

Board Policy Manual

Policies & Procedures
2020



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Nordiq Alberta Governance – Introduction

Nordiq Alberta is the provincial governing body for cross-country skiing in Alberta. As the provincial governing body, Nordiq Alberta is expected to serve a number of functions. The provincial government provides funding to support the delivery of these functions, which include:

- Governing all aspects of the sport within Alberta
- Liaison with the National body in all areas – including athlete development, high performance
- Selecting and providing program for the provincial teams – AST and ADST
- Implementing provincial initiatives to develop and promote cross-country skiing
- Sanctioning provincial level races
- Providing professional development for coaches and officials
- Providing assistance to clubs

The ownership of Nordiq Alberta is essentially the cross-country ski community in Alberta, as represented by the various clubs and their members. These clubs and those individuals who hold licenses entitle them to participate in races sanctioned by Nordiq Canada, as well as provincially sanctioned races. Clubs are defined by Nordiq Alberta's by-laws as the voting 'Members' of Nordiq Alberta, with number of votes determined by membership size.

The Members of Nordiq Alberta elect a Board of Directors to represent them in identifying the goals for the organization and conducting the activities of the organization to achieve those goals. The Board, in turn, hires staff to carry out the operations of Nordiq Alberta. The Nordiq Alberta Board Directors also form Committees, in a volunteer capacity, to assist staff and lend additional expertise.

The responsibilities and relationships amongst the Members, the Board and Staff of Nordiq Alberta, the manner in which the activities of Nordiq Alberta are to be conducted in addition to any specific Board policies in this regard are described in the Nordiq Alberta Board Policy Manual.

Nordiq Alberta's governance model loosely follows the Carver Policy Governance Model, which can be fundamentally summarized as follows:

The Board of an organization represents the Owners/Members and is accountable to the Members for ensuring the organization is successful in achieving its 'Goals', which reflect the intended results of the organization's efforts. The Board shall establish such and must identify who will benefit from such results and at what cost/priority in respect of the organization's resources.

The Board shall give the Senior Staff person broad authority to determine the 'means' by which such Goals may be affected, subject only to 'Executive Limitations,' which may be established by the Board and outline such Means that are unacceptable to the organization by virtue of ethics or prudence.

The Board shall focus on monitoring and evaluation of the organization's success in meeting its defined Goals. In this regard the Board's only direct connection to the operations of Nordiq Alberta will be through a designated Senior Staff Person. The Board shall endeavor to provide such advice and assistance as the Senior Staff Person may request from time to time to support the efforts and expertise of organizational management. Otherwise the Board and the various Board Committees will effectively be focused on specific elements of the monitoring and evaluation process.

The Senior Staff Person and the Board shall, on a regular basis, report to the Members on the results of the organization's activities.

The Nordiq Alberta's Board Policy Manual is made up of five parts:

- 1.0 Introduction
- 2.0 Board–Senior Staff Relationship (B.S.S.R)
- 3.0 Governance Process (G.P.)
- 4.0 Goals (Goal)
- 5.0 Executive Limitations (E.L.)

B.S.S.R. 1.0 – Board-Senior Staff Relationship

Board- Senior Staff Relationship	B.S.S.R. 1.0- Board- Senior Staff Relationship	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, August

1. The Board’s sole official connection to the operational organization, its achievements and conduct will be through a Senior Staff Person (SSP)

B.S.S.R. 1.1 – Unity of Control

Board- Senior Staff Relationship	B.S.S.R. 1.1- Unity of Control	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, August

1.1 Only officially passed motions /resolutions of the Board are binding on the Senior Staff Person.

Accordingly:

- 1.1.1 Decisions or instructions of individual Board members, officers, or committees are not binding on the Senior Staff Person except in rare instances when the Board has specifically authorized such exercise of authority.
- 1.1.2 In the case of Board members or committees requesting information or assistance without Board authorization, the Senior Staff Person can refuse such requests that require, in the Senior Staff Person’s opinion, a material amount of staff time or funds or is disruptive.

B.S.S.R. 1.2 – Accountability of the Senior Staff

Board- Senior Staff Relationship	B.S.S.R. 1.2- Accountability of the SSP	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, August

1.2 The Senior Staff Person is the Board’s only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the Board is concerned, is considered the authority and accountability of the Senior Staff Person.

Accordingly:

- 1.2.1 The Board will never give instructions to persons who report directly or indirectly to the SSP. From time to time the SSP may request Board members to assist staff members on particular issues based on specific needs and expertise. This type of interaction will only take place at the direct request of the SSP.
- 1.2.2 The Board will not evaluate, either formally or informally, any staff other than the SSP.
- 1.2.3 The Board will view SSP performance as aligned to, but not necessarily entirely defined by, the performance of the organization.

B.S.S.R. 1.3 – Delegation to the Senior Staff

Board- Senior Staff Relationship	B.S.S.R. 1.3- Delegation to the SSP	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, August

1.3 The Board will instruct the SSP through written policies, which prescribe the organizational Goals to be achieved, and describe organizational situations and actions to be encouraged or avoided.

Accordingly:

1.3.1 The Board will develop policies instructing the SSP to achieve specified results, for specified recipients within the context of an approved budget. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Goals.

1.3.2 The Board will develop Executive Limitations that limit the latitude the SSP may exercise. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the Board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels.

1.3.3 As long as the SSP uses any reasonable interpretation of the Board’s Goals and Executive Limitations policies, and the Board accepts that interpretation, the SSP is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the SSP shall have full force and authority as if decided by the Board.

1.3.4 The Board may change its Goals and Executive Limitations policies, thereby shifting the boundary between Board and SSP domains.

B.S.S.R. 1.4 – Monitoring of the Senior Staff

Board- Senior Staff Relationship	B.S.S.R. 1.4- Monitoring the SSP	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, August

1.4 SSP performance monitoring will be achieved through monthly reporting on Goals and operations to the Board, combined with an annual performance review.

Accordingly:

- 1.4.1 Monitoring is established to determine whether the expectations expressed in Board policies' have been met.
- 1.4.2 The SSP will provide the Board an internal report summarizing progress on Goal achievement and status on current operations and budget, as directed in section 1.4.7.
- 1.4.5 To enable the Board to effectively monitor and evaluate the SSP's success in achieving the Goals established by the Board, the SSP, with Governance Committee assistance, will deliver to the Board, annually in April, a business plan for the new year which, for each prescribed Goal, will identify the principal activities intended to be undertaken in the new year and the desired results of such activities.
- 1.4.6 Such desired results will be specific, measurable targets, with defined outcomes.
- 1.4.7 The SSP and the Board will agree on a reporting schedule and information for the SSP to provide an accounting to the Board for both results achieved and policy monitoring on an annual basis. Those Goals regarded by the Board as the highest priority will be reported on at each Board meeting; others will be on a basis to be agreed. Reports by the SSP will in all cases be in writing and

delivered to the Board at least five business days before the meeting at which they are to be presented.

- 1.4.8 This reporting is critical to ensuring that the SSP and thus the organization is on track to achieving the Goals, as such this framework is a priority for the Board and SSP. The Board can monitor any policy at any time by any method but will normally use a routine schedule. The schedule is as follows:

Policy	Description	Frequency	Month(s)
Goal 3.0	Goal Statement	Annually	April
Goal 3.1	Excellence	Biannually	October, April
Goal 3.2	Community Alignment and Development	3 times per year	Nov, Feb, April
Goal 3.3	Branding and Promotion	3 times per year	Oct, Jan, April
Goal 3.4	National Profile	Biannually	Dec, April
Goal 3.5	Organizational Management	Quarterly	Aug, Oct, Jan, April
E.L. 4.0	Executive Limitation	Annual	Nov/ Dec
E.L. 4.1	Treatment of Members, Registrants, and Other Participants	Annual	August
E.L. 4.2	Treatment of Staff	Annual	August
E.L. 4.3	Financial Planning and Budgeting	Annual	December
E.L. 4.4	Financial Condition and Activities	Quarterly	April, Aug, Oct, Jan
E.L. 4.5	Emergency SSP Succession	Annual	September
E.L. 4.6	Asset Protection	Quarterly	April, Aug, Oct, Jan
E.L. 4.7	Compensation and Benefits	Annual	September
E.L. 4.8	Communication and Support to the Board	Biannual	September
E.L. 4.9	Goal Focus and Support to the Board	Annual	November
E.L. 4.10	Education	Annual	February
E.L. 4.11	Annual Business Planning	Annual	February
B.S.S.R. 1.5	Senior Staff Annual Performance Appraisal	Annual	April

B.S.S..R. 1.5 – Senior Staff Annual Performance Appraisal

Board- Senior Staff Relationship	B.S.S.R. 1.5- SSP Annual Performance Appraisal	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, April

1.5 The Governance Committee shall conduct an annual formal evaluation of the SSP, based on the achievement of the annual target towards the Goals policies, compliance with the Executive Limitations and annual, pre-determined appraisal format. The format may allow for seeking feedback from staff and Board members.

1.5.1 The Board shall complete the performance appraisal annually in April of each year.

1.5.2 The Governance Committee shall prepare, for the review of the Board, the final summary evaluation and the SSP Performance appraisal for the spring face-to-face meeting.

1.5.3 The Governance Committee shall provide a copy of the summary performance evaluation to the SSP after the Board’s review at the spring meeting.

1.5.4 At the Board meeting in May:

1.5.4.1 The Governance Committee shall chair the discussion of the SSP performance appraisal, including recommendations for the base salary compensation changes for the subsequent year.

1.5.4.2 The Board shall confirm that the performance appraisal is complete.

1.5.4.3 The Board shall review and approve modifications of the assessment criteria and process for the following year.

1.5.4.4 The Board shall approve any recommendations by the Governance Committee regarding variable compensation for the SSP based on the annual performance appraisal.

G.P. 2.0 - Global Governance Process

Governance Process	G.P. 2.0- Governance Commitment	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

- 2.0 The purpose of the Board, on behalf of Nordiq Alberta members, is to ensure that Nordiq Alberta’s Goals are achieved within the boundaries described in the Executive Limitations policies.

G.P. 2.1 - Governing Style

Governance Process	G.P. 2.1- Governing Style	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.1. The Board will govern lawfully with an emphasis on (a) outward vision rather than an internal preoccupation, (b) encouragement of diversity in viewpoints, (c) strategic leadership more than administrative detail, (d) clear distinction of Board and senior staff roles, (e) collective rather than individual decisions, (f) future rather than past or present, and (g) proactivity rather than reactivity.

Accordingly:

- 2.1.1. The Board will cultivate a sense of group responsibility. The Board, not the staff, will be responsible for excellence in governing. The Board will be the initiator of policy, not merely a reactor to staff initiatives. The Board will not use the expertise of individual members to substitute for the judgment of the Board, although the expertise of individual members may be used to enhance the understanding of the Board as a body.
- 2.1.2. The Board will direct the organization through the careful establishment of broad written policies reflecting the Board's values and perspectives. The Board's major policy focus will be on the intended Goals, not on the administrative or programmatic means of attaining those Goals.
- 2.1.3. The Board will enforce upon itself whatever discipline is needed to govern with excellence. Discipline will apply to matters such as attendance, preparation for meetings, policy making principles, respect of roles, and ensuring the continuance of governance capability. Although the Board can change its governance process policies at any time, it will observe those currently in force scrupulously.

- 2.1.4. Continual Board development will include orientation of new Board members in the Board's governance process and ongoing Board discussion of process improvement.
- 2.1.5. The Board will allow no officer, individual or committee of the Board to hinder or be an excuse for not fulfilling group obligations.
- 2.1.6. The Board will monitor and discuss the Board's process and performance at each meeting. Self-monitoring will include comparison of Board activity and discipline to policies in the Governance Process and Board-SSP Relationship categories.

G.P. 2.2 - Board Job Description

Governance Process	G.P. 2.2 Board Job Description	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.2. Specific job outputs of the Board, as an informed agent of the ownership, are those that ensure appropriate organizational performance.

Accordingly, the Board has direct responsibility to create:

- 2.2.1. The link between the ownership and the operational organization.
- 2.2.2. Written governing policies that address the broadest levels of all organizational decisions and situations.
 - 2.2.2.1. Board-SSP Relationship: How power is delegated, and its proper use monitored; the SSP role, authority and accountability.
 - 2.2.2.2. Governance Process: Specification of how the Board conceives, carries out and monitors its own task.
 - 2.2.2.3. Goals: Organizational products, impacts, benefits, outcomes, recipients, and their relative worth (what good for which recipients at what cost).
 - 2.2.2.4. Executive Limitations: Constraints on executive authority that establish the prudence and ethics boundaries within which all executive activity and decisions must take place.
- 2.2.3. Assurance of successful organizational performance on Goals and Executive Limitations through the creation of an appropriate reporting framework defined in BSSR 1.4 - Monitoring the SSP.

G.P. 2.3 – Agenda Planning

Governance Process	G.P. 2.3- Agenda Planning	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

- 2.3. To accomplish its job products with a governance style consistent with Board policies, the Board will develop and follow an annual agenda which: (a) completes a re-exploration of Goals policies annually, (b) continually improves Board performance through Board education and enriched input and deliberation and (c) ensures appropriate reporting from the SSP.
- 2.3.1. The planning cycle will conclude each year on April 30 so that administrative planning and budgeting can be based on accomplishing a one-year segment of the Board’s most recent statement of long-term Goals.
- 2.3.2. The Board planning cycle will start in April during a spring face-to-face session with the Board’s development of its agenda for the next year.
- 2.3.2.1. Consultations with the clubs, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
- 2.3.2.2. Governance education, and education related to Goals determination, (i.e. presentations by demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
- 2.3.3. Throughout the year, the Board will attend to required approvals of agenda items as expeditiously as possible.
- 2.3.4. At any meeting, prior to which monitoring reports have been received, the Board will ascertain whether a majority of members judge the individual reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

G.P. 2.4 - Board Chair’s Role

Governance Process	G.P. 2.4- Board Chairs Role	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.4. The Board Chair, a specially empowered member of the Board, assures the integrity of the Board's process.

Accordingly

2.4.1. The assigned result of the Board Chair’s job is that the Board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.

2.4.1.1. Meeting discussion content will be on those issues that, according to Board policy, clearly belong to the Board to decide or to monitor.

2.4.1.2. Information that is for neither monitoring performance nor Board decisions will be avoided or minimized and always noted as such.

2.4.1.3. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.

2.4.2. The authority of the Board Chair consists in making decisions that fall within topics covered by Board policies on Governance Process and Board-SSP Relationship, with the exception of: (a) employment or termination of a SSP and (b) where the Board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in these policies.

2.4.2.1. The Board Chair is empowered to chair Board meetings with all the commonly accepted power of that position, such as ruling and recognizing.

2.4.2.2. The Board Chair has no authority to make decisions about policies created by the Board within Goals and Executive Limitations policy areas. Therefore, the Board Chair has no authority to supervise or direct the SSP.

2.4.2.3. The Board Chair may represent the Board to outside parties in announcing Board-stated positions and in stating Chair decisions and interpretations within the area delegated to her or him.

2.4.2.4. The Board Chair may delegate this authority but remains accountable for its use. This delegation generally would go to Vice Chair, then Past Chair if Vice Chair is unable to fulfill request.

G.P. 2.5 - Vice Chair’s Role

Governance Process	G.P. 2.5- Vice Chair’s Role	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.5. The Board elects the Vice Chair annually. The Vice Chair assists the Board Chair with ensuring the integrity of Board processes and other duties to assist with guiding the Board as directed by the Board Chair.

2.5.1. The Vice Chair assumes the position of Interim Chair should the Board Chair be unable to continue in that role. The Vice Chair will be interim chair until a new Chair is elected at the next Annual General Meeting.

2.5.2. The Vice-Chair commits to participating in regular working meetings with the Chair and SSP to follow-up on action items and/or issues raised at Board Meetings.

G.P. 2.6 - Board Members' Code of Conduct

Governance Process	G.P. 2.6- Board Members' Code of Conduct	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.6. The Board commits itself and its members to ethical, businesslike, and lawful conduct, including proper use of authority and appropriate decorum when acting as Board members.

2.6.1. Board members must have loyalty to the membership, and are ideally not conflicted by loyalties to staff, other boards or organizations, and personal interests of any Board member acting as a vendor or consumer of Nordiq Alberta's.

2.6.2. Board members must avoid conflict of interest with respect to their fiduciary responsibility.

2.6.2.1. There will be no self-dealing or business by a Board member with the organization. Board members will annually disclose their involvements with other organizations, with vendors, or any associations that might be or might reasonably be seen as being a conflict.

2.6.2.2. When the Board is to decide upon an issue, about which a Board member has an unavoidable conflict of interest, that member shall absent herself or himself without comment from not only the vote, but also from the deliberation.

2.6.2.3. Board members will not use their Board position to obtain employment in the organization for themselves, family members, or close associates. Should a Board member apply for employment, he or she must first resign from the Board.

- 2.6.3. Board members may not attempt to exercise individual authority over the organization.
 - 2.6.3.1. Board members' interaction with the SSP or with staff must recognize the lack of authority vested in individuals except when explicitly Board authorized and that they are doing so on a volunteer basis rather than a director basis.
 - 2.6.3.2. Board members' interaction with public, press or other entities must recognize the same limitation and the inability of any Board member to speak for the Board except to repeat explicitly stated Board decisions.
 - 2.6.3.3. Except for participation in Board deliberation about whether the SSP has achieved any reasonable interpretation of Board policy, Board members will not express individual judgments of performance of any Nordiq Alberta staff members.
- 2.6.4. Board members will respect the confidentiality appropriate to issues of a sensitive nature.
- 2.6.5. Board members will be properly prepared for Board deliberation.
- 2.6.6. Board members will support the legitimacy and authority of Board decisions, irrespective of the Board member's personal position on the issue.
- 2.6.7. Board Members will respond to SSP requests in a timely fashion.

G.P. 2.7 - Board Committee Principles

Governance Process	G.P. 2.7- Board Committee Principles	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.7. Board committees will seek to reinforce the wholeness of the Board’s job and not to interfere with delegation from Board to SSP.

Accordingly:

- 2.7.1. Board committees are to help the Board fulfill its responsibilities, and assist or advise the staff in certain circumstances. Committees ordinarily will assist the Board by preparing policy alternatives and implications for Board deliberation. In keeping with the Board’s broader focus, Board committees will likely have direct dealings with daily operations in a volunteer role.
- 2.7.2. Board committees may not speak or act for the Board except when formally given such authority for specific purposes. Expectations and authority will be carefully stated in order not to conflict with authority delegated to the SSP.
- 2.7.3. Board committees do not exercise authority over staff. Because the SSP works for the full Board, he or she will not be required to obtain approval of a Board committee before an executive action.
- 2.7.4. Board committees are to avoid over-identification with organizational issues in order to be able to monitor organizational performance on the relevant subject.
- 2.7.5. This policy applies to any group which is formed by Board action, whether or not it is called a committee and regardless whether the group includes Board members. It does not apply to committees formed under the authority of the SSP.

G.P. 2.8 - Board Committee Structure

Governance Process	G.P. 2.8- Board Committee Structure	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.8. A committee is a Board committee only if its existence and charge come from the Board, regardless whether Board members sit on the committee.

2.8.1. The Board will have these standing committees:

2.8.1.1. Governance Committee

Purpose: Guides the Governance Education process and governance processes including annual Board agenda development and review of Goals and Limitations. Provide oversight of the Board Senior Staff Person relationship; produce the Senior Staff Person annual assessment and any other HR related matters relating to the Senior Staff Person. Lead the selection/hiring of a new Senior Staff Person when required.

Composition: The Committee shall have a minimum of three members of the Board, including the Board Chair or Vice-Chair. The Senior Staff Person will be an ex-officio member.

2.8.1.2. Finance and Audit Committee

Purpose: Provide guidance and oversight of Nordiq Canada financial management including the identification of the corporate auditor.

Composition: The Committee shall be composed of a minimum of three members of the Board, one of which is the Treasurer, to be appointed by the Board. Appointments of Board members to the Committee are for one-year terms, concluding at the time of the Annual General Meeting. The Senior Staff Person will be an ex-officio member.

2.8.1.3. Technical Committee

Purpose: The role of the Technical Committee is to work with Nordiq Alberta staff to develop plans, programs, projects, and services in areas of Alberta Ski Teams, Youth and Athlete Development, Officials & Events, Leadership and Para Nordic Development that respond to the needs expressed by athletes, coaches, officials, and clubs.

Composition: The Committee will be chaired by a committee appointment and will include at least two other members of the Board.

2.8.1.3. Membership Committee

Purpose: To develop strategies for engaging clubs, members as well as the cross-country ski community as a whole and to support Nordiq Alberta staff with membership growth; outreach; club capacity development and alignment.

Composition: The Committee will include two or three members of the Board, one of which shall be appointed by the committee as the Chair. The Membership Committee may have up to three additional representatives from Member Clubs.

2.8.2. The Board may establish ad hoc committees as needed to advise the Board on specific policy areas. Currently, the ad hoc committees are:

2.8.2.1. Nominations Committee

2.8.2.2 Kananaskis Grooming Steering Committee

2.8.2.3

2.8.3. Each committee, including ad hoc committees, will review/establish its own terms of reference annually and develop an annual work plan. Committee activities will be reported at each meeting of the Board. Unless otherwise defined in the standing committee definitions, each committee will be chaired by a member of the Board and may include other individuals as appropriate in order to conduct the committee business.

G.P. 2.9 - Cost of Governance

Governance Process	G.P. 2.9- Cost of Governance	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.9. In efforts to establish and maintain governance excellence, the Board commits to investing in the continued development of its members.

Accordingly:

- 2.9.1. Board skills, methods, and supports will be sufficient to assure governing with excellence.
 - 2.9.1.1. Educational materials and on-going training will be available to new Board members and candidates for membership, as well as to maintain and increase existing member skills and understanding.
 - 2.9.1.2. Outside monitoring assistance will be arranged so that the Board can exercise confident control over organizational performance. This includes, but is not limited to, fiscal audit.
 - 2.9.1.3. Outreach mechanisms (i.e. Town halls, Surveys, etc.) will be used as needed to ensure the Board’s ability to listen to owner viewpoints and values.
- 2.9.2. Costs will be prudently incurred, though not at the expense of endangering the development and maintenance of the organization’s ability to operate.

G.P. 2.10 – Board Evaluation Measures

Governance Process	G.P. 2.10- Board Evaluation Measures	
	Created/ Amended:	November 2020
	Monitoring Schedule:	Annually, January

2.10. In efforts to establish and maintain governance excellence, the Board will establish and commit to an annual evaluation process.

Accordingly:

2.10.1. The Board will evaluate its performance regularly for its skills, the effectiveness of the Board meetings and committees, the performance of the Chair and annual attendance.

2.10.1.1. Immediately after the new Board is elected at the AGM the Chair of the Governance committee will gather an assessment of the skills and experience for the Board. This summary will be presented to the Nominations Committee as requested.

2.10.1.2. Annually, in the spring, The Board of Directors will be asked to complete the Director and Board Evaluation Survey. The results of this survey will be collected and compared to previous surveys to identify areas where performance is improving or decreasing. This information will be used to inform the governance agenda for the subsequent year.

2.10.1.3. Annually, in the spring, Directors will be asked to complete a survey to evaluate the performance of the Board Chair. This information will be used to educate the Chair and be provided to the Nominations Committee.

2.10.1.4. Directors Attendance at meetings will be taken and provided to the nominations committee on an annual basis.

Goal 3.0 - Goal Statement

Goal	Goal 3.0- Goal Statement	
	Created/ Amended:	January 2018
	Monitoring Schedule:	Annually, April

Goal: Albertans value cross-country skiing and demonstrate best-in-class performance in all aspects of the sport. Results will be achieved at a level that reflects and justifies the resources invested. Partnerships will be formed for all levels; with the ski industry, hospitality industry, Alberta Parks etc.

Goal 3.1 - Excellence

Goal	Goal 3.1- Excellence	
	Created/ Amended:	November 2017
	Monitoring Schedule:	Biannually: April, Oct

Albertans value cross-country skiing and demonstrate best-in-class performance in all aspects of the sport. Results will be achieved at a level that reflects and justifies the resources invested.

1. **High Performance** - Alberta is the top province in cross country skiing
 - 3.1.1.1. Consistently supporting athletes to enter into the National High Performance pathway
 - 3.1.1.2. Consistently supporting coaches to reach the highest level of certification and knowledge to support HP athlete development
3. Consistently supporting programs (like Alberta Ski Team and Alberta Developmental Team) to prepare athletes and coaches for the

national high-performance level through appropriate educational, training and technique development opportunities

2. Inclusiveness

1. Through Ski Fit North and other community connections, Alberta will have a strong presence within First Nations communities, augmenting and enhancing any existing programmes.
2. Start new initiatives to support Para-Nordic programming
3. Focusing on programs/club's expansion to all Zones within Alberta

1. 3.1.2. Inclusiveness

2. 3.1.2.1. New to Canada/Alberta

3. 3.1.2.2. LGBTQ+

4. 3.1.2.3. Indigenous

5. **3.1.2.3.1. Eg.** Through Spirit North, Alberta will have a strong presence within Indigenous communities, augmenting and enhancing the Spirit North Programme.

3.1.2.4. Start new initiatives to support Para-Nordic Programming

3.1.2.5. Focus on programs/clubs's expansion to all Zones within Alberta

1. 3.1.3. Competitive skier development

3.1.3.1. Supporting province-wide growths in athlete's participation at races?

3.1.3.2. Promoting Alberta Cups participation for all ages and abilities, through ski club's engagement

3.1.3.3. Continue with the Alberta Ski Team (AST) and Alberta Development Team (ADT) and expand participation so it will have members from all regions including first nations athletes

Goal 3.2 – Community Alignment and Development

Goal	Goal 3.2- Community Alignment and Development	
	Created/ Amended:	November 2017
	Monitoring Schedule:	Three times per year: Apr, Nov, Feb

The cross-country skiing community collectively creates an environment that inspires athletes of all ages and abilities. The Alberta's cross-country skiing community (including Nordiq Canada, divisions, clubs, training centers, and funding partners) actively collaborate to achieve progress on athlete performance, coaches & officials' education, sport awareness which leads to sport for life participation.

Objectives:

3.2.1. Individuals' of all skill level access the resources they need to learn to ski and continue their development in Alberta.

- 3.2.1.1. Develop new communication lines with athletes, parents and non-racing skiers to provide resources to their unique needs.
- 2. Support new club/program establishment by developing resources on how to start a new xc ski club.
- 3. Continue the support and promotion of the national grassroots-Jackrabbit program.

3.2.2. Coaches, technicians and officials have access to professional development opportunities at all levels within Alberta.

- 3.2.2.1. Provide professional support to coaches, officials, technicians education and certification system by championing the role of liaison with NSO and CAC.
- 3.2.2.2. Seek opportunities for feedback and conversations with clubs and continue providing advice on best practices regarding certification courses.
- 3. Keep abreast of new information and changes to programs at national, provincial levels and communicate it in a timely manner.

3. Increase the retention rates for athletes after the Learn to Train stage of the LTAD.

3.2.3.1. Analyze athlete drop out reasons and find a solution to retain more athletes after Learn to Train stages.

3.2.4. Clubs continue to thrive, realize the benefits/value of associating with Nordiq Alberta and feel connected to the ski community.

3.2.4.1. Improve communication of Nordiq Alberta value proposition with our clubs by:

3.2.4.2. Increasing Club visits/outreach projects and asking for feedback on Nordiq Albertawork.

3.2.4.3. Content management of the website, social media, Nordic news etc.

4. Improve clubs’ engagements with creating common goals and sharing knowledge and resources.

5. Alberta clubs and the Training Centre (World Cup Society) help to increase the depth and variety of domestic competitions and overall program innovation

3.2.5.1. Maintain the success of the AB cups and participation numbers.

3.2.5.1.1. Find new host clubs or events.

3.2.5.1.2. Collaborate with hosts and help with promotion loppets and of recreational events.

6. Engagement of non-club member, recreational skiers.

1. By 2027 Establish Recreational- no club affiliated - membership category to be able to join Nordiq Alberta.
2. Establish projects to engage and attract recreational skiers to join Nordiq Alberta and provide common goals which support their interest.
3. Establish communication lines with recreational skiers who don’t race.

2. Albertans can find places to ski close to home no matter where they live: urban, rural or reserve.

- 2.1. Establish a new /better communication channel about where to ski.
- 2.2. Start new initiatives and collaborate with local municipalities/organizations to help build more trails for skiing.
- 2.3. Working with the appropriate organizations in major Albertan cities to make them accessible for skiing in the winter (e.g. track setting and lighting will be expanded throughout these urban centers).

Goal 3.3– Branding and Promotion

Goal	Goal 3.3- Branding and Promotion	
	Created/ Amended:	November 2017
	Monitoring Schedule:	Three times per year: Apr, Oct, Jan

3. **Albertans recognize cross-country skiing as a rewarding outdoor winter activity which provides health and fitness benefits and an encouraging social environment to stay active for life.**

Objectives:

1. **Cross-country skiing is promoted to all demographics, including the following: kids, youth, parents & caregivers, schools & after-school programs, university students, professionals and active for life participants.**
 - 1.1. Continue with Nordiq Alberta newsletters, focusing on expanding its reach to more people.
 - 1.2. Try new initiatives targeting universities, schools, recreational skiers and Tourists (skill-travel, race travel, tourism vacations).

2. **Increased recognition of the Nordiq Alberta Membership benefits**
 - 2.1. Establish yearly project, which helps to create common goals for the whole Alberta XC community.
 - 2.2. Improve social media and mainstream media presence by frequently communicating about goals reached; athletes result and success stories.

3. **Collaboration and multi-sport awareness**
 - 3.1. Explore and establish new marketing opportunities building on the xc ski clubs and other cross-country sport organization PSOs and NSO.

- 3.2. Network and establish relationships with other sport (non-skier) organizations for cross promotion and supporting the multi-sport concept.

Goal 3.4 – National Profile

Goal	Goal 3.4- National Profile	
	Created/ Amended:	November 2017
	Monitoring Schedule:	Biannually: Dec, April

4. The national ski community increasingly recognizes Alberta as a strong supporter of Nordic sports and as a Nordic destination.

4.1. Alberta clubs and the Training Centre (World Cup Society) help to increase the depth and variety of domestic competitions and overall program innovation

3.4.1.1. Maintain the success of the AB cups and participation numbers.

3.4.1.2. Collaborate with hosts and help with the promotion of loppets and other recreational events.

3. Opportunities for our athletes to have high quality competition training nationally to better prepare them for international competitions.

2. The World Cup continues to be hosted in Canmore (World Cup Society) at least once every four years.

3. International cross-country skiers at all levels come to Alberta for training and events of various types, including loppets, at various times throughout the year.

1. Increase promotion is targeting out of province clubs and cross-country ski communities inviting them to come to Alberta.

2. Look for cross-promotion activities with municipalities.

2. Alberta is a leader for the ski community who collaborates within the province, and with other ski communities across Canada and North America.

- 2.1. Community engagement through clubs.
 - 2.2. Build / Improve memberships value.
 - 2.3. Work with other provinces as well as the United States.
-
- 3. Alberta is recognized as a leader in Para-Nordic program development and trail accessibility**
- 3.1. By 2027 hire a full-time Para-Nordic coach

Goal 3.5 – Organizational Management

Goal	Goal 3.5- Organizational Management	
	Created/ Amended:	November 2017
	Monitoring Schedule:	Quarterly: Apr, Aug, Oct, Jan

5. **Nordiq Alberta is a strong organization with effective leadership, governance and organizational capacity to build on multiple funding sources to ensure the sustainability of the organization and growth of the sport.**

Objectives:

1. **Financial Sustainability**
 - 1.1. Outlook projection on finances or financial performance of the organization.
 - 1.2. Diversify grants portfolio.

2. **Board development and human resources**
 - 2.1. Develop and maintain Nordiq Alberta Board of directors’ skills.
 - 2.2. Establish process and preparation for succession planning.
 - 2.3. Maintain up-to-date policies and bylaws, operational plans etc. to support effective and efficient operation.

3. **Ensure Nordiq Alberta’s current sponsorships continue**
 - 3.1. Target Event Sponsors
 - 3.2. Recruit two long term sponsors
 - 3.3. Retain Fountain Tire sponsor

4. **Apply for grant funding**

- 4.1. Apply for the CIP grant funding
- 4.2. Apply for the OIP grant funding
- 4.3. Apply for the STEP grant funding

5. Donations and Hosting a fundraising event

- 5.1. Host one fundraiser a year
- 5.2. Develop peer to peer fundraising
- 5.3. Initiate and perform charity auctions
- 5.4. Develop online donations
- 5.5. Create Nordiq Alberta custom items

6. Capturing value from using data

- 6.1. Create a database of individuals that are connected in the organization or in the Cross Country Industry
- 6.2. Identify or recruit Nordiq Alberta athlete alumni's
- 6.3. Develop social analytics

E.L. 4.0 – Executive Limitation

Executive Limitations	E.L. 4.0- Executive Limitations	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual- Nov/ Dec

4. The Senior Staff Person (SSP) will not cause or allow any organizational practice, activity, decision, or circumstance that is either unlawful, imprudent or in violation of commonly accepted business or sport ethics.

E.L. 4.1 – Treatment of Members, Registrants, and Other Participants

Executive Limitations	E.L. 4.1- Treatment of Members, Registrants, and Other Participants	
	Created/ Amended:	June 2016, Modified July 2018
	Monitoring Schedule:	Annually- August

4.1. With respect to interactions with members, registrants or other participants, the SSP will not cause or allow conditions, procedures, or decisions that are unsafe, undignified, disrespectful, unnecessarily intrusive, or that fail to provide appropriate confidentiality or privacy.

The SSP will not:

- 4.1.1. Elicit information for which there is no clear necessity.
- 4.1.2. Collect, review, transmit or store information without protecting against improper access to the material elicited.
- 4.1.3. Allow members or registrants to be unaware of the current benefits and privileges of Nordiq Alberta membership.
- 4.1.4. Allow members, registrants or other participants to be unaware of the ski community’s expectations of behavior and ethics.
- 4.1.5. Allow members, registrants or other participants to be unaware of the relevant core policies required by Nordiq Alberta, Nordiq Canada and Sport, Physical Activity and Recreation (SPAR)
- 4.1.6. Provincial Ski Team camps and trips to proceed without qualified male and female representation on the coaching and/or support staff.

E.L. 4.2 – Treatment of Staff

Executive Limitations	E.L. 4.2- Treatment of Staff	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual- August

4.2. With respect to the treatment of paid and volunteer staff, the SSP will not cause or allow conditions that are unsafe, unhealthy, unfair, undignified or unclear.

The SSP will not:

- 4.2.1. Discriminate among or terminate employees on any basis other than individual performance and qualifications, except in cases of funding restrictions or reorganization.
- 4.2.2. Subject staff to rules that are not clear and available.
- 4.2.3. Subject staff to conditions of harassment, or any other condition that would create an unsafe or unhealthy workplace.
- 4.2.4. Leave staff without an effective, unbiased and, if desired, anonymous method to deal with grievances and/or concerns.
- 4.2.5. Subject staff to wrongful conditions, nepotism, or preferential treatment based on personal reasons.
- 4.2.6. Retaliate against any staff member for non-disruptive expression of dissent.
- 4.2.7. Allow staff to be unprepared to deal with emergency situations.

E.L. 4.3 – Financial Planning and Budgeting

Executive Limitations	E.L. 4.3- Financial Planning and Budgeting	
	Created/ Amended:	May 2016
	Monitoring Schedule:	Annual- December

4.3. Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from Board’s Goals priorities, or risk fiscal jeopardy. Budget planning will be in-conjunction with The Finance Committee.

The SSP will not allow budgeting that:

- 4.3.1. Risks incurring those situations or conditions described as unacceptable in the Board policy “EL 4.4 Financial Condition and Activities.”
- 4.3.2. Omits credible projection of revenues and expenses, separation of capital and operational items, cash flow, and disclosure of planning assumptions.
- 4.3.3. Does not account for additional costs related to Board Governance.
- 4.3.4. Does not project a cash break-even or better financial result in any fiscal year.

E.L. 4.4 – Financial Condition and Activities

Executive Limitations	E.L. 4.4- Financial Condition and Activities	
	Created/ Amended:	June 2016, Modified July 2018
	Monitoring Schedule:	Quarterly: Apr, Aug, Oct, Jan

4.4. With respect to the actual, ongoing financial condition and activities, the SSP will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from Board priorities established in Goals policies.

The SSP will not:

- 4.4.1. Expend more funds than have been received in the fiscal year to date unless the debt guideline (below) is met.
- 4.4.2. Incur non-trade debt in an amount greater than can be repaid within 365 days, unless approved by the Board.
- 4.4.3. Use any Contingency Reserve Funds unless approved by the Board.
- 4.4.4. Allow payroll and debts to be settled in an untimely manner.
- 4.4.5. Allow withholding or sales tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
- 4.4.6. Make a single purchase or commitment of greater than \$10,000 unless included in the Budget or as may be approved by the Board. Splitting orders to avoid this limit is not acceptable.
- 4.4.7. Acquire, encumber or dispose of real estate.
- 4.4.8. Allow receivables to be unpursued after a grace period of 45 days.
- 4.4.9. Endanger the Not for Profit status of Nordiq Alberta with Canada Revenue Agency.

- 4.4.10. Operate without providing the Board with a report of the financial variances of actual results from budgeted results at least twice a year.
- 4.4.11. Operate without promptly informing the Board of material changes to the financial condition of Nordiq Alberta, or material deviation from the Budget or Business Plan.

E.L. 4.5 – Emergency SSP Succession

Executive Limitations	E.L. 4.5- Emergency SSP Succession	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual- September

- 4.5. In order to protect the Board from sudden loss of SSP services, the SSP will have no fewer than one other designate sufficiently familiar with Board and SSP issues and processes to enable that person to take over with reasonable proficiency as an interim successor.

E.L. 4.6 – Asset Protection

Executive Limitations	E.L. 4.6- Asset Protection	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Quarterly: Apr, Aug, Oct, Jan

4.6. The SSP will not cause or allow Nordiq Alberta assets to be unprotected, inadequately maintained or unnecessarily risked.

The SSP will not

- 4.6.1. Allow assets and the organization itself to be inadequately protected against property damage or loss.
- 4.6.2. Allow Directors and Officers insurance coverage to lapse or to fall below coverage of \$5 million, as provided by Nordiq Canada.
- 4.6.3. Subject equipment to improper wear and tear or insufficient maintenance.
- 4.6.4. Unnecessarily expose the organization, its Board or staff to claims of liability.
- 4.6.5. Make any purchase: (a) where normally prudent protection has not been given against conflict of interest; or (b) of over \$10,000 without having obtained comparative prices, quality and value.
- 4.6.6. Allow intellectual property, information and files to be exposed to loss or significant damage.
- 4.6.7. Receive, process or disburse funds under controls that are insufficient to meet the member-appointed auditor's standards.
- 4.6.8. Compromise the independence of the Auditor or other external monitoring or advice.
- 4.6.9. Invest or hold operating capital in instruments where the principal is at risk, including uninsured chequing accounts and bonds of less than AA rating at

any time, or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions.

- 4.6.10. Endanger Nordiq Alberta's public image, credibility, or its ability to accomplish Goals.
- 4.6.11. Change Nordiq Alberta's name or substantially alter its identity in the community.
- 4.6.12. Allow internal controls regarding accounting, purchase orders, invoice approvals and payment approvals to be overridden.
- 4.6.13. Fail to report to the Board and the Finance and Audit Committee any knowledge of a suspected or actual occurrence of fraud by any employee, contractor, supplier, partner or any other person.

E.L. 4.7 – Compensation and Benefits

Executive Limitations	E.L. 4.7- Executive Limitations	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual- September

4.7. With respect to employment, compensation, and benefits to employees, consultants, contract workers and volunteers, the SSP will not cause or allow jeopardy to fiscal integrity or to public image.

The SSP will not:

- 4.7.1. Change the SSP’s own compensation and benefits package. Changes to the SSP’s compensation and benefits package are under the purview of the Governance/HR Committee of the Board and are part of the SSP’s contract.
- 4.7.2. Promise or imply permanent or guaranteed employment.
- 4.7.3. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed.
- 4.7.4. Establish or change pension benefits so as to cause unpredictable or inequitable situations, including those that:
 - 4.7.4.1. Incur unfunded liabilities.
 - 4.7.4.2. Provide less than some basic level of benefits to all full- time employees, though differential benefits to encourage both performance and longevity are encouraged.
- 4.7.5. Expense for reimbursement any travel or other employment related expenses that are not incurred solely for the purpose of meeting the roles, duties and expectations of the position of SSP of Nordiq Alberta.

E.L. 4.8 – Communication and Support to the Board

Executive Limitations	E.L. 4.8- Communication and Support to the Board	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual: September

4.8. The SSP will not permit the Board to be uninformed or unsupported in its work.

The SSP will not:

4.8.1. Withhold, impede, or confound information relevant to the Board’s informed accomplishment of its job.

4.8.1.1. Neglect to submit monitoring data required by the Board in Board-Management Delegation policy “Monitoring SSP Performance” in a timely, accurate and understandable fashion, directly addressing provisions of Board policies being monitored, and including SSP interpretations consistent with Board-Management Delegation policy “Delegation to the SSP,” as well as relevant data.

4.8.1.2. Allow the Board to be unaware of any actual or anticipated noncompliance with any Goals or Executive Limitations policy, regardless of the Board’s monitoring schedule.

4.8.1.3. Allow the Board to be without decision information required periodically by the Board or let the Board be unaware of relevant trends.

4.8.1.4. Present information to the Board in overly complex or lengthy forms or in a form that fails to differentiate between monitoring information and decision preparation information.

- 4.8.1.5. Let the Board be unaware of any incidental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.
- 4.8.2. Let the Board be unaware if, in the SSP's opinion, the Board is not in compliance with its own policies on Governance Process and Board-SSP Linkage, particularly in the case of Board behavior that is detrimental to the work relationship between the Board and the SSP.
- 4.8.3. Withhold from the Board and its processes logistical and clerical assistance.
 - 4.8.3.1. Allow the Board to be deprived of a workable, user- friendly mechanism for official Board, officer, or committee communications.
 - 4.8.3.2. Allow the Board to be deprived of appropriate settings and arrangements for Board and committee meetings.
- 4.8.4. Impede the Board's holism, misrepresent its processes and role, or impede its lawful obligations.
 - 4.8.4.1. Deal with the Board in a way that favours or privileges certain Board members over others except when: (a) fulfilling individual requests for information or (b) responding to officers or committees with respect to duties charged to them by the Board.
 - 4.8.4.2. Allow the Board to do its work without the necessary items on its required approvals agenda. Necessary items are those decisions delegated to the SSP yet required by law, regulation, or contract to be Board- approved, along with applicable monitoring information.

E.L. 4.9 – Goal Focus of Grants or Contracts

Executive Limitations	E.L. 4.9- Goal Focus of Grants or Contracts	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual- November

4.9. The SSP will not enter into any grant or contract arrangements that fail to emphasize Goals achievement and the avoidance of unacceptable means.

The SSP will not:

- 4.9.1. Allow grant or contract recipients to be unaware of policies or restrictions that preclude imprudent, unlawful or unethical methods, behaviours or activities.
- 4.9.2. Make grant or contract arrangements with parties that do not have, in the SSP’s opinion, the capacity to produce appropriate results.
- 4.9.3. Enter into contracts of over \$10,000 and/or have a meaningful impact on the image and/or brand of Nordiq Alberta without final approval from the Board. Contracts aggregating \$10,000 over multiple years are included in this limitation.

E.L. 4.10 – Education

Executive Limitations	E.L. 4.10- Education	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual: February

4.10. Nordiq Alberta recognizes the importance of supporting and integrating athlete academic pursuits as a critical component of the athlete development pathway in Alberta as well as Canada.

The SSP will not:

- 4.10.1. Allow cross-country skiing sport leaders to discourage combining sport and education. In the Canadian cross- country skiing system, combining sport and education is supported and encouraged, and to imply otherwise or to undermine such efforts is not acceptable.

E.L. 4.11 – Annual Business Planning

Executive Limitations	E.L. 4.11- Annual Business Planning	
	Created/ Amended:	June 2016
	Monitoring Schedule:	Annual: February

4.11. Annual business planning for any fiscal year will not deviate materially from Board’s Goals priorities or risk fiscal jeopardy.

The SSP will:

- 4.11.1. Set out interim goals in an annual Business Plan that aligns to, and identifies the path for, achieving the Board’s Goals priorities.
- 4.11.2. Align the annual Business Plan with the annual Budget.
- 4.11.3. Consult with the Board, clubs, partners and other stakeholders as appropriate in formulating the annual Business Plan and performance targets.