

CCC MEMBERSHIP POLICY

Preamble

1. Cross Country Canada (CCC) is the sport governing body for cross-country skiing, Canada's optimal winter sport and recreation. CCC was created by its members to meet the needs of the sport at the national level and is operated by the membership to fulfill its approved mission and mandate.
2. Typically, individual membership results from joining a CCC registered club. However, for most members CCC remains a distant and invisible entity. It is important that members of CCC understand why the organization exists, how it functions to support them and vice versa.

Aim

3. The aim of this document is to describe the concept of membership within CCC and provide direction for how individual membership and membership fees are to be managed.

By-Law Provisions

4. Membership is defined in the following article of the CCC By-Laws:

15. CLASSES OF MEMBERSHIP

There shall be three categories of membership in the Corporation:

- a) *Voting Membership* shall be open to Divisions (defined as provincial/territorial sport organizations which govern the sport at that level). Voting Members, provided they are in good standing, shall be entitled to receive notice of meetings of members and to vote subject to the provisions of the By-Laws or other Regulations of the Corporation. To remain in good standing, Voting Members shall pay an annual fee as prescribed by the Board. Voting Members are the only class of member which may vote at meetings of the Corporation.
- b) *Individual Membership* is automatically conferred on any individual who is a member in good standing of a cross-country ski club which is registered in a Division, or of a Division. An Individual Member does not have the right to vote at the meetings of the Corporation but:
 - i) may be present at the meetings of the Corporation;
 - ii) shall pay an annual fee, allocated to the Corporation through the Club and Division, as prescribed by the Board;
- c) *Supporting Membership* shall be given to any person, group, association or corporation wishing to contribute to the development of cross country skiing and who makes application to the Corporation and whose application is accepted. A Supporting Member of the Corporation does not have the right to vote at the meetings of the Corporation but:

- i) may be represented at the meetings of the Corporation by one or more representatives; and
- ii) shall pay a fee as prescribed by the Board.

17. MEMBERSHIP FEES

- a) The membership fees shall be recommended by the Executive Director and shall become effective only when approved by the Board, after consultation with the Voting Members.
- b) Members shall be deemed to be in good standing upon payment of the current annual membership fee.
- c) If a member fails to pay the membership fee in full when due, or otherwise fails to abide by the provisions of the By-Laws of the Corporation, the Board may in its discretion and subject to such terms and conditions as it deems appropriate:
 - i) suspend the voting or such other privileges of such member, or
 - ii) impose such further or other penalty, including fines and expulsion, as the Board may determine.
- d) Memberships are not transferable.

Organization and Roles within CCC

5. **General Structure.** Cross-country skiing is governed within Canada by three levels of organization: clubs (i.e. local); Divisions (i.e. provincial/territorial); and CCC (i.e. national).

6. **Clubs.** Clubs are created by individual members of CCC in order to provide for their immediate needs. Clubs are the foundation of CCC. They offer a social and/or competitive environment in which members can enjoy the sport; they attract skiers; they deliver programs for youth, adults, racers, officials and coaches; frequently they offer access to trails; and they create a national footprint. When clubs prosper, the sport flourishes. Clubs can be costly to operate, and their major source of revenue is the fee they charge their members. Thus by paying club fees, members are both paying for the services they receive locally and helping to build the sport more universally. However, most clubs cannot exist in isolation. To achieve their goals, they need the benefit of provincial and federal funding; they need to cooperate with other clubs to create critical mass and flexible experiences; they need an external system which can continue to support and develop the competitive skiers who outgrow the club environment; and most of all they need access to the properly designed, structured and standardized programs for which they are the delivery vehicle.

7. **Divisions.** Divisions are provincial/territorial sport organizations (PSOs/TSOs) that are created by individual members and their clubs to serve their collective needs at this level. In general, Divisions integrate and coordinate the efforts of clubs in order to create a critical mass and economies of scale. Divisions interface with, and in some respects are accountable to, provincial/territorial governments. They provide provincial coordination for the delivery of national and/or Division programs to the club level, and develop and manage provincial programs to further their mission and mandate (e.g. competitive programs and events beyond the club level).

8. **Cross Country Canada.** CCC is the national sport organization (NSO) that has been created by individual members, through decisions taken by their respective clubs and Divisions, to provide for the needs of cross-country skiing at this level. In general terms, CCC provides connectivity to the broader world of cross-country skiing and makes local activities more relevant and productive by applying economies of scale to create services of value to the membership at large. CCC is responsible for establishing national standards and creating programs for achieving these standards in areas such as skill development, coaching, event rules and organization, and officiating. CCC also fulfils certain roles that are unique to the national level. Specifically, it:

- a. provides representation to the international governing body (the International Ski Federation – FIS);
- b. generates and operates the National Cross-Country Ski Team, a major and significant role, particularly when Olympic/Paralympic success is achieved;
- c. works with the national media to raise our sport's profile;
- d. facilitates the passage of information within the skiing community;
- e. coordinates high profile competitive events to showcase the sport and provide competitive opportunities for developing national-level athletes;
- f. interfaces with the federal government through Sport Canada, and through accountabilities that define this relationship may qualify for funding to assist it in performing specified functions; and
- g. through marketing and fund-raising, generates additional revenue that enables Divisions, clubs and individual members to leverage the benefits which derive from an organization of national scope and perspective.

General Policy Regarding Membership

9. **Equality.** Membership in CCC provides entry and access to CCC (i.e. the Corporation, as constituted by the By-Laws) and the programs/services it provides on an equal basis to each and every individual member. All members of CCC shall be deemed to have undertaken to abide and be bound by the provisions of the By-Laws and the policies of the Corporation.

10. **Core Financial Responsibilities.** Membership fees are the basic financial foundation that creates CCC and empowers it with the ability to function effectively. In principle, CCC's membership is responsible, through membership fees, for costs related to the governance and ongoing operation of the organization, and for establishing within the organization the basic capabilities, at a minimal, viable level, that are required in order for CCC to perform its role and undertake its mission (i.e. to develop and deliver programs designed to achieve international excellence). Core requirements are further defined as follows:

- a. **Governing.** Meeting costs (Board, Division Chairs, AGM); Board travel, expenses and communication (including conference calls).
- b. **Sustaining and Operating.** Management (e.g. salary, benefits and expenses for the Executive Director); administration (e.g. rent, IT, office supplies, phone, photo-copying, mailing, accounting; salary and benefits for administrative staff, etc); liability insurance; translation; legal/audit fees; revenue generation (e.g. marketing, sponsorship, fund-raising).

- c. **Basic Capabilities for Role and Mission.** National Ski Team staff and program (to be defined from time to time); program development and standards coordination (e.g. for skill development, coach development, official development); national event management; media relations; internal communications; FIS representation. Note that the core requirement is to maintain a basic capability in these functional areas, not to operate the various CCC programs. Funding for most programming must be found from sources other than membership fees.

11. **User Fees.** Members wishing to avail themselves of particular programs or services designed, operated, sanctioned or coordinated by CCC (e.g. Skill Development Programs) may be required to pay user fees, above and beyond basic membership fees, to cover or partially offset the cost of the CCC service being utilized.

12. **Revenue Generation.** Revenue generation is an operational function of CCC that has the aim of creating financial resources to enable a high standard of programming to be maintained, with a view to achieving the CCC mission. Resources are generated from various sources internal and external to CCC. In many cases, funds provided to CCC are directed to specific programs (e.g. Sport Canada funding, directed donations, grants from the Canadian Olympic Committee, the Canadian Paralympic Committee and the Coaching Association of Canada). Success in revenue generation may offset user fees or, potentially, some of the core financial accountabilities of the membership.

Membership Fees – Policies and Procedures

13. As provided for in the CCC By-Laws, CCC requires that its member Divisions pay an annual membership fee.

14. Membership fees shall be assessed equally at all times based on the number of individual members registered in a Division.

15. The annual membership fee shall be determined by totaling the number of individual members registered in a Division as at March 31st, and then multiplying the number of individuals by a fixed individual member fee that has been approved by the Board (after consultation with the Division Chairs).

16. Annual membership fees shall be paid to CCC in two equal installments; the first by December 31st; and the second by February 28th.

17. CCC requires each Division to maintain an accurate record of membership (including name and other relevant personal information) for every individual member registered.

18. As defined in the CCC By-Laws, individual members are registered members of a registered CCC club or Division. All individuals who participate in programs organized by a CCC club or Division must be registered as an individual member, and duly recorded as such in records maintained by the Division.

19. A member as described in paragraph 18 is considered registered when they have submitted their name of record to the Division ledger, database, or other record, and in accordance with the Division membership policy and club membership policy and guidelines.

20. An individual member must be registered on record with a club/Division in order to receive the specified rights and privileges to membership as outlined in the CCC By-laws. This condition must also be satisfied in order for individual members to be covered under the national liability insurance policy, a service coordinated by CCC on behalf of its members. Each Division shall

supply to CCC by April 30th of each year an accurate count of registered individual member as of March 31st of the same year.

21. For convenience in reconciling membership and the national insurance policy, membership under the CCC umbrella shall be deemed to begin on the 1st day of the annual (365 days) national insurance policy term and end on the last day of insurance policy term (currently effective from June 29th of one year to June 29th of the next year).

22. CCC will only collect membership data necessary to meet its funding obligations, insurance requirements and other membership needs as determined from time to time, in accordance with the CCC Privacy Policy and the *Personal Information Protection and Electronics Documents Act*.

23. Clubs and individual members must abide by the rules and requirements set out by sanctioning bodies, committees, Divisions, government, and other authorities, and follow the guidelines set forth by the insurance company.