure that policies are provided, and reviewed every two years, that ensure the above expectations are met, and that able-bodied and paralympic athletes are treated fairly, and that developing athletes are provided the necessary opportunities to improve their performance.

Existing operational policies:

- 2.0 - Code of Conduct and Ethics Policy
- 2.1.2 - CCC's Training Centre Policy
- 2.1.3 - National Ski Team Selection, Nomination and Announcement
- 2.2.2 - CCC Racing Licence Policy
- 2.3.1 - CCC Para-Nordic Classification Policy

**EL 8: Coaches**

Coaches are the backbone of CCC's athlete development efforts. Therefore:

EL 8.1: The CEO shall ensure that policies are provided, and reviewed every two years, to ensure that coaches meet CCC's various standards and are given opportunities to progress in their coaching endeavours.

Existing operational policies affecting coaches:

- 2.0 - Code of Conduct and Ethics Policy
- 2.4a- Coach Development Committee terms of reference
- 2.4.1 - High Performance Coaching Experience
- 2.4.5 - Minimum Mandatory Coaching Qualification
- 2.4.6 - Minimum age for NCCP workshops
- 2.4.7 - Maintenance of certification policy

**EL 9: Events**

As National and International level competitive events are showcases for the sport, it is imperative that they are organized in an effective and consistent manner:

EL 9.1: The CEO shall ensure that policies are provided and reviewed annually that provide guidance to those running events.

Existing operational policies:

2.2.1 - Competition Registration and Sanctioning

2.2.3 - Technical Package - Canadian Cross Country Skiing Championships

2.2.4 - Technical Package - NorAm Continental Cup and Canada Cup

2.2.6 – Hosting of Major Events

**EL 10: Operational Committees.**

Operational Committees are required to operate under terms of reference, established by the CEO, outlining their mandate. Therefore:

EL 10.1: Every two years, the CEO shall provide and review the Terms of Reference for all Operational Committees.

Existing operational policies:

2.1 - High Performance Committee terms of reference

2.2 - Events Committee terms of reference

2.3 - Para-Nordic Committee terms of reference

2.4a - Coach Development Committee terms of reference

2.4b - Athlete Development Committee terms of reference

2.6 - Women's Committee terms of reference

**EL 11: Review and Update of Policies**

EL 11.1: The CEO shall review and, if necessary, update Board policies (for approval by the Board), and operational policies, according to the schedule at Annex A.

- For operational policies, such review and update can be done internally and reported to the Board.
- For Board policies, review can be done by internal report to the Board but updates would require Board approval.
- An exception is the Board Governance Policy (this document), which it is the Board's responsibility to review every two years and update if necessary.

## **6. THE GOVERNING PROCESS**

How the Board will govern.

### **GP: THE BOARD**

The purpose of the Board, acting on behalf of the CCC's Members, is to:

- a. Approve the vision, mission, values and strategic direction of the Corporation;
- b. Monitor the ongoing success of CCC in meeting the objectives described in the annual Business Plan;
- c. Approve policies and procedures applicable to the delivery of programs and services of the Corporation;
- d. Provide continuity for the Corporation by ensuring its financial health;
- e. Engage under employment contract a Chief Executive Officer to manage and oversee the operations of the Corporation;
- f. Ensure positive relationships with Members and other stakeholders;
- g. Borrow money upon the credit of the Corporation as it deems necessary in accordance with CCC's By-laws; and
- h. Perform any other duties from time to time as may be in the best interests of the Corporation.

The Board will do this by using a Policy Governance process.

### **GP 1: Governing Style**

The Board will govern with an emphasis on outward vision rather than an internal preoccupation, commitment to obtaining community input, encouragement of diversity in viewpoints, strategic leadership more than administrative detail, clear distinction of Board and staff roles, collective rather than individual decisions, orientation to the future rather than the past or present. To the extent possible, it will anticipate challenges rather than react to them. This reflects an intent to reflect the "Carver Model" of Board governance.

### **GP 2: Board Deliverables**

The job of the Board is to represent the CCC's Members in determining strategic objectives and demanding appropriate organizational performance by CCCCC.

Accordingly:

GP 2.1 The Board is the link between the organization and the Voting Members.

GP 2.2 The Board will produce a written governance policy (i.e. this document) that, at the broadest levels, address each category of organizational decision:

- Ends and Objectives towards which the CEO and staff must strive are identified in CCC's Strategic Plan, and updated annually by the CEO in the Business Plan.
- Executive Limitations: Constraints on executive authority that establish the prudence and ethical boundaries within which all executive activity and decisions must take place.
- Governing Process: Specification of how the Board conceives, carries out, and monitors its own task.



- Board-CEO Relationship: How power is delegated and its proper use monitored; the CEO role, authority, and accountability.

GP 2.3 The Board will produce a quadrennial Strategic Plan that will guide the CEO and provide measurable benchmarks for success.

GP 2.4 The Board will monitor CEO performance against the Ends articulated in the Strategic Plan (and annually detailed in the Business Plan), and against the Executive Limitations (see above).

### **GP 3: Governance Development**

The Board will invest in its governance capacity. Board skills, methods, and supports will be sufficient to assure governing with excellence while incurring prudent costs.

Accordingly:

GP 3.1 Training will be provided to orient new Board members (e.g. through provision of a Board Orientation Package including the By-laws, this Policy, and the Strategic Plan) and to maintain and increase existing Board members' skills and understanding of the Board's role and of CCC's operations.

GP 3.2: Outside monitoring assistance will be arranged so that the Board can exercise appropriate control over organizational performance. This includes, but is not limited to fiscal audit.

GP 3.3: The Board will establish the following core committees on an annual basis.

These committees shall assist the Board in performing its duties and responsibilities in accordance to their approved terms of reference. The terms of reference shall be reviewed every two years:

- Finance and Audit Committee
- Governance Committee
- Human Resources Committee.

Other committees may be needed to respond to specific issues and opportunities facing the ski community. These committee will be established under the direction of the Board, will have a Board member appointed as Chair and will establish terms of reference to be approved by the Board.

### **GP 4: Board Members' Code of Conduct**

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. Accordingly:

GP 4.1: Board members must represent unconflicted loyalty to the interests of all members. This accountability supersedes any conflicting loyalty such as that to advocacy or interest groups, and membership in other Boards or organizations. It also supersedes

the personal interest of any Board member acting as a vendor or consumer of CCC's services.

GP 4.2: Members must avoid conflicts of interest with respect to their fiduciary responsibility through abiding by CCC's Conflict of Interest policy.

### **GP 5: Board Chair's Role**

The Board Chair assures the integrity of the Board's process and occasionally represents the Board to outside parties. Accordingly:

GP 5.1: The job of the Board Chair is to ensure that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization. Accordingly:

- The Board Chair will be responsible for setting the agenda for all board meetings, and will do so in consultation with the CEO.
- The Board Chair will assure that deliberation will be fair, open and thorough but also timely, orderly and kept to the point by employing appropriate rules of order.

GP 5.2: The authority of the Board Chair consists in making decisions that fall within topics covered by this Board Governance Policy, except 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 this policy. Accordingly:

- The Board Chair is empowered to set the agenda and chair Board meetings, with all the commonly accepted powers of that position (for example: ruling, recognizing, etc.).
- The Board Chair has no authority to make decisions about policies created by the Board: i.e. the Strategic Plan or Board Governance Policy.
- While the Board Chair has no authority to direct the CEO in the operations of the organization, the Board Chair does have an obligation to advise the CEO when operational decisions are contemplated or made that threaten the strategic interests of the organization.
- The Board Chair may represent the Board to outside parties in announcing Board-stated positions and in stating decisions within the area delegated to the Board Chair.
- The Board Chair may delegate this authority but remains accountable for its use.

GP5.3: The Board may elect from among its members a Vice Chair. Such appointment will be annual, with its term expiring at the Annual General Meeting. The Vice Chair must be familiar with the role and responsibilities of the Chair and willing to perform such role if the Chair is temporarily unable to do so. The Vice Chair will: .

- Be a member of the Board elected by the Board to the Vice Chair position
- Must be familiar with the role and responsibilities of the Chair and willing to perform such role if the Chair is temporarily unable to do so.
- Assume the position of Interim Chair should the Chair be unable to continue in that role, but will not become Chair unless and until elected to such role by the Members at the next General Meeting.

- Assist the Chair in carrying out Chair's duties on basis to be agreed with the Chair
- With approval of the Board may replace Chair in ex-officio capacity on Board committees and on any Operational committees on which the Chair is a prescribed member
- Except if acting as Interim Chair, Vice Chair position has no authorities other than as may be assigned by the Board

**GP 6: Monitoring Board Performance**

The Board shall ensure that an annual process of self-assessment is undertaken and results shared with the membership.

**7. BOARD-CEO RELATIONSHIP**

Defines the Board-CEO relationship, including assessment of CEO performance.

**B-CEO: THE BOARD and CEO**

The Board of Directors is a body that monitors overall organizational performance, establishes the Strategic Plan and sets board policies. Accordingly, the link between the Board and the operations of CCC is its communication with, and direction of, the CEO through the Board Chair. Such direction will not be exercised through Board representatives on Operational Committees except as may occur in rare instances under B-CEO 1.1 (below)

**B-CEO 1: Unity of Control**

Only decisions of the Board acting as a body are binding on the CEO. Accordingly:

B-CEO 1.1: Decisions or instructions of individual Board members or Board committees are not binding on the CEO except in rare instances when the Board has specifically authorized such exercise of authority.

B-CEO 1.2: In the case of Board members or Board committees requesting information or assistance without Board authorization, the CEO, after addressing such request with the Board Chair, can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds, or are disruptive.

**B-CEO 2: Accountability of the CEO**

The CEO is the Board's only link to operational achievement and conduct, so that all authority and accountability of staff and Operational committees, as far as the Board is concerned, is considered the authority and accountability of the CEO. Accordingly:

B-CEO 2.1: The only employee who will receive direction or instructions from the Board is the CEO.

B-CEO 2.2: The Board will refrain from evaluating, either formally or informally, any staff other than the CEO unless requested by the CEO.

### **B-CEO 3: Delegation to the CEO**

The Board will instruct the CEO through written policies that prescribe the organizational Ends to be achieved (i.e. the Strategic Plan) and describe organizational limitations (i.e. this document and general Board policies). The CEO may use any reasonable interpretation of these policies. Accordingly:

B-CEO 3.1: The Board will develop a Strategic Plan. This will be renewed on a 4-year cycle.

B-CEO 3.2: The Board will develop policies that limit the latitude the CEO may exercise in choosing organizational means. These policies will be called Executive Limitations policies, and are contained within this Board Governance Policy.

B-CEO 3.3: As long as the CEO uses any reasonable interpretation of the Strategic Plan and Executive Limitations, the CEO is authorized to establish all further policies (i.e. Operational policies), make all decisions, establish all practices, and develop all activities.

B-CEO 3.4: The Board may revise its Strategic Plan and Executive Limitations, thereby shifting the boundary between Board and CEO domains. By doing so, the Board changes the latitude of choice given to the CEO. However, as long as any particular delegation is in place, the Board will respect and support the CEO's choices.

### **B-CEO 4: CEO Communication and Counsel to the Board**

CEO communication to the Board typically takes place at Board conference calls and face-to-face meetings. The CEO shall keep the Board informed of information relevant to the Board's responsibilities. Accordingly:

B-CEO 4.1: The CEO shall inform and discuss with the Board, through regular Board updates, relevant trends, emerging opportunities or internal/external changes which affect the previous assumptions of the Board, including those that affect achievement against the Business Plan and Strategic Plan.

B-CEO 4.2: The CEO shall provide to the Board regular accurate, and understandable monitoring data as defined by the Board Reporting Framework and as required by Board policy.

B-CEO 4.3: The CEO shall inform the Board of significant problems that require the CEO's attention with respect to programs, services, staff and the ski community.

B-CEO 4.4: The CEO shall report to the Board on budgets and the financial condition of CCC, on the following schedule:

- A draft Business Plan and budget for the following fiscal year shall be presented for review by the Board in April or May of each fiscal year, for subsequent review by the Strategic Planning Committee and Finance and Audit Committee prior to seeking Board approval thereof.

- The CEO shall report to the Finance and Audit Committee on CCC’s financial in advance of every Board meeting.
- The CEO shall review the results of CCC’s Variance Reporting exercises with the Finance Committee, prior to reporting these to the Board.
- The CEO shall review interim year-end results with the Finance and Audit Committee prior to reporting these to the Board after the year end.
- In addition, the CEO will report annually to the Board on Asset Protection, through the Finance and Audit Committee.

B-CEO 4.5: The CEO shall remind the Board to appoint representatives to outside agencies where such representation is in the best interests of CCC and where CCC needs to fulfill our commitment to be an active player in the sport community, e.g. Canadian Olympic Committee (COC), Canadian Snowsports Association (CSA), International Ski Federation (FIS), and Canadian Paralympic Committee (CPC).

See existing operational policies:

2.2.5 - FIS Representation

2.4.2 - University Skiing

### **B-CEO 5: Monitoring CEO Performance**

The Board’s monitoring of CEO performance will be carried out with the support of the HR Committee, against the expected CEO job outputs: organizational accomplishment against the Business Plan, and organizational operation within the boundaries established in the Executive Limitations. Accordingly:

B-CEO 5.1: Monitoring is chiefly to determine the degree to which Board policies (including Strategic Plan, Executive Limitations, and Communications expectations – see B-CEO 4) are being met.

B-CEO 5.2: The Board will acquire monitoring data by one or more of three methods:

- by internal report, in which the CEO discloses progress toward strategic objectives and compliance information to the Board;
- by external report, in which an external third party selected by the Board assesses progress toward strategic objectives and compliance with Board policies, and
- by direct Board inspection, in which a designated member or members of the Board assess progress toward strategic objectives and compliance with applicable policies.

Regardless of the method(s) used, the process for acquiring monitoring data shall be fair, transparent and non-discriminatory.

**Schedule for Review and Update of Policies**

**For review in odd-numbered years:**

The policies listed below shall be reviewed, and if necessary, updated in odd-numbered years starting in 2011. Unless otherwise directed by the Board, the CEO will decide the required level of review and whether any update is necessary. Such review(s) can be completed via a written report to the Board (e.g. listing policies that have been reviewed) or via Board minutes. Dates of reviews should be indicated on the relevant policy.

**Board Policies:**

- 1.0 - Board Governance Policy (to be reviewed and updated by the Board)
- 1.9 - Risk Management Policy
- 1.11 - Charitable Donations Policy
- 1.17 - Access and Equity Policy

**Operational Policies:**

- 2.0 - Code of Conduct and Ethics Policy
- 2.1.3 - National Ski Team Selection, Nomination and Announcement
- 2.1.5 - Roller Skiing
- 2.2.2 - CCC Racing Licence Policy
- 2.2.5 - FIS Representation
- 2.4.1 - High Performance Coaching Experience
- 2.4.2 - University Skiing
- 2.4.5 - Minimum Mandatory Coaching Qualification
- 2.7.2 - CCC Travel and Expenses
- 2.7.3 - Hours of Work and Vacation
- 2.7.4 - Staff and Volunteer Clothing Entitlement
- 2.7.5 - Corporate Credit Card Policy
- 2.7.7 - Staff Performance Management
- 2.7.8 - Driving Policy
- 2.8.2 - Media Crisis Communications Plan
- 2.8.3 - Social Media Guidelines
- 2.9 - Fundraising Committee Terms of Reference

**For review in even-numbered years:**

The following policies shall be reviewed and if necessary, updated in even-numbered years starting in 2012. Unless otherwise directed by the Board, the CEO will decide the required level of review and whether any update is necessary. Such review(s) can be completed via a written report to the Board (e.g. listing policies that have been reviewed) or via Board minutes. Dates of reviews should be indicated on the relevant policy.

**Board Policies:**

- 1.2 - Official Languages
- 1.3 - Conflict of Interest
- 1.7 - Dispute Resolution and Appeals
- 1.10 - Anti Doping
- 1.14 - CCC Membership Policy
- 1.16 - CCC Performance Bonus Policy

NB: Note that the Board is also to ratify Operational Policy 2.2.6: Hosting of Major Events, upon any revision or update.

**Operational policies:**

- 2.1 - High Performance Committee terms of reference
- 2.1.2 - CCC's Training Centre Policy
- 2.2 - Events Committee terms of reference
- 2.2.1 - Competition Registration and Sanctioning
- 2.2.3 - Technical Package - Canadian Cross Country Skiing Championships
- 2.2.4 - Technical Package - NorAm Continental Cup and Canada Cup
- 2.2.6 - Hosting of Major Events
- 2.3 - Para-Nordic Committee terms of reference
- 2.3.1 - CCC Para-Nordic Classification Policy
- 2.4a - Coach Development Committee terms of reference
- 2.4b - Athlete Development Committee terms of reference
- 2.4.1 - High Performance Coaching Experience
- 2.6 - Women's Committee terms of reference