

STANDING AND LIVING CCC BOARD GOVERNANCE MANUAL

OCTOBER 21, 2015 DEC 19, 2015

PREAMBLE:

This standing and living board policies manual is established as the only consistent and complete CCC board policy document and is updated whenever our policies change. Other function specific documents (staff policies manual, congregational manual, etc.) will be shaped by the appropriate group as needed.

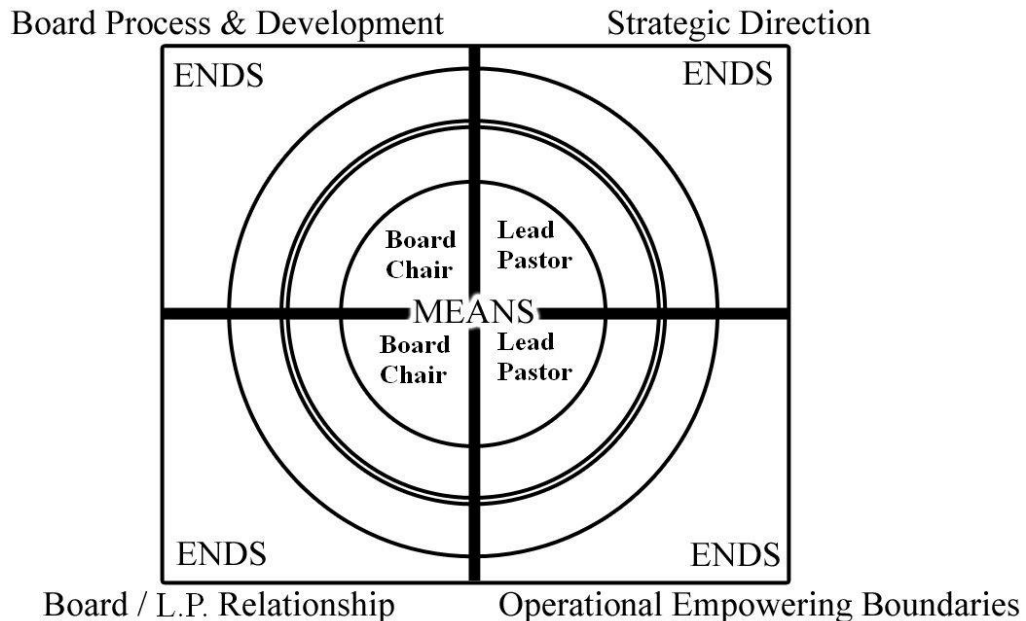
PURPOSES:

- a. To guide the board in remaining focused on their primary responsibilities (as depicted in the board model below)
- b. To ensure the board makes consistent and policy-based decisions
- c. To enable focused orientation and training of new board members in their roles
- d. To provide clarity on the flow of authority that frees people to act decisively in decision making, communication, and dealing with differences or conflict
- e. To insist that the board does the hard advance thinking and policy shaping rather than trying to do this in the midst of the pressure of immediate issues and/or proposals

GOVERNANCE MODEL:

Good governance will be policy based and will ensure that the “one voice principle” is practiced during and after board meetings. The agenda for board meetings will be set to ensure the board fulfills their primary responsibilities as visualized in the model to follow. The board will consistently ensure that their policies clarify the ENDS (purposes/why?) and MEANS (how?) and will stop speaking when there is sufficient clarity for the person responsible to act.

An Integrated Board Policy Governance Model



1. Strategic Direction for CCC

The most important work of this governing Board will be to create and re-create (every four years) the reason for the existence of Caronport Community Church. Their perpetual obligation is to clarify, refine, and redesign the primary purpose, values, mission, strategic anchors, and smart goals for and with CCC.

1.1 STRATEGIC CONTEXT

CCC exists within the very unique community of Caronport desiring to be a welcoming and highly engaging church for the community. The strategic direction pathway to help the board focus and function to that end for the next four years follows.

1.2 STRATEGIC DIRECTION

CCC PURPOSE (Our reason for existence):

VALUES (how we behave):

- 1.) Foundational
- 2.) Core/Defining
- 3.) Aspirational

MISSION (what difference do we seek to make, for what people, and with what resources?):

STRATEGIC ANCHORS (how we will succeed [3 anchor points]):

- 1.) Compelling, life-linked, biblical preaching ???
- 2.) Engagement with the full community outside the church ???
- 3.) Ministry delivery laboratory ???

SMART GOALS (3-5 specific, measurable, attainable, relevant, and time-linked)

- 1.) ???
- 2.) ???
- 3.) ???
- 4.) ???
- 5.) ???

STRATEGIC ACTION STEPS (that deliver the smart goals; LEAD PASTOR lead):

2. Board Process and Development

The CCC Board is responsible for its own development, its own job design, discipline, performance and evaluation. The board is also responsible to discover, select, and equip prospective new members. The board is seeking to find ways to both collaborate with and make themselves accountable to the regular attenders of CCC. The lead pastor is accountable to the Board for his performance and for that of the staff (here, as throughout the document, referring to both paid staff and volunteers) with a demonstration of progress toward the strategic direction of CCC.

2.1 GOVERNING PHILOSOPHY

The Board of CCC exists to give clear and decisive direction, guidance, support, and boundaries to enable the lead pastor to implement strategic means toward advancing God's Kingdom in and through CCC.

Board members will wear the first two "hats" and occasionally the third as described below:

- 2.1.1 **GOVERNING HAT-** Govern when and only when gathered at a duly called board meeting with a quorum of 55% minimum. Board activity takes place through the establishment of policies that begin broadly and become increasingly specific as needed to effectively guide and unleash the Lead Pastor and his staff. Policies prescribe energetic direction and establish empowering boundaries to free the Lead Pastor to use a wide range of means in doing and engaging his staff in the work of the ministry. This is the highest benefit that the Board can offer the Lead Pastor as they pool, share, and guide with their collective wisdom. Focused attention is working **ON** the ministry of CCC.
 - 2.1.2 **VOLUNTEER HAT-** Board members will serve the congregation as volunteers in giving their energy, expertise, knowledge, and/or resources to assist the staff (paid and volunteer) in building the strength, profile, and programs of CCC under the authority and with accountability to the Lead Pastor. N.B. The volunteer hat replaces the governing hat when volunteering. Focused attention is working **IN** the ministry of CCC.
 - 2.1.3 **IMPLEMENTATION HAT-** Task forces of the board will primarily engage in assigned pre-thinking and may also execute board work to follow. However, on rare occasions, circumstances will compel the Board to assign an individual member or group of its members a project for which they are responsible to the Board as defined by the board. The board must never act in a manner that undermines the "one voice principle" of the board or the authority of the Chair or Lead Pastor.
- 2.2 **GUIDING PRINCIPLE OF GOVERNANCE:** The Board does its business in a way that promotes deepening their relationship with God and fellow board members, increasingly becoming a highly functional team in delivering high quality board process and outcomes. The board will consistently be full of grace and truth and speak with caring candor.

2.3 BOARD ROLE DESCRIPTION: Responsibilities, Purposes and Roles in Governance

- 2.3.1** To guide in establishing and cradling the CCC purpose, values, mission, strategic anchors, and SMART goals (with measures readily reportable and track-able) and keeping them current.
 - 2.3.1.1** To determine and constantly refocus the broad values, mission and SMART goals of the organization (put in writing, review and hold the organization accountable to them).
 - 2.3.1.2** The Board will engage in strategic internal (within CCC) and external (community currently not in CCC) listening, communication, relating and dialogue to ensure that CCC remains sensitive to the mandate and perspectives of the regular attenders, occasional adherents and the community of Caronport.
 - 2.3.1.3** To review and accept a Lead Pastor and staff shaped strategic action plan that flows from the board defined SMART goals
- 2.3.2** To maintain and continuously update the **Board Governance Manual** that addresses all aspects of governance process and development (including philosophy, style, responsibilities, membership, processes, disciplines and evaluation of their governance and their development (ideally compiled in one constantly updated document)).
- 2.3.3** To establish and implement the necessary policies and processes to place, orient, develop, care for, coach, evaluate and supervise the Lead Pastor (the Board's only formal staff connection).
 - 2.3.3.1** To shape a selection process and criteria, orient, place and evaluate a Lead Pastor best suited to lead and manage CCC (do a professional search; agree up front on the expectations; evaluate regularly).
 - 2.3.3.2** To encourage, nurture, care for and ensure the consistent development of the Lead Pastor in a way that models what is expected of him in his work with other staff (primarily through good policies, good teamwork, fair compensation, support, clear communication and encouragement of growth plans)
 - 2.3.3.3** To use creative means of holding the Lead Pastor both able and accountable with clear expectations.
- 2.3.4** To establish and continuously review policies that clarify the empowering boundaries on the means the Lead Pastor and staff use in leading and managing CCC.
 - 2.3.4.1** The Board is to assume responsibility of ownership, use and disposal of all major property of CCC in accord with legal and policy requirements.
 - 2.3.4.2** The Board is responsible to shape carefully crafted empowering boundaries to guide the lead Pastor and staff team on use and investment of valued resources. It is also the better part of wisdom to ensure that an external audit include a review of the Lead Pastor and staff's level of commitment to serving in compliance with the empowering boundaries (???)

2.3.4.3 The Board is to ensure the financial and functional solvency, integrity, morality, prudence and legality of the organization (set wise financial and functional policies, model personal support, assist as volunteers).

2.4 BOARD DEVELOPMENT, SUPPORT AND DISCIPLINE: The Board will promote its own well-being through self-evaluation and development.

2.4.1 A code of conduct will be established and annually reviewed and endorsed by the members of the Board. This code of conduct will include, among other things, a reference to disclosure of conflict of interest.

2.4.2 Professional development of individual members and the board as a whole will be a high priority.

2.4.3 The Board will develop a process to annually evaluate the Board and its members.

2.4.4 A procedure for nominating Board members will be established and updated as necessary.

2.5 GENERAL CRITERIA FOR BOARD MEMBERS

2.5.1 Qualifications of a Board Member

- a mature Christian with qualities for men and women leaders identified in I Timothy 3:2-13
- capable and highly interested in doing conceptual policy work
- person who understands the big picture
- demonstrated passionate commitment to the CCC purpose
- specialized capabilities and interest in serving on a task force related to one of the four functions of board governance

2.5.2 Board Term and Maximum Term: Board Members shall be selected for a four year term. The maximum term for a board member shall be two four-year terms followed by a minimum one-year off the board before becoming eligible for reconsideration as a board member.

2.5.3 Board Recruitment: Prior to selection, each nominee will have read the Board Governance Manual (and other relevant documents) and have attended a board meeting to experience board process.

2.6 BOARD OFFICER ROLES

2.6.1 Chairperson's Role.

The chairperson manages the board and board process as guided by the board policy manual. The chairperson is the only trustee authorized to speak for the board, other than in specifically authorized instances. The Board Chair serves as board liaison to the

pastor and is expected to maintain close communication, offer advice, and provide encouragement to the lead pastor on behalf of the board.

The chairperson ensures that only board issues are dealt with in board meetings and done so appropriately.

The authority of the chairperson consists only in making decisions on behalf of the board, which fall within and are consistent with any reasonable interpretation of board policies on Governance Process and on the Board-Lead Pastor relationship. The chair has no authority to make decisions or to directly supervise the lead pastor beyond policies created by the board.

2.6.2 Vice Chairperson's Role

The vice chairperson shall serve in the above ways in the event of absence of the chairperson or as requested by the chairperson.

In addition, the vice chair will serve as the chair of the task force on board process and development, and will ensure that the board follows principles and policies. The vice chair will also be responsible to ensure high potential board members are ready to join as needed.

2.6.3 The Board Secretary Role

Although not necessarily a Board member, the Board secretary is responsible to ensure that the Board minutes and other documents are recorded, distributed and securely archived, and that the board policies manual is kept ever current. Minutes should be sent to Board within one week of Board meetings.

2.7 BOARD TASK FORCE EXPECTATIONS

The four standing taskforces of the board will pre-think and post-think and/or act as assigned by the collective board in the particular quadrant of governance they are tending.

2.8 BOARD MEETINGS

The board meeting agenda should flow from the board's responsibilities as specified in the board policy manual. There shall be a minimum of six board meetings per year which are carefully scheduled ahead to ensure best attendance. In addition, there will be a minimum of one half day or full day board process meeting. The board quadrant task forces will be expected to meet outside of board meetings to serve the full board as needed.

2.9 BOARD EVALUATION, REVIEW, AND SELF MONITORING

The Board Process and Development Taskforce will thoughtfully review and evaluate the growth and development of the collective board and individual members. The ingredients in this approach will include evaluation of the Board as a whole, the individual members, attendance records, committee reports, etc. Self-assessment, peer assessment, taskforce chair assessment,

and the like will be factored into the overall evaluation. The taskforce will continuously search for new board members and/or board member replacements to ensure continuous strengthening of the Board.

2.10 BOARD RELATIONSHIP TO CCC “MEMBERS”

2.10.1 As CCC currently has no formal membership, the terms “member” and “membership” will hereafter be used to refer to those who consider CCC their church home and demonstrate this by regular attendance.

2.10.2 Membership Meetings/engagement. Until such time as CCC has formal membership the board will seek to hold a minimum of two meetings per year with regular attenders. One of these meetings should be focused on insight and feedback gathering and the other on the board making itself accountable to the congregation.

2.10.3 Membership Development and Growth. The Board should exercise due diligence to determine and present reasonable expectations to regular attenders so they have clarity on how they could best benefit from and add value to the ministry of CCC.

3. Board – Lead Pastor Relationship

3.1 DELEGATION TO THE LEAD PASTOR. The Board governing responsibility is generally confined to establishing the broadest policies, leaving implementation and subsidiary policy development to the Lead Pastor.

3.1.1 All board authority delegated to staff is delegated through the Lead Pastor, so that all authority and accountability of staff is considered to be the authority and responsibility of the Lead Pastor. The board fully expects and empowers the Lead Pastor to build a cohesive staff team that executes the strategic direction set by the board in accord with the action plan shaped by the staff.

3.1.2 Strategic direction policies direct the Lead Pastor on the expected implementation results; and the Empowering Boundary policies both empower and limit the Lead Pastor to act with minimum need for either asking permission or forgiveness or submitting multiple proposals. With respect to ends or means that the Board does not address, the Lead Pastor is authorized to establish all further policies and plans, make all decisions, take all actions and develop all activities as long as they are consistent with any reasonable interpretation of the Board's policies.

3.1.3 The Board may change its policies during any meeting, thereby shifting the boundary between board and Lead Pastor for guidance on future issues. Consequently, the Board may shrink or expand the scope of choice given to the Lead Pastor going forward, but not applying to issues currently in process.

3.1.4 The Lead Pastor is the Board's only selected, directed, and empowered staff member. As such the Lead Pastor is the spokesperson for all other staff and is the only staff person who is responsible to the Board for their placement, direction and assignment. In the event the Lead Pastor wishes to hire a position which is not included in an approved budget, the Lead Pastor is required to obtain board approval. The Lead Pastor is also encouraged to consult the Board on the selection or placement of another senior leadership role.

3.1.5 The Lead Pastor is expected to name a temporary leader who would fill their role in their absence and/or in the event of an emergency and until the Board can act to lead in the selection of a more permanent replacement for the Lead Pastor.

3.2 LEAD PASTOR SELECTION.

The guidelines for the process of selecting the Lead Pastor should be board policy based and should be linked precisely to the expectations of the organization as specified in the Board Policy Manual.

3.3 LEAD PASTOR OVER-ARCHING ROLE EXPECTATIONS

As the Board's single official link to the operations of the organization the Lead Pastor will be held responsible to speak for and ensure the staff performance as a whole. Consequently, the Lead Pastors' role contributions can be stated as performance in two areas: (1) organizational accomplishment of the Board established strategic direction and ends, and (2) organizational

operation within the empowering boundaries established in the Board Policies Manual, where operational resources are concerned.

3.4 MONITORING LEAD PASTOR'S PERFORMANCE

Monitoring the Lead Pastors's performance is synonymous with monitoring CCC's performance against board policies on strategic direction outcomes and on Empowering Boundary compliance levels on means. Any evaluation of the Lead Pastors's performance, formal or informal, should be derived on the basis of these monitoring data. There should be no monitoring or evaluation where expectations are not clear.

The purpose of monitoring is simply to determine the degree to which board set Ends (outcomes) are being met and board established Means boundaries are being adhered to (compliance levels). Information which does not do this will not be considered to be monitoring. Monitoring will be as automatic as possible, using a minimum of board time so that meetings can be used to create the future rather than to review the past. A given policy may be monitored in one or more of the following ways:

- 3.4.1 Lead Pastor's Ministry Outcomes Review: The Lead Pastor will present a report on ministry outcomes at every second board meeting. These reports will focus on demonstrated results and on the Lead Pastor's perception of how the primary church activities contributed to the vision, mission, values and SMART goals of the ministry of CCC and how the Empowering Boundaries enabled this. In addition to these internal reports to the board the Lead Pastor will prepare one annual report for the membership.
- 3.4.2. Direct Taskforce Reviews: The board wishes to do appropriate board monitoring and has chosen the following two taskforces to do this monitoring by comparing the Lead Pastor's report with a reasonable interpretation of established board policy.
 - 3.4.2.1. Strategic Direction Taskforce will monitor the progress toward the board directed outcomes.
 - 3.4.2.2 Empowering Boundaries Taskforce will monitor the compliance level within the boundaries and evaluate the appropriate of the boundaries.
- C. Every Two Year External Review and Report: The board will select an external auditor to conduct a comprehensive review of CCC's ministry outcomes and compliance with established board policy, best practices, and Canadian Law. This auditor will report directly to the full board.

Upon the choice of the Board, any policy can be monitored by any method at any time. For regular monitoring, however, the following data and reports are requested by the Board at times indicated:

3.5 ANNUAL PERFORMANCE REVIEW.

In addition to on-going monitoring, the Board will expect a self-evaluation by their Lead Pastor and then will do an in-camera collective board review of their perceptions of the Lead Pastor's function over a 12 month span. At such a session the Board will gather board insight and prepare a list of commendations, suggestions, and recommendations. Then the board will invite the Lead Pastor to see, hear, and feel the board's collective review.

3.6 ENCOURAGEMENT, CARE, NURTURE, AND HOLISTIC DEVELOPMENT OF THE LEAD PASTOR.

The Board is responsible to orient, encourage, care for, nurture and ensure the ongoing development of the Lead Pastor. This is of such importance that the board has established the Board-Pastor Relations Taskforce to ensure that the following happens on behalf of the full board:

- 3.6.1** Any essential follow-up to the board performance review.
- 3.6.2** A monthly conversation by the Board Chair and/or Board-Pastor Relations Taskforce Chair with the view to providing care and nurture for the Lead Pastor.
- 3.6.3** Establishment of a coaching/mentoring connection by an experienced board member, volunteer or engaged mentor/coach.
- 3.6.4** A professional development plan that flows from the annual review. The Board-Pastor Relations Taskforce will provide guidance regarding professional development opportunities to ensure ongoing growth of the leadership potential of the Lead Pastor.

3.7 ELDER CARE

3.7.1 Elder Care ON the Ministry

Elders who serve on the board of CCC are responsible and accountable to the full board for providing attention and shepherding care of the Lead Pastor. In addition they are fully empowered to influence the board with elder concerns for the board's understanding, insight, and process. The board wishes to respect the insight of every one of its members, and consequently the full board will process this insight as a collective group.

Elders who serve on the board may also, as volunteers, serve in the congregational shepherding care as outlined in 3.7.2 below.

3.7.2. Elder Care IN the Ministry

Elders who are not on the CCC board, along with Elders on the board who so choose, are not on the CCC board are responsible for co-shepherding the congregation with the Lead Pastor from whom they take direction and to whom they are accountable.

4. Empowering Boundaries

GENERAL GUIDANCE AND PHILOSOPHY: The Board will always have a set of exemplary policies that contribute to the guidance, empowerment, growth, and direction of the lead pastor to direct their staff and volunteer team, while ensuring the ever deepening health and strength of CCC. The policies on empowerment are also set with the hope of guiding the lead pastor toward increasing capacity to manage the ministry of CCC so the Board can deepen their involvement in working ON the ministry of CCC and on engaging the regular attenders (membership).

These board policies are important because they ensure wise use of resources in CCC. Consequently, board policy in this area is intended to ensure the appropriateness, ethics, functionality, legality, prudence and effective use and investment of valued resources. The Board is deeply concerned about the desired strategic ENDS and they are also concerned about maximizing resources toward achieving and exceeding the strategic direction targets. Thus, they seek to give clear direction to the lead pastor through the use of empowering boundaries.

4.1 EMPOWERING BOUNDARY PRINCIPLE

4.1.1 As long as the lead pastor reasonably interprets the Empowering Boundaries set by the board (to follow), they are authorized to establish all further policies, make all decisions, gain any desired advice, take all actions, establish all practices and develop all activities.

4.2 STRATEGIC DIRECTION RESOURCE BOUNDARY

4.2.1 The lead pastor is expected to guide the staff, volunteers and members (where appropriate) in establishing and continuously updating a strategic action plan that flows from the board established purpose, values, mission, strategic anchors, and SMART goals and that includes an estimated innovations budget for proposed new initiatives.

4.2.2. The lead pastor is expected to report annually that a strategic plan is in place and to identify the primary initiatives in the plans for the upcoming year.

4.3 FINANCIAL RESOURCE BOUNDARY – To protect the lead pastor and the organization it is expected that the lead pastor will report the reality to the Board when any of the following conditions are not met:

4.3.1 The lead pastor is responsible to guide the staff in establishing an integrated and readily understood annual financial plan/budget that has a planned surplus of 5% of the total revenue and that follows from the chosen strategic direction.

4.3.2 The lead pastor is responsible to guide the staff in establishing an annual innovation/aspiration budget that is consistent and parallel with the strategic plan.

4.3.3 The lead pastor must ensure that the cash position of the organization at no time be less than three months of the annual budgeted revenue.

- 4.3.4 The lead pastor must ensure annual budget inclusion of a minimum of 1% of the anticipated revenue for board development and expenses.
- 4.3.5 The lead pastor leads the staff to live within the approved and integrated budget.
- 4.3.6 The lead pastor ensures regular cheques and electronic transfers drawn on CCC's bank account to pay budgeted expenses are signed by two people with signing authority. (See 4.9.2.1 regarding designation of signors)
- 4.3.7 The lead pastor may make an expenditure up to 1% without board approval as long as it is budgeted and clearly linked to the strategic ENDS of the organization.
- 4.3.8 The board will consult with the lead pastor before they establish the rental agreement with Briercrest College and Seminary.

4.4 HUMAN RESOURCE/STAFFING BOUNDARY

- 4.4.1 The Lead Pastor will see to the establishment and use of sustainable policies and practices in the selection of all staff in accordance with CCC priorities, provincial and federal law, Biblical absolutes, and code of ethical conduct.
- 4.4.2 The Lead Pastor will foster an atmosphere and shape a community of service that encourages staff members to support one another and their leadership as they serve together to fulfill the chosen direction and ministry of CCC.
- 4.4.3 The Lead Pastor will ensure a performance development program, including regular evaluation and professional development of staff to be carried out with grace and truth.
- 4.4.4 The Lead Pastor will see to the establishment, upkeep and communication of an exemplary process for dealing with difference, diversity, conflict and staff grievances that is redemptive, ethical, legal and biblical.
- 4.4.5 The Lead Pastor will ensure that the policies and practices that apply to the HR be continuously updated and available to them.
- 4.4.6 The Lead Pastor will take responsibility for the selection, orientation, placement, and compensation package of paid staff and appropriate appreciation of volunteer staff for maximum positive outcomes on the board approved strategic SMART goals.

4.5 PROGRAM RESOURCE BOUNDARY

- 4.5.1 That the continuation of programs/activities, development of new programs/activities or major expansion of existing programs/activities demonstrate that they contribute to the board approved SMART goals of CCC and that they fall within the established empowering boundaries.

- 4.5.2 That the development of any major new programs and/or initiatives be preceded by due diligence and the development of a feasibility study that demonstrates that it will positively contribute to the stated outcomes and not jeopardize the continuing health and welfare of the ministry.
- 4.6 FUNDING RESOURCE BOUNDARY
- 4.6.1 The Lead Pastor ensures that that our membership is challenged to live generously with appropriate challenges for participation in funding CCC's ministry in accordance with biblical teaching and practices.
 - 4.6.2 That the Lead Pastor manages and releases sufficient staff and volunteer energy, structure and activity to manage funds in an above reproach manner needed for achieving the targeted CCC ENDS.
- 4.7 FACILITY/CAPITAL RESOURCE BOUNDARY
- 4.7.1 The Lead Pastor and staff shall not purchase, sell, or change location of facilities or real estate without board approval that is based on a thoughtful feasibility study.
 - 4.7.2 At no time should a capital expenditure of over 2% of the total annual budget be made without board approval.
- 4.8 NETWORKING RESOURCE BOUNDARY (Partnerships, Linkages, Affiliations etc.)
- 4.8.1 The Lead Pastor will engage the staff and volunteers of CCC to provide attractive ways to result in increasing memberships, partnerships, connections, and relationships.
 - 4.8.2 The Lead Pastor guides the staff in seeking and building linkages, alignments and partnerships with other ministries and organizations that specialize in providing programs and services aligning with CCC's values, vision and goals in areas that CCC does not have the resources to provide.
- 4.9 SECURITY OF RESOURCES BOUNDARY
- 4.9.1 The Lead Pastor will ensure that assets are never unprotected, unnecessarily risked or inadequately maintained. Accordingly they may not:
 - 4.9.1.1 Fail to insure against theft and casualty losses to at least 80% replacement value and against liability losses to board members, staff, volunteers, or the organization itself to beyond the minimally accepted and prudent level.
 - 4.9.1.2 Unnecessarily expose the ministry, its board, staff, or volunteers to claims of liability.
 - 4.9.1.3 Fail to ensure controls sufficient to meet the board-appointed auditor's standards.

4.9.2 That the board established taskforce on Empowering Boundaries speak for the Board and act on behalf of the Board to see that:

4.9.2.1 There are approved, readily available board and/or senior staff signing authorities in place at all times.

4.9.2.2 There will be a review and report every two years from the external auditors that monitors CCC's processes and outcomes in accordance with its strategic direction and empowering boundaries.

4.9.2.3 In the event that there is need for a board audit committee, they would serve as such.

4.9.2.4 There is a system in place whereby ALL business related personal expenses be approved by someone other than the one incurring the expenses.

4.9.2.5 There is a high integrity system in place that ensures there is no mismanagement of any funds collected for any reason by CCC, including offerings and program fees.

4.9.2.6 An annual Lead Pastor salary recommendation is designed and made to the full board, as a part of the annual Board Lead Pastor evaluation; for board approval.

Motion – That the Dec 19, 2015 Standing and Living CCC Board Governance Manual above be officially adopted on Dec 19, 2015 with the understanding that the section on strategic direction needs immediate attention, development and insertion into the document. CARRIED

Motion – That we remain attentive to realize these 3 priorities:

- 1. We settle how adherents of CCC will become involved in providing insight early in the strategic direction setting process.**
- 2. The shaping and ownership of the strategic direction path of CCC.**
- 3. We set aside sufficient time for task forces to review, pre-think and bring insight on refinement of the board document section they are responsible for to the whole board for discussion and potential action. Carried**