



Policy on Organization Structure

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GOVERNANCE LEVEL

ROLES AND RESPONSIBILITIES– BOARD OF DIRECTORS

Board of Directors

The Board of Directors functions as a policy board. The roles and the responsibilities of the board include those described below, but does not exclude any role or responsibility that is consistent with its role as a policy board. It is expected that the board will carry out its responsibilities in a consultative fashion.

A. Management of Human Resources

1. With respect to the Chief Executive Officer: Hire and ensure succession, monitor performance, approve compensation and provide advice and counsel in the execution of duties.
2. Approve terms of reference for the Chief Executive Officer.
3. Review the Chief Executive Officer's performance, at least annually, against agreed upon written objectives and staff limitation policies.
4. Ensure succession plans are in place, including programs to train and develop senior staff.

B. Strategy and Planning

1. Direct, and participate with program committees and staff in developing, and ultimately approving CCA's strategic plan.
2. Approve the annual program and budget plans that support the Strategic Plan.
3. Monitor the association's progress towards its mission, and to revise and alter its direction in the light of changing circumstances.

C. Oversight of Core Business

1. Ensure plans are in place for the selection and preparation of Canadian cycling teams for the Olympic and Paralympic Games.
2. Approve applications for all cycling World Championships to be held in Canada prior to their submission to the UCI.
3. Monitor emergent issues at national and international levels and determine nature (political or operational) of appropriate response.
4. Monitor the effectiveness of the organizational structure and approve changes to operational committees and staff structure.

D. Financial and Corporate Issues

1. Evaluate and use information provided by the Chief Executive Officer and others (auditors) about the effectiveness of internal control and management information systems.
2. Monitor and review program and financial performance relative to budgets and plans.
3. Approve financial statements and approve their release by the Chief Executive Officer.
4. Approve contracts, leases and other arrangements or commitments that may have a material impact on association.
5. Approve banking resolutions and significant changes in banking relationships.
6. Review coverage, deductibles and key issues regarding association insurance policies.
7. Approve commencement or settlement of litigation that has a material impact on the association.
8. Recommend appointment of external auditors to the Annual General Meeting and approve auditors' fees.
9. Ensure a policy that allows CCA to acquire, accept, solicit or receive legacies, gifts, grants, settlements, bequests, endowments and donations of any kind.
10. Borrow money on the credit of the association, from any bank, corporation, firm or person, upon such terms, covenants and conditions at such times, in such sums, to such extent and in such manner as the Board may deem expedient.
11. Secure any such bond, debenture or other securities, or any other present or future borrowing or liability of the association by mortgage, hypothec, charge or pledge of all or any currently owned or subsequently acquired real and personal, movable and immovable, property of the association, and the undertaking and rights of the association.

E. Business and Risk Management

1. Ensure that the Chief Executive Officer identifies the principal risks of CCA's business and implements appropriate systems to manage these risks.
2. Receive, at least annually, reports from the Chief Executive Officer and /or its committees on matters relating to, among others, ethical conduct, environmental management, and related party transactions.

F. Policies, Procedures and Process

1. Approve and monitor observance of all significant policies and procedures by which the association is operated.
2. Direct the Chief Executive Officer to ensure that CCA operates at all times within applicable laws and regulations and to the highest ethical and moral standards.
3. Review annually the policies and procedures governing its own operations, including the board manual.
4. Annually review its own performance and effectiveness and make recommendations for improvement as appropriate.

G. General Legal Obligations

1. Ensure, through clear direction to the Chief Executive Officer that legal requirements have been met, and that documents and records have been properly prepared, approved and maintained.
2. Review and recommend to the AGM changes in the By-laws and Articles of Incorporation, identify matters requiring approval at the AGM, and approve agendas for the Annual General Meeting.

3. Manage the business and affairs of the association; including the relationships among the association, its affiliates and their members, directors and officers.
4. Act honestly and in good faith with a view to the best interests of CCA.
5. Exercise the care, diligence and skill that reasonably prudent people would exercise in comparable circumstances.
6. Act in accordance with its obligations contained in the *Canada Corporations Act*, other relevant legislation, regulations and policies, and the Association's Articles and By-laws.

Standing Board Committees

- Standing Board Committees provide counsel and advice to the board in areas of board responsibility. The committees have no authority to make decisions on behalf of the board or to delegate any responsibility to the Chief Executive Officer.
- The Chair of each Standing Board Committee will generally be a director of the board.
- The suggested membership of each committee is three members, including the Chair.
- The board will name the Standing Board Committee chairs at its first meeting following the Annual General Meeting.
- The Chair will recommend to the Board, for its approval, the additional members of the committee, who may be directors or, who may be experts from outside the board.

Standing Board Committees will convene as required by direction of the Board to deal with issues as they arise. Committees will generally meet through telephone conference. The Committee reports its discussions to the Board by distributing the minutes of meetings, and through an oral report by the Chair at the next Board meeting.

(Standing Committee of the Board) Nominations Committee

The Board names the chair of the Nominations Committee. Its members will exclude any person seeking election to the Board for which nominations are being prepared.

This committee is responsible to establish and lead the process to identify and recruit sufficient eligible and interested nominees for the directors' positions to be elected and present these nominees to the Board and subsequently to the Annual General Meeting delegates, in accordance with the By-laws.

The Nominations Committee will be charged with the responsibility of considering regional representation, gender, and language in seeking nominations for President and Directors at Large.

(Standing Committee of the Board) Finance & Audit Committee

Mandate

To assist the Board in its oversight of the integrity of the financial statements of the association, of the association's compliance with legal and regulatory requirements, of the independence and qualification of the auditor, and of the performance of the association's internal audit function and its auditors.

Committee Chair

The Board appoints or re-appoints the Chair of the Committee bi-annually when the association has completed the task of appointing new Directors following an Annual General Meeting.

In selecting the Chair, the Board takes into consideration those Directors who bring background skills and experience relevant to the review and analysis of financial statements. The Chair shall also be financially literate and considered a competent advisor to the Board.

The Chair shall provide leadership to the Committee members in fulfilling the mandate set out in these terms of reference. He or she shall work with the CEO and Director Finance & Administration to plan Committee meetings and agendas.

The Chair of the Committee reports to the Board on behalf of the Committee on the matters and issues covered or determined at each Committee meeting.

Members

The Board will appoint two additional members to the Committee from the remaining members of the Board of Directors. Should the necessary financial competency not be present in the Board at the time of appointment the Board may appoint a member(s) to the Committee from outside the Board.

Responsibilities

1. Review and discuss with the CEO the quarterly financial statements, provide analysis accompanying such financial statements and any other matter required to be reviewed under applicable regulatory requirements and report thereon to the Board.
2. Review the arrangements associated with the preparation for, conduct of, and report from, the annual audit including:
 - 2.1 Review the results of the external audits and any changes in accounting practices or policies and the financial statement impact thereof;
 - 2.2 Review and discuss with the CEO and auditors, the annual audited financial statements.
 - 2.3 Review the association's annual statutory return to Canada Revenue Agency and report thereon to the Board; and
 - 2.4 Review the terms of engagement and audit plans of the external auditors and determine through discussion with the auditors that no restrictions were placed by CCA staff on the scope of their examination or on its implementation.
 - 2.5 Evaluate and recommend to the Board a firm of auditors for appointment by the members and report to the Board on the fees and expenses of such auditors.
3. Assess management's programs and policies regarding the adequacy and effectiveness of internal controls over the accounting and financial reporting system within the association.
4. The Committee shall review at least biannually the adequacy of these terms of reference and recommend any proposed changes to the Board.

(Standing Committee of the Board) Ethics Committee

1. The Ethics Committee is responsible to review and recommend changes, for the approval of the board, to the CCA's Code of Conduct and Conflict of Interest Policy and monitor the implementation of the same.

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2. The committee will assist directors in interpreting and implementing these guidelines and review any situations of concern. The Ethics Committee supports the Board in its responsibility to ensure the highest possible standard of membership and public trust and confidence

The board may, if the need is warranted, create a Legal Committee, an External Relations Committee or any ad hoc committees as required, to assist it in its work.

ROLES AND RESPONSIBILITIES - PRESIDENT

The President has three primary roles.

1. Provide leadership within the Board by ensuring the Board is organized properly, functions effectively and meets its obligations and responsibilities.
2. Communicate with the Board and the membership about the direction, priorities and achievements of Canadian Cycling Association.
3. Act as primary spokesperson for Canadian Cycling Association at the national and international levels with persons of equivalent organizational stature.

The duties and responsibilities of the President are described below.

A. Managing the Board

1. Chairs the meetings of the Board and ensures the Board discusses only those issues that belong to the Board and not to operations.
2. Ensures the Board is alert to its obligations to the Association, Members, and stakeholders pursuant to law.
3. Works with the Board and Chief Executive Officer to establish the agenda for Board meetings.
4. Ensures co-ordination of agenda, information packages and related events in conjunction with the Chief Executive Officer.
5. Ensures that the Members of the Board and Provincial Member Associations are informed in a timely and regular fashion of all matters important to the well-being and success of the Association.
6. In collaboration with the Chief Executive Officer, ensures data requested by Members of the Board or Board committees is provided and meets their needs.

B. National and International Representation


1. Represents the Association when appropriate with international and national agencies.

C. Working with Managing Level

1. Acts as an important sounding board, counselor and confidante for the Chief Executive Officer, including helping to review strategies, define issues, maintain accountability and build relationships.
2. Provides advice to the Chief Executive Officer on major policy issues and new strategic initiatives.
3. Ensures the Chief Executive Officer is aware of concerns of the Board, Members and other stakeholders.
4. Leads the Board in monitoring and evaluating the performance of the Chief Executive Officer, ensuring with the Board, the accountability of the Chief Executive Officer.

5. Works closely with the Chief Executive Officer to ensure program and administrative strategies, plans and performance are appropriately represented to the Board.
6. In co-operation and partnership with the Chief Executive Officer, assists in representing Canadian Cycling Association with the federal government and national sport organizations to promote specific association objectives.

D. Member, Public and Stakeholder Relations

1. Chairs the Annual General Meeting.
 2. Acts as one of chief spokespersons of the Association (the other one being the Chief Executive Officer).
 3. In conjunction with the Chief Executive Officer, ensures that CCA is appropriately represented at official functions and meetings of Members, national and international competitions, and other stakeholder groups.
 4. Attends, whenever practicable, events, competitions and Member meetings with the express purpose of seeking the viewpoints of individual athletes, coaches, officials and event organizers and communicating the priorities and achievements of the Association.
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OPERATIONS LEVEL

ROLES AND RESPONSIBILITIES - PROGRAM COMMITTEES

All program committees described in this document:

- Function as part of the operational level of the association.
- Are ultimately accountable to the membership for fulfilling their mandate
- Are delegated the authority to work towards their mandate within organizational policies
- Are accountable to the Board for implementing programs and projects that are consistent with strategic priorities and organizational policies
- Report to Chief Executive Officer as the delegated authority of the Board in the management of operations.
- Observe operational guidelines set by the Chief Executive Officer in developing annual plans.

HIGH PERFORMANCE COMMITTEE

Mandate

The High Performance Committee assists with the development and review of policy related to the high performance programs. They advise the Chief Technical Officer on matters in which exemptions from respective policies are being requested by members.

Membership

Chair - elected in even years by the delegates of the Annual General Meeting

National Team Program Representative elected in odd years by delegates of the Annual General Meeting

Development Program Representative elected in even years by delegates of the Annual General Meeting

Disabled Program Representative elected in odd years by the delegates of the Annual General Meeting

Athlete Representative elected by the members of the National Team in odd years

A Head Coach appointed by the Chief Executive Officer will sit on the Committee in an advisory role.

All elected members of the committee will serve a two year term. A Chair may serve a maximum of three consecutive two-year terms.

All elected members have one vote and there are no proxy votes.

Responsibilities

The HP Committee is advisory to the Chief Technical Officer in the following areas:

1. Providing input into National Team selection criteria.
2. Reviewing selections for National Team for World Championships and major games.
3. Providing input into Olympic Games selection criteria.
4. Reviewing and providing input into Athlete Assistance Program criteria.
5. The formation of sport specific team selection advisory groups. The HPC will appoint five

sport specific advisory groups (one each for; Road, Track, Mountain Biking, Para and BMX). Each advisory group will consist of two persons who are acknowledged experts in that cycling sport with due consideration to gender and regional balance.

Authority

- Oversight of the development of policies and procedures related to the high performance programs of the CCA.
- Advise the Chief Technical Officer on requests for exemptions from CCA members relative to the high performance programs of the CCA.
- May, from time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- Has the sole authority to suspend members and groups for discipline relating to personal conduct in national and international competition, and in accordance with national racing and UCI rules.
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Accountability

- Accountable to the Chief Executive Officer for carrying out its responsibilities in a way that contributes to the achievement of the high performance goals set out in the strategic plan, is consistent with organizational values and policies.
- Accountable to the membership for ensuring the appropriate consultation approach in decision-making. In particular, the Committee should ensure the input of the CTO, National Team coaches and National Team athletes.

Reporting

- Provides a written report, through the Chief Executive Officer, to the Board of Directors at the time of each board meeting for the purpose of ensuring that the board is informed of progress toward strategic goals and needs for new or revised policy direction.
- Provides a written report to the Annual General Meeting identifying its decisions, activities and the results of any evaluations it has carried out.

Committee Chair

The duties of the Chair are to:

1. In collaboration with the Chief Technical Officer develop the agenda for committee meetings in consultation with committee members.
2. Chair the committee and ensure that the committee makes decisions within its mandate and organizational policies.
3. Ensure the CTO communicates the Committee's decisions and actions to the Chief Executive Officer and to those who have been consulted in the decision-making process
4. Represent the Committee to the membership.
5. Prepare written reports of decisions, progress and issues for submission to board meetings and the Annual General Meeting in collaboration with the CTO
6. Stay informed of relevant organizational policies
7. Ensure that committee members are informed of all critical matters

Staff Liaison

The Chief Technical Officer will liaise with the High Performance Committee.

EVENTS COMMITTEE

Mandate

Develop a national calendar of events consistent with the vision for optimizing athlete development as described within the Athlete Development Model.

Membership

Chair, elected in even years, by the delegates of the Annual General Meeting

One Road & Track representative elected in even years by the delegates of the AGM

One Mountain Bike representative elected in odd years by the delegates of the AGM

One BMX representative elected in odd years by the delegates of the AGM

All elected members of the committee will serve a two year term. A Chair may serve a maximum of three consecutive two-year terms. All members have one vote and there are no proxy votes.

Responsibilities

1. Establish an annual national calendar that includes national championships dates, locations and organizers; national series events, dates, locations and organizers; and UCI events in Canada.
2. Establish a bidding procedure for national championships and national series
3. Awards the national championships according to organization policy and operating guidelines.
4. Ensure CCA and UCI sanctioned events meet UCI and/or CCA standards.
5. Oversee the planning and development of new calendar fixtures, e.g., Youth Cycling Games, and identifies the technical requirements, marketing and doping control level.
6. Provide guidelines for organizers of national championships, national series and other national calendar fixtures.
7. Ensures the development of current and new event organizers.
8. Develop and update calendar guidelines.

Authority

- Can develop program guidelines and procedures related to the bidding, awarding and evaluation of national calendar events
- May form advisory sub-committees to work on specific aspects of its mandate.
- May, from time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects

Accountability

- Accountable to the Chief Executive Officer for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.

- Accountable to the membership for ensuring a consultative approach in decision-making. In particular the Committee should ensure the input of provincial/territorial representatives, event organizers, the Athletes Council, and other groups and individuals that will be impacted by the Committee's decisions.

Reporting

- Provides written report, through the Chief Executive Officer, to the Board of Directors at the time of each board meeting for the purpose of ensuring that the board is informed of progress toward strategic goals and needs for new or revised policy direction.
- Provides a written report to the Annual General Meeting identifying its decisions, activities and the results of any evaluations it has carried out.

Chair

The duties of the Chair are to:

1. Establish the agenda for committee meeting in consultation with committee members and the staff liaison.
2. Chair the committee and ensuring that the committee makes decisions within its mandate and organizational policies.
3. Communicate the Committee's decisions and actions to the Chief Executive Officer and to those who have been consulted in the decision-making process
4. Represent the Committee to the membership and in the planning process
5. Prepare written reports of decisions, progress and issues for submission to board meetings and the Annual General Meeting
6. Stay informed of relevant organizational policies
7. Ensure that committee members are informed of all critical matters

Staff Support

The Director, Development will provide ongoing support to the Events Committee and will attend its meetings.

OFFICIALS COMMITTEE

Mandate

Develop, evaluate and assign Commissaires.

Membership

Chair, elected in odd years by the delegates of the Annual General Meeting. Eligibility is limited to national level officials.

One International Mountain Bike official elected in odd years by the delegates of the AGM

One International Road & Track official elected in even years by the delegates of the AGM

One International BMX official elected in even years by the delegates of the AGM

All elected members of the committee will serve a two year term. A Chair may serve a maximum of three consecutive two-year terms. All members have one vote and there are no proxy votes.

Responsibilities

1. Plan for the ongoing recruitment and development of officials
2. Develop and implement officials certification programs
3. Oversee the evaluation of national level officials
4. Ensure the enforcement by officials in Canadian events of the CCA/UCI rulebook
5. Review UCI rule changes and develop and implement appropriate National rule changes.
6. Receive and circulate provincial changes to National rules.
7. Assign commissaries to nationally sanctioned events and Canadian officials to internationally sanctioned events held in Canada
8. Recommend Canadian officials to U.C.I. courses

Authority

- Can develop program guidelines and procedures related to the development, assignment and evaluation of officials
- May form advisory sub-committees to work on specific aspects of its mandate.
- May, from time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects

Accountability

- Accountable to the Chief Executive Officer for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.
- Accountable to the membership for ensuring a consultative approach in decision-making. In particular the Committee should ensure the input of provincial/territorial chief road and mountain bike commissaries, event organizers, the IPC and the Events Committee.

Reporting

- Provides written report, through the Chief Executive Officer, to the Board of Directors at the time of each board meeting for the purpose of ensuring that the board is informed of progress toward strategic goals and needs for new or revised policy direction.
- Provides a written report to the Annual General Meeting identifying its decisions, activities and the results of any evaluations it has carried out.

Chair

The duties of the Chair are to:

1. Establish the agenda for committee meetings in consultation with committee members and the staff liaison.
2. Chair the committee and ensuring that the committee makes decisions within its mandate and CCA policies.
3. Communicate the Committee's decisions and actions to the Chief Executive Officer and to those who have been consulted in the decision-making process.
4. Liaise with the Inter-provincial Council on the implementation of UCI rule changes as national rules

5. Represent the Committee to the membership and in the planning process
6. Prepare written reports of decisions, progress and issues for submission to board meetings and the Annual General Meeting
7. Stay informed of relevant organizational policies
8. Ensure that committee members are informed of all critical matters

Staff Support

The Director, Development will liaise with the Officials Committee and will attend its meetings.

COACH DEVELOPMENT COMMITTEE

Mandate

Ensure there are sufficient coach development opportunities with the vision of optimizing athlete development. Review NCCP and other coach education and development programs, to propose improvements and new programs, and to ensure NCCP is updated and there is consistency in delivery.

Committee Composition

Chair: Active Learning Facilitator (LF) or Master Learning Facilitator (MLF)

Member: One high performance coach, ideally with an LF or MLF status

Member: Development coach (Provincial coach), ideally with an LF or MLF status

One NCCP program administrator (P-TSO level)

All nominated members of the committee will serve a two year term renewable with the approval of the Board on the recommendation of the CEO. The position for the P/T affiliates will be nominated by the IPC.

Responsibilities

9. Plan for ongoing recruitment and development of coaches
10. Plan for ongoing recruitment and development of LF and MLF
11. Oversee the evaluation/certification of MLF
12. Oversee the evaluation of competition development coaches
13. Recommend coaches to NCI programs
14. Guide the delivery of NCCP program
15. Oversee the planning and development of new coaching tools/courses

Authority

- Can develop program guidelines and procedures related to the development and the delivery of coaching programs
- May form advisory sub-committees to work on specific aspects of its mandate.
- May, from time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- May request and review proposals to complete specific projects

Accountability

- Accountable to the Chief Executive Officer for carrying out its responsibilities in a way that contributes to the achievement of the goals set out in the strategic plan and, is consistent with organizational values and policies.
- Accountable to the membership for ensuring a consultative approach in decision-making. In particular the Committee should ensure the input of provincial/territorial representatives, event organizers, the Athletes' Council, and other groups and individuals that will be impacted by the Committee's decisions.

Reporting

- Provides written reports, through the Chief Executive Officer, to the Board of Directors at the time of each Board meeting for the purpose of ensuring that the Board is informed of progress toward strategic goals and needs for new or revised policy direction.
- Provides a written report to the Annual General Meeting identifying its decisions, activities and the results of any evaluations it has carried out.

Chair

The duties of the Chair are to:

8. *In collaboration with the Director of Development*, Establish the agenda for committee meeting in consultation with committee members and the staff liaison.
9. Chair the committee and ensuring that the committee makes decisions within its mandate, the approved budget and organizational policies.
10. Communicate the Committee's decisions and actions to the Chief Executive Officer and to those who have been consulted in the decision-making process
11. Represent the Committee to the membership and in the annual budgeting and planning process
12. Prepare reports of decisions, progress and issues for submission to board meetings and the Annual General Meeting
13. Stay informed of relevant organizational policies
14. Ensure that committee members are informed of all critical matters

Staff Support

The Director, Development will provide ongoing support to the Coaching Development Committee and will attend its meetings.

INTER-PROVINCIAL COUNCIL (IPC)

Mandate

Provide a forum for identifying and addressing operational and policy issues of consequence to the provincial / territorial member associations of the CCA and facilitate collaboration among provincial associations in addressing common responsibilities and challenges.

Membership

One delegate per province is named by the member association on an annual basis at the time of the Annual General Meeting.

CCA President

CCA Chief Executive Officer

The Chair of the IPC is elected on an annual basis by the provincial delegates from among themselves. The IPC may choose to elect Co-Chairs should it determine this would be in the best interests of the IPC.

It is expected that provincial association staff, Program Committee Chairs and/or CCA staff would participate in IPC meetings on relevant topics.

Responsibilities

1. Review and make recommendations about membership services.
2. Identify provincial program needs relative to meeting strategic planning priorities.
3. Identify and provide feedback about (operational issues) to be referred to CCA staff and committees or policy development needs to be referred to the CCA board.
4. Create the avenue for provincial associations to share programs and strategies and discuss common problems.
5. Ratify the adoption and implementation schedule of national rules.
6. Provide a forum for the presentation of national development strategies and initiatives, analysis of cycling development, etc.

Authority

- May form advisory sub-committees to work on specific aspects of its mandate.
- May, from time to time, invite to its meetings such other individuals as it deems can contribute to the work of the Committee
- Can schedule meetings and any other activities to facilitate decision-making
- Can request policy or operational action related to identified issues

Accountability

- Individually, provincial representatives are accountable to their association for appropriately representing their perspective and for communicating back to their association the outcomes and discussions of the IPC.
- Accountable to the membership for providing informed feedback and input to the development and review of membership services and cycling development programs.

Reporting

- Provides a written report, through the President, to the Board of Directors at the time of each board meeting for the purpose of ensuring that the board is informed of to the policy issues that the IPC wishes the board to address and the operational issues that have been directed through the Chief Executive Officer.
- Provides a written report to the Annual General Meeting identifying its activities and the results of its work through the year.

Chair / Co-Chairs

The IPC Chair / Co-Chairs would be elected on an annual basis by the appointed provincial delegates from among themselves. There is no limit to the number of terms that a Chair / Co-Chairs may serve.

The duties of the Chair / Co-Chairs are to:

1. Establish the agenda for meetings in consultation with provincial representatives, CCA President and CCA Chief Executive Officer.
2. Chair the committee and ensure that the IPC acts within its mandate and organizational policies.
3. Communicate with the Chief Executive Officer about operational issues that have been brought forward by the IPC.
4. Communicate the IPC's decisions to those who have been consulted in the decision-making process.
5. Prepare written reports for submission to Board meetings and the Annual General Meeting
6. Stay informed of relevant organizational policies

Staff Support

The Inter-provincial Council will meet as frequently as it chooses either in person or via teleconference. One IPC meeting will be held in conjunction with the Annual General Meeting. The schedule of meetings will ensure that the Board and IPC meetings do not overlap.

ATHLETES' COUNCIL

Mandate

Represent and promote athletes' views and interests to the Canadian Cycling Association (CCA) on all issues which directly or indirectly affect national team athletes, high performance athletes and/or any national caliber athlete.

Membership

The Athletes Council has ten (10) members comprising:

Two (2) National Team Athlete Representatives – one male and one female - from each of the following cycling sports: MTB, ROAD, TRACK, BMX, PARA-CYCLING for a total of ten. Eligibility as a National Team Representative is limited to athletes that are current members of the National Team or have been members of the National Team, for any period, within the five (5) years preceding the election (ie. the 2010 election would include 2006 National Team athletes and later).

Eligibility and Election

1. It is preferred but not essential that representatives live in Canada.
2. Athlete representatives will be chosen through an election by their peers.

Election of National Team Athlete Representatives

1. Election for a two-year term will be held every two (2) years in even-numbered years.
2. National Team Athlete Representatives shall be chosen by election by the end of the calendar year in even years from the current National Team list identifying athletes eligible to vote.
3. Only athletes from the respective sport will be eligible to contend for the position of representative of that sport / gender.
4. Only currently active National Team athletes from the respective sport / gender will be eligible to vote for their sport / gender representative.

Election of Chair and Vice Chair

1. At the time of its first meeting following elections, the Council will elect their Chair and Vice-Chair from among the ten National Team Athlete Representatives.
2. The Chair and Vice-Chair will be elected for a two-year term.

Representation to CCA and External Agencies

1. The Chair will serve as the National Team Athlete Representative to the Board of Directors.
2. The Athletes, specifically members of the National Team, will select a representative to serve on the High Performance Committee for a two-year term in odd years. This athlete representative will have to meet the same eligibility as the Athletes' Council representatives but does not need to be a member of the Athletes' Council.

3. Where the Chair is not able to attend the meetings of the Board, s/he will appoint an alternative representative from the other National Team Representatives. This action is permitted to ensure that the athletes' voice is heard at the decision-making bodies of the CCA.
4. The Council will recommend athlete representation to the Canadian Olympic Committee Athletes' Council and other external agencies such as AthletesCAN.

Removal from Athletes' Council

1. Athlete representatives can be removed from the Council in one of two (2) ways:
 - A vote of non-confidence supported by at least three-quarters of the representatives.
 - Resignation, in which case the athlete representative must make reasonable effort to find a suitable replacement.

Responsibilities

1. To serve as a source of athletes' opinion and advice to the CCA Board of Directors and associated Committees with regard to current or contemplated programs, policies and procedures.
2. To actively represent the interests of the athlete members of the Canadian Cycling Association and to take athlete-related issues forward to the relevant body within the CCA.
3. To provide a forum in which athletes may share and develop information or ideas as they relate to National Team Athletes and/or National Training Centers Athletes.
4. To ensure adequate communication of issues of concern to the community of active and aspiring athletes.
5. To pursue the development and maintenance of systems that will define and secure athlete's rights.
6. Through their representatives at the Board of Directors and the High Performance Committee, to contribute to the development of policy and programs and ensure that CCA policies, programs and procedures are athlete-focused.
7. To name representatives as requested by CCA and other bodies for activities where athlete representation is an integral element.

Duties of the Athletes' Council Chair

1. Attend Board of Directors meetings
2. Chair Athletes' Council meetings
3. Prepare agenda for, and organize Athlete Council meetings
4. Ensure proper representation at all other related Athlete Council meetings (COC, Athletes CAN)
5. Communicate with CCA staff

Duties of the Athletes' Council Vice-Chair

1. Attend Athletes' Council meetings
2. Serve as Alternate for the Chair to Board of Directors meetings if required
3. Stay current on all issues
4. Work with CCA national office staff to distribute, analyze and report on findings on Athlete Evaluation forms

5. Promote communication among all parties of the AC

Duties of Individual Members of the Athletes' Council

1. Direct athlete concerns and views to Athletes' Council for discussion and action
2. Be available to replace Chair and Vice Chair when necessary

Meetings

The Council will meet (at least) once a year preferably before the High Performance Committee (HPC) meeting and no later than the CCA Annual General Meeting within the confines of an official meeting. This meeting may be held via conference call.

The goal of the AC is to reach agreement through discussion, but if the Council finds itself in a deadlock, a vote may be taken with votes allocated as follows:

- Each of the ten National Team Representatives will cast a vote for a total ten votes.

This process ensures that all cycling sports are represented.

Staff Support

The CEO and/or CTO will liaise with the Athletes' Council and attend its meetings and conference calls.

REVIEW AND APPROVAL

This policy was approved by the CCA Board of Directors on the 13th day of September, 2011

Original Policy Lead: Rose Mercier

Current Policy Lead: Bill Kinash / Greg Mathieu

Date of next review: May 2012