

Draft Strategic Planning Policy

Effective Date: [Insert Date]

Approved by: 2026 CNSC Board of Directors

1. Purpose

The purpose of this policy is to establish a consistent governance process for the preparation, approval, implementation, review, renewal and communication of Caledonia Nordic Ski Club's (CNSC) Strategic Plan. The Strategic Plan provides the long-term direction for CNSC and supports sound governance, responsible stewardship of resources, and sustainable organizational growth.

2. Policy

CNSC shall maintain a current Strategic Plan with a planning horizon of no less than five (5) years. The Strategic Plan shall establish CNSC's long-term vision, strategic priorities and desired outcomes, and shall guide annual operating plans, budgets, capital planning and Board decision-making.

The Strategic Plan shall be developed with consideration for CNSC's Constitution and policies, as developed and amended from time to time, and, where appropriate, align with the strategic direction of provincial, national and international sport organizations.

3. Responsibilities

Preparation

The Board of Directors is responsible for preparing the Strategic Plan. The Board may establish a committee or working group to assist with the planning process and may seek input from members, volunteers, coaches, staff, athletes, partners and other stakeholders.

Approval

The Strategic Plan, and any significant amendments, shall be approved by motion of the Board of Directors. The Strategic Plan must be made available as soon as practicable to members on the CNSC website.

Annual Review

The Board of Directors shall conduct a formal review of the Strategic Plan at least once each fiscal year. The annual review shall:

- Evaluate progress toward the strategic priorities;



- Review implementation activities and measures of success;
- Consider emerging risks, opportunities and changing organizational needs;
- Confirm alignment between the Strategic Plan and the annual budget to ensure efficient operations; and
- Identify any amendments required to maintain the relevance of the Strategic Plan.

Progress Reporting

The Board of Directors shall monitor implementation of the Strategic Plan throughout the year and shall report progress to the membership as appropriate, including during annual reporting.

Renewal

The Strategic Plan shall undergo a comprehensive review and renewal at least every five (5) years. The renewal process shall include engagement with CNSC members and other key stakeholders to ensure the Strategic Plan reflects the evolving needs and priorities of the organization.

4. Policy Review

This policy shall be reviewed by the Board of Directors at least every five (5) years, or sooner if required by legislative, governance or organizational changes.

