



***Whistler Adaptive Sports Program Society***  
***Annual General Meeting Information Package***

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**Whistler Adaptive Sports Program Society**  
**Annual General Meeting**

*October 28, 2018 at 1:30pm*  
*Hilton Whistler Resort and Spa*  
*Registration Time: 1:00pm*

**AGENDA**

1. Call to Order
2. Motion to Approve the Agenda
3. Motion to Approve the 2017 Annual General Meeting Minutes
4. Annual Reports
  - President
  - Executive Director
  - Treasurer
  - Financial Statements for Fiscal Year 2018
5. Election to the Board of Directors
6. Thank You's
7. Other Business
8. Adjournment



## WHISTLER ADAPTIVE - PROXY FORM

I \_\_\_\_\_ being a member in good standing of the Whistler Adaptive Sports Program Society hereby appoint \_\_\_\_\_ or in his/her absence \_\_\_\_\_ to carry this proxy form to the 2018 Whistler Adaptive Sports Program Society Annual General Meeting on October 28, 2018 at 1:30pm. Both of the above names are members in good standing with the Whistler Adaptive Sports Program Society.

I hereby state that the above information is true.

\_\_\_\_\_  
Signature of member

\_\_\_\_\_  
Date

\_\_\_\_\_  
Address



**Position Title:** Member at Large, Whistler Adaptive Sports Program Society (Whistler Adaptive)

**Location:** Sea to Sky Corridor

**Term:** 2 years  
Year-round responsibility  
Position takes effect immediately following the Whistler Adaptive AGM on TBD.

**Short Description:** The affairs of Whistler Adaptive shall be managed by a Board of Directors. Directors are elected at the AGM of Whistler Adaptive (currently October). The responsibility and authority for the directions and policies of Whistler Adaptive are governed by its Constitution and By-Laws, and current Policies and Procedures. From the elected Members of the Board of Directors, there shall be chosen the Executive Committee which is comprises: President, 1<sup>st</sup> Vice President, Treasurer and Secretary, each with separate job descriptions. The following is the job description for the remaining Members on the Board of Directors.

**General Responsibilities:**

- Strategic Planning
- Governance
- Annual Budget and Financial management
- Organizational Policy & Procedures
- Fund Development
- Public Relations & Marketing
- Legacy development
- Leadership
- To work in a manner that enhances the reputation of Whistler Adaptive

**Core Duties:**

- To represent the interests of the membership of Whistler Adaptive at all Board Meetings by submitting & reading distributed material, providing feedback and making recommendations
- To raise the profile of Whistler Adaptive
- To assist in the recruitment of volunteers and financial supporters for projects, programs, and special events organized by Whistler Adaptive
- To make recommendations to the Whistler Adaptive Board of Directors on policies and procedures that will improve outcomes for members and users of Whistler Adaptive programs
- To identify upcoming issues or challenges and communicate these to the Board of Directors with solutions if possible



- To assist with fundraising and sponsorship initiatives as requested
- To attend where possible volunteer appreciation events
- To attend all Whistler Adaptive Board meetings by either conference call or in person

**Additional Responsibilities:**

- To lead or assist with a committee of Whistler Adaptive

**Requirements:**

- Be a current member in good standing with as requested
- Be nominated by a member
- Availability of a minimum of 6 hours a month time commitment in addition to Board meetings

**Preferred Skills:**

- Excellent interpersonal skills and superior written / verbal communication skills
- Sound business or community based experience
- Previous Board experience is an asset
- Previous Knowledge of Whistler Adaptive is an asset

**Reports to:** Board of Directors of Whistler Adaptive

**Selected by:** Membership at AGM

Job descriptions for the Executive Committee are available upon request. We wish to keep this package within a smaller footprint to reduce printing costs.



### **NOMINATION FORM**

I, \_\_\_\_\_ being a member in good standing of the Whistler Adaptive Sports Program Society do hereby nominate

\_\_\_\_\_ of  
(name - please print)

\_\_\_\_\_  
(address)

being a member in good standing of the Whistler Adaptive Sports Program Society to be a candidate in the election for the Board of Directors of the Whistler Adaptive Sports Program Society to be held on October 28, 2018.

DATE: \_\_\_\_\_  
(Member's signature)

SECONDER: \_\_\_\_\_

DATE: \_\_\_\_\_  
(Secunder's signature)

I, the member nominated to stand for election to the Board of Directors of the Whistler Adaptive Sports Program Society on October 28, 2018, consent to being a candidate and will serve on the Board of Directors of Whistler Adaptive if elected.

DATE: \_\_\_\_\_  
(Nominee's signature)

**NOTE: Nominees must complete "Nominee's Statement" on reverse**

***Please mail or deliver Nomination Form and Nominee's Statement to Chelsey Walker, Executive Director, Whistler Adaptive Sports Program, Box 708, Whistler, BC, V0N 1B0 or email a scanned copy to [cwalker@whistleradaptive.com](mailto:cwalker@whistleradaptive.com) by October 25, 2018***

***Chelsey Walker at 604-935-9406 for further information about Board Positions***



**NOMINEE’S STATEMENT**

I wish to serve on the Board of Directors of Whistler Adaptive because:

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I feel I can make the following contribution to the Whistler Adaptive Sports Program Society at the Board of Directors Level (Please include your current occupation, additional skill sets that you have, potential contact base and past experience with Whistler Adaptive or as a Board Member or volunteer elsewhere):

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How I can make a difference to the Whistler Adaptive Sports Program Society:

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Signature: \_\_\_\_\_

Date: \_\_\_\_\_



## President's Report

### Whistler Adaptive Sports Program Society Whistler, BC

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TO: Whistler Adaptive Sports Program Society Members

FROM: Meredith Gardner, President

RE: President's Report

DATE: October 23, 2018

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VISION: Empowerment and inclusiveness through sport for individuals with disabilities.

MISSION: To Create life-changing opportunities through sport to foster independence, develop memorable experiences, and reach achievable goals

## Year in Review

It has been a challenging year and I am proud that the Whistler Adaptive Board of Directors (BOD), supported by staff and partners, has weathered a change in ownership in leadership at Vail Resorts, along with personal challenges to key staff and stayed on track with the direction set out in our strategic plan.

### 2017/18 Key Strategic Accomplishments

Meeting our strategic priority to increase capacity through hiring more staff, Specifically, adding a second full time staff member to support program delivery, and additionally finding a reliable bookkeeper who has been able to improve the quality of timeliness of fiscal reporting, and finally supporting interim staff in the Whistler Adaptive Ski and Snowboard Program to close the gap on preparing for the winter season and onboarding staff and volunteers with the goal of eliminating the waitlist.

Launching a fund development strategy, moving to the goal of having a fund development manager in place by 2020.

Setting metrics to guide the operational planning for staff





Agreeing with Vail to strike a joint committee to create an updated operational agreement over 2019 that will guide Whistler Adaptive Ski & Snowboard Program operations through the next 20 years.

Creating new program pilots to serve our most rapidly growing client population – youth with autism.

## The future

Our BOD is committed to seeing through our strategic plan and obtain the metrics below:

### A) **Strategic Pillar: Governance:**

In 2017/18 the WAS BOD embarked on implementing the Strategic Plan completed in 2016/17. Additionally, the restructuring of the BOD to focus on strategic objectives was initiated, and strategic metrics were set through a follow-up retreat with staff and BOD. The BOD will work towards accountability to reach strategic metrics for volunteers, staff, and partners.

### B) **Strategic Pillar: Program Offerings and Venues:** (A program Audit nearing completion will inform future actions in this area)

In 2017/18 WAS key program priorities included introducing Buddy Program to Squamish, expanded Sport Academy Programs, and delivered the annual Soldier On camp, and supported Whistler Adaptive Ski and Snowboard Program through WB's ownership transition to Vail.

#### **Objective: Create Programming for youth (13-19) with autism**

Strategic Action: Create Autism\* Programming with clear participation access pathways (e.g. 1/1 – small group – orientation sessions as needed) and best practices determined by taskforce.

Key Performance Indicator (Results):

July 30, 2019 (1 yr.) Create Autism Taskforce/pilot 1 summer and 1 winter camp or program

July 30, 2020 (2yr) Hire a youth program coordinator that will lead on delivery of autism programming and camps and support training for volunteers – retain 80% 4/5 customer approval rating

July 30, 2021 (3yr) have year-round autism youth programs – serve at least 100 youth retain 80% 4/5 customer approval rating

July 30, 2023 (5yr) have year-round autism youth programs – serve at least 300 youth retain 80% 4/5 customer approval rating



**Objective: Create development program opportunities and support our athletes moving into para/competitive sport streams**

Strategic Action: Develop a Para Develop stream program

Key Performance Indicator (Results):

July 30, 2019 (1 yr.) Minimum 3-year Para-Sport Memorandum of Understanding signed – Para-Sport working group meets 6 times – 1 Para-Sport development camp hosted

July 30, 2020 (2yr) Para working group meets 6 times – Para-Sport Program 12 athletes piloted

July 30, 2021 (3yr) Para-Sport Program – 30 athletes engaged – host national championships

July 30, 2023 (5yr) Para-Sport Program – 50 athletes (equal gender) have year-round development pathway (Learn to Train – Learn to Compete) including educational and living support

**C) Strategic Pillar: Human Resources:**

2017/18 Actions were a high priority: A) Update BOD on-boarding, implement performance evaluations, create position PD's with BOD support. B) Hire and support full time Programs Supervisor and replace part time bookkeeper.

**Objective: The scheduling of training and mentorship is clear and easy to access.**

Strategic Action: Support staff to execute an annual training schedule for all disciplines that is well organized and well communicated.

Key Performance Indicator (Results):

July 30, 2019 (1 yr.) Target winter and summer dates are met to have all training schedules complete and communicated. CADS staff and Whistler Adaptive and WB staff build super club concept. Ski/Snowboard reports average 4/5 approval of training programs

July 30, 2020 (2yr) CADS Super Club implemented - annual schedule reviewed and timelines updated Ski/Snowboard reports average 4/5 approval of training programs.

July 30, 2021 (3yr) REVIEW and reset of planning and metrics for training

July 30, 2023 (5yr) “

Strategic Action: Embed feedback surveys into key events and times that can be easily measured, and allow feedback to flow to Staff, Executive Director and BOD.

Key Performance Indicator (Results):

July 30, 2019 (1 yr.) Embed post lesson survey into information management process

July 30, 2020 (2yr) 60% of clients and staff complete post survey

July 30, 2021 (3yr) 70% of clients and staff complete post survey

July 30, 2023 (5yr) 80% of clients and staff report feedback process is easy and effective.



**D) Strategic Pillar: Fund Development and Management:** Lead David Cronin/J Money/Peter Blitz - *with information from report Social Venture Capital Group*

In 2018 the group reviewed viability of hiring a development fund manager. (This encompasses a fund development strategy, including a targeted list of potential funders, and develop a technology-based system, including a CRM system, to improve efficiency in operations and administration.)

The recommended focus Action #2) is to create a Gala Fundraising Committee *-(also deliver 20th anniversary celebration this winter)*

Objective: Develop a full-time Fund Development Manager to find resources to investing in people (and other) resources needed to deliver quality adaptive sport programs to meet Sea to Sky.

Strategic Action: Commit to a 5-year plan to engage and develop a fulltime Fund Development Manager

Key Performance Indicator (Results):

July 30, 2019 (1yr) Create at least zero \$ revenue and investment while developing campaign collateral and CRM – OCAT metric move from low to high in data

July 30, 2020 (2yr TBD based on first campaign outcomes

July 30, 2021 (3yr) TBD

July 30, 2023 (5yr) TBD

**D) Strategic Pillar: Community and Partner Engagement:**

Focus Action #1 Develop a case to Vail Resorts that describes the value provided by Whistler Adaptive programs and update Program Agreement.

Objective: **Develop a case to Vail Resorts that describes the value provided by Whistler Adaptive programs, and update Program Agreement.**

Strategic Action: Meet with Vail leadership in July to establish a process and working group to complete program agreements/operating plans for the future. Establish a joint Taskforce to create strong planning options and as an outcome by March 2019 complete an updated operational agreement. Key

Performance Indicator (Results):

July 30, 2019 (1yr) Task Force creates updated operational agreement

July 30, 2020 (2yr) Agreement signed off and operational restructuring plan completed

July 30, 2021 (3yr) Restructuring completed

July 30, 2013 (5yr) Review of operational agreement

Additionally, it is an objective to set up stakeholder meetings with key delivery partners in 2019/20 - Review strategic plan and explore opportunities to collaborate - e.g. 1) Youth Program Strategy Special O/ Trisomy 21 (Down Syndrome)/ Canucks Autism/Snow School and Club 2) Training (BCAS/VCAS/CADS/CSIA/CASI/ACA/CS/OTP/Via Sport



## FINAL NOTE

It has been an honour and a pleasure working with the Whistler Adaptive BOD and staff, and having the opportunity to build on the great work done in the past 20 years. My personal goal is to focus on organizational growth and improve systems excellence over the next year – with a focus on technology and communications. We have an excellent team committed to delivering quality sport programs for our amazing clientele, and I look forward to achieving our goals together.

Meredith Gardner  
Whistler Adaptive Sport Program  
BOD President



## Executive Director's Report

### Whistler Adaptive Sports Program Society Whistler, BC

TO: Whistler Adaptive Sports Program Society Members

FROM: Chelsey Walker, Executive Director

RE: Annual Report to Members

DATE: October 23, 2018

Whistler Adaptive Sports is entering into our 20<sup>th</sup> year of operations. A milestone like this is something to be celebrated as well as to reflect on all of our learnings. As we enter into our next phase of operationalizing our strategic plan and continue to build capacity we are working, as staff, to bring the strategic priorities and objectives to life as set out in our Strategic Plan and Strategic Planning Retreat.

Over the last year, we have met many of our objectives and moved forward on others. In order to create stability and predictability for our operations, administration and programming we moved forward on hiring Daniel Rubin, our new Sports Supervisor. Daniel will almost be completing his first year, and handling the steep learning curve admirably, with Whistler Adaptive. We also have a bookkeeper, Ester Josse, who has done a great job in keeping our financials current and taking on more tasks as time has allowed. Tricia Field, our Booking Agent, has as ever been the friendly front line of our organization. Lauren Doak, our Summer Program Leader, led programming in a confident and fun way. Joining our small core team of year-round staff this year is also Pete Lee. Pete has joined us on contract to help set the Whistler Adaptive Ski & Snowboard Program up to build capacity.

Operationally, we have focussed on some main areas to create booking and administrative efficiency, programming quality and more effective communication strategies. We have been working hard behind the scenes to build systems that will enhance not only our athletes' experience but also for our staff and volunteers. We appreciate everyone's patience as we transition to the new systems and continue to refine them.

Programming quality is always front of mind for a Local Multi-Sport Organization like ours. We have engaged a contractor to provide a Program Audit so that we can identify gaps in programming and depth of market. We have always worked to balance the needs of our diverse user groups and will be able to plan additional programming, based on finding additional funding revenues, to deliver to under-represented user groups. We look forward to rolling out and delivering some of these new pilot programs and camps this next fiscal year.

Looking at our Human Resources, we have three main areas of focus – train, retain and recruit. We are working on a year-round training strategy amongst all of our programs and learning facilitators to provide a unified approach to programming. Enhanced training opportunities for volunteers, staff and sport coaches will only increase the quality of our programming. We have, over the years, had an amazing group of volunteers, core staff and sport coaches deliver our programming. We wish to retain this talented and passionate group of people and will be taking steps to increase our ability to continue to engage these individuals. We also are working to recruit new volunteers, staff and sport coaches to be able to increase capacity and scale up our programs.



On the partnership front, we will be working closely with Whistler Blackcomb/Vail Resorts to review and refine our existing Program Agreement. The last major review of the Agreement was 10 years ago and we have grown in many ways since then. We look forward to another winter of continuing to work collaboratively with our partner, Whistler Blackcomb, to ensure our alpine skiers and snowboarders enjoy the best of what the mountains offer.

The crux of being able to deliver more programming and further engage our program resources, be they human, facilities & venues, administrative or equipment based, is funding. We are pleased to announce our first targeted individual giving campaign. We will be working hard as a team to execute this campaign successfully. We hope you will continue to support us in all of our fundraising efforts.

With additional fundraising efforts, we have an eye on the future to bring in an additional staff member this next fiscal year – a Youth Development Coordinator. Their role will be to help build out additional programming or depth of program blocks for children and youth. Looking even further forward, our Board of Directors, have set a goal to hire a Fund Development Manager in fiscal year 2020.

Whistler Adaptive, in our 20<sup>th</sup> year, is poised for transformative operational growth. I, personally, would like to thank our Board of Directors (Meredith Gardner, Alan Kenney, Taylor Hanscom, David Bell, David Cronin, Candice Drouin, Lucinda Jagger, Jon Money and Peter Blitz) for your leadership on keeping accountable to our strategic goals and objectives all the while willing to roll your sleeves to help get the big projects done.

It continues to be a pleasure to serve you, our membership, as Executive Director for a fourteenth year. I hope that you are as excited as I am to help make fiscal year 2019 the best yet. Happy 20<sup>th</sup> Whistler Adaptive!



## Treasurer's Report

### Whistler Adaptive Sports Program Society Whistler, BC

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TO: Whistler Adaptive Sports Program Society Members

FROM: Taylor Hanscom CPA, CA, Treasurer and Director

RE: Annual Report to Members

DATE: October 24, 2018

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Fiscal Year 2018 resulted in a net loss of \$4,024 after depreciation of \$52,441. Depreciation is a non-cash item and our society reports the results of two funds, unrestricted net assets and net assets invested in capital assets. Unrestricted net assets increased by \$21,341, while our net investment in capital assets decreased by \$25,365.

As I discussed in my report last year, the Board of Directors of the Whistler Adaptive Sports Program Society (Whistler Adaptive) approved a budget for fiscal 2018 that included more money for paid staff, primarily to improve programing and free up capacity for our executive director to focus on strategic priorities.

We recognized at the time that this would require increased emphasis on fundraising to prevent any serious negative financial repercussions for the Society. Overall fundraising was increased during the year, and the resulting net-loss is not out of line with the long-term average for Whistler Adaptive, which aims to operate at breakeven in the long run.

Fundraising has continued to be an area of focus for the Board as we enter fiscal 2019. We expect to maintain similar staffing levels as in 2018. For the five years ending in fiscal 2015, Whistler Adaptive received \$100,000 annually from a major corporation. This funding was vital to maintaining Whistler Adaptive operations over that period as revenues in these years including this corporate donation averaged approximately \$360,000 per year. With the end of that multi-year gift, each year Whistler Adaptive must raise this amount from other donors. With our budget for 2019 prepared we find that, after excluding program revenue and known recurring revenues sources, this \$100,000 continues to be the amount that will need to be raised through donations and sponsorships. This includes revenues generated at events such as the Annual Gala.

This goal is certainly achievable and has been met in the years since 2015. What I hope readers take away from this discussion is that even modest donations to Whistler Adaptive have a very significant impact on our ability to provide the programs that have become an important part of so many lives. For its part, the Board of Directors have agreed to a plan to further increase awareness through a targeted giving campaign of the good work being done at Whistler Adaptive, and to leverage this into higher donations particularly from corporate sponsors.

I wish to thank our many donors, supporters, and volunteers, without whose selfless contributions Whistler Adaptive could not continue to operate.



I also wish to thank our partner Whistler Blackcomb. The many contributions, including financial, that Whistler Blackcomb makes to our largest program, Whistler Adaptive Ski and Snowboard, are essential to our ongoing operations. Under our Program Agreement, Whistler Blackcomb acts as our billing agent, and which records revenues for ski and snowboard lesson sales and related expenses within its own business unit. Any net surplus within this unit is refunded to Whistler Adaptive, and any net loss is absorbed by Whistler Blackcomb. For every year save one since this arrangement began, this business unit has incurred a net loss, representing a subsidy paid by Whistler Blackcomb to Whistler Adaptive which does not appear on our financial statements. Whistler Blackcomb has been going through many changes since the acquisition, and the Board has seen ensuring that Whistler Adaptive not be overlooked during this transition as a high priority.

I am happy to report that have been many positive developments on this front. Senior management at Whistler Blackcomb have been attentive to the issues we have raised, and have committed the resources that we view as necessary to ensuring that the Whistler Adaptive Ski and Snowboard program can be expanded and improved upon for 2018/19. Based on our discussions with Whistler Blackcomb management we anticipate seeing are an increase in daily ski and snowboard lessons, and improvements in processing lesson bookings.

As for developments within the “Finance Department” this year (which is our executive director and our bookkeeper), the main change from last year is that we now have a bookkeeper. This was part of our goal to free up Chelsey’s time to focus on strategic priorities, and I have appreciated the change. With this we also updated some processes and controls to align with general standards for not for profit organizations of our size.

Finally, BDO Canada has prepared our financial statements and will complete and file our Charity Return. It is important that you are aware that I am a manager at BDO Canada, which is also noted in our financial statements on the Notice to Reader page.





**Whistler Adaptive Sports Program Society  
Annual General Meeting – Minutes  
October 23, 2016  
Whistler, BC**

**Annual General Meeting – Minutes**

**Called to Order: Sunday, October 22, 2017, 1:30 pm**

*Motion to accept the 2017 Annual General Meeting Agenda.*

Motion: Taylor Hanscom                      Seconder: Alan Kenney

*Motion Carried*

*Motion to approve the Minutes of the 2016 Annual General Meeting:*

Motion: Taylor Hanscom                      Seconder: Paul Claproth

*Motion Carried*

**Reports:**

*Sarah MacLeod:                      Please refer to the distributed Annual Report of the Society with reports from the President (verbal), Executive Director, and the Treasurer.*

*Sarah reviewed her fifteen year involvement with Whistler Adaptive Sports. From her initial passion, driven by the experiences of a roommate with a disability, she then engaged with a grass roots adaptive movement operating out of a closet sized 'office' and oversaw the continued growth of Whistler Adaptive Sports during her eight years as President. One of her many great memories was carrying the Paralympic torch during the 2010 Paralympics.*

*Sarah summarized some of the many challenges faced over the years that the organization has managed to overcome.*

*Sarah thanked all outgoing, incoming and continuing Directors. She expressed a positive view for the future of Whistler Adaptive Sports, highlighting the development of the new strategic plan as a positive visionary guide for future growth of the organization. Sarah thanked Meredith Gardner for her leadership in spearheading the development of this document.*

*Sarah's report was greeted with applause, congratulations and thanks for her outstanding contribution to Whistler Adaptive Sports over fifteen years.*



Motion to accept the Annual Report of the Whistler Adaptive Sports Program Society

Motion: David Cronin

Secunder: David Bell

Motion Carried

Sarah MacLeod: Please refer to the distributed Financial Reports of the Society.

Taylor Hanscom then presented the Financial Statements for fiscal year 2017 and an abbreviated version of his Treasurer's report.

Motion to accept the Financial Statement for Fiscal Year ending July 31, 2017 as presented and as submitted to the Annual Report.

Motion: David Bell

Secunder: Meredith Gardner

Motion Carried

Motion to engage BDO Canada to complete a compilation review of the 2017 Financial Statements of the Whistler Adaptive Sports Program Society.

Motion: David Cronin

Secunder: Norm Binion

Motion Carried

### **Election to the Board**

Sarah MacLeod thanked Paul Claproth and Norm Binion on behalf of everyone involved with Whistler Adaptive for their contribution, dedication, support and hard work over the years.

There are currently 6 Member at Large vacancies on the Board for a 2-year term. The Board will retreat following the election and determine which of your elected Members at Large will fill the following positions:

- *President – Meredith Gardner has volunteered*
- *Vice-President – Alan Kenney has volunteered*
- *Treasurer – Taylor Hanscom has volunteered*
- *Secretary- Lucinda Jagger has volunteered*

The following individuals have been nominated and seconded by a Whistler Adaptive Sports Program Society member in good standing to be elected or re-elected to serve on our Board of Directors. If present could you please wave your hand when your name is called:

- *Lucinda Jagger*                      *Nominated by Meredith Gardner.*  
*Secundered by Paul Claproth*
- *Candice Drouin*                      *Nominated by Meredith Gardner*  
*Secundered by Paul Claproth*
- *David Bell*                              *Nominated by David Cronin*  
*Secundered by Paul Claproth*





## Other Business

**Societies Act Update – Alan Kenney.** Alan briefly reviewed the required transitioning of the constitution and Bylaws under the new BC Societies Act. The transition will take place before yearend.

**Strategic Plan Update – Meredith Gardner.** Meredith provided a summary and supporting documentation outlining the vision, mission focus areas, goals, desired outcomes, strategic directions and actions of the new strategic plan.

Jennifer Erickson, a previous board member, welcomed the new board, congratulated the board on results and the development of a new strategic plan and provided a brief summary of her views. Jennifer underscored the value that Sarah MacLeod has provided over the past fifteen years including, amongst many attributes, her ability to cross the t's and dot the i's in ensuring that the growth of the organization remained on track in an orderly fashion. She emphasized that the Board should always keep in mind that the Executive Director is a hired employee serving at the pleasure of the Board, that the Board decides on organizational plans and direction and that the Executive Director and her team execute on the plans. Jennifer also expressed her desire that the Board actively engage and build relationships with senior Vail management. She is concerned about the profit motive of the new enterprise.

David Bell emphasized the need for organizational commitment to ensure a successful Hunter Gather fund raiser event of November 18, 2017

David Cronin expressed his hopes of meeting with Peter Sonntag, the new COO of Vail, to build a useful working relationship and to ensure that the needs of Whistler Adaptive Sports are well understood by senior Vail management.

Alan Kenney presented Sarah MacLeod with a bouquet of flowers for her outstanding service over fifteen years. This was met with wild applause.

**Adjournment: 2:30 pm**