



BOARD OF DIRECTORS MEETING

November 28, 2016

Location and time: SilverRock Offices 18:30

Attendees: E. Ariano, S. Clarke, S. Ecclestone, R. Madden, P. Pearce, B. Sandilands, B. Ree, B. Wills, M. Wolfe

General Manager: T. Hudson

Call to order at 18:40.

1. Approval of agenda and Minutes of Last Meeting

Minutes of Oct 25, 2016 meeting were approved unanimously.

2. Treasurers Report

S. Ecclestone tabled and presented highlights of Treasurers Report dated November 28, 2016. Copies available on request.

3. General Manager Report

T. Hudson tabled and presented highlights of General Managers report dated November 28, 2016. Copy available on request.

4. Programs Update

Chair and Board members gave an update on some recent correspondence and activities of the new Programs Committee. GM confirmed that PC is getting on track with many positive initiatives. The GM also confirmed that the SDP Coordinator MJ Gagnon will now attend all PC

meetings. In accordance with the SDP Staffing Plan, the SDP Coordinator will work as part of a team with the PC and Club Coach and be a key player in program delivery.

A meeting of 3 PC members and 3 Board members has been scheduled for week of Nov 28 to ensure a continuing positive dialogue between the Board and the PC with respect to mandates and expectations. The Program Committee is a committee of the Club and, as such, requires an approved Terms of Reference. As with all other Club committees, the PC is appointed by and is accountable to the Board.

A copy of SLNC's approved Program Staffing Model was distributed. The Board confirmed that this document is to reside on the Corporate Drive as the approved HR Program Staffing Structure for the club. The issues underlying the 2016 programs restructuring (including the continued need for evidence-based analysis of program metrics, costs and needs) were reviewed.

5. Lodge Committee Update

B. Ree gave an update on activities relating to the new lodge funding including his recent meeting with the MLA Eric Foster. Next steps are to prepare materials for a joint discussion with the Minister of the Environment. It was suggested that it may be advantageous for the club to examine options for a scaled down version of the lodge to improve chances of Provincial funding.

Organization and involvement of club members, including members of the the former Lodge Committee was discussed. Brent and Rob Madden will work to identify key individuals within the club who have expertise that may assist in advancing this file.

6. Committees

Due to time constraints an abbreviated discussion on committee assignments and activities was done. Short term priorities are Competitions (December Nor AM) and year-start Club Communications. Committee work will be a standing agenda item for December. Bring Forward for future discussion:

- Capacity and succession issues for competitions and operations.
- Communications.

7. BC Club Challenge

Chair discussed recent discussion with CCBC regarding SLNC participation in the CCBC Club Challenge fundraiser. Resolved that SLNC will do more to support CCBC initiatives including highlighting the Club Challenge in the December eblast. This initiative will also be brought to the attention of the Programs Committee fundraising contact. Deadline is December 15.

8. Fat Bikes

Website references to fat bike demos and correspondence from club members re fat bikes was reviewed. It was confirmed that any discussion of Fat Bikes on SLNC trails needed to be done with the club membership as a whole. Issues of where, when and why fat bikes needed to be addressed in the strategic plan review prior to any move to integrate fat bikes into SLNC trail use. In addition to consultation with the membership, a review of Fat Bikes policy at other nordic ski areas should be part of any business case for Fat Bikes. Until such time as club members are consulted and a policy developed, any reference to Fat Bikes should be curtailed for the remainder of the 2016-17 season.

9. Credit Card

Our current credit/debit card is posing difficulties with a variety of on-line suppliers, particularly those requiring monthly payments for services (eg:communications platforms). This has resulted in staff having to use personal credit cards for purchases and seeking monthly reimbursement. This practice is a burden on staff, poses accountability risks and is administratively inefficient. Resolved that the Finance Committee will look into acquisition of a corporate (pre-paid?) credit card which will be more suitable for use with Canadian and US suppliers. As part of this the Finance Committee and GM will develop appropriate financial control and accountability procedures. To be revisited.

Next Meeting

As a result of the holiday season the December Board meeting will be postponed until Wed Jan 4, 2017 - Location: Sandra Ecclestone residence. .



Skill Development Program Staffing Model

Following an analysis of program needs and a period of consultation with Club members, the SLNC has adopted a new program staffing model. This model includes a Club Coach who would be employed full-time for the seven month core training season of September to early April and part-time at other times of the year.

This model meets athletes needs by providing the same level of year-round training hours that they currently receive. It also meets the Club's goal of concentrating salary resources when they are needed the most and increasing the club's capacity to deliver programs during the core season of September to March.

Staffing Model:

Program Committee:

A renewed Programs Committee comprised of parents, volunteer coaches, the General Manager and one Board member will oversee program delivery. Within the resources allocated to programs by the Board and the General Manager the committee will set program priorities and establish deliverables and accountability mechanisms. Program staff, including the Club Coach and the Skill Development Program Coordinator, will be employees of the Sovereign Lake Nordic Club will report to the General Manager.

Skill Development Program Coordinator

A part-time Skill Development Program Coordinator position will be established and built in to the SLNC seasonal staffing plan. This individual will be responsible for the functions of SDP administration, coordination, communication, marketing and special projects. This position will be part-time from after Labour Day to March 31. Hours devoted to SDP coordination will vary across the fall and winter season depending on priorities and tasks established by the Program Committee and the General Manager.

Club Coach

A position of Club Coach will be established. The Club Coach will be responsible for oversight and delivery of athlete and volunteer coach training. The Club Coach position will be full-time for the core season of September to early April and part-time for the spring and summer season.

During the spring and summer season (May 15 - Labour Day) the club coach will be responsible solely for overseeing the training of athletes that have opted for a year-round training program. This includes athletes at the Training-to-Train (T2T) and Learning-to-Compete (L2C) stages of

development (12-19 yr olds). During the fall and winter season the club coach will continue to deliver dryland and on-snow training for T2T/ L2C athletes and, together with the SDP Coordinator, will oversee volunteer coach training and development.

The employment period and weekly hours for the Club Coach will be as follows:

May 15 to Labour Day

- responsible for T2T/L2C dryland training only
- part-time position: 3 sessions - 12 hrs/week
- any additional hours for special events will be approved in advance by the General Manager and will be compensated on an hourly basis.

Labour Day to 2 weeks following the end of National Championships (average 1st week of April)

- Labour Day to Dec 1
 - Full-time (40 hrs/week)*
 - continued dryland training for T2T and L2C athletes (3 sessions/week)
 - oversee start-up of Track Attack program and Tuesday “Club Night”
 - deliver dryland training sessions for volunteer coaches
 - coach will work as part of a 2-person team with the part-time SDP Coordinator
 - involved in program preparations as assigned by the Program Committee and other duties as assigned by the General Manager

* It is recognized that coaching duties from September to November do not constitute a full-time position. As such the Club Coach will be involved in other operational tasks during this period. The General Manager and Club Coach will develop a work schedule and deliverables that reflect this reality.

- Dec 1 to 2 weeks following the end of National Championships.
 - full-time (40 hrs/week)*
 - primarily responsible for training of T2T and L2C athletes 3-4 sessions/week.
 - together with SDP coordinator will oversee volunteer coach recruitment and training
 - Nov-Dec deliver on-snow training sessions for volunteer coaches
 - the full-time employment period will extend to 2 weeks (80 hours) after the conclusion of National Championships to provide for compensating time off, athlete and coach debriefings, culminating activities and planning. In an average year this would encompass the first week of April.

*it is recognized that working hours vary from week to week especially during the core racing season of January-March where extended days may be required during race weekends. To the extent possible, working hours during this period will be scheduled and managed by the General Manager and the Club Coach to ensure that hours are balanced within any 2-week pay period and that any compensating time for excess hours is provided throughout the course of the November-March period.