

An Internal Accountability Framework for Cross Country Canada

Purpose

The Accountability Framework is a document which describes the mutual obligations of the various components that make up Cross Country Canada (CCC).

The purpose of the framework is to describe and clarify responsibilities and accountabilities in a way that will assist all of us (the "stakeholders") in understanding who is responsible or accountable, for what, to whom, and when. It is intended to be a guide or "roadmap", flexible rather than rigid, and will need to be regularly updated, similar to a strategic plan or annual budget. Many of us are volunteers with a passion for skiing, and staff are similarly motivated and almost always under-resourced. It must be stated that there is no intent with this framework to create the basis for a "gotcha" approach when some of us inevitably do not meet our own standards!

Background

CCC is a multi-level organization, with each level critical to achieving CCC's overall mandate. Each of the organizations making up CCC (each division, each club) is an independent organization. In the same way that a club is formed by a group of individual members aiming to achieve a common purpose, our higher level organizations are also voluntary associations: clubs are members of their provincial or territorial division, divisions are the voting members of CCC.

The result of all this is that CCC to some extent reflects Canada's own constitutional make-up, with its constituent parts or stakeholders bound together for a common purpose, but each retaining a high degree of independence (or sovereignty) within its portion of the overall mandate. CCC National cannot simply order the divisions around, nor can the divisions tell their clubs what to do. However, CCC National can assert leadership in other ways, such as by producing desirable and high-quality programming, and then by requiring that the divisions (and through them, the clubs) deliver these programmes to a certain standard in exchange for using the CCC "brand".

These complex relationships increase the importance of defining roles, obligations, interdependencies, and boundaries among the various levels. In recent years, many people have identified the need to clarify the relationships and responsibilities between the various organizational levels or "stakeholders".

This would also be particularly useful for those new to the management of our ski business (including incoming members of the Board of Directors, new committee members, new division chairs, newly hired staff at CCC National and in division offices). The Accountability Framework will be part of an overall information package

The roles of most of the stakeholders are defined in the bylaws of CCC and its divisions. Unfortunately, these brief definitions are not always adequate to understand the essential relationship among these levels. A more comprehensive description of CCC National, Divisions and Clubs is contained in the CCC Strategic Plan and that description is attached to this document as Appendix A.

The levels of CCC that are critical to this discussion are:

- CCC National¹
- Divisions²
- Clubs
- Individual Members, including athletes

For some purposes in this document, Training Centres (TCs) are also cited as stakeholders, given that TCs are quasi-National, quasi-Divisional bodies, with incorporation separate from CCC National and Divisions.

It should be noted that not all clubs engage in all of the activities listed in this document, particularly in such areas as skills development programming and racing programmes. These activities are optional and depend on the needs and desires of each club's membership.

Methodology

Drafts of this document were circulated to the following groups within CCC, with request for feedback and comment:

- Board of Directors
- Management Committee
- Division Chairs Council
- Clubs and Membership Committee (project coordinators)

This current version of the document reflects all comments received to date, including discussions at the 2010 Annual General Meeting.

The Framework is described below in a series of tables, with columns showing the accountable body, the standard, to whom it is accountable, and a deadline if applicable. The table headings cover all aspects of the organization. Where possible, the standard is cross-referenced to a by-law, policy or other document, to highlight the accountability aspect of some of these sources. It should be noted that the by-law, policy or other source document is the authority for the accountability, not this framework.

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¹ For purposes of this discussion, “CCC National” refers to the National Office, carrying out its National role with respect to the National Teams, and providing support and various common services to Divisions and clubs. “CCC” refers to the “larger CCC”, collectively including all divisions, clubs and individual members.

² Ontario has a further level – Districts – but for purposes of this discussion these should be considered part of the Division’s structure.

Accountability Framework

Section 1: Governance and Membership

Table 1: Membership, Insurance and Fees

Item	Accountable	Standard	To	Date or cycle	By-law or reference
1	CCC National	Provide clear guidance as to criteria for counting CCC membership	Divisions	Annually by October 1	CCC Membership Policy, #17 & #18
2	Clubs	Provide accurate count of CCC members based on CCC criteria	Divisions	Annually by March 31	CCC Membership Policy, #20
3	Divisions	Provide accurate count of CCC members based on CCC criteria	CCC National	Annually by April 30	CCC Membership Policy, #20
4	CCC National	Maintain Liability Insurance policy applicable to all levels of CCC activity	Divisions Clubs	Annually by July 31	
5	CCC National	Provide complete "CCC Insurance Manual", updated for any changes	Divisions Clubs	Annually by Oct 1	
6	CCC National	Provide prompt response to Divisions & clubs enquiries re Liability Insurance issues	Divisions Clubs	As appropriate	
7	Divisions and clubs	Carry out activities with due regard for provisions of CCC Insurance Manual	CCC National	Ongoing	
8	CCC National	Recommend membership fee for ratification at AGM	Divisions and clubs	Annually or less frequently, for implementation no less than one calendar year following	Bylaw, Article III, Section 17
9	Divisions	Provide information to clubs on amount and effective date of CCC National membership fee and any divisional membership and other fees	Clubs	As soon after CCC AGM as possible (if not before)	
10	Individual member	Fulfill requirements set by Club for membership, including payment of fees and voluntary contribution	Club	As established by club	
11	Divisions	Fulfill requirements set by CCC National for membership, including payment of fees	CCC National	Annually in two instalments, 31 December and 28 February	Bylaw, Article III, Section 17; CCC Membership Policy, #16

Table 1: Membership, Insurance and Fees

Item	Accountable	Standard	To	Date or cycle	By-law or reference
12	CCC National	Provide necessary information for all levels of skier from beginner to elite	Divisions Clubs	Ongoing	
13	Divisions	Provide necessary information for all levels of skier from beginner to elite	Clubs	Ongoing	
14	Clubs	Provide necessary information for all levels of skier from beginner to elite	Members hip	Ongoing	
15	Divisions	Be represented by Division Chair, or authorized person to exercise rights and privileges of membership and cast Voting Member's vote	CCC national, Clubs, Individual members hip	All meetings of Members (AGM, or Special Meetings)	Bylaw, Article IV, Sections 20, 21
16	Divisions	Provide necessary information and appropriate support to enable groups to establish and develop clubs	Clubs, members hip	As required	

Table 2: Support to Governance

Item	Accountable	Standard	To	Date or cycle	By-law or reference
1	CCC National	Establish operational committees to carry out operational or management matters of CCC	Divisions	As required	Bylaw, Article VII, Section 47 and Terms of Reference
2	Divisions	Provide regional reps for operational committees	CCC National	As required	Bylaw, Article VII, Section 47 and Terms of Reference
3	CCC National	Establish Strategic Plan for CCC, ensuring opportunity for input from other stakeholders	Divisions	Update/Renew each quadrennial	
4	Divisions	Maintain and renew Strategic Plans which are consistent with CCC's Strategic Plan	CCC National, Clubs	Ongoing, preferably renewed each quadrennial	
5	Division	As members of the Division Chairs Council, provide advice to the CCC Board of Directors and appoint a Nominating Committee for candidates for election to the CCC Board.	Divisions CCC National	Ongoing	Bylaw, Article VII Section 51
6	National	Provide accountability to membership (Divisions) regarding program and financial results	Divisions	Annually at AGM	
7	Divisions	Provide accountability to membership (Divisions) regarding program and financial results	Clubs	Annually at AGM	

Table 3: Equity and Policy Priorities

Item	Accountable	Standard	To	Date or cycle	By-law or reference
1	National	Develop, maintain and adhere to (i.e. "model") policies and practices to ensure equitable participation of identified groups: e.g. Women, Disabled, Aboriginals	Divisions Clubs Members hip	Ongoing	
2	Divisions	Develop, maintain and adhere to policies and practices to ensure equitable participation of identified groups: e.g. Women, Disabled, Aboriginals	Clubs Members hip	Ongoing	
3	National	Adhere to Official Languages policy applicable to NSOs, with particular attention to communications, training and training materials, and events.	Divisions	Ongoing	

Section 2: Coaching and Athlete Development

Acronym	Definition
CAC	Coaching Association of Canada
CC	Community Coaching
HP	High Performance
ICC	Introduction to Community Coaching
L2T	Learning to Train
LTAD	Long Term Athlete Development
NCCP	National Coaching Certification Programme
NST	National Ski Team
SDP	Skills Development Programme
T2T	Training to Train

Table 4: Coaching and Athlete Development

Item	Accountable	Standard	To	Date or cycle	By-law or reference
1	CCC National	Develop and provide materials, coaching guidelines and programmes to implement and deliver all the Long Term Athlete Development (LTAD) stages.	Divisions	Ongoing	CCC Strategic Plan
2	CCC National	Develop and deliver a CAC-sanctioned NCCP programme for the sport of cross-country skiing (Community Coach - Introduction; Competition Coach - Development; Competition Coach - Development Advanced Gradation and High Performance contexts)	Divisions	As per published schedule	
3	CCC National	Develop and deliver High Performance programmes, workshops and seminars	Divisions, Training Centres	Ongoing	
4	CCC National	Train Master Facilitators, Learning Facilitators, Master Evaluators and Evaluators to ensure all levels of NCCP programming is available to Divisions	Divisions	On timely basis, as scheduled	CCC Strategic Plan
5	CCC National	Maintain national distribution system for all NCCP, LTAD and SDP materials	Divisions		CCC Strategic Plan
6	Divisions	Manage and promote LTAD materials and LTAD-aligned programmes as provided by CCC National	Clubs	Ongoing	CCC Strategic Plan
7	Divisions	Manage and deliver the NCCP programme at the provincial/territorial level, including the delivery of NCCP workshops	Clubs	As scheduled	CCC Strategic Plan

Table 4: Coaching and Athlete Development

Item	Accountable	Standard	To	Date or cycle	By-law or reference
8	Divisions	Assist with CCC HP coaching development initiatives at divisional levels	Clubs	Ongoing	HP Campaign Plan
9	Divisions	Manage and deliver divisional team and development squad programmes, and appropriate level of sport science and health monitoring programmes	Clubs	Ongoing	HP Campaign Plan
10	Clubs	Deliver all aspects of LTAD programmes, manage athlete recruitment and talent ID, develop and deliver HP racing programmes and sport school programmes, and manage sport science and health monitoring programmes	Individual members	Ongoing	HP Campaign Plan
11	Clubs	Deliver a progression of athlete development programmes up to the Training to Compete level.	Individual members	Ongoing	CCC Strategic Plan
12	Clubs Divisions	Ensure all active coaches meet the Minimum Coaching Qualifications as published by CCC National	Individual members Divisions CCC National	Ongoing	
13	Divisions	Deliver divisional coaching development workshops other than NCCP	Clubs	As scheduled	CCC Strategic Plan
14	Clubs	Manage their own coach and athlete recruitment	Individual members	As required	CCC Strategic Plan
15	Divisions Clubs	Deliver ICC,CC, L2T (Dryland), L2T (On-Snow), T2T (Dryland) and T2T (On-Snow) workshops – Divisions to facilitate	Individual members	Annually	HP Campaign Plan
16	CCC National	Develop and deliver gender-effective training materials (nutrition, social, psychology, physiological development)	Divisions	Ongoing	
17	Divisions	Develop and deliver gender-effective training materials (nutrition, social, psychology, physiological development)	Clubs Individual members	Ongoing	

Table 5: Service to Events, Facilities and Officials Development

Item	Accountable	Standard	To	Date or cycle
1	CCC National	Prepare and update Officials' Manuals	Divisions Clubs	Minimum annually, prior to October 1
2	CCC National	Prepare and update CCC Rule Book	Divisions Clubs	Whenever FIS announces changes to its rules
3	CCC National	Prepare and maintain Race Calendar	Divisions Clubs	Annually, and ongoing as necessary throughout the year
4	CCC National	Maintain Race Sanctioning Policy; and provide National (CCC) and FIS licencing	Divisions Clubs Members	Ongoing
5	CCC National	Manage Canada Points List (CPL); manage CCC & FIS events sanctioning and assign Technical Delegates (TDs)	Divisions Clubs	Ongoing
6	CCC National	Prepare and maintain Technical Packages for all NorAms and the National Championships	Divisions Clubs	Annually, and ongoing as necessary throughout the year
7	CCC National	Represent CCC Event Hosting interests with Sport Canada and other federal agencies as applicable	Divisions Clubs	Ongoing
8	Divisions	Prepare and maintain Race Calendars and Technical Packages for all regional races and Division championships	Clubs	Annually, and ongoing as necessary throughout the year
9	Divisions	Develop and coordinate division level championships and cup series, sanction regional and divisional races, and assign TDs	Clubs	Ongoing
10	Divisions	Represent Division event hosting interests with Provincial and Territorial Governments and agencies as applicable	Clubs	Ongoing
11	Clubs	Coordinate and deliver local and regional racing calendar as well as divisional and national races	Individual members	Annually
12	CCC National	Develop all levels of officials' training programmes and materials and deliver TD training seminars	Divisions Clubs	Annually

Table 5: Service to Events, Facilities and Officials Development

Item	Accountable	Standard	To	Date or cycle
13	Divisions or Clubs	Deliver level 1 and 2 officials' training sessions	Individual members	As required
14	Clubs	Design and manage trails of club ski facilities	Individual members	Ongoing

Section 3: High Performance**Table 6: High Performance**

Item	Accountable	Standard	To	Date or cycle	By-law or reference
1	CCC National	To organize, and provide all necessary coaching, technical, and logistics support to a National Ski Team, with both Able-bodied and Paralympic components.	CCC National Divisions	Ongoing	
2	CCC National	To organize, and provide all necessary coaching, technical, and logistics support for NST and other athletes selected by CCC to represent Canada at World Cups, World Championships, and Olympic /Paralympic Games.	CCC National Divisions Membership	Ongoing	
3	CCC National	Appoint the High Performance Committee (chair is normally Director of High Performance) to ensure regional representation and ongoing athlete input	CCC National Divisions	Ongoing	Bylaw, Article VII, Section 47
4	CCC National	Design a High Performance Programme for the national able-bodied and para-nordic ski teams, with appropriate input from stakeholders and initiate regular review of all aspects of the HP programme	CCC National Divisions	Every four years, with mid-term reviews	
5	CCC National, Divisions (mutual)	Collaborate in the establishment and ongoing support of Training Centres	CCC National, Divisions (mutual)	Ongoing	HP Campaign Plan
6	CCC National	Provide appropriate degree of technical and other support to Training Centres, as specified in Training Centre agreements	Training Centres, Divisions	Ongoing	HP Campaign Plan
7	Divisions	Provide appropriate degree of technical and other support to Training Centres, as specified in Training Centre agreements	Training Centres, Divisions	Ongoing	

Table 6: High Performance

Item	Accountable	Standard	To	Date or cycle	By-law or other reference
8	CCC National	Work closely with divisions to provide outreach linkages between the NST coaches and divisional HP programmes.	Divisions	Ongoing	HP Campaign Plan
9	CCC National	Facilitate the success of the Para-Nordic programme across Canada with appropriate national-level support and regional staffing (coaches, development co-ordinators etc)	Divisions	Ongoing	HP Campaign Plan
10	CCC National	Publish clearly defined criteria for selection to National Ski Team, and for other purposes such as World Cups, World Championships, and Olympic Games	Divisions, Club, Membership	Annually	

Appendix A

Cross Country Canada's constituent organizations - described

- **Clubs.** Individual members of CCC are required to be members of a club registered with and approved by a Provincial or Territorial Ski Association known as a division. 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 new participants to the sport; they deliver programmes 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. At present, there are some 50,000 members, belonging to some 350 clubs.
- **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 programmes to the Club level, and develop and manage provincial programmes to further their mission and mandate (e.g. competitive programmes and events beyond the Club level). There are 12 divisions. One of the divisions, Cross Country Ontario, is further sub-divided into districts in order to facilitate governance of a large number of Clubs with wide geographic separation.
- **National.** CCC is also the name of the national sport organization (NSO) for cross-country skiing, a federally incorporated, not-for-profit association. For the purpose of this description, the NSO, operating at the national level, may be referred to as "CCC National". CCC National was 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 National 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 National is responsible for establishing national standards and creating programmes for achieving these standards in areas such as skill development, coaching, event rules and organization and officiating. CCC National also fulfils certain roles that are unique to the national level. Specifically, it:
 - provides representation to the international governing body (the International Ski Federation – FIS);
 - generates and operates the National Cross-Country Ski Team (for both able-bodied athletes and athletes with a disability), a major and significant role, particularly when Olympic/Paralympic success is achieved;
 - works with the national media to raise the sport's profile;
 - facilitates the circulation of information within the skiing community;
 - coordinates high profile competitive events to showcase the sport and provide competitive opportunities for developing national-level athletes;
 - 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

- 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.