



Policy Manual

Sovereign Lake Nordic Club

revised 2015

1.0 Board of Directors' Responsibilities

12 March 2007	Policy created
9 February 2009	Policy revised
20 October 2010	Policy Revised
27 May 2013	Policy Revised
03 October 2015	Policy Reaffirmed

Preamble

The fundamental responsibility of the Board of Directors is to advance the mission and objectives of the club. The responsibilities of the Directors include assisting in the development, approval, implementation, and monitoring of the organization's strategic plan and budget.

Policy

Directors shall perform their duties, including committee duties, in good faith in a manner that he/she believes to be in the best interests of the Society and with such care, diligence and skill as an ordinary prudent person in a like position would use under similar circumstances.

Procedures:

In general, the responsibilities of Directors include:

- Identifying principal risks of the organization's operations and ensuring that appropriate systems are in place to manage these risks.
- Hire, monitor and evaluate the performance of the General Manager.
- Ensure ethical behaviour of the organization and compliance with all the laws and regulations.
- Ensure accuracy of financial information; ensure compliance with all accounting and audit principles; approve and monitor annual budgets.
- Establish appropriate governance structures to ensure efficient and prudent stewardship of the organization and assess the boards' own effectiveness.
- Review and decide on non-budgetary transactions that are not in the ordinary course of business.
- Participate as appropriate on board committees/task forces that may be established from time to time.

In general, it is expected that:

1. Directors' contribution to discussions and decision-making shall be positive and constructive.
2. Directors' interaction in meetings shall be courteous, respectful and free of animosity.
3. Directors' will support the Club's mission, vision and mandate.
4. Directors will abide by and support decisions of the Board made by majority vote.
5. Directors shall be prepared for meetings, having read pre-circulated material in advance of the meeting.
6. Directors shall conduct themselves in an ethical and professional manner.
7. Directors shall bring credibility and goodwill to the organization.
8. Directors will respect the confidentiality of the decisions and deliberations of the Board and only communicate those decisions and deliberations through agreed upon time lines and channels.
9. All internal documents are considered to be the property of the Society and the Directors should approve requests for this information. The Provincial Information and Privacy Act shall govern all requests for information.
10. Directors shall acknowledge that they do not have individual authority to influence the organization, other Directors or staff.
11. Directors shall disclose a conflict of interest if decisions being deliberated at the Board table directly or indirectly benefit themselves, their family or friends. If such a conflict of interest does exist, the Director involved will be asked to step away from the deliberations and decision making until the matter is decided.

1.1 Board of Directors' Meetings

12 March 2007	Policy Created
9 February 2009	Policy reaffirmed
20 October 2010	Policy Revised
28 October 2013	Policy Revised
03 October 2015	Policy Reaffirmed

Preamble

The Board of Directors will meet regularly to ensure the business of the Society and the Sovereign Lake Nordic Club (SLNC) is attended to in a timely fashion.

Policy

The Board of Directors for the SLNC will meet regularly, on a predetermined schedule. The expectation exists that all Directors will attend the monthly meetings except when unforeseen circumstances arise.

Procedures:

- Board Meetings will be held monthly, on a predetermined schedule.
- Agendas for the meetings will be circulated no less than a week in advance
- Directors who do not attend monthly meetings for three months consecutively without prior notice to the Board could be asked to resign in order that the position is filled with an individual who is able to contribute more significantly to the organization.
- Special committees may be struck when the Board considers it appropriate, and may give committees powers as it sees fit. Each committee must have at least one director from the Board and other members may be solicited from the community according to skills and abilities required for the operation of that committee. The designated Board Director will be required to report progress, updates and resolutions from that committee.
- The Board of Directors will provide terms of reference for each committee.

2.0 Financial and Accounting Policy

12 March 2007	Policy created
9 February 2009	Policy revised
20 October 2010	Policy Revised
03 October 2015	Policy Revised

Preamble

The SLNC believes in the principle of sound financial management in order to operate the Sovereign Lake Nordic Club, to develop and run programs that encourage Nordic skiing for all age groups, and to raise the profile of the sport of cross country skiing. The Club also believes in the principle of living within our means and ensuring that all financial decisions leave the club without debt.

Policy

The Board is committed to operating in a fiscally responsible manner and ensuring that all financial decisions they make will leave the SLNC debt free. A system of financial planning and management will be maintained to ensure that financial resources are appropriately budgeted, accounted for, and reported out to the membership to enable and support the realization of the Club's strategic goals and operational objectives.

Procedures:

Accounting Practices

The Society will follow Generally Accepted Accounting Principles (GAAP) and keep financial records in accordance to the Society Act and the Park Use Permit. Books of account will be kept in such a way to provide detailed analysis of the Society's business.

The Treasurer oversees finances and accounting along with the Finance Committee usually comprised of two to three Board members.

Financial Reporting

The Treasurer will work with the Accountant and the Club Manager to produce monthly reports, which will allow the Board, and the staff to ensure the organization is operating effectively. These reports are to include, but not limited to, the following:

1. Income and Expense Statement,
2. Balance Sheet and Performance Measures

Upon written request the Board will make financial Reports available for viewing.

Budgets and Expenditures

The Board will have an annual budgeting process and the board prior to the start of the fiscal year will approve all budgets.

Planned capital expenditures are included in the budget.

No single expenditure outside of the approved budget greater than \$500.00 can be made without board approval unless outlined in the procedures below.

Exceptions to Board Approval Policy:

1. Payroll Cheques
2. Payment to CCBC for membership dues
3. Repairs to equipment deemed necessary for the continued operations.

Individual expenditures of greater than \$1000.00 will require estimates from 3 different vendors where practical. Final selection will be made jointly with the Club Manager and the Finance Committee.

The GM and the appropriate board members approve cheques with two signatures on each cheque. The invoice is attached to the cheques and reviewed upon signing. The GM codes the expenses and monitors spending as per approved budget

1. SLNC shall have a strategy to generate sufficient cash flow to replace capital assets based on their useful operating life/cycle.
2. SLNC shall have an expense claim, purchasing and cash management procedure in the staff manual.
3. Assets purchased greater than \$750 are capitalized on the balance sheet.
4. The GM has a \$500 spending limit and must obtain Board approval on larger amounts. The exception to this are regularly purchased items such as fuel, merchandise, food etc. that are within the budget limits.
5. The GM or the appropriate Board members approve cheques with two signatures on each cheque. The invoice is attached to the cheques and reviewed upon signing. The GM codes the expenses and monitors spending as per approved Budget.
6. A yearly Notice to Reader Year End statements are prepared by an outside accounting firm. The Board approves their appointment.

Travel and expenses

Legitimate costs incurred in the performance of SLNC business will be borne by the Club in accordance with the expense claim procedure as written in the staff manual. Approval must be sought ahead of time from appropriate authority.

The standard of travel and accommodation is deemed to be reasonable and not extravagant.

3.0 Strategic Planning Policy

12 March 2007	Policy created
16 October 2008	Policy revised
20 October 2010	Policy revised
15 July 2014	Policy revised
03 October 2015	Policy Revised

Preamble

The Board of Directors believes that long and short range planning is necessary to keep our organization focused and moving in a positive direction. It is, therefore, incumbent upon the Board to create both long and short range planning documents to guide the work of the organization.

Policy

The Board of Directors is committed to working with the membership to develop a 5 Year Strategic Plan to guide the decisions and resource allocation of the Board. The Strategic Plan will describe the mission and goals of the club, will identify focal issues to be addressed for the duration of the plan, and will be used to guide major decisions and directions of the clubs activities.

Procedures:

Strategic Plan Development

A strategic plan will be developed when the board and staff feel necessary, or every 5 years. The Strategic plan will be developed over a ski season and will include extensive consultation with club members on issues and priorities. The plan will be reviewed annually by the Board.

Periodic Member and Day Skier Surveys

1. A membership survey will be given periodically to gain feedback on club communication, activities and direction and quality of service.
2. A day use customer survey will be conducted periodically to gain feedback on quality of service.

Annual Review

Staff and board will review progress on the strategic plan annually.

AGM

The Board will provide an update at the AGM on progress and issues arising out of the Strategic plan reviews.

3.1 Human Resources Policy

26 October 2015 **new**

PREAMBLE:

Sovereign Lake Nordic Club is committed to ensuring fair and equitable practices in managing their employees at all levels. These practices include providing clarity to the employees through consistent language, well-written job descriptions, a comprehensive staff procedure manual and thoughtful job performance evaluation processes.

POLICY:

Every employee, manager and Director shares the responsibility for encouraging a positive and productive work environment.

Human Resources Committee:

The Board of Directors shall establish a Human Resources Committee comprised of 3 Board members, which will deal with matters such as hiring and dismissal, performance management, staff development and training amongst other things. The Committee shall meet regularly and report to the Board monthly.

Staffing

There are 3 levels of staff:

Level 1 - General Manager

Level 2 - full-time year-round and full-time seasonal staff as designated by the HR Committee (eg: Head Coach, outside lead, inside lead, head groomer etc)

Level 3- part-time seasonal (eg: front counter staff, instructors, part-time groomers)

Hiring and Dismissal

The Board of Directors shall determine Hiring and dismissal of the General Manager on recommendation from the Human Resources Committee.

Hiring and dismissal of all Level 2 staff shall be determined by the General Manager on recommendation of a selection committee comprised of the General Manager and a minimum of 1 board member designated by the HR Committee.

Hiring and dismissal of Level 3 staff shall be determined by the General Manager with assistance as appropriate by the inside lead, outside lead or HR Committee. Routine dismissal shall be determined by the GM. Non-routine dismissal shall be done in consultation with the HR Committee.

Performance Management

The Human Resources Committee and General Manager shall establish a performance management system for all staff consisting of regular setting of priorities (targets) and periodic assessment of performance. All seasonal staff shall have an exit interview at the end of their contract period.

General Manager

The General Manager shall report to the HR committee who shall be responsible for day-to-day supervision, setting priorities and quarterly assessment of performance.

Program Manager/Head Coach

The Program Manager/Head Coach shall report on a day-to-day basis to the General Manager. A committee comprised of the General Manager and the Programs Director shall be responsible for setting priorities and quarterly assessment of performance.

Other Staff

The General Manager shall oversee day-to-day supervision and performance management of all other staff. The General Manager shall report to the HR Committee on the performance assessments of all designated Level 2 staff.

3.2 Standards of Conduct Policy

03 October 2015

Preamble:

This policy outlines standards of conduct for staff and all Board members within the SLNC. These standards satisfy the expectations of employees and management for a Code of Professional behaviour that's common to all staff and Board that conducts our business with all interested parties.

Policy:

At all times employees are to

- treat our members, customers and other employees with respect and dignity and
- maintain a working environment that is free from discrimination or harassment.
- support the role of management and consistently demonstrate alignment to organizational decisions
- respect confidentiality of information specifically ensuring that all member information is maintained confidential to the organization.
- treat all our partners, associates and service suppliers with respect
- follow the guidelines set out in the conflict of interest policy

At all times employees are expected to demonstrate the following attributes

- Initiative
- Willingness to learn
- Willingness to follow directions
- Honesty
- Dependability.
- Enthusiasm.

- Loyalty.
- Punctuality.

3.3 Conflict of Interest Policy

03 October 2015 Revised

Preamble:

The purpose of this policy is to assist SLNC staff and Board members in recognizing and managing any conflicts between their private interests and their duties to SLNC; to facilitate ethical decision making within our organization; and promote member's confidence in the integrity of the club.

Policy

SLNC defines Conflict of Interest when a club member, staff or Board member's private affairs or financial interest's are in conflict, or could result in the perception of conflict, with the club's duties or responsibilities in such a way that:

- The member's ability to act in the club's interest could be impaired; or
- The member's actions or conduct could be seen to undermine or compromise the well being of the club; or
- The trust the club places on the staff or the Board members could be compromised.

Procedures

SLNC employees and Board members shall

- Perform their official duties in the SLNC's interest in a manner that is not biased or improperly impaired by private interests.
- Not hire a family member.
- Not assist persons or organizations in their dealings with the SLNC where this would result in preferential treatment; and
- Comply with this Policy and its measures, specifically the provisions of subsection 121 (1) of the Criminal Code of Canada that deal with soliciting or accepting economic benefits, as a condition of employment or serving on the Board of Directors of SLNC.

SLNC Board shall

- Provide for the implementation of this Policy through transparent procedures that support employees and Board members in identifying, avoiding and resolving conflict of interest situations efficiently and effectively.

4.0 Communication Policy

12 March 2007	Policy created
9 February 2009	Policy reaffirmed
20 October 2010	Policy revised
03 October 2015	Policy revised

Preamble

The SLNC Board recognizes that they have been elected by the membership to work on their behalf and it is incumbent upon them to communicate with the membership and the community at large, in a timely fashion.

Policy

The SLNC Board is committed to the principle of open, two-way communication between members and the Board.

Procedures:

Minutes

It is the secretary's responsibility to ensure effective minutes from the Board Meetings are taken. If the Secretary is not present, the Chairperson can appoint another director.

The minutes are to be circulated to the Board prior to the next Board Meeting.

Board Meeting minutes from the previous meeting are to be approved at the current Board meeting. The minutes are then to be submitted for posting on the website within 7 days of approval and made available in the lodge upon request by members.

In Camera Meetings

It is the discretion of the Board Chair to determine whether or not a portion of the meeting be identified as an *in camera* session. There will be an opportunity for an *in camera* session at all Board meetings. A separate agenda for *in camera* sessions will be prepared and the circulation restricted to the participants of the *in camera* session. Matters that will generally be dealt with in an *in camera* session include, but are not limited to:

1. Assessing, rewarding, or disciplining individuals;

2. Discussions and dealings with other entities or persons where the information being discussed may compromise the relationship of the Club with them or its relationship with its stakeholders;
3. Labour relations or human resources issues;
4. Financial, personnel, contractual and/or other matters for which a decision must be made in which premature disclosure would be prejudicial;
5. Matters related to civil or criminal proceedings
6. Personal health information related to an individual

Website, Social Media and E-Blasts

The primary method of communications with members and the public will be through the club website, Facebook and Twitter postings and E-Blasts. E-Blasts will be distributed by email to all registered club members and will be produced approximately 5 times over the operating period of September –March.

Staff will update the website and Facebook page daily during the operating season. The communications committee of the Board will work with staff and be responsible for content and preparation of the monthly E-Blasts.

20 October 2010
03 October 2015

new
revised

Preamble

The SLNC Board Recognizes that they have been elected by the membership to, among other duties, hire and supervise a general manager who in turn hires and supervises the operational staff. This policy is designed to help all the Board members and staff to understand the appropriate protocol for communication.

Policy

The SLNC Board is committed to the principle of open two-way communication between employees and the Board. They are also committed to respecting the appropriate chain of command between the Board, the general manager, and the employees and so understand that all staff/board communication must go through the manager.

Procedure

1. Board of Directors will communicate all operational suggestions directly to the manager.
2. Staff will communicate policy issues through the manager that will be forwarded to the Board in a timely fashion.
3. . To ensure good internal communications, best efforts will be made to have select board members attend a minimum of 2 staff meetings per season (at season start and season end). Staff also have the ability to request meeting with the Board through the manager on any issues of concern.
4. Staff and Board members may be asked to work together on committees. In these situations it is expected that both will communicate within the spectrum of the project they are working on.
5. A critical component of the internal communication process is personal communication between the club manager and the operational staff. The manager is responsible for ensuring that his/her staff hear of news affecting the SLNC community directly from them in a timely manner. This will be affected through a combination of regular staff meetings to share information and ad hoc meetings whenever the occasion warrants. In cases where specific news or situation may affect a particular individual, the club manager is responsible for initiating a dialogue with that individual as soon as the manager becomes aware of the news or situation.

5.0 Risk Management

15 January 2006 Policy Created

20 October 2010 Policy revised

03 October 2015 Revisited

Preamble

SLNC recognizes that there are risks inherent in the operation of the organization and in the sport of cross-country skiing.

Policy

SLNC is committed to minimizing risks to the organization, its members, and participants by being proactive in identifying, measuring, and controlling actual and potential risks. **Definition:** *For the purpose of this policy, risk is defined as any condition or circumstance that may result in injury, damage or loss to either individuals or organizations.*

Procedures:

1. Club operations are designed to:
 - i) Prevent or limit injury to participants, volunteers, and staff
 - ii) Help protect SLNC and its volunteers and staff against liabilities
 - iii) Reduce the cost of insurance
 - iv) Improve the services provided to SLNC's customers
 - v) Practice sound business management
 - vi) Enhance SLNC's image and reputation
2. Prudent measures must be taken to identify, measure and control both predictable and unforeseen risks
3. Risk control strategies and procedures must be reasonable, and must protect SLNC from accusations of negligence by establishing a "standard of care" that is defined by written or published standards, unwritten or unpublished standards (e.g. Typical practices within the Canadian sport system or industry) established precedent (e.g. case law) and common sense.
4. The Club Manager is assigned the specific responsibility for implementing a Risk Management Plan that will give force to this policy within SLNC's operations.

5. The Club Manager will also be charged with the responsibility of taking a proactive and focused effort to ensure that all activities or events are evaluated for essentiality and for associated risks. If an activity is deemed necessary and it is assessed that insurance is an appropriate control measure for risks associated with the activity, action must be taken to ensure that insurance coverage is in place.
6. The Club Manager is responsible for all administration related to the maintenance of current and effective coverage through the Cross Country BC insurance policy. The Club manager will communicate with CCBC regarding insurance matters.
7. The Club Manager will keep the Board informed of incidents, practices or situations that are likely to lead to risk.

5.1 Coaching Standard

13 October 2005 Policy created
16 October 2008 Policy reaffirmed
20 October 2010 Policy revised
03 October 2015 Policy revised

Policy

The Head Coach shall have, or be capable of achieving, Competitions Coaching Development (CCD) certification. This is a requirement for coach grant funding. All volunteer coaches and instructors working within the Skier Development Program or the Ski School Program must meet Cross Country BC or CANSI's requirements for coaching.

Procedures:

The Club will pay fees for coaching certification for both paid and volunteer coaches with prior approval of the programs committee.

5.2 Biathlon Range Usage

10 November 2005 Policy created
20 October 2010 Policy revised
03 October 2015 Policy revised

Preamble

We strive to promote Nordic activities in a fun, safe manner including Biathlon, which needs special consideration due to the nature of the sport.

Policy

SLNC expects all members to act in accordance with International Biathlon Union, federal, provincial, and municipal laws and regulations and in accordance with The SLNC biathlon range policy and procedure.

Procedure:

Refer to SLNC biathlon range policy and procedure document as seen on the club website.

5.3 Health and Safety

15 November 2007 Policy Created
9 February 2009 Policy reaffirmed
20 October 2010 Policy revised
03 October 2015 Policy revised

Preamble

SLNC will operate in a manner that protects its workers, members and guests while respecting our environment. SLNC believes that the health and safety of our employees, members and guests is our primary objective and everyone involved with the club shares the responsibility.

Policy

SLNC will maintain a safety program that will follow the program outlined in the Health and Safety Manual found in the Club Risk Management document.

Procedures:

The Sovereign Lake Nordic Club will:

- Meet or exceed regulatory requirements,
- Orient all employees via staff manual and training so they understand their safety responsibilities,
- Create an environment that provides our employees with the knowledge to work safely and provide a safe Nordic skiing experience for our members and guest,
- Encourage members and guests take responsibility for their personal safety and the safety of others,
- Be reviewed annually and implement corrective actions necessary to continually improve SLNC's safety performance.
- The Staff are to report any safety concern to the Manager or supervisor.
- Manager will implement on-snow emergency response training scenario at regular intervals for staff.
- All staff will be trained and certified in motorized equipment usage.
- Staff have the right to refuse unsafe work or unsafe work practices.

Club Manager will be responsible for developing and maintaining an Emergency Response Plan (ERP), and making it readily available to staff, ensuring that staff adhere to the ERP. The ERP will describe the procedures that staff must follow in the event of an emergency, and will include a regular inspection procedure to ensure the maintenance of emergency equipment and the safety of SLNC facilities.

5.4 Dog Policy

12 January 2009	Policy Created
20 October 2010	Policy Revised
10 April 2013	Policy Revised
03 October 2015	Policy reaffirmed

Preamble

The Sovereign Lake Nordic Club (SLNC) understands some individuals wish to ski with their dogs and also accepts that some individuals feel threatened by dogs. This policy attempts to find a fair balance between the interests of both.

Note: In this policy, “owner” refers to the person in charge of the dog while at SLN Centre.

All dog owners using the SLN Centre Dog Trail are required to be aware of this policy. All members, whether dog owners or not, should be familiar with the policy to support enforcement.

Purpose:

The purpose of this policy is:

1. To make users of SLN Centre aware of what they can expect in matters related to dogs.
2. To promote responsible use of the trails and facilities by skiers with dogs.
3. To limit SLNC liability arising from incidents involving dogs
4. To encourage mutual respect between those people who ski with their dogs and those who do not.
5. To prescribe areas where dogs are permitted and to allow for flexibility to accommodate specific events which may take place at SLN Centre
6. To outline procedures for responding to incidents regarding dog and owner behaviour.

Policy:

SLNC encourages dog owners to include their dogs in the Nordic ski experience in designated areas only and in a manner that will not interrupt the enjoyment or safety of others skiers.

Procedure:

Dog Permitted Areas:

Dogs are permitted in the following areas, under the full control of their owners:

The Montezuma complex (Montezuma, Montezuma Revenge and White Elephant) all known as the Zuma's, are to be used as the SLNC Dog Trails.

The route to the Zuma's is from the lower parking lot next to the sliding hill, directly to the stadium and under the bridge, keeping to the edge of the stadium and then into Montezuma.

Individuals who use the Zuma's should be prepared to meet dogs at any time.

Dogs are not allowed in the general stadium area or on any other SLN Centre trails used by skiers or snowshoers.

Gold Mountain is closed to dogs.

Complaint of a dog bite or aggressive behaviour:

If a dog bites a human or another dog or displays aggressive behaviour while at SLN Centre, the owner of the dog will be contacted immediately by SLNC staff or a member of the SLNC Board. In the interest of safety, the dog's trail privileges will be withdrawn immediately or it must wear a muzzle at all times.

If an owner wishes to appeal any of the above sanctions or policies, they may contact the SLNC Board.

Conditions for the use of the Sovereign Lake Dog Trails:

1. There is a fee of \$5.00 per day or a \$50.00 season pass for each dog. The pass is non-transferable.
2. The owner must bring a full-body photograph of the dog when purchasing a season's pass and when purchasing the first day pass.
3. At the time of the initial Dog Season Pass purchase and the initial Day Pass purchase, the owner will sign that he/she has read the Dog Trail Policy and agrees to follow the Conditions and the stated Code of Conduct. This agreement will be kept on file with the dog identification data at SLNC.
4. Owners who refuse to comply with the Conditions and Code of Conduct may have their passes and/or dog passes revoked and they may be banned from further use of SLN Centre facilities.
5. Maximum of one dog per skier.
6. All dogs must have a SLNC issued display attached to the neck or harness. This display will have a unique number that is registered with SLN Centre and be easily seen.
7. Dogs must be leashed at all times. The leash length must be not be longer than 3 metres and the leash/skijor line must be secured to the skier and not hand-held. Retractable leashes are not allowed.
8. Dogs must not be secured or left unattended close to public traffic areas.
9. Dogs are not permitted inside the Lodge, Old Warming Hut or Technical building but other SLN Centre buildings may have dogs allowed with the approval of the General Manager.

Dog Owner Code of Conduct

1. Owners are fully responsible for their dogs. Where an incident involving a dog takes place, the owner is responsible.
2. Aggressive behaviour towards humans or other dogs (e.g. charging, growling, snapping, and jumping on people or other dogs) is unacceptable.
3. The owner is responsible for ensuring he/she has adequate skiing ability to stay in

control of their dog at all times.

- 4.
5. The owners must clean up after their dog and dispose of the waste in the available receptacles.
6. Report all unsafe practices to the office immediately.
7. To respect the space of other individuals and to keep your dog away from children at all times. This is especially important on Saturday mornings when the Stadium and adjacent trails have high volumes of children.
8. Pass other skiers with or without dogs slowly and with plenty of warning.

There is an expectation that owners who bring their dogs to SLN Centre will take responsibility for policing the dog trail and speaking to others who are not complying, as well as reporting situations to the office.

5.5 Criteria for allowing outside instruction/coaching or commercial service within the SLNC Permit Area

March 2013	Policy Created
October 2015	Under Review

Preamble:

The Sovereign Lake Nordic Club has been granted exclusive rights by BC Parks to charge fees and operate programs within our permit area (as defined in the Park Use Permit) and as approved in Annual Operating Plan.

Policy:

SLNC recognizes that large group visits are important to achieving our goals as a club and that sometimes these groups do travel with their local ski pros. SLNC will consider activities such as coaching/instruction or commercial service providing they meet criteria required of their grouping and are viewed in the best interest of SLNC by the Board and Management.

Group A includes the following:

1. CCC Sanctioned Clubs, who travel to our facility, to offer programs to their members.
2. Educational Groups traveling from out of area with their own instructors and students.
3. Groups with full time/full season coaches traveling for variety or snow.

SLNC generally grants access to these groups conditional to the following criteria.

1. These groups must allow SLNC first right of refusal on additional coaching/instructional needs.
2. These groups must not compete with core products offered by SLNC.

Group B includes the following:

1. Commercial Tours from out of town.
2. Commercial Products complimentary to SLNC vision
3. Not-For-Profit products complimentary to the SLNC vision

SLNC considers contract use of our facility to Group B conditional to the following criteria.

1. \$10 million 3rdparty liability insurance naming Sovereign and all other required partners.
2. Non-competitive with existing core products/services.
 - a. Contracted product must not detract or compete directly with our core product/programs
 - b. Contracted product must not create market confusion.
 - c. Contracted product must not compete for staffing resources
3. Congruent to current MOU between BC Parks and Resort Division Branch of FLNR.
4. Work Safe BC registration and coverage for all employees.
5. Function under SLNC code of conduct for employees/contractors.
6. Discretion of the SLNC board/management.
7. Written contract stating terms and fees.

Instructional programs, coaching or commercial enterprises, which do not fit the above criteria, are not permissible within SLNC's permit area; as stated in our exclusive commercial BC Parks Use Permit.