

Operational Enhancement Initiative (OEI)



Report prepared for the Board of Directors and senior staff of Cross Country BC

Final Report
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Overview of Operational Effectiveness Initiative (OEI)

The OEI is a multi-year project with a goal of strengthening capacity and improving the sustainability of Designated Sport Organizations in BC. viaSport selected Sport Law to work alongside all 75 Designated Sport Organizations to modernize and strengthen existing governance structures and operations.

The sport system in Canada requires updated processes and approaches to support the increased legal standards required of not-for-profit organizations. Moreover, the current governance structure in most sport organizations is reliant on dedicated volunteers who do not necessarily have the required capacity or expertise to support the legal and leadership requirements. With a growing number of issues, scandals and failed expectations being downloaded onto primarily volunteer-run sport organizations, viaSport is investing in strengthening the capacity of Designated Sport Organizations, which are pivotal to support a thriving sport sector in BC.

The OEI focuses on four main components with each organization: Organizational Priorities, viaSport Standards of Practice, Leading Practices for Organizational Excellence, and the Provincial Sport Culture Index.

Organizational Priorities take into account those items and areas that each organization has defined as being important to them, as well as what they know they would like to work on to support a healthy and strong organization. These priorities, as defined by CCBC, have been included and incorporated in this report.

viaSport Standards of Practice are some of the foundational pieces of good governance and operational effectiveness that viaSport already requires Designated Sport Organizations to meet to remain eligible for funding through the *Designation Program Policy*. These standards of practice, in themselves, are required expectations to ensure effective business management.

Leading Practices for Organizational Excellence are those practices, policies, procedures or processes that an organization should have in place to enhance and strengthen their governance and internal operating systems. Current leading practices are informed by the successful application of policies, procedures and processes in other organizations and by the [Canadian Sport Governance Code](#).

Provincial Sport Culture Index (PSCI) is a novel and evidence-based assessment that quantifies culture in sport organizations. The PSCI measures 12 culture factors: accountability, clarity, mission/vision, impact, governance/leadership, improvement, psychological safety, belonging, values alignment, communication, learning, and integrity.

There are a number of elements that fall within the components of leading practices and the standards required by viaSport. Each of the following elements has several leading practices associated with it:

1. Legal Incorporation
2. Foundational Statements and Intentional Planning
3. Informed Governance (Good Governance)
4. Committee Structures
5. Human Resource Planning and Management
6. Financial Planning and Management
7. Risk Management
8. Safe and Inclusive Environments
9. Delivery of Programs and Services

In working with CCBC, Sport Law has been able to identify the strengths that the organization currently has related to those elements. There are also some areas that may be improved to enhance the governance and operational effectiveness of the organization.

Principles of Good Governance and Operational Effectiveness

Sport Law has prepared a set of Principles of Good Governance and Operational Effectiveness. Although it is not required that all organizations adopt all Principles listed, each organization should consider how these Principles could enhance how it governs its affairs.

Principle #1:

There is a clear distinction between the responsibilities of the Board and those of staff (when staff have been hired and are in place for an organization)

1. The Board possesses responsibilities that pertain to the governing of the organization. The Board:
 - a) Maintains an updated set of articles and bylaws that conform with existing laws and regulations
 - b) Develops a governance framework and processes, including governance policies, for the organization
 - c) Approves a strategic plan, which affirms the mission, vision, values and strategic priorities of the organization
 - d) Approves an annual operating plan and budget, prepared by staff, to facilitate completion of the strategic plan and human resources strategy
 - e) Develops processes for ongoing Board development (e.g., Board evaluation, recruitment, orientation, and training)
 - f) Monitors the organization's performance, including its financial affairs and the management of risks and opportunities
 - g) Selects, oversees, evaluates, and compensates the senior staff person
 - h) Develops a succession plan for the senior staff person
2. When an organization hires a senior staff person, they become responsible for the management of the operations of the organization. The senior staff person must:
 - a) Manage and administer finances, human resources, programs, program structures, services, stakeholder relations, and risk management
 - b) Develop operational structures, processes and policies that enact the organization's mission, reflect its values, and support the achievement of its strategic priorities
 - c) Prepare, for approval by the Board, an annual operating plan and budget based on the priorities of the strategic plan
 - d) Ensure that the operational requirements of the executive limitations are met (e.g., protection of assets, monitoring of financial processes, and management of stakeholder relationships)
 - e) Execute and implement Board policies and directives
 - f) Ensures that the Board has one employee, the senior staff person, and that all other staff report directly to the senior staff person instead of to the Board

Principle #2:

The organization has Board structures and processes that enable it to govern and oversee the growth of the sport in an effective and professional manner

1. The size of the Board facilitates a culture of participation, personal and shared responsibility, efficiency, common vision, cooperation, and effective decision-making.
2. The Board has the requisite skill set and knowledge to carry out its governing responsibilities.
3. The Board's composition reflects geographic, linguistic, gender and ethnic/cultural diversity.
4. Each Director carries out their fiduciary duties (duty of care, duty of due diligence, duty of loyalty, duty of obedience) as matters of personal responsibility, which cannot be delegated to any other person or organization.
5. In performing its responsibilities, the Board acts with a view to the best interests of the organization. The Board accounts for the impact of its decisions on Members, participants/registrants, and other stakeholders.
6. The Board provides *direction* and *control* of the organization by:
 - a) Ensuring that the agenda for meetings of the Board is structured according to the priorities of the strategic plan and annual operational plan
 - b) Ensuring that Board control does not lead to a focus on operational details or decisions but instead makes certain that:
 - i. The assets and resources of the organization are directed towards its strategic and annual priorities
 - ii. There is proper oversight of the organization utilizing standardized policies and processes (e.g., executive limitations, senior staff evaluation, risk registry, and succession planning)
7. To ensure that there is no conflict of loyalty, including with their fiduciary obligations, Directors of the organization may not simultaneously hold a Director position with another organization that is a member of the organization (like a club) or any organization that operates within the governance structure of the sport (like a league or the national organization).
8. The Board appoints committees of the Board to assist in performing its governing responsibilities. The Board establishes two types of committees: standing and ad-hoc. Standing committees assist the Board with financial oversight, strategic assessments, risk assessment, the development of governance processes, Board evaluation, and Board recruitment. Ad-hoc committees are struck on a temporary basis to examine Board-related issues not addressed by the standing committees.
9. The senior staff person may strike operational committees to assist with the organization's operations. The senior staff person appoints program committees composed of individuals

with skill sets and knowledge that are necessary to administer program structures and services. Operational committees act independently of the Board and report to the senior staff person.

10. Staff receive their direction from the senior staff person, who reports to the Board through the Chair.

Principle #3:

The organization's relationships with its Members, participants/registrants, and governing organizations reflect accountability, alignment, responsiveness, transparency, and clarity in communications

1. On governance-related matters, communication occurs between the Board's President/Chair or identified designates.
2. On operations-related matters, communication occurs between the senior staff person or identified designates.
3. The Board and staff are responsive, transparent, and clear in communicating information that involves, or has an impact on, other organizations.
4. Following a decision of the Board, each Director both supports and communicates the same message ensuring, where identified, that only the Board's designated spokesperson speaks on behalf of the organization.

Organizational Priorities

Cross Country BC (“CCBC”) has identified several organizational priorities that they would like to focus on as part of this initiative.

The first priority is to effectively leverage needed supports around grants and sponsorships as it relates to hosting national and international events. Exploring how to ensure that commitments made by funders are followed up on and are delivered in a timely manner to minimize the impact on CCBC and the Local Organizing Committees (LOC).

Secondly, CCBC recognizes the importance on ensuring the organization is financial sustainable to be able to effectively deliver programs and services into the future. With no increases in government funding in several years and increasing demands on how resources can be utilized CCBC needs to make certain that the organization can continue to deliver on its strategic priorities through sustainable revenue sources. CCBC is fortunate to have the ability to attract two significant sponsors, however without this support difficult decisions would need to be made around programs and services.

Finally, CCBC is prioritizing the development, approval and implementation of the 2027 – 2030 strategic plan.

In summary, CCBC would like to focus on:

1. Leveraging funding commitments for hosting national and international events,
2. Financial Sustainability and Diversified Revenue,
3. Approval and Implementation of the Strategic Plan.

viaSport Standards of Practice

The following table outlines viaSport's 'Standards of Practice' for Designated Sport Organizations. Per the *Designation Program Policy*, viaSport requires organizations to meet these standards in order to remain eligible for funding. Since all of the Designated Sport Organizations participating in the OEI received funding, it was assumed that each organization already met the standard described below. Regardless, each organization's documents were reviewed to ensure they were aligned with the identified standards.

Element	Item	viaSport's Standards of Practice
Legal Incorporation	Registered Society	Compliant with the <i>BC Societies Act</i> , including bylaws, meeting requirements, filing of annual requirements to maintain good standing.
		The organization has a constitution and bylaws that define the organization's governance structure and at a minimum addresses the following: organizational purpose; size and composition of the Board; procedures for election of Directors and corresponding terms; roles and duties of Directors and Officers; procedures for meetings of Directors and meetings of the Members; membership categories and voting rights; financial management.
Foundational Statements and Intentional Planning	Foundational Statements – Vision, Mission and Values	The organization has a Vision Statement, Mission Statement and Values in place that have been revisited and reviewed by the Board as part of the strategic planning process.
	Strategic Plan	The organization has a multi-year strategic plan that includes goals, actions and performance measures that have been approved by the Board.
Informed Governance	Conflict of Interest	A <i>Conflict of Interest Policy</i> has been adopted by the organization and approved by the Board.
Human Resources Planning and Management	Human Resources Policies	Human Resources Policies are in place.
Financial Planning and Management	Audit or Review Engagement	The Board is responsible for ensuring that an annual Audit, Review Engagement or Compilation Engagement

Element	Item	viaSport's Standards of Practice
		is conducted by a chartered professional accountant on an annual basis.
Risk Management	Insurance Coverage	The Board has reviewed and obtained appropriate insurance for the organization (minimum \$2 million General Liability).
Safe and Inclusive Environments	Safe Sport	The organization has adopted key safe sport policies, including a Code of Conduct and policies for Discipline and Complaints, Dispute Resolution, Appeals, Criminal Record Checks and Screening, Fair Play and Anti-Doping, and Diversity, Equity, Inclusion and Access.
		A process is in place to ensure orientation of new Directors which includes completion of the Commit to Kids online training.
		Organizations are in a state of readiness to align with the BCUCC or UCCMS and to have complaints managed through a third party.

Leading Practices for Organizational Excellence and Related Findings

All organizations, regardless of their structure, have a set of functions that can be categorized as (1) governance and (2) management or operations.

Governance Functions are those elements or areas of the organization that are the responsibility of the Board. Generally, these functions cannot be delegated outside of the Board structure.

Management/Operational Functions are the non-governance elements or areas of the organization that are the responsibility of staff, committees, or volunteers. When a Board has hired a senior staff person, the management and operation functions become the responsibility of that individual (and then delegated to additional staff as required). When an organization does not employ a senior staff person some, or all, of these areas or elements may be performed by the Board, specific Directors, or committees. In this capacity, it is important to note that the Board, or the specific Director performing the function, is acting in a management or operational capacity and not in a governance role.

In collaboration with CCBC, Sport Law has reviewed key organizational documents, including policies, procedures and processes and has obtained through dialogue additional information to inform the findings below.

Leading Practices for the Sector – Legal Incorporation

Element	Legal Incorporation
Item	<i>Registered Society</i>
Governance Function	The Board ensures that all required documents are filed annually with the government via Societies Online. These include a BC Society Annual Report, updated Director information, and any amendments to the bylaws (which have been approved by the Members).
	The bylaws conform to current leading governance practices related to Board Composition, Director Terms, Member Voting, a distinction between Members and registrants/participants, and the exclusion of policy and operational clauses.
	(NOTE: Standards and/or Leading Practices for this area are also contained in the Informed Governance area)
Management Function	n/a

Findings – Legal Incorporation

As part of its adherence to the requirements of viaSport's *Designation Program Policy*, CCBC is required to submit its bylaws and other required documents to Societies Online (the provincial

government's web portal). Annually, this task is completed by the Partnership & Finance Coordinator.

Members

CCBC's bylaws set out that membership in CCBC is by club, not by individual.

There are two categories of membership, (i) Full Service Clubs, and (ii) Single Purpose Clubs.

Full Service Clubs are Voting Members, Single Purpose Club are Non-Voting Members.

The use of the word "categories" in the bylaws is misplaced, because of the differences in voting rights. Rather than "categories", there are two "classes" of Members, with each class having different voting rights.

Full Service Clubs must have not fewer than one hundred (100) registered participants. Single Purpose Clubs must have not fewer than ten (10) registered participants.

Membership is accorded on an annual basis by application to CCBC.

Membership fees are set by the Board and then ratified by the Members.

Board of Directors

CCBC's bylaws provide for a Board between seven (7) and nine (9) Directors, comprised of (i) the Chairperson, (ii) six (6) directors at-large, and (iii) up to two (2) appointed Directors.

Elected Directors serve terms of two (2) years, with the Chairperson and three (3) Directors at-large elected each year, and three (3) Directors at-large elected in the following year.

Appointed Directors serve for a term of one (1) year.

There are no aggregate term limits on the time an individual may serve as a Director.

CCBC's bylaws set out the skills required of a Director.

The Chairperson is elected to that role by the Members. The Secretary is elected by the Directors into that role for a terms of one (1) year. The third Officer, the Senior Manager (the Executive Director) is a paid staff function hired by the Board.

Governance Function

The bylaws are compliant with the Societies Act and are properly restricted to governance functions and do not stray into the operation of the organization.

Other

There are a few additional minor issues that could be addressed and are described in the 'Recommendations' section of this report.

Leading Practices for the Sector – Foundational Statements and Intentional Planning

Element	Foundational Statements and Intentional Planning
<i>Item</i>	<i>Foundational Statements and Strategic Plan</i>
Governance Function	The Board approves, and has a process to review, the Vision Statement, Mission Statement and Values of the organization.
	The organization has a multi-year strategic plan that includes goals, actions and performance measures that has been approved by the Board.
Management Function	n/a
<i>Item</i>	<i>Operational Plan</i>
Governance Function	n/a
Management Function	Management is responsible for creating an annual operational plan that is aligned with the strategic plan. The organization has a process to evaluate its progress in achieving the operational plan.
	Management is responsible for ensuring the human resources plan and annual operating budget are in alignment with the operational plan.

Findings - Foundational Statements and Intentional Planning

Foundational Statements and Strategic Plan

CCBC is in the process of reviewing and updating their strategic plan. Sport Law was provided with a draft version of the updated strategic plan as part of this review, that is yet to be approved by the Board. The plan covers the period up to and including 2034.

Overall, the strategic plan is a large document, that contains more information than is typically seen within a strategic plan. This additional information is mostly centered around Part 2 of the plan that focuses on LTAD stages, NCCP/Coaching Pathways, Club Service Models and Officials Development Pathways. However, if this information has been helpful in the past to assist CCBC in communicating its key strategies, there is not necessarily an issue with keeping it within the planning document. Alternatively, CCBC may find that some of this content may be better situated in a standalone document on pathways.

The strategic plan does identify the foundational statements of Vision, Mission and Values.

The strategic plan outlines both a Mission and a Mandate. Typically, there is not a distinction between these statements, as a Mission is the reason for why the organization exists and describes at the most basic level what CCBC does (purpose).

A Vision is a brief statement of a “desired future state” of an organization. It generally answers the question “where do we want to be?”. CCBC Vision statement contains some elements of

strategy and there may be some value in creating a simplified, impactful statement that answers the question outlined previously.

CCBC outlines eight (8) value statements. This can be a large number of values and focusing on three or four core values may be something for CCBC to consider in the next version of their strategic plan.

CCBC's strategic plan outlines four long term goals, with several identified targets (measurement) for each goal along with ten (10) shorter term objectives with expected results and indicators. The plan could be streamlined by identifying three (3) or four (4) strategic directions (big bucket goals) with several strategies or priorities for each of identified direction.

There are operational elements within the strategic plan, that may be better outlined in the operational plan.

Operational Plan

CCBC provided a robust operational plan for the 2026/2027 year. Initiatives and tasks are captured, however who is responsible has not been captured. It is not clear how the operational plan fully aligns with the strategic plan, recognizing however that the organization is in the process of developing and approving a new strategic plan.

Leading Practices for the Sector – Informed Governance

Element	Informed Governance
Item	<i>Understanding the Role of the Board</i>
Governance Function	Roles of the Board and Staff are clearly defined and aligned to the type of Board in place.
	If the organization employs a senior staff person, an <i>Executive Limitations Policy</i> has been adopted by the Board.
	If the organization employs a senior staff person, a clear distinction between governance tasks and management/operations tasks is in place.
	The Board has clearly defined its role and accountabilities through a Board Policy or Board Charter.
Management Function	n/a
Item	<i>Meetings of the Members</i>
Governance Function	Members have the responsibility to vote on: Appointment of the Auditors, election of the Directors and amendments to the bylaws and not on any other matter.
Management Function	n/a
Item	<i>Conflict of Interest</i>
Governance Function	A <i>Conflict of Interest Policy</i> has been adopted by the organization and approved by the Board.

Element	Informed Governance
	The Board has adopted a process to declare conflicts on both an annual basis and at each Board meeting.
	The organization has a process to identify or declare potential conflicts of interest through the Board nomination process.
Management Function	n/a
Item	Board Composition
Governance Function	The organization's bylaws provide for an odd number of Directors and the size of the Board reflects the type of the Board that is in place (i.e., a larger Board is more appropriate when there are fewer staff and Directors must take on some operational responsibilities).
	The organization's bylaws outline term lengths and term limits. The preferred term lengths are 2 or 3 years with alternating elections and the preferred term limits are 8 - 9 years.
	The organization's bylaws indicate that the Members elect Directors and/or that the Directors to appoint* Directors to the Board. The Directors then elect or appoint the Officers of the Board (President/Chair, Secretary, Vice-President etc.). The organization's bylaws do not permit representative roles on the Board.
	*The organization's bylaws allow for the Board of Directors to appoint individuals to the Board ensure the Board is inclusive of gender, diversity, age, and independence relative to its size.
	Directors elected or appointed to the Board are independent and do not hold a position on a Board of any affiliated organization.
Management Function	n/a
Item	Meetings of the Board
Governance Function	The Board holds a sufficient number of meetings each year to properly ensure the appropriate direction and oversight of the organization. The Board ensures that it is holding the number of meetings as required in the bylaws.
	Minutes of Board meetings are recorded and retained.
Management Function	n/a
Item	Board Position Descriptions
Governance Function	The Board has adopted and approved position descriptions for Directors and a process to review position descriptions on a regular basis.
Management Function	n/a
Item	Board Recruitment
Governance Function	The Board establishes a Nominations Committee that is cleared of any conflict of interest. The Board has adopted and

Element	Informed Governance
	approved a Terms of Reference for the Nominations Committee.
	The Board has established and approved a recruitment and nominations process for Directors and this process has been shared with the membership. At a minimum, the process should include the use of a skills, diversity and attributes matrix.
	The Board has established an orientation process and/or orientation manual for all new Directors.
Management Function	n/a
Item	Board Development and Evaluation
Governance Function	The Board has established a process to do an annual review of the performance of Directors (individually) and the Board (collectively).
	The Board provides the opportunity for Directors to participate in development and learning opportunities.
Management Function	n/a
Item	Legal Compliance
Governance Function	The Board, or a standing committee of the Board, oversees the organization's compliance with its governing documents and all applicable laws and regulations.
Management Function	n/a
Item	Remuneration
Governance Function	The Board has adopted a policy that provides for Directors to be remunerated only for personal expenses (out of pocket). Directors receive no remuneration for their role.
Management Function	n/a

Findings - Informed Governance

Understanding Role of the Board

CCBC's bylaws indicate a strong understanding of the role of the Board.

The bylaws specifically set out powers of the Board while referencing the responsibility of the Senior Manager to manage the day-to-day operations of the Society. Further, the bylaws provide for limits that separate the governance and management functions, and this is further set out in the *Governance Policy* outside the bylaws.

One issue of possible concern is that the bylaws provide for Member ratification of Member fees. Member fees are more properly left to the Board, and giving Members any rights with respect to setting their own fees can be problematic as it opens the door to Members withholding their approval and freezing the operations of the organization by denying the organization access to a funds and an effective budget.

The organization has adopted a *Governance Policy* (2015). The policy's purpose is to guide the way the Board carries out its governance role and is aligned with the bylaws of CCBC. The policy further outlines Executive Limitations. This is an exemplary policy, and although dated 2015, CCBC has indicated that it does review it from time to time.

Meetings of the Members

Sport Law's review of the minutes of meetings of the Members provided to us indicated that matters are being dealt with properly with Members voting on only those things that members should properly be addressing.

We note that while the attendance at the meeting is being recorded, there is no formal confirmation of quorum.

Conflict of Interest

The bylaws include a specific provision with respect to Directors and members of Committees who may face an actual or perceived conflict of interest, setting out the obligations to disclose, recuse, and record the conflict of interest.

Further, CCBC has a *Conflict of Interest* Policy that properly addresses how conflicts of interest are to be addressed and managed by volunteers and employees.

Board Composition

As noted above, CCBC's bylaws provide for a Board between seven (7) and nine (9) Directors, comprised of (i) the Chairperson, (ii) six (6) directors at-large, and (iii) up to two (2) appointed Directors. Elected Directors serve terms of two (2) years, with the Chairperson and three (3) Directors at-large elected each year, and three (3) Directors at-large elected in the following year. Appointed Directors serve for a term of one (1) year.

There are no aggregate term limits on the time an individual may serve as a Director.

Directors need not be members or participants in the sport.

Meetings of the Board

The bylaws set out that the Board shall meet a minimum of six (6) times per year. There does not appear to be a Board Calendar setting out a timeline for addressing matters throughout the year.

Our review of Board minutes provided to us show that there properly is a standing item at the start of each Board meeting to consider possible conflicts of interest.

Board Position Descriptions

As noted above, the bylaws, the Governance Policy, and the Board Orientation letter all provide guidance as to the responsibilities and expectations of Directors and Officers.

Written position descriptions have not been adopted by CCBC.

Board Recruitment

The bylaws provide for a Nominations Committee with the responsibility for soliciting nominations. There are terms of reference for this Committee that provide further guidance as to how the Committee is to be properly constituted and operated.

CCBC utilizes a skills, diversity and attributes matrix as part of its recruitment process.

There is a *Governance Policy* that sets out then expectations of the Board, and a Board Orientation letter that provides further information and guidance for Directors joining the Board demonstrates a solid orientation process is in place.

Board Development and Evaluation

The *Governance Policy* sets out that the Board will conduct an annual self-assessment. This has not been a yearly process but has been done in the past.

The policy further speaks to the importance in investing in the development of Directors.

Legal Compliance

A not-for-profit organization's compliance with legislation is chiefly centred around its obligations to the applicable incorporation legislation as well as its adherence to its various financial, privacy, and employment legislative requirements. We have previously discussed CCBC's compliance with the *BC Societies Act* with respect to its compliant bylaws.

CCBC has a fulsome *Privacy Policy* setting out the obligations and requirements for the organization's use of sensitive personal information that is consistent with applicable legislation and regulation.

Sport Law has not reviewed any employee or contractor agreements. CCBC should ensure that its agreements are compliant with all relevant employment standards.

Remuneration

The bylaws properly set out that a Director may not be compensated for serving as a Director except where a Director has been specifically engaged to provide specific services to the organization. However, the bylaws do not include the restriction in the *BC Societies Act* that limits the number of Directors who may receive compensation at any given time.

CCBC's financial statements appear to properly identify the remuneration of any employee or contractor earning more than \$75,000 per year, the threshold level set in the *BC Societies Act*.

Leading Practices for the Sector – Committee Structure

Element	Committee Structure
Governance Function	There is a clear understanding of the distinction between governance and operational committees.
Management Function	There is a clear understanding of the distinction between governance and operational committees.
Item	<i>Committees of the Board</i>
Governance Function	At a minimum, the following standing committees of the Board are established: Nominations Committee, Audit and Finance Committee, and Governance Committee.
	The Board, through its committee structure, has ensured that the elements of Human Resources and Risk Management have been assigned to a committee. These may be separate committees of the Board.
	A process is in place that allows the Board to create Ad Hoc Committees of the Board to support other governance initiative or projects.
	Terms of Reference for each Committee of the Board are in place and there is a process to review the terms of reference on a regular basis (ideally every two to three years).
	A process is in place for Committees to report regularly to the Board.
Management Function	Staff may be assigned to attend meetings of Board committees in an administrative capacity.
Item	<i>Operational Committees</i>
Governance Function	n/a
Management Function	The senior staff person has the authority to establish Operational Committees. When a senior staff person does not exist within an organization, operational committees may be established by the Board.
	Terms of Reference for each Operational Committee are in place and a process to review the terms of reference on a regular basis has been established.
	A process is in place for each committee to report regularly to the senior staff person. When a senior staff role does not exist, operational committees report to a designated individual.
	Athlete Representation is considered when constituting the composition of operational committees OR the organization has an Athlete Council/Committee.

Findings - Committee Structure

The bylaws outline the ability of the Board to create and appoint committees as it deems necessary with established terms of reference. The bylaws also outline that the senior manager

may appoint operational committees with established terms of reference, with the Board's approval.

Committees of the Board

CCBC utilizes a Nominations Committee, as previously noted and a Finance Committee. The Nominations Committee has a Terms of Reference; however, it is not clear when it was last approved or reviewed.

A terms of reference was not provided for the Finance Committee.

A Governance Committee is not in place.

Operational Committees

Organizations may also establish committees with operational, as opposed to governance, responsibilities. Operational committees are advisory, and organizations should ensure that such committees do not interfere with the responsibilities of staff and the ultimate authority of the Board.

CCBC has two operational committees that consist of Officials Development and Coaching Development. Both committees have a terms of reference that have a reporting structure to the Executive Director. The Officials Development Committee terms of reference were approved in April of 2015, and the Coaching Development Committee terms of reference was approved in July 2016., neither of which have been reviewed or updated recently.

Leading Practices for the Sector – Human Resources Planning and Management

Element	Human Resources Planning and Management
Item	<i>Recruitment, Support and Evaluation of the Senior Staff Person is in place</i>
Governance Function	The Board is responsible for the recruitment and orientation of the most senior staff person.
	The senior staff person reports to the Board through the Chair and has a written job description.
	The Board is responsible for evaluating the performance of the senior staff person.
	The Board (or a committee of the Board) is responsible for annually approving the total compensation package of the senior staff person.
	The Board (or Committee of the Board) is responsible for reviewing the expenses of the senior staff person.
	The Board is responsible for ensuring a succession plan is in place for the senior staff person.
	If a senior staff person is in place, Executive Limitations have been established.

Element	Human Resources Planning and Management
Management Function	n/a
Item	<i>Human Resources Planning and Management of Staff</i>
Governance Function	Human Resources Roles demonstrate knowledge of the capacity of the organization to deliver on its strategic plan, support the effective delivery of programs and services and take into account the type of governance structure (Board type), and overall size of the organization.
Management Function	Human Resources Roles demonstrate knowledge of the capacity of the organization to deliver on its strategic plan, support the effective delivery of programs and services, and take into account the type of governance structure (Board type), and overall size of the organization.
	A Human Resources Plan forms part of the operational plan/budget process and is in alignment with the strategic plan.
	Human Resources policies are in place and all staff have access to them.
	Position Descriptions are in place for all staff and are reviewed annually.
	Employees are recruited and selected through an objective, consistent process that complies with human rights legislation.
	An orientation and training process is in place for all new staff.
	An annual performance development process is in place that incorporates a performance review, objective setting and a development plan for each staff member.
	The organization provides the opportunity for employees to develop additional skills.
	The organization has a process to identify the type and nature of roles within the organization and the appropriate compensation.
	The organization has policies and procedures in place that define and support the involvement of volunteers, including leadership volunteers.

Findings - Human Resources Planning and Management

Recruitment, Support and Evaluation of the Senior Staff

The Board of CCBC recently recruited an Executive Director. They utilized a process that involved establishing a smaller committee of the board, reviewing and updating position descriptions, screening applications and interviewing applicants. The final applicant was presented to the Board. This process used would also be used in any future succession planning of describing the “how” for the CCBC in senior staff recruitment.

The Executive Director has a detailed position description that was updated in 2026 and demonstrates the reporting to the Board through the Chair. The Governance Policy also identifies reporting structure.

The *Governance Policy* identifies the responsibility of the Board to evaluate the performance of the Executive Director. With a new Executive Director commencing in April of 2026, this process has not been conducted with them. Historically, the chair has described that he meets with the Executive Director yearly through a verbal review process and reports this back to the Board. No other documentation or templates were provided to demonstrate this.

The *Governance Policy* outlines Executive Limitations.

The full board approves the compensation of the Executive Director.

Although the bookkeeper reviews and authorizes any expenses of the Executive Director there has not been a formal process established to provide a review by the finance committee or chair.

Human Resources Planning and Management of Staff

Although a full human resource plan is not in place, CCBC has a staffing structure that considers the size and level of programs and services being delivered.

CCBC has not adopted a full Human Resource Policy. It has adopted an Hours of Work and Vacation Policy (2022) and a Professional Development Policy (2026).

Detailed position descriptions were provided for the Provincial Coach, Assistant Provincial Coach, Athlete Development Coordinator, Program Coordinator and Partnership & Finance Coordinator. All position descriptions were updated in 2026, follow the same format and provide a good overview of the duties and responsibilities for each role.

CCBC has recently adopted a performance management system to evaluate the performance of staff and set annual performance objectives.

Compensation for staff is reviewed using the Sport BC Salary survey and additional support from Nordiq Canada to ensure salaries are comparable to other organizations in BC and other PSTO's that fall under Nordiq Canada.

Leading Practices for the Sector – Financial Planning and Management

Element	Financial Planning and Management
Item	<i>Audit and Finance Committee</i>
Governance Function	The Board has established an Audit and Finance Committee that meets quarterly, at a minimum.
	The Board is responsible for approving and monitoring the annual operating budget.

Element	Financial Planning and Management
	Financial Statements are reviewed monthly or quarterly by the Audit and Finance Committee and a report is shared with the Board.
Management Function	Management is responsible for developing the annual operating budget in alignment with the operational plan.
	A process is in place to monitor the annual operating budget and report any discrepancies to the Audit and Finance Committee or the Board.
Item	Financial Management Policies
Governance Function	The Board is responsible for approving the financial management policies of the organization.
	A minimum of two signing authorities are required for all payments and expenses.
Management Function	The Financial Management Policies are executed.
	An accounting system has been adopted by the organization and so has a process to ensure that the accounting of all funds (revenue and expenses) is done in a timely manner.
Item	Tax Filings and Statutory Remittances
Governance Function	The Board has a process to ensure that the organization's tax return is completed and filed annually.
Management Function	On an annual or semi-annual basis, the senior staff person confirms that all statutory remittances have been filed and made.

Findings - Financial Planning and Management

Audit and Finance Committee

CCBC indicated they have an established Finance Committee. A terms of reference for this committee was not provided, however the Financial Policies and Procedures lists the Chairperson, Treasurer and Executive Director has members of the ad-hoc Finance Committee.

The *Finance Policy and Procedures* outlines the requirement for the board to approve the annual operating budget, including a defined process. The policy does not address how financial statements will be reviewed either monthly or quarterly by the Committee and then shared with the Board. Sport Law was provided with the minutes from the January and February Board of Director Meetings, and neither minutes demonstrate that financial statements are provided to the Board, nor do the minutes demonstrate the Board has approved the annual operating budget.

The budget approval process in the Finance Policy references having the Members approve the budget following the Board's approval, this is a step that is not required by CCBC as the Board has the full authority to approve the annual operating budget.

Financial Management Policies

As referenced above, CCBC has adopted a *Finance Policy and Procedures* (2022). The policy addresses the requirement for two signing authorities on all payments. The policy does not describe how to manage any signing authority who may have a conflict, or for whom the payment is being made to.

CCBC uses QuickBooks Online and describes other systems and software the organization uses to manage Visa receipting, payroll, EFT's and document storage through Dropbox.

Tax Filings and Statutory Remittances

CCBC utilizes an accounting firm that manages the financial records and bookkeeping. The firm is responsible for processing payroll, including statutory remittances. They also ensure all GST reporting is completed. A report is provided that is shared with the finance committee and the board.

Leading Practices for the Sector – Risk Management

Element	Risk Management
Item	<i>Risk Management Policy</i>
Governance Function	The Board has adopted and approved a <i>Risk Management Policy</i> .
	The organization has a process to identify its major strategic and operational risks. The organization also has a plan to minimize and mitigate those risks, and this plan is reviewed and approved by the Board at least once a year.
Management Function	Management is responsible for ensuring the <i>Risk Management Policy</i> is executed.
	Management has a process to ensure that operational risks are reported to the Board on a regular basis.
Item	<i>Insurance Coverage</i>
Governance Function	The Board has General Liability insurance and it is regularly reviewed. <i>Standard of Practice</i>
	The Board has Directors and Officers Liability Coverage
	The Board has reviewed and considered other insurance coverage such as Cyber Abuse, and Errors and Omissions.
Management Function	N /A
Item	<i>Document and Data Management</i>
Governance Function	The Board is responsible for ensuring that all Governance Documents (e.g., bylaws, approved policies, Board minutes etc.) are retained and accessible to current and future Boards.
Management Function	Management is responsible for ensuring that documents are stored in a manner that is secure and respects confidentiality and privacy, while also ensuring that they are accessible to current and future staff.

Findings - Risk Management

Risk Management Policy

The *Governance Policy* contains a reference to a high-level Risk Management Policy that would not contain all the components of leading practice as it relates to a Risk Management Policy. The website contains a link to a *Risk Management Policy* that is a similar statement to what is provided in the *Governance Policy*.

CCBC has identified risks, assessed these risks and identified mitigation strategies as part of the Risk Management Plan developed in 2015. It does not appear that any further work or review has been undertaken more recently.

Insurance Coverage

CCBC's insurance is provided through Nordiq Canada. CCBC exceed the minimum requirements of the viaSport Designation Program Standards for General Liability Insurance. Directors and Officer Liability Coverage is also provided by Nordiq Canada.

Document and Data Management

CCBC utilizes Microsoft 365, including SharePoint to store documents. Staff and Board have access as needed to different folders.

Nordiq Canada, along with several of the provinces, have a contract with Zone 4 who provides a registration platform for the sport.

CCBC has adopted a *Privacy Policy*.

Leading Practices for the Sector – Safe and Inclusive Environments

Element	Safe and Inclusive Environments
Item	Safe Sport
Governance Function	The organization has adopted key safe sport policies and adheres to any applicable Acts or legislation. <i>Standard of Practice</i>
	The Board is responsible for adopting a policy that provides for the ability of complaints to be managed through a third party. <i>Future Standard of Practice</i>
	The organization has adopted a policy on Equity, Diversity and Inclusion. <i>Standard of Practice</i>
Management Function	The organization has adopted key safe sport policies. <i>Standard of Practice</i>
	Management has established the processes to ensure that relevant complaints through the BCUCC are referred to the established independent third party. <i>Future Standard of Practice</i>

Safe Sport Readiness

Since 2019, viaSport has been engaged in ensuring Designated Sport Organizations are prepared for new developments in safety in sport. This webpage describes recent updates: <https://viasport.ca/safety-in-sport-project-updates/>

One of the more recent developments, as of April 2024, is the pending creation of Sport Safeguarding BC which is an independent society that will maintain a complaint management system for amateur sport in BC. Per the above webpage, “SSBC will independently oversee complaint resolution services with clear and enforceable standards”.

viaSport has underscored how imperative it will be for Designated Sport Organizations to be ‘safe sport ready’ and prepare for onboarding with Sport Safeguarding BC beginning in late-2026 or early 2027.

Findings - Safe and Inclusive Environments

CCBC has an extensive set of Safe Sport policies that appropriately address the relevant issues and tie into the BC UCC. The organization appears to be taking these matters seriously and is to be commended for its approach with respect to its governance documents in this regard.

The organization has a fulsome screening policy that assesses risk and requires appropriate screening, including mandatory screening for those involved with young and vulnerable participants, consistent with the organization’s statutory obligations.

Leading Practices for the Sector – Evaluation of Programs and Services

Element	Evaluation of Programs and Services
<i>Item</i>	<i>Program Evaluation</i>
Governance Function	n/a
Management Function	A process is in place to evaluate all programs and services to ensure they are meeting intended outcomes or impact for the organization.

Findings - Evaluation of Programs and Services

CCBC does an annual review of the strategic and operational plans to measure against the desired targets and result areas. The plan is detailed in its description of measurables and would easily allow for this type of in-depth review.

Provincial Sport Culture Index Assessment

These findings have been shared in a separate document.

Recommendations

The following 21 recommendations have been developed for consideration by CCBC.

Leading Practice Recommendations

Legal Incorporation

1. Membership, Registrants, and Participants: Organizations should regularly review their membership structure and all bylaws, rules, policies and procedures to ensure that their membership is sized and structured to facilitate effective and efficient governance. Organizations should be able to easily identify their Members and distinguish between Members and other individuals involved in the organization's activities, whether registered in programs or non-registered participants. Organizations should ensure that their bylaws and other governance documents allow them to properly establish and enforce rules and discipline for all Members, Registrants, and other Participants, as well as any Clubs or Associations operating in the sport. To that end, CCBC should consider expanding the scope of its bylaws to ensure that it is properly capturing its Members' registered participants as individuals subject to direct regulation and discipline by CCBC in addition to the obligations that those individuals have to their own Member Clubs.
2. Board of Directors: CCBC is encouraged to consider adopting aggregate term limits for its Directors to ensure leadership renewal, consistent with leading governance principles.

Governance Function: No recommendations.

3. Other: In addition to the specific recommendations set out elsewhere in this report, CCBC should also consider addressing the following issues in its bylaws:
 - Removing the requirement for Members to ratify membership fees.
 - Establishing term limits for Directors
 - Adopting gender neutral language as opposed to "he or she".
 - Adding a definition of "Registered Participant" to capture individual participants in the governance and discipline structure.

Foundational Statements and Intentional Planning

4. Foundational Statements and Strategic Plan: In future years, CCBC may find some value in the development of a more succinct plan that captures an inspiring Vision (future state), Mission (purpose and why you exist), with three or four core values. Further, the plan could identify three focus areas or strategic directions with three – four strategic initiatives or priorities for each strategic direction. The task and activities that come out of the priorities would align well to be included in the operational plan.
5. Operational Plan: Exploring how the operational plan could directly align with the overall strategic plan and identify who is responsible for various activities and tasks may assist CCBC

in implementing the overall strategic plan and aligning employee performance objectives to that planning.

Informed Governance

6. Understanding the Role of the Board: CCBC should ensure a process is in place to document the review the Governance Policy on a regular basis.

Meetings of the Members – Member Voting: No recommendations.

Conflict of Interest: No recommendations.

7. Board Composition – Eligibility: All organizations should take steps to ensure that their Directors are independent without potentially competing fiduciary duties. CCBC should take steps to ensure that its governing documents and nominations process promote Director independence and prevent real or potential conflicts of interest from arising, whether because of a direct or indirect (through a family member or other related party) involvement in a Member club or with the national organization.
8. Board Composition – Officers: All organizations should consider having their Members elect all Directors as “at-large” and then having the Board appoint, from amongst themselves, the Officer positions. Leading governance practice suggests that the President should not be directly elected by the Members but rather appointed into the Officer position by the Board (after the Board determines the best individual, from amongst their number to exercise the duties of that position). CCBC has its Members elect the Chairperson to office, otherwise all Directors are elected or appointed on an “at-large” basis.
9. Board Composition – Diversity: CCBC should consider permitting the Board to appoint one or two Directors to align with any current or future *Diversity, Equity and Inclusion Policy* and/or any Skills, Diversity and Attributes gaps identified by the Board.
10. Meetings of the Board: The use of a Board Planning Calendar that outlines topics and tasks by quarter or for each board meeting, may assist CCBC with ensuring that it continues to perform its governance and oversight functions effectively.
11. Board Position Descriptions: CCBC should ensure that the position descriptions for each Officer and Director position are documented and available to all Directors so that there is no overlap between their duties (or with the duties of staff members). A process to review role descriptions on a regular basis (such as every other year) should be in place. The descriptions should set out the skills and attributes needed for each position, which will support the development over time of a skills-based Board.

Board Recruitment & Nominations Committee: No recommendations.

12. Board Development and Evaluation – Evaluations: CCBC may wish to expand its current process to ensure there are two components to the evaluation process: (1) a collective

evaluation on the performance of the Board; and (2) an individual self-evaluation to reflect on individual Director performance.

Board Development and Evaluation – Board Development: No recommendations.

Legal Compliance: No recommendations.

Remuneration: No recommendations.

Committee Structure

13. Committees of the Board: All organizations are encouraged to ensure that the standing committees of the Board are established in three core areas: Finance, Governance, and Nominations. Organizations are free to have more committees as the Board may deem appropriate. All Board Committees should have current terms of reference and should report to the Board. If an organization chooses not to establish a core committee, ensuring the Board is providing the proper oversight and governance in that area will be important. The use of a Board Planning Calendar, described above, would be one tool to support that.

Operational Committees: No recommendations.

Human Resources Planning and Management

14. Recruitment, Support and Evaluation of the senior staff person (Executive Director): CCBC should ensure that it is following the *Governance Policy* in conducting an annual review of performance of the Executive Director.

Recruitment, Support and Evaluation of the Executive Director:

15. Human Resources Planning and Management of Staff: CCBC should look to adopt a set of *Human Resource Management Policies* in addition or to supplement the *Hours of Work and Vacation Policy* and *Professional Development Policy*. These policies should comply with both the BC Employment Standards and Human Rights Legislation in BC and outline process for selection and recruitment of employees.

Financial Planning and Management

16. Audit and Finance Committee: A terms of reference should be established for the Finance Committee. The committee should meet at least quarterly to review financial statements and other relevant items and provide a report to the Board.
17. Financial Management Policies: CCBC has a basic *Finance Policy and Procedures*. CCBC may wish to add some additional procedures to the policy as it relates to such items board (or chair) review of Executive Director expenses and a process for a signing authority in a conflict of interest.

Tax Filings and Statutory Remittances:

Risk Management

18. Risk Management Policy: The Board should seek to adopt a more fulsome *Risk Management Policy* with an aligned process for identifying and mitigation potential risk. The development and maintenance of a risk register that is reviewed on a regular basis by the Board should also be established.

Insurance Coverage: No recommendations.

Document and Data Management: No recommendations.

Safe and Inclusive Environments

19. Safe Sport Readiness – Registrants/Participants: All Designated Sports Organizations in British Columbia are required to facilitate the effective implementation of safe sport policies. Effective and efficient governance that provides for appropriate jurisdiction over Members, Registrants, and Participants is critical to safe sport compliance. The recommendations noted above are a part of what is required to provide a safe and inclusive environment. A key aspect of ensuring that CCBC has the appropriate authority to establish standards and, if necessary, initiate a disciplinary process is clarifying that CCBC has the clear jurisdiction over Members and registrants/participants. Both Members and registrants/participants must be clearly defined in the bylaws and the organization's policies must apply to both groups. Having well-defined parameters for these categories in the bylaws minimizes the possibility of challenges down the road, particularly through the complaint process under Sport Safeguarding BC.
20. Safe Sport Readiness – Policies: Rules and procedures with respect to safe sport continue to evolve. All organizations should continually review and revise their bylaws, policies, rules, and procedures to ensure alignment with their National Sport Organization. Further, CCBC should ensure that it can meet requirements being established by Sport Safeguarding BC. Such ongoing review will include ensuring and understanding any jurisdictional requirements to align with the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) and the Independent Third-Party Mechanism adopted at the provincial level. All updated policies should apply to everyone involved in the CCBC's activities, including all Members, registrants, and Participants.

Safe Sport Readiness – Screening: No recommendations.

Evaluation of Programs and Services

Program Evaluation: No recommendations.

Other Recommendations

21. Communication and Implementation: CCBC is encouraged to provide a copy of this report to its Members and other stakeholders by displaying it on the website and distributing it through other means of communication. The organization could also provide updates to the Members as the recommendations are adopted through the implementation process.

Provincial Sport Culture Index Considerations

Cross Country BC (CCBC) had a 76% participation rate on the Provincial Sport Culture Index (PSCI) survey, which included full participation by Staff (7 of 7), 5 out of 7 Directors (71%), and 3 out of 5 Contractual Facilitators (60%).

Individuals who participated in the survey provided feedback to indicate that they experienced an environment that felt safe, where they felt included and had a good sense of well-being as demonstrated in the key outcomes of Well-Being, Inclusion and Safety.

There are some notable differences between the responses of Directors and Staff. Exploring why these differences are occurring may assist CCBC in enhancing the overall culture of the organization. Some questions that the organization could ask include:

- What might be causing staff to feel less safe in speaking up and sharing ideas and feedback as compared to Directors (Psychological Safety)?
- What additional information might Staff need to have a clear idea of their role and performance expectations as compared to Directors (Clarity)?
- How might CCBC support increased transparency in communication to ensure both Staff and Directors feel communication is effective and informative (Communication)?

As CCBC begins to put in place some of the recommendations outlined in this report, it is anticipated that their implementation may impact some of the culture factors revealed in the PSCI. Possible strategies may include:

- The performance factor Mission and Vision may become stronger with exploring how a shared vision to achieving the organization's purpose or mission can serve as a road map for program and service delivery.
- Identifying three or four core values and describing what each value looks like when put into action may create a stronger alignment to the values of CCBC. Further, exploring ways to integrate more fully the values of CCBC into the everyday decision making, programming and work the organization does may also create a stronger alignment to the organization's values.

To facilitate the implementation of these strategies, CCBC may wish to access additional assessment data or culture coaching from the PSCI to gain greater clarity.

Report Next Steps

1. Interim Report – Sport Law will provide CCBC with the Interim Report and schedule a meeting with CCBC’s leadership team. This meeting will be used to discuss any outstanding items or areas of the report that need clarification. Following the meeting, CCBC may be asked to provide additional documentation that may have been previously overlooked.
2. Final Report – A Final Report will be provided to the CCBC leadership team and to viaSport. In addition, Sport Law will work with the CCBC leadership team to determine how best to present the Final Report to the Board of Directors and/or Members. Sport Law may attend an information session hosted by the leadership team for the Board and/or for Members.
3. Implementation – Sport Law will co-create an implementation plan and work with CCBC to decide which Recommendations to adopt, the timeline to adopt priority items, and the individual(s) who will action the implementation plan (with Sport Law’s assistance, if desired).
4. Communicating Findings and Actions – CCBC is encouraged to share the final report with Members and other stakeholders, through the website and other means, and to provide updates to the Members and other stakeholders on the progress of any adopted recommendations and the implementation process.