CALEDONIA
NORDIC • SKI • CLUB

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Strategic Planning Policy

Effective Date: October 19, 2026
Approved by: 2026 CNSC Board of Directors

1. Purpose

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

2. Policy

CNSC will maintain a current Strategic Plan with a planning horizon of at least five (5) years. The Strategic Plan will establish CNSC's long-term vision, strategic priorities, and desired outcomes and will guide annual operating plans, budgets, capital planning, and Board decision-making.
The Strategic Plan will be developed with consideration for CNSC's Constitution, bylaws, and policies, as amended from time to time, and, where appropriate, will align with the strategic direction of provincial, national, and international sport organizations.

3. Responsibilities

Preparation
The Board of Directors is responsible for developing the Strategic Plan. The Board may establish a committee or working group to support the planning process and will seek input from members, volunteers, coaches, staff, athletes, partners, and other stakeholders.
Approval
The Strategic Plan and any significant amendments must be approved by motion of the Board of Directors. CNSC will make the approved Strategic Plan available to members on its website as soon as reasonably practicable.
Annual Review
The Board of Directors will formally review the Strategic Plan at least once each fiscal year. The annual review will:

- Evaluate progress toward the strategic priorities;

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- 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 will monitor implementation of the Strategic Plan throughout the year and will report progress to the membership as appropriate, including through annual reporting.

Renewal

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

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.