



Effective as of: January 2024

Terms of Reference

Name of Committee: Strategic Planning Committee

Mandate: The Strategic Planning Committee is an Ad Hoc Committee of the Water Polo Canada (“WPC”) Board of Directors (the “Board”). It is responsible for advising the Board relating to all aspects of strategic planning.

Key Duties: Subject at all times to the Committee operating within the financial and budgetary policies of WPC, and provided at all times that all material issues shall be brought before the Board of Directors for WPC, prior to any decisions being made thereon, the Committee will perform the following key tasks:

- a) Commission an annual survey of stakeholders at the beginning of each season to gain insight into shifts in priorities within the larger water polo community, and to gain a measure of perceived progress against the WPC Strategic Plan during the previous season;
- b) On an annual basis, using the results from the stakeholder survey and the quarterly Operational Plan Progress Reports from the CEO for the previous 12 months, report on the effectiveness of the WPC Strategic Plan, and make a comprehensive set of strategic priority recommendations to the Board ahead of the CEO developing the draft budget/operational plan for the upcoming year;
- c) Work with the CEO to develop Key Performance Indicators (KPIs) for inclusion in the Operational Plan and for approval by the Board at the same time as the annual budget;
- d) In the year leading up to the expiry of the current WPC Strategic Plan, the Committee will initiate a process to engage stakeholders and develop a new Strategic Plan; and
- e) Perform such additional tasks as may be delegated to the Strategic Planning Committee by the Board from time to time.

Authority: The committee will research strategic planning issues and then propose action in the form of a recommendation to the Board for approval. The Strategic Planning Committee shall, at all times, act within the budgetary policies of WPC and shall ensure that prior to making any decision which is likely to have a material impact on WPC, the Strategic Planning Committee shall obtain approval from the Board.

Policy Responsibility: None.

Composition: The Committee will be composed of a minimum of 4 persons. At least two of these persons must be Directors of WPC. The Committee will select the Chairperson of the Committee from among its members. The Chairperson of the Strategic Planning Committee will be responsible for setting the agenda for each meeting, for chairing meetings according to the agenda, and for reporting to the Board of Directors following each meeting. The Chief Executive



Officer of Water Polo Canada shall also participate as a member of the Strategic Planning Committee.

Appointment/Election: The Board appoints members of the Committee on an annual basis. Should a vacancy occur on the Committee, for whatever reason, the Board may appoint a qualified person to fill that vacancy for the remainder of the year. The Board may remove any member of the Committee.

Meetings: The Committee shall meet by telephone or in person, as required. Meetings will be called by the Chairperson. Any Director of WPC may request that the Chairperson of the Strategic Planning Committee call a meeting and may attend at such meeting or inform the Strategic Planning Committee of a specific matter of concern to such director. Minutes shall be taken at all official meetings.

Resources: The Committee will receive the necessary resources from WPC to fulfill its mandate and may have staff persons assigned to assist the Committee with its work. The Committee will work with the CEO to forecast necessary expenditures for inclusion in the upcoming annual budget. When expenditures outside the annual budget are identified and deemed necessary by the Committee, separate approval must be obtained from the Board of Directors (as per WPC's Financial Management Policy).

Objectives/Deliverables: The main deliverables from the Strategic Planning Committee will include:

- a) Strategic Plan;
- b) Annual survey of stakeholders;
- c) Annual Strategic Plan Progress Report that includes a KPI status summary and strategic priority recommendations for the upcoming fiscal; and
- d) Other Surveys, studies, reviews, and reports as required.

Strategic Plan: All actions and work of the WPC committees and its directors are directed towards achieving the best outcome and results for Water Polo in Canada.

Evaluation: The Board of Directors will evaluate the performance of the Committee. The performance of the committee will be assessed against the accomplishment of yearly objectives/deliverables. This review will take place immediately prior to the Annual Meeting.

Reporting: The Committee will report to the Board, in writing, annually ahead of the development of the Operational Plan/draft budget by the CEO. The Committee will report to Members at the Annual Meeting in the form of a written report.

Review and Approval: The Board of Directors will review these terms of reference every two years.