
Sovereign Lake Nordic Club – Board of Directors Meeting Minutes

Date: November 24, 2025

Location: SLNC Lodge

Present: C. Flores, D. Dennier, A. Klein, C. Williamson, M. Wolfe, M. Storey, B. Miller, L. Bot, M. Steinruck (via Teams)

Regrets: None

Guests: R. Oxenham (Lodge Legacy Committee; B. Riley (Programs Task Force and Programs Committee Chair)

1. Call to Order & Welcome

Chair (Cyndy Flores) called the meeting to order. The agenda was accepted as distributed. October 29, 2025 minutes were not included in the packet; they will be circulated for electronic approval.

2. Administrative Requirements

- All Board members have signed confidentiality agreements.
 - Updated Board member contact information will be submitted to the BC Societies Registry.
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3. Election of Officers (2025–2026 Season)

The Board conducted officer elections with the following results:

- **Chair:** Mike Storey (elected)
- **Vice Chair:** Marty Steinruck (elected)
- **Treasurer:** Alex (continuing; elected)
- **Secretary:** Michele Wolf (elected)

Cyndy will support Mike through the transition.

4. Signatory Authorizations

Motion 1: Remove Bill Miller, Wendy Shannon, Sue Cairns, and Tara Fulop as account signatories – *Approved*.

Motion 2: The BOD approves: Bill Miller, Wendy Shannon, Mike Storey, and Marty Steinruck as authorized signatories. Jackie Kent, our accountant, has access to all SLNC banking as information only(not a signatory). – *Approved*.

Wendy will coordinate next steps with VantageOne.

5. Treasurer's Report – Alex

The monthly financial package was reviewed.

Revenue Overview

- **Season Pass Revenue:** Up 23% vs. prior year. Early bird timing may contribute; actual trend unclear until mid-season.
- **Programs Revenue:** Slightly above last year but below budget due to:
 - Payment plans still clearing through new POS system (this is normal)
 - Delayed reconciliation from SilverStar
- **Competition Revenues:** Impacted by late snow and scaled-back early-season competitions. Continental Cup participation is improving.

Expense Overview

- R&M equipment spending high due to upfront annual groomer parts purchasing.
- Training/Travel reflects coaching courses, conferences, and professional development.
- Salaries and wages now represent ~62% of total expenses.
- The Club's operating income trend remains below the \$100K target needed for capital planning and sustainability.

SilverStar Reconciliation

The Club will pursue earlier and more frequent financial reconciliation with SilverStar.

Programs Registration Trends

- SDP and Masters programs tracking well.
 - XC Race programs significantly below budgeted numbers.
 - Biathlon stable.
 - Concerns noted about long-term XC athlete retention and declining enrollment.
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6. Volunteer Software Proposal – Laura

Laura presented a potential multi-year revenue opportunity from volunteer management software developed by David Gill.

Key Points

- Sovereign currently uses a custom version; David Gill (SLNC Member and volunteer coach) proposes a white-label version SLNC could sell to other clubs.
 - **Revenue Share:** Sovereign retains 90%; developer retains 10%.
 - **No cost** to SLNC to participate.
 - Concerns identified:
 - Data security, privacy, email visibility
 - Support and long-term maintenance risk
 - Liability if resold externally
 - Need for a formal agreement
 - Laura send out an email to the BOD and will gather questions and coordinate a follow-up meeting with the developer.
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7. Lodge Legacy Committee Update – Rob

- Significant donor activity noted.
- Leadership changes due to health issues of 2 committee members.
- Dave continues as Board liaison and is invaluable to continuity.
- A Federated Co-op capital grant (up to \$150K) has been identified; potential project segmentation (elevator, crawl space, roof) may increase eligibility.

- Timing is tight; grant windows may open/close rapidly.
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8. Programs Task Force Update (Dave, Barb, Wendy)

Scope of Task Force

- Program structure
- Long-term resource planning
- Communications & governance alignment
- Financial sustainability & ROI

Key Findings

Program Structure

- SLNC programs align closely with Nordiq Canada's LTAD model.
- Some programs (e.g., WinterFit) discontinued due to coaching capacity and skill-set gaps.

Resources

- Coaching workforce includes full-time, part-time, coordinators, and ~70 volunteer coaches.
- Variability in paid vs volunteer coaching compensation has created inconsistency and equity issues.
- Physical resource growth (rifles, roller skis) largely driven by grants/donations.

Governance & Communication Gaps

- Current Programs Committee is operational, not strategic.
- Membership includes staff and volunteers—not suitable for strategic oversight.
- Lack of clarity on:
 - Program evaluation
 - Decision-making criteria
 - Program continuation/discontinuation
 - Return-on-investment accountability

Emerging Recommendations

1. **Redesign the Programs Committee** into a strategic governance body.
2. **Expand and formalize** the Programs Task Force work into a long-term program strategy.
3. **Create a Terms of Reference** outlining:
 - Strategic vs operational roles
 - Membership composition (remove paid coaches; add financial expertise)
4. **Build a volunteer coaching recruitment, development, and retention system.**
5. **Standardize compensation and qualification pathways** for all coaching roles.
6. **Implement a succession plan** for key coaching positions.
7. **Develop a transition plan** to shift from operational committee to strategic governance.

Board discussion acknowledged:

- Need for clear leadership structure
- Complexity and size of Programs portfolio
- Importance of aligning operations under GM but maintaining Board oversight
- Recognition that current gaps directly impact parent and athlete experience

Task Force will refine recommendations and bring forward a draft Terms of Reference.

9. Next Steps & Closing

- Task Force will continue work and return with revised ToR. The return on equity analysis was discussed in the in-camera session
- Orientation meetings for new Board members will be scheduled, including a finance orientation with Alex.
- In-camera portion to follow (not included in minutes).

Meeting adjourned.

Action Items

Board & Leadership

- **Send October minutes** for electronic approval. *(Cyndy)*
- **Submit updated Board contacts** to BC Societies Registry. *(Dave)*
- **Committee to be reconfirmed** for all standing committees. *(Mike & Cyndy)*
- **Set up Board orientation sessions**, including finance deep-dive. *(Cyndy)*

Finance

- **Pursue timely reconciliation** with SilverStar. *(Wendy & Alex)*
- **Provide break-even analysis** for race program categories. *(Wendy)*

Volunteer Software Proposal

- **Circulate Board questions** for consolidation. *(Laura)*
- **Meet with developer** to review privacy/security, liability, support model. *(Laura)*
- **Request formal proposal/agreement** for Board review. *(Laura)*

Legacy Committee / Grants

- **Develop segmented capital project options** (elevator, roof, crawlspace) for Co-op grant eligibility. *(Dave, Rob, Elaine)*
- **Prepare early foundation work** for anticipated grant window. *(Fundraising committee)*

Programs Task Force

- **Draft revised Terms of Reference** for a strategic Programs Committee. *(Task Force)*
- **Clarify compensation model & qualification pathways** for coaching roles. *(Task Force)*
- **Design volunteer coaching recruitment/retention framework.** *(Task Force)*
- **Prepare transition plan** from current Programs Committee to strategic governance structure. *(Task Force)*
- **Follow up on recent coach's meeting** to address coaching conflicts. *(Cyndy)*