



## **BOARD POLICY HANDBOOK**

The Canadian Badlands Passion Play Society

Adopted by the Board of Directors on April 25, 2009

This Board Policy Handbook has been developed to highlight and support the very important governance function of the Board. In addition to clearly defining the role of the Board and the role of the General Manager, it includes the following as policies:

1. Framework statements which provide guidance and direction for all activities within the Society;
2. Directions for how the Board itself is to function and how individual Board members are to conduct themselves; how Board committees and representatives are to function; and
3. Policy on how policies are made.

The Board Policy Handbook must be entirely consistent with the constitution and the bylaws of the Society.

This Board Policy Handbook is intended to be supplemented by an Administrative Procedures Manual; the primary written document by which the General Manager directs staff. The Manual must be entirely consistent with this Handbook.

The development of two separate and distinct documents is meant to reinforce the distinction in this Society between the Board's responsibility to govern and the General Manager's executive or administrative duties.

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## Policy 1

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### FRAMEWORK STATEMENTS

#### Belief Statements

1. The Story of the Life of Christ is the “Greatest Story Ever Told”.
2. The Story of the Life of Christ is worth telling because the “Gospel... is the power of God unto salvation to everyone who believes”.
3. The Story of Jesus Christ can be told effectively using the medium of drama and the arts.
4. This Story, in the form of a Passion Play, should be told no less than five times each summer.
5. Our interpretation of the story, along with the location and geography here in Drumheller make our Passion Play unique.
6. Churches and people of all denominations can use the Passion Play as a means of nurturing faith and evangelistic outreach.
7. The production of a Passion Play can serve as an effective means of furthering awareness and education in the arts, and the development of associated skills.
8. The production of a Passion Play can help build community spirit.
9. Policies, procedures and practices shall be consistent with Christian values, focusing on similarities in Christ rather than differences in doctrine.

#### Mission Statement

It is our mission to reach people with the love of Christ through staging a Passion Play that is both biblically accurate and historically authentic. In doing so we further intend:

10. To function as a vehicle of the Christian community in nurture and outreach.
11. To further awareness of, as well as, skill and education in the arts.
12. To build community spirit and ownership by:
  - 12.1 The maximum use of volunteers
  - 12.2 The intentional and enthusiastic use of community groups in the production
  - 12.3 The shared ownership and use of certain facilities with the Drumheller Valley Ski Club.

- 12.4 The promotion and use of the amphitheatre for other community events in keeping with the mandate and mission of the Canadian Badlands Passion Play Society.
- 12.5 The sale of memberships.
- 12.6 The responsible management of funds.
- 12.7 The development of the site in keeping with the aims and objectives of the society and respecting the unique geographical features of the amphitheatre.
- 12.8 The utilization of all excess funds to the greatest good of the community via the support of authorized charities.

### **Target Statement**

The primary target of our marketing is Alberta. Secondary targets include all adjacent territories. Ultimately, we hope to market worldwide.

## Policy 2

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### **ROLE OF THE BOARD of DIRECTORS**

As the body chosen by members of the Canadian Badlands Passion Play Society in good standing at the Annual Meeting, the Board shall, subject to the bylaws or directions given it by majority vote at any meeting properly called and constituted, have full control and management of the affairs of the Society.

The Board, as steward of the Canadian Badlands Passion Play Society, is required to make certain contributions that ensure that the Society's performance conforms to its objectives.

#### **Specific Areas of Responsibility**

##### 13. Accountability to Provincial Government

- 13.1 Act in accordance with the Societies Act and other relevant statutory requirements.
- 13.2 Perform Board functions required by governing legislation and existing Board bylaws and policies.

##### 14. Accountability to Membership

- 14.1 Act in good faith in accordance with the bylaws and any directions given, on behalf of the membership.
- 14.2 Maintain control of the script of the Play.
- 14.3 Model a culture of respect and integrity.
- 14.4 Establish the date of the Annual General Meeting, appoint a Chair for the meeting, and approve the agenda for the meeting.
- 14.5 Bring recommendations for constitutional or bylaw changes to the membership.

##### 15. Planning

- 15.1 Set the vision for the organization.
- 15.2 Provide overall direction for the organization by establishing the framework statements.
- 15.3 Annually approve the goals, objectives and targets for the organization.
- 15.4 Annually evaluate the effectiveness of the organization in achieving the goals, objectives and targets.

## 16. Policy

- 16.1 Identify how the Board is to function.
- 16.2 Define the role of the Board members, including executive officers, in accordance with Society bylaws.
- 16.3 Monitor policy effectiveness.
- 16.4 Delegate authority to the General Manager and define commensurate responsibilities.
- 16.5 Appoint committees and provide terms of reference.

## 17. Board/General Manager Relations

- 17.1 Select the General Manager.
- 17.2 Provide the General Manager with clear corporate direction.
- 17.3 Delegate, in writing, administrative authority and identify responsibility.
- 17.4 Respect the authority of the General Manager to carry out executive action and support the General Manager's actions which are exercised within the delegated discretionary powers of the position.
- 17.5 Annually evaluate the General Manager and review compensation.

## 18. Promotion

- 18.1 Promote the building of relationships with key contacts outside the organization.

## 19. Board Development

- 19.1 Develop an annual plan for Board/Board member development.
- 19.2 Annually evaluate Board effectiveness.
- 19.3 Provide for nominations to the Board, succession planning and new Board member orientation.

## 20. Fiscal Accountability

- 20.1 Annually approve the operating plan for the organization.
- 20.2 Approve annual budget.
- 20.3 Review the Audit Report and ensure quality indicators are met.
- 20.4 Approve material capital expenditures and asset changes.



## Policy 3

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### **ROLE OF THE BOARD MEMBER**

The role of the Board member is to contribute to the Board as it carries out its mandate in order to achieve its mission and goals.

The Board of Directors is the entity empowered to make decisions on behalf of Society membership. The decisions of the Board in a properly constituted meeting are those of the organization.

As a result of elections, the Board may experience changes in membership. To ensure continuity and facilitate smooth transition from one Board to the next following an election, Board members must be adequately briefed concerning existing Board policy and practice, statutory requirements, initiatives and long-range plans.

The Board believes an orientation program is necessary for effective trusteeship.

The President and General Manager are responsible for developing and implementing the Board's orientation program for newly elected Board members.

#### **Specific Responsibilities of Individual Board Members**

1. Become familiar with the Society's constitution and bylaws, Board policies and procedures, meeting agendas, and reports in order to participate in Board business.
2. Actively support the objects of the Society and the overall direction for the organization as established by the Board through its vision and framework statements.
3. Refer queries, or issues and problems not covered by Society documents or Board policy, to the Board for corporate discussion and decision.
4. Refer administrative matters to the General Manager.
5. Assist the General Manager with counsel and advice, providing the benefit of the Board member's judgment, experience and familiarity with the community.
6. Attend Board meetings; participate in, and contribute to, the decisions of the Board in order to provide the best solutions possible for the Society.
7. Actively support the decisions of the Board and refrain from making any contrary statements in public.
8. When delegated responsibility, will exercise such authority within the defined limits in a responsible and effective way.
9. Build relationships within the Society and with external agencies.

10. Strive to develop a positive and respectful working culture both within the Board and the Society.
11. Become familiar with, and adhere to, the Board Member Code of Ethics.

## Policy 4

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### BOARD MEMBER CODE OF ETHICS

In carrying out the role of a Board member, the Board expects members to adhere entirely to the following Code of Ethics:

1. Devote time, thought and study to the duties of a Board member so that they may render effective and creditable service.
2. Work with their fellow Board members in a spirit of harmony and cooperation in spite of differences of opinion that arise during debate of points of issue.
3. Remember at all times that individual Board members have no authority outside the meeting of the Board, and therefore relationships with staff, the community, and all forms of communication are to be conducted on the basis of this fact.
4. Resist every temptation and outside pressure to use the Board member position to benefit either oneself or any other individual or agency apart from the total interest of the Society.
5. Provide an example to the community through a life of faith and integrity.
6. Ensure that Christian values and principles are reflected at all times in Board policies and practices.
7. Provide effective Board member service to the community in a spirit of teamwork and devotion.
8. Represent the Board responsibly in all Board-related matters with proper decorum and respect for others.
9. Act as a trustee for the Society to ensure that it is well maintained, fiscally secure, and operating in the best interests of the membership.
10. Declare any potential conflict of interest between personal life and their position on the Board and abstain from voting when appropriate.

## Policy 5

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### ROLE OF THE PRESIDENT

The Board believes that its ability to discharge its obligation is enhanced when leadership and guidance is forthcoming from its membership.

The Board shall at the first regular meeting following the Annual General Meeting elect one of its members to serve as President. The President has primary responsibility for providing leadership and guidance.

The Board delegates to the President the following powers and duties:

21. Preside over all Board meetings and ensure that such meetings are conducted in accordance with the Societies Act, the Society's constitution and bylaws, and the policies and procedures as established by the Board.
22. Prior to each Board meeting, confer with the General Manager on the items to be included on the agenda, the order of these items, and become thoroughly familiar with them.
23. Perform the following duties during Board meetings:
  - 23.1 Maintain the order and proper conduct and decorum of the meeting so that motions may be formally debated;
  - 23.2 Ensure that all issues before the Board are well-stated and clearly expressed;
  - 23.3 Display firmness, courtesy, tact, impartiality, and willingness to give everyone an opportunity to speak on the subject under consideration;
  - 23.4 Ensure that debate is relevant. The President, in keeping with his/her responsibility to ensure that debate must be relevant to the question, shall, when s/he is of the opinion that the discussion is not relevant to the question, remind members that they must speak to the question;
  - 23.5 Decide questions of order and procedure, subject to an appeal to the rest of the Board. The President may speak to points of order in preference to other members, and shall decide questions of order, subject to an appeal to the Board by any member duly moved;
  - 23.6 Submit motions or other proposals to the final decision of the meeting by a formal show of hands;
  - 23.7 Ensure that each Board member present votes on all issues before the Board unless the Board member is in a conflict of interest;
  - 23.8 Extend hospitality to Board members, officials of the Board and invited guests;
  - 23.9 Adjourn the meeting when the business is concluded.
24. Keep informed of significant developments within the community.

25. Keep the General Manager and the Board informed of all matters coming to his/her attention that might affect the Society.
26. Be in regular contact with the General Manager to maintain a working knowledge of current issues and events.
27. Demonstrates a working knowledge of the Passion Play production.
28. Provide counsel to the General Manager.
29. Bring to the Board all matters requiring a corporate decision of the Board.
30. Act as the chief spokesperson for the Board except for those instances where the Board has delegated this role to another individual or group.
31. Act as ex-officio member of all committees appointed by the Board.
32. Act as a signing officer for the Society.
33. Represent the Board, or arrange alternative representation, at official meetings or other public functions.
34. Ensure that the Board engages in regular assessments of its effectiveness as a Board.

## Policy 6

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### ROLE OF THE VICE-PRESIDENT

The Vice-President shall be elected by the Board at the first regular meeting following the Annual General Meeting.

#### **Specific Responsibilities**

1. The Vice-President shall act on behalf of the President, in the latter's absence and shall have all the duties and responsibilities of the President.
2. The Vice- President shall assist the President in ensuring that the Board operates in accordance with its own policies and procedures and in providing leadership and guidance to the Board.
3. The Vice- President may be assigned other duties and responsibilities by the Board and/or the President.
4. The Vice- President shall be the alternate signing authority for the Society.

## Policy 7

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### **ROLE OF THE SECRETARY**

The Secretary shall be elected by the Board at the first regular meeting following the Annual General Meeting.

#### **Specific Responsibilities**

1. The Secretary shall faithfully discharge the duties as outlined in clause 3.6 of the Society Bylaws.
2. The Secretary may be assigned other duties and responsibilities by the Board and/or President.

## Policy 8

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### ROLE OF THE TREASURER

The Treasurer shall be elected by the Board at the first regular meeting following the Annual General Meeting.

#### **Specific Responsibilities**

1. The Treasurer shall faithfully discharge the duties as outlined in clause 3.7 of the Society Bylaws.
2. The Treasurer shall review financial positions on a regular basis.
3. The Treasurer may be assigned other duties and responsibilities by the Board and/or the President.



## Policy 9

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### BOARD OPERATIONS

The Board believes that its ability to discharge its obligations in an efficient and effective manner is dependent upon the development and implementation of a sound organization design. In order to discharge its responsibilities to the Society, the Board shall hold meetings as often as is necessary. A quorum, which is a simple majority of the number of Board members, must be present for every duly constituted meeting. The Board has adopted policies so that the business of the Board can be conducted in an orderly and efficient manner.

#### 35. Incorporation of Society

The Board shall operate within the stipulations of the Societies Act and the constitution and bylaws of the Canadian Badlands Passion Play Society, as may be amended from time to time by the Society.

#### 36. Annual General Meeting

A General Meeting of the Society shall be held annually in April. The General Manager will give written notice of the Annual General Meeting to each Society member.

The Board shall appoint a Chair for the Meeting and shall approve the agenda prior to the Meeting.

#### 37. Regular Meetings

Regular Board meetings shall be as established at the first regular meeting following the Annual General Meeting.

#### 38. Special Meetings

Occasionally, unanticipated or emergent issues require immediate Board attention and/or action.

Special meetings of the Board may be held from time to time as provided for in the Society bylaws.

The nature of the business to be transacted must be clearly specified in the notice of the meeting. Unless all Board members are present at the special meeting, no other business may be transacted. Items can be added to the agenda only by the unanimous consent of the entire Board.

#### 39. Agenda for Regular Meetings

The Board believes that a properly prepared agenda creates a meeting atmosphere formal enough for orderly procedure, but informal enough to encourage free discussion, problem solving, and the generation of ideas.

The President is responsible for establishing the agenda for Board Meetings in consultation with the General Manager, in accordance with Board policy.

Agendas shall include all the data and back-up information so that the Board is able to make sound and objective decisions consistent with established goals.

Items may be placed on the agenda in one of the following ways:

- 39.1 By notifying the President or General Manager prior to the establishment of the agenda (at least three days prior to the Board meeting).
- 39.2 By notice of motion at the previous meeting of the Board.
- 39.3 As a request from a committee of the Board.
- 39.4 Emergent issues that require immediate Board action may arise after the agenda has been prepared. The President, at the beginning of the meeting, shall ask for additions to and/or deletions from the agenda prior to agenda approval. Changes to the agenda may only be made with the approval of a majority of those Board members present.

Materials for Board meetings will be distributed to each Board member and the General Manager at least three calendar days prior to the meeting.

The Board will follow the order of business set by the agenda unless the order is altered or new items are added by agreement of the Board.

During the course of the Board meeting, the majority of Board members present may request that the President place items before the Board for discussion. The Board may take action on such items.

#### 40. Minutes

The Board believes it is important to maintain a record of all proceedings at regular and special meetings, committee of the whole, and Board committees, both standing and ad hoc.

The Board shall maintain and preserve by means of minutes a record of its proceedings and resolutions.

40.1 The minutes shall record:

- 40.1.1 Date, time and place of meeting;
- 40.1.2 Type of meeting (regular or special);
- 40.1.3 Name of presiding officer;
- 40.1.4 Names of those Board members and officials in attendance;
- 40.1.5 Approval of preceding minutes;
- 40.1.6 All resolutions, including the Board's disposition of the same, placed before the Board, are to be entered in full;
- 40.1.7 Names of persons making the motion;
- 40.1.8 Appointments; and
- 40.1.9 Summarized reports of committees.

40.2 The minutes shall:

- 40.2.1 Be considered an unofficial record of proceedings until such time as adopted by a resolution of the Board; and
- 40.2.2 Upon adoption by the Board, be deemed to be the official and sole record of the Board's business.

40.3 The General Manager shall ensure, upon acceptance by the Board, that appropriate initials are appended to each page of the minutes, and that appropriate signatures of the Society are affixed to the concluding page of the minutes.

40.4 The General Manager shall establish a codification system for resolutions determined by the Board which will:

40.4.1 Provide for ready identification as to the meeting at which it was considered;

40.4.2 Provide for cross-referencing with resolutions of similar nature adopted by the Board at previous meetings; and

40.4.3 Establish and maintain a file of all Board minutes.

40.5 Agenda packages shall be filed with the approved minutes.

#### 41. Motions

41.1 All motions require a seconder.

##### 41.2 Notice of Motion

41.2.1 The notice of motion serves the purpose of officially putting an item on the agenda of the next or future regular meeting and gives notice to all Board members of the item to be discussed. A notice of motion is not debatable and may not be voted on.

##### 41.3 Discussion on Motions

41.3.1 The custom of addressing comments to the President is to be followed by all persons in attendance.

41.3.2 A Board motion or a recommendation from the General Manager must be placed before the Board prior to any discussion taking place on an issue. Once a motion is before the Board and until it is passed or defeated, all speakers shall confine their remarks to the motion or to the information pertinent to the motion.

##### 41.4 Speaking to the Motion

41.4.1 The mover of a motion first and every Board member shall have an opportunity to speak to the motion before any Board member is allowed to speak a second time.

41.4.2 The mover of the motion is permitted to close debate on the motion.

41.4.3 As a general guide, a Board member is not to speak longer than five minutes on any motion. The President has the responsibility to limit the discussion by a Board member when such a discussion is repetitive or digresses from the topic at hand, or where discussion takes place prior to the acceptance of a motion.

#### 41.5 Reading of the Motion

41.5.1 A Board member may require the motion under discussion to be read at any time during the debate, except when a Board member is speaking.

#### 41.6 Debate

41.6.1 In all debate, any matter of procedure in dispute shall be settled, if possible, by reference to Robert's Rules of Order. If this reference is inadequate, procedure may be determined by motion supported by the majority of Board members in attendance.

### 42. Delegations to Board Meetings

The Board will make provision for a delegation to make a presentation at a Board meeting in the interest of improving the functioning of the Board or the Society.

42.1 The presentation by a delegation shall be at a duly constituted meeting of the Board.

42.2 Notice to appear at the meeting, shall be given to the General Manager in adequate time to have the appearance placed on the agenda (at least three days prior to the meeting). In a situation where time does not permit adherence to advance notice, the General Manager shall acquaint the Board members with the problem prior to the delegation meeting with the Board.

42.3 The purpose of the delegation shall be clearly stated in the notice.

42.4 A suggested amount of time required for the presentation shall be stated and recorded on the Board agenda. The President reserves the right to limit and control the discussion.

42.5 At the time of presentation, the delegation shall confine its discussion to the purpose stated in the notice.

42.6 It is understood that the delegation shall have a spokesperson.

42.7 In discussing matters with a delegation, the President shall act as spokesperson for the Board. It must be remembered that delegations come to express problems, make suggestions and requests, and give information thereon. For this reason, individual Board members may seek only clarification of items presented by the delegation. At no time during the presentation shall any Board member voice her/his opinion thereon; nor shall he/she, by any statement, commit the Board to any specific course of action.

42.8 Except in an emergency, the Board shall table any action relative to the delegation's presentation until the next regular Board meeting. Such tabling shall be used to give individual Board members sufficient time to consider the information supplied by the delegation. If the time between the delegation's presentation and the next Board meeting is deemed insufficient for the Board members to gain the necessary information to make an informed decision, the Board may respond by delaying the decision until another specified, appropriate time.

42.9 Upon completion of the presentation, the President shall inform the delegation when the decision will be made. When a decision is reached, it will be communicated in writing to the spokesperson.

### 43. Board Member Conflict of Interest

43.1 The Board is of the firm conviction that its ability to discharge its obligations is dependent upon the confidence the members of the Society place in the Board and in its Board members.

43.2 The Board member is solely responsible for declaring himself/herself to be in possible conflict of interest.

43.2.1 The Board member shall make such declaration prior to Board or committee discussion of the subject matter which may place the Board member in conflict of interest

43.3 It shall be the responsibility of the Board member in conflict to absent him/herself from the meeting and ensure that his/her declaration and absence are properly recorded within the minutes.

## Policy 10

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### COMMITTEES OF THE BOARD

The Board has the authority to establish committees. The Board believes that a committee is a group of people appointed for a specific purpose and that committees assist in the work of the Board.

The Board believes it is important that the function of each committee and the extent of its authority be clearly defined through written terms of reference that are reviewed periodically.

The Board believes that committees may be standing or ad hoc.

The Board believes that all committees carry out their responsibilities in a manner which is consistent with the goals, objectives and principles of the Society.

The General Manager keeps the list of all Board committees as well as their membership.

Committees of the Board consist of two types:

- ♦ A standing committee is an ongoing committee of the Board and shall continue in force until terminated by a motion of the Board.
- ♦ An ad hoc or special committee is a short-term committee of the Board established for a limited purpose with a clearly defined life span.

Committees shall be established by a Board motion. The Board will appoint the Chair of the Committee. The motion shall specify the terms of reference.

All committees of the Board, unless otherwise directed, shall prepare and submit minutes or a report to the Board.

#### 44. Standing Committees

##### 44.1 The Script Committee

###### 44.1.1 Purpose

- To supervise the Passion Play script.

###### 44.1.2 Powers and Duties

- Approve the intent and use of the script.
- Approve nominal changes to the script.
- Bring requests for substantive script changes to the Board.

###### 44.1.3 Membership

- Three Board members

###### 44.1.4 Meetings

- As called by the Committee Chair.

##### 44.2 The Executive Committee

#### 44.2.1 Purpose

- To handle urgent emergent matters.

#### 44.2.2 Powers and Duties

- In emergent situations, may make decisions, to be ratified by the Board at its next regularly scheduled meeting.
- To review Audited Financial Statements and Audit Management Letter.
- To conduct the General Manager's evaluation and review compensation

#### 44.2.3 Membership

- President
- Vice-President
- Secretary
- Treasurer

#### 44.2.4 Meetings

- As called by the President.

### 45. Ad Hoc Committees

Ad hoc committees are established to assist the Board on a specific project for a specific period of time. The terms of reference for each ad hoc committee will be established at the time of formation.

### 46. Resource Personnel

The General Manager may appoint resource personnel to work with committees, and shall determine the roles, responsibilities, and reporting requirements of the resource personnel.

## Policy 11

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### BOARD REPRESENTATIVES

Board representation on outside organizations is based on the Board's need to provide and receive information on matters relating to the operation of the Board. Board representatives to outside organizations shall act on behalf of the Board on issues authorized by the Board and bring recommendations to the Board.

Board representatives, unless otherwise directed, shall prepare and submit minutes or a report to the Board. It is expected that such material will be included in the agenda package.

The General Manager may appoint resource personnel to work with representatives and shall determine roles, responsibilities and reporting requirements of resource personnel. The General Manager shall keep a list of all Board representatives.

The following committees will have Board representation:

#### 47. Canadian Badlands Ltd

- 1 Purpose
  - To liaise with Canadian Badlands Ltd
- 2 Powers and Duties
  - To attend the Annual General Meeting
  - To participate on special committees
  - To attend special events
- 3 Membership
  - One Board member
- 4 Meetings
  - As called by Canadian Badlands Tourism Ltd

#### 48. Drumheller and District Chamber of Commerce

- 48.1 Purpose
  - To liaise with the Chamber
- 48.2 Powers and Duties
  - To attend the Annual General Meeting
  - To participate on special committees
  - To attend special events
- 48.3 Membership
  - One Board member



#### 48.4 Meetings

- As called by the Drumheller and District Chamber of Commerce.

### 49. Theatre Alberta

#### 49.1 Purpose

- To liaise with the Alberta Arts Community through Theatre Alberta

#### 49.2 Powers and Duties

- Attend the annual meeting of Theatre Alberta
- To participate on special committees
- To attend special events
- To keep the Passion Play Board of Directors apprised of education opportunities/events sponsored by Theatre Alberta

#### 49.3 Membership

- One Board member

#### 49.4 Meetings

- As called by Theatre Alberta

### 50. Drumheller Ministerial Association

#### 50.1 Purpose

- Represent the Board at meetings of the Association

#### 50.2 Powers and Duties

- Attend Ministerial Association meetings
- Represent the Board's positions and interests
- Communicate to the Board the work of the Association

#### 50.3 Membership

- One Board member

#### 50.4 Meetings

- As called by the Ministerial Association

## Policy 12

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### POLICY MAKING

The Board, given the authority under the bylaws of the Society for the management of the Canadian Badlands Passion Play Society, assumes with that authority the duty for developing policy related to the framework, governance and operational management of the organization. The Board sees the development of policy statements as providing effective parameters and guidelines for action of all its members, committees and staff, and expects them to be knowledgeable of those policies that are relevant to their duties and actions.

The Board further believes that it is necessary to:

- ◆ Promote the use of a solid decision-making framework whenever and wherever possible.
- ◆ Delegate to the General Manager the necessary authority to develop procedures for implementing policy.
- ◆ Conduct evaluations relative to established policies and programs so that policies can be reviewed for revision or deletion if necessary.

#### Specifically

1. Initial suggestions for policy may emanate from the Board, Board committees, staff or the membership.
2. Each suggested policy must be given to the President or General Manager for inclusion in a Board agenda.
3. Copies of each proposed policy, policy change or amendment will be given to each Board member for consideration as an agenda item at a duly called Board meeting.
4. If committee input, or Board investigation time is required, such procedures and who shall carry it out will be specified in the minutes of the meeting.
5. Policy decisions shall be made only at Board meetings.
6. Approval of all policies shall be based on our framework statements.
7. After due consideration, the final worded policy will upon Board approval as a minute of a duly held meeting be placed into the Policy Manual by the General Manager.
8. All policies shall be coded, and date of approval indicated as part of the policy manual.
9. The minimum review dates for evaluation and review of each policy shall be fixed by Board approval.

10. The President, Vice-President and the General Manager shall be responsible for keeping the Board advised as to evaluation and feedback relative to existing policies and/or implications for new policies.
11. In the absence of existing policy, the Board may make decisions, by resolution, on matters affecting the administration, management, and operation of the Society. Such decisions carry the weight of policy until such time as specific written policy is developed.

## Policy 13

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### ROLE OF THE GENERAL MANAGER

#### Reporting Relationship

The General Manager is the Chief Executive Officer (CEO) of the Canadian Badlands Passion Play Society reporting to the President, and responsible to the Board of Directors. The General Manager has full responsibility for the day-to-day leadership and management of the organization according to the strategic direction set out by the Board and in a manner that is consistent with the constitution, bylaws and policies of the organization. The General Manager also assists the Board of Directors in its responsibilities for the governance of the organization – establishing the vision, mission, objectives and policies for the operation of the organization.

#### Responsibilities

##### 1. Leadership

- 1.1 Maintain a position of strong leadership by walking on a journey of faith and encouraging others to do the same which should be reflected in a personal life of integrity, service, positive attitude and spiritual growth.
- 1.2 Works to maintain the Society's reputation for telling "The Greatest Story Ever Told".
- 1.3 Acts as a spokesperson for the organization at all public and media related events, in addition to the President of the Board.
- 1.4 Represents the Society at community events and enhances the Society's community profile.
- 1.5 Provides effective leadership in the development of strategies, plans and priorities to achieve the goals of the organization.
- 1.6 Acts as a champion for the Canadian Badlands Passion Play.
- 1.7 Carries out the goals of the Society, as conveyed by constitution, policies, budget, annual plan and annual performance objectives.

##### 2. Financial Management and Fundraising

- 2.1 Works with staff and the Board of Directors to prepare an annual comprehensive budget.
- 2.2 Identifies and leads fundraising initiatives to secure adequate funding.
- 2.3 Researches and applies for available grants.
- 2.4 Ensures that sound bookkeeping and accounting practices are followed.
- 2.5 Approves expenditures within the authority delegated by the Board of Directors through the annual budget.
- 2.6 Provides the Board with regular reports on the revenue and expenditures of the organization.

- 2.7 Ensures that the organization complies with all legislation and regulation in regard to charity status and taxation.
3. Board Relations
    - 3.1 Reports to the Board of Directors on a monthly basis, and attends Board of Director meetings.
    - 3.2 Works collaboratively with the Board of Directors to build a strong organization that will eagerly move into the future.
    - 3.3 Keeps the Board informed on a timely basis of all significant issues affecting the Society.
    - 3.4 Gathers, interprets and articulates information to the Board about external and internal issues and community trends as they relate to enhancing the Board's capacity for effective communications, decision-making, and long term planning.
    - 3.5 Responsible for producing an Annual Report, for presentation at the Society's annual meeting.
  4. Operational Planning and Management
    - 4.1 Develops, communicates, maintains and ensures compliance with operational procedures which guide the long term operation of the organization.
    - 4.2 Develops an Annual Plan (including Budget) by October 31 of each year for approval by the Board which incorporates goals, objectives and resources for the following year.
    - 4.3 Oversees the efficient and effective day-to-day operations of the organization.
    - 4.4 Conducts official correspondence on behalf of the Board as appropriate.
    - 4.5 Researches new and innovative ways to ensure the long term success and sustainability of the organization.
    - 4.6 Manages the facilities and property so that they are well maintained.
  5. Program Management
    - 5.1 Oversees the planning, implementation and evaluation of the Canadian Badlands Passion Play.
    - 5.2 Maintains a strong working relationship with the Artistic Director.
    - 5.3 Monitors the day-to-day delivery of the programs and services offered by the organization to maintain or improve quality.
    - 5.4 Oversees the planning, implementation and evaluation of special events and projects.
    - 5.5 Oversees the effective marketing of the Canadian Badlands Passion Play.

## 6. People Leadership

- 6.1 Establishes a positive, healthy and safe working environment in accordance with all appropriate legislation, regulations and policies.
- 6.2 Manages an effective performance management process for all staff, including an annual performance review for all staff.
- 6.3 Stimulates, motivates, guides and coaches staff to contribute their maximum performance.
- 6.4 Determines and implements the staffing requirement for effective organizational management and program delivery.
- 6.5 Implements a progressive volunteer management system to ensure the successful recruitment, selection, orientation, training, and recognition of volunteers.
- 6.6 Oversees the development of a strong organizational structure and culture by ensuring that effective recruitment, selection, retention and recognition programs are in place.

## 7. Communications and Community Relations

- 7.1 Acts as an advocate for the organization and its programs in the community.
- 7.2 Promotes community awareness of the Canadian Badlands Passion Play vision and mission.
- 7.3 Responsible for the frequent and timely communications (newsletter, website, meetings, etc.) with supporters and stakeholders of the Passion Play.
- 7.4 Establishes good working relationships and collaborative arrangements with community groups, funders, the business community, churches, Drumheller Valley Ski Club, politicians and key influential individuals to help achieve the goals of the organization.
- 7.5 Seeks public speaking opportunities.

## 8. Risk Management

- 8.1 Acts as Privacy Officer for the organization and ensures that personnel, donor, and volunteer files are securely stored and privacy is maintained.
- 8.2 Identifies and evaluates the risks to the Society's stakeholders (staff, volunteers, and Board), property, finances, goodwill, and image; and implements appropriate measures to control these risks.
- 8.3 Ensures that all legal and insurance requirements are in place.

**Policy 13 – Appendix**

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**PERFORMANCE EVALUATION PROCESS**

The Executive Committee of the Canadian Badlands Passion Play Society evaluates the General Manager with input from the Board of Directors and appropriate stakeholder groups. This evaluation will be carried out on an annual basis, and will include setting objectives for the following year. The General Manager will participate in the performance evaluation process.