



Mount Cain Alpine Park Society
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**2017 Season
 MINUTES OF PLANNING MEETING
 Saturday, May 27, 2017 (Meeting #8)**

Directors		Present	Not Present
1. Rob Burgess-Webb	President – HR	Y	
2. David Mazzuchi	Vice President – Ski Shop		N
3. Jeffrey Jones	Secretary - Legal Liaison	Y	
4. Eric Sprenger	Treasurer	Y	
5. Jay Moreton	Patrol Director	Y	
6. Lance Karsten	Buildings & Construction	Y	
7. Dean Davidson	Operations - lifts	Y	
8. Tyson Craig	Operations – roads/generators	Y	
9. David Howich	Operations – groomers	Y	
10. Wendy Ravai	Administration	Y	
11. Neil Borecky	Promotions	Y	
12. Chris Lindsay	Events	Y	
13. James Thomas	Grant Applications	Y	

The meeting was called to order at 9:15 am. The meeting was chaired by the President, Rob Burgess-Webb.

MOTION: That the Agenda be adopted as circulated, M/Rob; S/Neil;
 Carried

**MOTION
 CARRIED**

Introduction

Mt, Cain holds its annual Planning Meeting each spring to review project approvals and develop long term procedures. This year it was held over 2 days at the Kapitany Lodge. Each year a list of topics is collected over the season and then reviewed at the session.

This year the roles and responsibilities of Mt. Cain were listed as priority topics, particularly given the increase in complexity at the resort.

BOARD ROLES & RESPONSIBILITIES

For the director roles and responsibilities, Jeff prepared 4 graphs to show how directors interact with managers and staff. He presented the following graphs

1. Elected official positions;
2. Director Primary Roles;
3. Director Secondary Roles;

4. Staff - who do they report to?

Elected Officer Positions

There are 4 elected officer positions: Chair, Vice-chair, Secretary and Treasurer. Each position carries with it a degree of work. But each officer has assumed other Director portfolios. The Chair was the busiest role, but the Treasurer requires extra work.

Eric suggested the Treasurer position be moved over to the Director primary portfolio chart to indicate his job in that regard. This was done. However, the chart of the four officer positions is included as an overview.

Director Primary Roles

There are nearly 15 Director Primary Portfolios. This graph shows which Directors are responsible for which departments. Many Directors have more than one portfolio, but they are shown separately by job rather than by Director.

Director Secondary Roles

The Primary Portfolios have provided the strength and stability for operation of the Mt. Cain. But over time, various secondary jobs (mini-jobs) have grown and Directors have helped manage them. There are approximately 15 secondary mini-jobs that involve director input. The secondary jobs are printed out on 15 laminated cards. Most of the jobs are being dealt with by directors. If those Directors agree to continue with their these mini-jobs, that would be ideal. If there are vacant or orphan mini-jobs, the remaining mini-job cards can be passed around for Directors who wish to take one on.

Even without a formal "sign-up" process, it is important to have these job written down.

STAFF - Who do they report to?

Mt, Cain has over 50 staff, which have grown over time, without anyone noticing it. It's important to see how they connect to each department. In the staff graph, there were 7 Directors who already deal with specific staff departments, as follows:

1. Lifts Director (Dean Davidson)	4. Treasurer Director (Eric Sprenger)
2. Groomer Director (Dave Howich)	5. Ski Shop (Dave Mazzuchi)
3. Bus/Roads Director (Tyson Craig)	6. Buidings Director (Lance Karsten)

But there are 3 other areas involving staff/volunteers who currently don't have a go-to Director when needed, as follows:

7. Cafe Operater	9. Shovel Crew
8. Guests Services & Accomodations	

It was suggested that Rob Burgess will be the Café Liaison Director.

Wendy Ravai requested that she step down as Administration Director and switch to Guests

Services Director to commence next season.

Dean Davidson agreed to take on the Shovel Crew liason.

The final chart looks like this.

1. Lift Director (Dean Davidson)	6. Buidings Director (Lance Karsten)
2. Groomer Director (Dave Howich)	7. Cafe Operater liason (Rob Burgess)
3. Bus/Roads Director (Tyson Craig)	8. Guests Services & Accomodations (Wendy)
4. Treasurer Director (Eric Sprenger)	9. Shovel Crew liason (Dean Davidson)
5. Ski Shop (Dave Mazzuchi)	

Director Expectations

In the past Mt. Cain recruited volunteers to join the board by a call for volunteers at the AGM.. The only committment was to help the best you could. For many years, this process was simple and successful. Being a Director was described as “there is nothing to it” and “you only have to show up for a couple of meetings”. But that was then (sadly). Mt. Cain has since made so many improvements that no-one could recognize it now compared to 20 years ago.

Everyone agreed at the meeting that volunteers must now understand realize that becoming a Director involves a greater commitment. It is rewarding, but it also demanding. Mt. Cain is worth it.

What are the expectations for Directors? Should Directors aim to meet a minimum amount of participation, or should it be left to the whim of each director? Can we come & go as we please?

Jeff listed some possible participation levels for directors, as a guideline only, that each Director might aim for:

1. Attend AGM (if possible).
2. Attend monthly meetings (first Saturday of each month)
3. Sign up for a Primary Portfolio.
4. Serve five DOD days per season.
5. Consider taking a secondary mini-job.
6. Encourage Directors to ski at Mt. Cain several times a month.

One director was not in favour of the idea of a “written guideline”, and was opposed. Another person worried that the guidelines may turn into “rule”, and was opposed. Another participant said the guideline may limit a director from taking a month off over the winter to travel, and was opposed. Another person didn't see how how exceptions could be handled, so was opposed.

The only guideline that was agreed on was to adopt the rule that each Director serve five DOD days per season (not counting the Lifts Director). It was also agreed that when Directors can't attend a DOD shift, it is their responsibility to find a replacement.

Mt. Cain Director Guidelines is as follows:

1. Serve 5 DOD days per season.
2. If a Directors booked a DOD shift and can't attend, it is there job to find a replacemvt.

Director Accountability

The issue of director accountability has come up, in particular this past season. The result is two directors are no longer on the board. This experience was very painful for the Mt. Cain Board, at a of time, energy and conflict.

There is no procudure in place if a director falls short of their responsibilities. If Mt. Cain adopts a "Director Accountability" process, this year's events would have been avoided, and future Boards will be prepared. This topic came up at every meeting, and many people asked that it put on the Planning Meeting agenda

If a director falls short of their obligations, can we create a process to alert the director of their obligations and avoid past lessons? Several ideas were discussed in the event a director was not meeting the minimum job:

1. The Chair could speak to the director privately to discuss the concerns.
2. The Board executive could notify the director privately about the concerns.
3. The Chair would raise the topic of director duties at a meeting (in a generic way) to remind people of our responsibilities.

One person said asking the Chair to intervene was unfair, and and opposed to #1. Another participant was opposed to the Board executive having to get involved, and opposed to #2. A director said that bringing it up at a meeting wouldn't solve the issue, and opposed to #3.

Jeff asked if self-policing ourselves was adequate given this year's problems and given the desire by most directors to find an alternate mechanism.

Mt. Cain will not adopt a procedure for dealing with "Director Accountability". Each director will self-regulate their own responsibility.

Staff wages

There are over 50 staff working ai Mt. Cain. In the past, much of the work was done by Directors, but there were two general sets of staff:

1. Liftees (a flat wage was set and reviewed every year or two).
2. Mechanic & groomer staff (wages were based on agreement between the Directors and one-on-one discussions with the staff).

Jeff provided a staff wage chart. Pay rates are somewhat complicated. It was discussed that it will be useful to smooth out any anomalies between each departments. Should Mt. Cain discuss the timing of wage reviews? Should this be done annually or seniority, or a mixture of both? No final agreement was reached on setting a staff wage policy.

Staff Accommodation

Discussion was had over the Staff Housing Liftee job who is in charge of maintaining cleaning of the Staff Accommodation quarters. It was agreed that a different person (Liftee/Den Mother?) will be hired for next season.

Director DOD Accommodation

Directors who don't have their own accommodation need a room when they are DOD. If a Director is booked for a DOD shift, can the Director can book a Hostel Lodge rooms for that date, at no charge to the director? If it is a Saturday shift, the director would book a room Friday night--DOD shift run from 5:00 pm until 5:00 pm). If it was a Sunday shift, they would book a room Saturday night.

MOTION: If a Director is booked for a DOD shift, they can book a Hostel Lodge room for that date, at no charge to the director. One hostel room will be reserved for each weekend. If a director hasn't booked it by Wednesday, Aysha will rent it to the public. The director should notify Aysha when they book the room. M/Eric; S/Neil; CARRIED

Bull Wheel Installation

James provided an update on the status of the Bull Wheel fabrication. The plans have been approved and finalized and he brought copies to review the images. Timeline: set the lower Bull Wheel in September, 2017, and then install the upper wheel in November, 2017. Budget: \$30,000.

Lunch Break

Meeting adjourned at 12:00 noon for lunch break. Meeting resumed at 1:00 pm.

WCB SAFETY PRESENTATION – SASHA ZIMA

Sasha Zima made a presentation to the Board, who had previously met Jeff about preparing a Safety Plan for Mt. Cain. Sasha brought a DRAFT Safety Plan which included Mt. Cain's current safety policies. This will then be finalized into the final Mt, Cain Safety Plan.

Mt. Cain is governed by WCB legislation. Mt. Cain is an "employer" under the Act. It has specific legal obligations regarding safe working conditions for its 50 workers. It has a duty to train the workers to work safety. If Mt. Cain is non-compliant under the Act, there are can be significant penalties involved.

Culture of Safety

Sasha explained that a measure of a safe workplace is to build a culture of safety. This must start at the Board level. If the Mt. Cain doesn't encourage a safety culture, then the safety manual is meaningless.

How does Mt, Cain wish to develop this awareness of safety? We need to discuss this. As part of a safety culture, employees also sign in out for each shift. .

Sasha will also prepare a "Safety Commitment" statement. This must be signed by all directors at

the beginning of the season. At each monthly Board meeting, a safety report will be presented. If this is first on the agenda, it is a sign that safety is becoming part of Mt. Cain's culture.

Yearly Orientation Safety Meeting

Each year Mt. Cain provides an orientation safety meeting for all staff. Sasha noted that it ensures all workers understand their job at the beginning of the season. Each year the safety director should review the orientation process and update if necessary.

Monthly Safety Meetings

Safety meetings should be held monthly. Fifteen minute meetings to be held in the morning, with the safety director will meet with the managers. There is a short discussion about projects/issues or variations expected of the day. May result in modifying the work schedule. Is the grader off the hill? Any problem with the groomers? How are the lifts running?

Next Steps

The next draft of the safety plan should be ready in September. Sasha will then meet with the Board to review the plan.

2018 SKI SEASON SCHEDULE

Wendy introduced setting the dates for Xmas break and Special Events. Lengthy discussion ensued. The schedule was set as follows:

Sept. 16, 2017	AGM
Dec. 2, 2017	TRAINING WEEKEND
Dec. 9 & 10, 2017	OPENING WEEKEND
Dec. 16 & 17, 2017	OPEN
Dec. 23 & 24, 2017	OPEN
Dec. 26 & 27, 2017	CLOSED
Dec. 27, 28, 29, 30, 31, Jan. 1	OPEN
Jan. 2, 3, 4	CLOSED
Jan. 5, 6, 7, 8	OPEN
Jan. 13, 2018	Cain Cup
Jan. 27, 2018	Blue Berry Jam
February 10, 2018	Backcountry Fest
February 12, 2018	Family Day
February 24, 2018	Telefest
March 17, 2018	Kids Fest
March 17, 18, & 19, 2018	Spring Break
March 23, 24, 25 & 26, 2018	Spring Break
March 30, 31, April 1, 2018	Spring Break
March 31, 2018	Tequila Cup
April 7, 2018	CLOSURE OF HILL

BUILDING PROJECTS

There are projects that need to be reviewed and approved by the Board. Each project was

discussed and either approved or not by agreement, as follows

New Water System

Neil provided an update on the water system. Red Williams estimated the direct drilling cost at \$10,000. This was in addition to negotiating a two year RV site. Drilling will aim for July, August or September, 2017. There's also an outbuilding needed 4 storage tank. Budget set at \$50,000.

The project funding was approved at \$50,000.

Bull Wheel Install

As James reported, the Bull Wheel Replacement budget remains at \$30,000.

The project funding was approved at \$30,000.

Patrol Upgrade

Jay Morton had discussed with Lance a patrol expansion for the patrol building. The plan was to add running water, then install a sink and flush toilet. Approximate budget was \$15,000 plus volunteer labour. This project was originally approved at the meeting but Jay asked that the patrol upgrade be deferred for another year.

The project funding was not approved, as per Jays recommendation.

Flush Public Toilets

Lance worked out a plan to construct flush toilets adjacent to the existing composting toilets. There will be four flush toilets in a mens and ladies room. The existing compost toilets remain in place and open midweek and during off season for access to the public. It would be constructed on a cement basement. Downstairs would hold a clean up room, hot water tank, freezer, shower and a washer and dryer for Mt. Cain staff. The estimated cost is \$35,000, plus volunteer labor.

The project funding was approved at \$35,000.

RV Park expansion

Eric proposed expanding the RV park in order to accommodate more RVs. But the RV Park is close to the boundary line. A survey should be completed before any expansion. There was no cost estimate.

The project funding was not approved, as other projects were a priority.

Repeater station

A repeater station built near L4 would solve radio dropout issues. Dave Mazzuchi put together a cost for materials and installation. The cost was \$36,000.

The project funding was not approved, as other projects were a priority.

Road Capping Project

Tyson noted that the Cabin Owners had prepared a cost for capping the Mt. Cain road for \$24,000. Mt. Cain had agreed to contribute \$12,000 to that expense.

The project funding was approved for \$12,000.

Summary

Water system	\$ 50,000
New Bull Wheel	\$ 30,000
Public flush toilets	\$ 35,000
Road Capping	\$ 12,000
TOTAL	\$117,000

MOTION: That Mt. Cain authorize the spending of \$117,000 for the above projects. M/Wendy Ravai; S/James Thomas. CARRIED

Evening Break

Meeting adjourned at 4:00 for overnight break. Meeting resumed at 9:00 am on Sunday.

2017 Season MINUTES OF PLANNING MEETING Sunday, May 28, 2017 (Meeting #9)

Directors		Present	Not Present
1. Rob Burgess-Webb	President – HR	Y	
2. David Mazzuchi	Vice President – Ski Shop		N
3. Jeffrey Jones	Secretary - Legal Liaison	Y	
4. Eric Sprenger	Treasurer	Y	
5. Jay Moreton	Patrol Director	Y	
6. Lance Karsten	Buildings & Construction	Y	
7. Dean Davidson	Operations - lifts	Y	
8. Tyson Craig	Operations – roads/generators	Y	
9. David Howich	Operations – groomers	Y	
10. Wendy Ravai	Administration		N
11. Neil Borecky	Promotions	Y	
12. Chris Lindsay	Events	Y	
13. James Thomas	Grant Applications	Y	

The meeting was called to order at 9:15 am Sunday morning. The meeting was chaired by the President, Rob Burgess-Webb.

Back Country Fest

Eric spoke about the Back Country Fest. It is held each year at Mt. Cain. It is organized by the Vancouver Island Avalanche Centre Society, a non-profit group who operate the “Island Avalanche Bulletin”. The Bulletin operates a website and volunteers who provide notification of avalanche risk

levels.

The Festival is organized by the Bulliten volunteer staff (Eric Sprenger), but uses the Mt. Cain resort to host the event. Mt. Cain receives all ticket sales from the event. This year it was extremely popular and Mt. Cain earned \$20,000 in ticket sales, a record.

The Bulliten earns monies through a Friday night auction, and then through raffles, draws and sales over the weekend. The Bullitens largest source of funding comes from monies raised at the Back Country festival.

This years popularity created a number of challenges, including an over crowded parking lot, too many overnight campers, long ticket line ups, long ski line-ups, various communication issues and lost skiers.

There was discussion regarding how to co-ordinate between the Event organizers and Mt. Cain departments (e.g, Ski Patrol, DOD, ticket booth, ski shop, Special Events director).

Chris Lindsay agreed as Director of Special Events to try and recruit Mt. Cain event volunteers to be available to help out that day. He will need to organize them the week before. Eric Sprenger agreed to meet with Chris to update him during the weekend, as well as meeting with other departments for the events as set out above.

Treasurer's Report

Eric presented the latest Financial report. The gross income for the year almost \$500,000, \$100,000 above expectations. It has been one of Mt. Cain's best years. wMt. Cain had \$100,000 in the reserve fund, and a further \$100,000 has been added in, for a total of \$200,000 reserve fund.

Based on the projects approved to date, after with certain changes, Eric advised he will be able to provide Mt. Cain with a balanced budget.

Adjournment

The meeting was adjourned at 10:45 am.

Next meeting to be held: **Saturday, September 16, 2017** (AGM) at 6:00 pm at the Mt. Cain Ticket Booth.

Respectfully submitted
Jeff Jones