



OSC Board of Directors Meeting

Date:	Monday, May 3rd, 2021
Time:	7:00 pm
Place:	Zoom Meeting

Directors Present: Vesta Giles, Maureen Light, Joan Bernard, David Hallinan, Luc Guilherme, Lee Card, Dillon Stuart, Tim Cole, Dana Manhard, Mike Duck, Kailee Mortimer, Brad Smith, Rich McCleary

Regrets: Chelsea Francis (Staff)

Meeting called to order at 7:02 PM.

Discussion - President's Report:

Groomer:

- Deciding between two groomers – Prinoth and Piston Bully.
- Dave has offered to collate some information on the two options to more easily compare the features, costs, benefits, etc. of each.
 - Those board members interested will have the opportunity to review once Dave compiles this information.
- Prinoth representative has emailed twice. They seem eager to get our business.
 - They've made an arrangement for us to have the opportunity to travel to Revelstoke to view the groomer.
 - Chris and Klaus are planning to go view the groomer.
- General discussion:
 - Prinoth machine is about \$30k cheaper (list price) without attachments.
 - Are parts specific to Prinoth? Are generic parts available? Will they offer maintenance?
 - Could create a critical spares list of what we may need (parts)
 - Consider extended warranties of each machine.
 - Should consider both the initial costs and proprietary costs of ownership.
 - We've heard that Kelowna's groomer has a great attachment that's awesome for leveling the track.
 - Attachments are important to consider. It may be best to see what attachments are available for each option.
 - From an operator perspective, it doesn't matter which groomer we purchase as they're relatively the same to operate.
 - Nearby clubs also have a Piston Bully, which could help with troubleshooting if it comes up.
 - Piston Bully mentioned they could have a machine to us by November 2021.
- Is it worth travelling to Revelstoke to view the machine?
 - Chris and Klaus would like to see if the machine is suitable for what they'd like to do with it.
 - By the time financing is completed, this may save us \$50,000 to \$60,000 on the machine, depending on which we decide to go with.
 - Could see what other hills have and talk to their maintenance crew.
 - In the grand scheme of things, it would not be a huge expense to go see the machine.
- Costs:
 - We've looked at a down payment of \$300,000 versus \$350,000.
 - \$350,000 would leave the club with a \$120,000 buffer, which is important to have. We could put this in a restricted account.
- In conclusion, Chris and Klaus will travel to Revelstoke to look at the groomer after May long (if/when travel restrictions are lifted). Would be a small cost for a trip that could be of value.
- We will use their trip and the info put together by Dave to explore options. One will be eliminated after a thorough review of all aspects of both machines.
- If anyone has questions, please send them to Vesta. She will compile the questions and approach Piston Bully and Prinoth with the questions.

Staff Bonuses:

- In the future, we could give the bonuses based on performance throughout the season, not just at the end of the year. Could set up system with performance reviews (performance based), bonus based on that.
 - This would likely result in more work in January.
 - Rich and Lee could put together plan with Chelsea in summer. Give performance reviews / bonuses for the end of the year.
 - We could split the bonus up – half at end of year and half for working again next year? Incentive should be there to use bonus to the OSC's advantage - incentivizing employees and benefitting the OSC for keeping employees.
- Current bonuses which have been proposed are 1 week of salary (per person). The bonus would be based on the hours worked per week and additional COVID bonus. Total cost (all staff) would be \$8,000.
- General Discussion:
 - In the future, do we give employees a raise when they return? Similar to a signing bonus for returning members?
 - There's some type of expectation that people will get bonuses, as we've done this in the past.
 - In the future, we could have performance review at Christmas, raise salary or give bonus afterwards.
 - The structure outlined above is good for this year, but we could do a bit of work to get ahead of this conversation for next year.
 - We may want to have a bigger conversation about this. Should reach living wage for all staff - prudent to ensure that they'd be able to make living wage.
 - In the future, we could work with Chelsea to determine what could / should be done. Is she comfortable with giving bonuses and wage increases to people? There's usually a specific reason why yearend bonuses were given - in previous experience.
 - Organization could have an objective that's the trigger for bonuses. Eg. Certain revenues, number of skiers, etc.
 - These certain objectives could relate to the strategic plan.
- Discussion regarding performance review system:
 - With signing bonus, staff should show that they perform up to standards.
 - If we have performance reviews, there's not a lot of time to measure performance and give staff improvement time afterwards, due to short season in some years.
 - Could have system where 5 years = \$100 for bonus (for example).
 - Should consider that service vs. performance are two different things.
 - Tension between bonus and performance review. How do you deal with grievances, ensure consistency, etc.? Adds HR part to performance review system. May be more difficult.
- Is everyone happy with amount proposed in spreadsheet (shown by Mike)?
 - Yes, but we should review and have policy in place prior to next season. There have been a couple years without bonuses, but we should have policy for the future.
 - \$8,000 will be the pre-tax number for the total staff bonuses awarded.

Motion: Motion by Mike to give staff bonuses in amount of \$8,000 (approx.), as shown by Mike in Excel. Seconded by Maureen. No discussion. Motion passed.

- Note that Tim Cole did not vote, as his daughter (staff) is eligible for a bonus.
- Cheques will be mailed out to staff.
- A copy of the minutes will be provided to the bookkeeper as a record of approval of the bonuses.

Policy Updates:

- An incident occurred in the past few weeks that was borderline bullying between 2 volunteers.
- We would like to put together a package which shows how you will be reimbursed, what the club and volunteer expectations are, who to speak to if you'd having an issue, etc.
- We'd like to have group in the summer who works to put together this package.
- Should show due diligence to show ensure volunteers, staff (anyone applicable) has read the papers. Could have volunteers / staff sign the document / package so that it's actionable if needed.
- A respectful work environment is the concern. Legislation is already there, could just have formalized document / agreement outlining OSC expectations.
- Volunteer orientation package would be a good thing to begin with. Show which board members should be contacted, and for what issues / topics.
- Dave has documentation on language and terminology for this type of package. Brad is also happy to work with Vesta and Dave on this.

- The club is growing considerably, we need to think that way.
- We should put this messaging to members as well – we're not a small club anymore.
 - Be welcoming to everyone.
 - We have physically grown, but some have not mentally grown to accommodate larger size of the club and the newer / less experienced members who have joined and use the trails.
 - We could include something in the newsletter or develop an etiquette video to show how to behave and be respectful to others on trails.
 - We need to update messaging to be more inclusive, welcoming, etc. Need to lay out expectations for what's occurring with the growing club.
 - Some growing pains, but we need to show that there are expectations which should be followed by all members.
- Generally, who makes organizational decisions and who doesn't?
 - How do you start to assign where roles and responsibilities in the organization?
 - Responsibilities allocated to various committees who are in charge of things. We can't make every decision as the club is getting too large. We need to trust groups who are in charge of certain things.
 - Should review governance documentation on roles and responsibilities.
 - We're weak in that we can't make every possible decision but want to. Need to trust that committees will make proper decisions.
 - History of being small club – for example, the trails committee ran the entire club with support from a couple people. If we don't want things to be this way, we can change it. It's time to have these discussions.
 - Lots of work to do in spring/summer/fall on this topic.
 - We could diversify volunteer / committee base so that all interests are seen and heard.
 - As we look at roles and responsibilities, keep in mind that things don't always need to stay the same. Consider the following:
 - What are impacts of goals in strategic plan?
 - What will these impacts look like?
 - What levels of service do we need to show?
- Let's propose that the various committees for new and upcoming decisions start meeting in June.
 - Staffing
 - Handling groomer
 - Governance

President's Report:

Groomer:

We have received quotes from both Prinoth and Piston Bully but there are still some details missing so we don't have any options to present yet, but I expect we will have options at the next meeting. There is a possibility for Chris and Klaus Voss to go see some machines in Revelstoke. This still doesn't work with our current travel restrictions although Revelstoke is within our health area. I'm not sure sending them at this time is a good idea. We need to wait to see what happens after the May long weekend for that.

Staff Bonuses:

I met with Luc and Lee about this and we believe that breaking the staff appreciation gift into 2 is best. One would be for the fact that we had in incredibly busy season and they handled it so well. This would be the equivalent of one week of salary. The second would be in recognition of the extra challenges that came out of having to deal with COVID 19. This we think would be best as a lump sum prorated to the amount of permanent hours they had during the season. \$500 would be for full time and it would go down in increments from there. I've asked Mike to present some numbers so we know what the entire cost would be.

About Paul's 5-year thank you gift, Dana is provided a beautiful turned bowl and Luc, Lee and I had some discussions about how to mark it as we don't want to carve into it. Lee came up with the idea of a base (like a trophy base) that it could stand on and it would have a metal plate engraved with a message of our appreciation. Traditionally we have included a \$100 Visa Gift Card for 5 years of service as well. I'll be looking for some options this week as it would be good to deliver it with the bonus.

Not sure if we need to vote on the \$100 or not.

Policy updates:

Many of our policies need fresh eyes and some updating and now that we are growing we also need to look at things like a volunteer package for new and seasoned volunteers that indicates how things work, respectful workplace and bullying, how to get reimbursed, etc. If we don't have that kind of a package to start with, and for every volunteer, then when something goes awry we have no leg to stand on. I'll be working on this and looking for volunteers to help. I know

Dave is keen to dive into policies before next season.

Discussion – Publicity Report:

- Not much to report. Will get quotes for website in the coming weeks.

Publicity Report:

There isn't much to report. Some other issues came up this month that needed my attention so I didn't get a chance to look for quotes for the website. I'll be able to do that soon.

Discussion – Operations Report:

- Will pass on detailed numbers (costing) to the board about lighting after the meeting.
- We need to work more on cleaning up after we close. Need to be more diligent after closing. Lots of stuff was left lying around this year – signs, ski racks, etc.
 - Xmas lights were taken down.
 - This isn't the first time this has happened. Luc will take a look at what's left to clean up this weekend.
- Note that the spare key missing for the machine shed. Take a look in stadium somewhere if you're out in the area.
- FYI: Ministry of Forests will be tree planting in next few weeks, Tim will ensure appropriate route is taken so trails are not damaged.

Operations Report:

I have reviewed the lighting design with Klaus, and we will have a detailed quote Monday. There are a few options for running the power and Klaus is reviewing those. Klaus and Chris also picked up all the remaining decorations from around the lake.

Discussion - Ways and Means:

- Haven't heard from tourism grant program.
- Opportunity for women in coaching - \$5,000. Is this something that could apply to our club?
 - Don't think so.
- Community gaming grant is due May 31 – working on getting application put together and submitted.

Discussion - Treasurer's Report:

- Mike is giving his official notice to resign Treasurer position. Will stay on in same capacity until a replacement is in place.
- We will start the search again for suitable replacement.
- Mike would be interested in staying on board – just as member at large.

Discussion - Trails Committee:

- Formalize new board representative – combination of Luc and Tim? They will discuss and finalize representative at next meeting.
- No report or discussion.

Discussion - Ski League, Operations, Junior Development:

- No report or discussion.

Approval of April Minutes:

Motion by Dana to approve April minutes. Seconded by Rich. No discussion. Motion passed.

Action Items:

- Indigenous trail names: Continuing with work, no update.
- Off-piste trails: Continuing with work, no update.
- Ski for Light: Bus will be dropping off competitors. Alleviates potential parking issues.
- Summer equipment grant: Dana to send info to Maureen for wish list to include in grant for summer training equipment.

New Business:

- No new business.

Meeting adjourned at 8:14PM.
Minutes recorded by Kailee Mortimer.

Next Scheduled Meeting Dates (Held via Zoom)

June 7th, 2021
July 5th, 2021
August 3rd, 2021