

**Sovereign Lake Nordic Club**  
**Board of Directors Meeting**  
**January 24, 2023 (held in downtown Vernon)**



**MINUTES**

Meeting chaired by Cyndy Flores

Call to order: 6:04 PM

Present: Cyndy Flores, Hugh Seaton, Tara Fulop, Marshall Moleschi, Bill Miller, Dren Maloku, Dave Dennier, Malcolm Devine, Sue Cairns, Sabre Cherkowski, Troy Hudson

Regrets: -

Guests: Hugh Hamilton

**1. Approval of Agenda**

Agenda approved.

**2. Approval of Minutes of Previous Meeting (December 20, 2022)**

Minutes approved.

**3. Review of Actions**

#	Action	Current Status
2022-11.2	Troy to call meeting between all program staff and finance committee representatives to review policy for expenditures by December 15 <sup>th</sup> .	<u>Complete</u> . Meeting held to review spending policy and procedures. Meeting also included planning for future budget and expenditures.
2022-11.5	Troy to complete Operations Handbook by the March board meeting and will provide status updates in January, February and March.	Ongoing. Handbook being worked on and will also include operations calendar.
2022-12.1	Dave to obtain copies of all approved Terms of Reference, upload to shared drive and send to Troy for posting on the SLNC Web Page.	<u>Complete</u> . Now posted on SLNC web page.
2022-12.2	Marshall to share integrated event calendar with Board by December 31, 2022.	<u>Complete</u> .

**4. Finance Report**

Hugh walked through the 7-month variance report. The projected year end surplus is below target as lower expenditures on payroll and maintenance costs have not been enough to offset higher fuel prices and lower than expected season pass and program sales. Day pass sales were noted to be higher than planned. Actions are being undertaken to curtail spending and add sources of revenue to reduce the shortfall.

Hugh also presented a draft of a comprehensive 5-year capital plan. Dave suggested that, although environmental sustainability work is only in the benchmarking phase, a capital amount should be allocated to cover sustainability-related projects.

## **5. Terms of Reference**

Terms of reference for the Fund Development committee were presented.

Motion: That the board approve the terms of reference for Fund Development. **Motion approved.**

These terms will be added to the set of other terms of reference on the website. The Elections committee, which has no chair at present (but will be addressed by the Governance Committee in line with election timing) is the only committee with outstanding terms of reference.

## **6. Committee Plans**

Since the last board meeting, each committee was tasked with developing a forward-looking plan to outline their vision, mission, goals, and key performance indicators (KPIs) for the next 1 to 2 years. The overall intent is to ensure each committee is planning strategically and has established relevant KPIs that support the advancement of the new SLNC strategic plan as a whole. The chair of each committee presented their strategic plans to the board members.

### **6.1 Governance Committee Plan**

Cyndy presented the plan for the Governance committee. The plan is intended to move the club forward for members and staff and includes formulating methods for reviewing and updating policies and procedures, succession planning, and advancing the club's overall strategic plan. Troy suggested that the operations manager's role should also be included in succession planning.

### **6.2 Programs Committee Plan**

Due to seasonal timing of program activities, the plan for this committee is to be completed by the end of March. Sue explained that the strategy is presently under development, and there is increased strategic planning awareness amongst committee members (e.g., they are already leading to identification of opportunities and risks to address in the strategy). It was suggested that this committee's strategy should have a clear tie-in with the Events committee. Input is also needed from lead volunteers to round out the strategy.

### **6.3 Human Resources Committee Plan**

Marshall presented the HR committee plan. For the upcoming year the focus will be on policies to (a) ensure they comply with legislative requirements, and (b) ensure that there are procedures for managing conflicts and that there is an appeal process to cover situations where policies do not resolve related issues.

### **6.4 Finance Committee Plan**

Hugh S. presented the Finance committee plan. The plan focuses on rigorous analysis and long-term planning, diversification of revenue streams, and ensuring sound financial management. It was suggested that the committee consider targets for some of the suggested KPIs rather than have them be calculated after the fact.

### **6.5 Fund Development Plan**

Hugh H. presented the strategy for the Fund Development committee. The committee is only just getting off the ground, and as such is focused on identifying new committee members and gathering information from other stakeholders on fundraising activities and needs. The committee would also

like to launch a Customer Relationship Management database by March 2024. It was suggested that this committee consider expanding the target grouping in the second KPI from the needs of Biathlon to all Programs, and the Jess 4 Kids and S2S groups to all Events. To boost awareness and alignment it was suggested that there should be a representative from each of the Events and Programs committees on the Fundraising committee. There is also an immediate need to centralize available CRM information now.

Action 2023-01.1: Cyndy to open a new folder in Google Drive for CRM so the committee can start to build out customer-related content and architecture. Due by Feb 15 2023.

Other suggestions pertaining to the committee were the potential need for policies or procedure to handle conflicts on which group receives proceeds, and establishing a screening process to determine which grants to apply for. Having centralized information would also help others understand how specific events raise proceeds from sponsors. It was suggested that the committee also obtain a past framework on legacy giving.

Action 2023-01.2: Troy to email Sandra and Brian and copy Hugh Hamilton to obtain legacy giving framework. Due by Feb 15 2023.

Action 2023-01.3: Hugh H to prepare a paragraph summary for awareness of this committee and need for new committee members for Troy to use in an email newsletter. Due by Feb 15 2023.

## **6.6 Events Plan**

Marshall presented the Events committee plan which focuses on establishing adequate advanced confirmation of schedules for competition and officials, maintaining and growing the number of qualified officials and volunteer resources, and ensuring volunteers are utilized in a sustainable way. A meeting is planned for February 8<sup>th</sup> to finalize the document.

## **6.7 Stakeholders Plan**

Tara expressed that, despite some planned activities already having been developed, there is a difficulty in obtaining enough resources to work on the stakeholders committee plan. Indeed, at present there is a widespread problem with a reduction in volunteerism well beyond our industry. A volunteer coordinator would be a useful asset. Troy mentioned that there is a grant opportunity available now to secure funds for such a role. It should be noted that the mandate of this committee is much larger than just volunteers. The scope of this committee may be too large and may need to be restructured.

Action 2023-01.4: Cyndy to review mandate of the Stakeholder committee with the Governance committee and make a recommendation on path forward to the board. Due Feb 21 2023.

## **6.8 Health and Safety Plan**

Troy presented the Health and Safety committee plan. The plan is aimed at ensuring there is training and certification, risk management and abatement, as well as reporting and undertaking required mitigating actions. It was suggested that establishing a safety culture should be reflected in the mission and goals, and that the plan be fully inclusive of volunteers too. The topic of emotional safety should also be referenced in the plan, but this topic will be addressed under the scope of the Human Resource committee (e.g., Code of Conduct, etc).

## **6.9 Lodge Plan**

Malcolm presented the Lodge committee plan. The current plan is focused on community engagement, fundraising feasibility, and in developing a costed preliminary design.

## 6.10 Environmental Sustainability Plan

Dave presented the Environmental Sustainability committee plan. As there is no centralized information on this topic at present, the plan aims to gather historical and benchmark data and then develop recommendations to improve sustainability in operations. A detailed 8-page strategy was provided to the board. A 7-page questionnaire has also been prepared to streamline data gathering from the general manager and a meeting scheduled to complete the questionnaire on January 25. Troy indicated that this topic is the primary driver in tourism spending and that our work in this area will attract visits and volunteers through our membership in the Thompson Okanagan Tourism Association Biosphere Sustainable program.

## 7. Committee Reports

Operating reports were provided to the board by the general manager, and chairs of the Programs, Lodge, Events, and Environmental Sustainability committees. Due to time constraints, the reports were filed but not discussed.

## 8. Strategic Plan

The Governance committee has been working on identifying attendees for focus group discussion of the SLNC strategy plan. To date only 11 individuals have expressed an interest in participating following two emails to membership, so there is a need to approach other groups to add broader participation. An example raised was to mention the need at master's practice. It was also suggested that a booth could be set up to gather feedback from individuals. This could be targeted for mid-February so as not to overlap with a similar approach being used by the Lodge committee in March. It was recommended that all board members be given the questions to ask on the strategy plan (for informal discussions with individuals), and that lodge fact sheets be provided to answer any questions that may come up regarding the lodge.

Two vendors have been contacted as options to assemble an electronic survey and analyze responses relating to the strategy plan. The Governance committee will be scoping out the desired attributes of the work to get quotes from the vendors.

Cyndy indicated that the Governance committee will be looking at how to report the KPIs provided by the committees at the club level.

## 9. Next Meeting:

Board social meeting on the Biathlon range will likely be postponed due to forecast cold weather.

Next meeting: Tuesday February 21st, 7:00 PM. (location TBD)

## 10. Any Other Business

Troy explained that the radio system is proving inadequate and in one case led to a delay in communications regarding an on-site injury. There are also not enough radios available for current needs. A new 3-way radio system was used at the recent FIS event and worked over the full range of SLNC. Troy recommended SLNC purchase the same system and estimated the net cost of the replacement system could be reduced to ~\$2500 through offsetting revenue contributions.

Motion: That the board approve the purchase of a new 3-way radio system. **Motion approved.**

## 11. In-Camera Session

[Not reported].

## 12. Adjournment: Meeting adjourned at 8:43 PM.