



Skal International Canada
Spring Board Meeting Saturday May 16, 2015
Scheduled 9:00 am – 5:00 am

1. Call to order

President Jean Francois called the meeting to order and welcomed the Board members and guests attending.

2. Moment of silence

Members held a moment of silence for Skålleague Vernon Smith - Winnipeg Club.

3. Roll call

Roll was called and confirmed quorum achieved with 13 Of 15 clubs represented.

4. Approval of agenda

President Jean Francois Cote called for a motion to approve the agenda as circulated.

Motion Paul Durand
Carried

Second Cathy Duke
no nays, no abstentions

5. Approval of SICAN minutes London Fall Meeting October 4 , 2014

President Jean Francois Cote noted two corrections in the Fall Board minutes. Paul Durand – spelling and Darryl Caudle incorrectly identified as a member of the VP Election process working group. He called for a motion to approve the minutes as circulated with the noted corrections.

Motion Marc Rheaume
Carried

Second Jean Pelletier
no nays, no abstentions

6. President's report

President Jean Francois reviewed his goals of transparency, setting the example of leadership and providing the best tools to communicate our successes at the National and Club levels. He reported on travelling to the Toronto Club, attending Calgary's 50th anniversary celebration and attending the New Brunswick meeting with AIM members who are forming a new club. He acknowledged Sean Buckland's dedication in helping launch this new club. He also noted that Skal added the new member 25 Euro levy in January and that the majority of clubs supported implementing a \$40 new member fee to offset this charge. He emphasized that the next steps will be to focus on workshop results and determine the actions we can take to build membership.

He presented a silver cup that was introduced as a President's cup for leading the Skal toast. It had been misplaced for almost 30 years and was recently discovered. He will use the cup and reintroduce passing the cup to future presidents.

President Jean Francois Cote asked for a motion to approve his report

Motion Marc Rheume	Second Darryl Caudle
Carried	no nays, no abstentions

7. ISC Councillor report (attached) – Bill Rheume

ISC Bill Rheume reported that he was appointed as chair on the Reorganization subcommittee. The first phase of the Skal 2020 plan will be presented at the 2015 Fall Congress; Recommendations include having a more effective secretariat and a Secretary General, reviewing the size of the Executive Committee and restructuring the ISC itself. Other subcommittees include: Branding, Finance, Innovation (WEB) and Young Skal.

He reviewed the ISC report including the review of congress funding, work of the ISC at the mid-year meetings and direction of Young Skal focusing on YS Professionals rather than YS Students or YS Associates. The next Young Skal event will be in conjunction with the SIUSA region meeting in Las Vegas August, 2015

Congress Discussion:

Concern is not the length of congresses but ensuring that the programming has quality content for general delegates. Focus on events in education and professional content to broaden interest and participation beyond internal/ closed meetings. Key elements should include relevancy, destination, education and business networking opportunities. This also applies to NAASC and members recommended surveying new attendees.

Question on the benefit of the rotation of SICAN reps to broaden exposure to clubs to the national level and the impact of greater rotation of SICAN reps and the possible impact on governance. It was recommended to develop clear guidelines for reps to understand their roles on the national Board.

President Jean Francois called for a motion to accept the ISC report

Motion Sue Web	Second Marc Rheume
Carried	no nays, no abstentions

Skal International President V. Salih Cene addressed the Board

(Also attended Lou Conkling Statutes Director)

President Salih advised that following consultations with all clubs and the Mombasa Club, the difficult decision was made to move the fall congress to Spain. A full package will be circulated early June. He also noted that the Kenya proposal will automatically be shortlisted for 2018.

Discussion:

Questions arose regarding the need for a new Secretary General and he provided an overview of the challenges with Spain's Labour Law. He also emphasised Young Skal Professionals as a growth opportunity. He also discussed the need to focus on quality members who are interested rather than the traditional emphasis on highest level of management. He also advised that SI is working on Codes of Ethics and Conduct for the industry.

President Jean Francois Cote thanked President Salih and Director Lou for attending

Young Skal Discussion:

Recommendation to invite Toronto Young Skal Audrius Valiulis to attend the SICAN fall Board meeting and report on the Las Vegas Young Skal meetings. Travel and accommodations would be arranged by SICAN.

President Jean Francois Cote called for a motion to host Young Skal Audrius Valiulis at the fall board meeting hosted by SICAN.

Motion Susan Webb
Carried

Second Jean Pelletier
no nays, no abstentions

8. Fall Board Meeting BID

President Jean Francois Cote asked the Board to accept moving the Fall Meeting BID up on the agenda to accommodate a Board member's early departure.

Scrutineers confirmed Bill Rheaume and Cathy Duke

The Vancouver and Winnipeg reps presented their Bids individually to the Board

VOTE: Vancouver

President Jean Francois called for a motion to destroy the ballots

Motion Doug McPhee
Carried

Second Marc Rheaume
no nays, no abstentions

9. VP Administration report (attached) – Doug McPhee

Web sites - Serge is working with clubs to help them migrate to the club platform. He is also working with SICAN on new features and a newsletter platform. He also prepared a guide to walk through on-line set up.

VP Election Discussion Paper: Marc facilitated an ad hoc group to develop a draft discussion paper. He provided an overview of the paper.

Discussion:

Question for clarification if a VP challenges for the Presidency and was unsuccessful, would they forfeit running as VP in the same election? The intent is that the model supports an orderly succession and by challenging for President and loosing, the VP would have to wait for one year to run again as VP.

VP Doug McPhee moved that a committee be formed to move the discussion paper forward to the Clubs and examine any potential Statutes changes that may be needed and report at the fall Board meeting.

Committee Doug McPhee, Brent Bowes, Marc Rheume, Paul Durand, Eric Douay, Bill Rheume (ISC)

Moved: Doug McPhee
Carried

Second Jean Pelletier
no nays, no abstentions

10. VP Membership report (attached) – Sean Buckland

VP Sean Buckland highlighted the Membership working group report and emphasized the call to actions for Clubs.

- Clubs to commit to get the right members in your club
- SICAN will help develop a cross marketing plan for key sectors and key players in your markets
- Survey members' satisfaction

VP Sean reviewed the membership numbers and goals. He reported that New Brunswick is ready to form a club. Other key markets include Charlottetown, Ottawa, Whistler, Regina, and Okanagan.

Discussion:

Women are key potential members and young people connect through Facebook and LinkedIn. Emphasis must also be on member success stories, defining value and business success. A working group was established including VP Sean Buckland, Tracey Nurmi and Susan Webb

VP Sean Buckland moved his report

Motion Sean Buckland
Carried

Second Paul Durand
no nays, no abstentions.

11. VP Finance report (attached) – Paul Leon

VP Paul Leon presented a report for the revenue generation working group. He reported on a projected surplus for 2015 based on increased revenues, reduced operating costs and reduced NAASC club subsidies due to fewer clubs qualifying.

Paul presented the three motions to allocate the projected surplus with \$5,000 to club development, \$2,000 to support New Brunswick club and \$2,500 for club marketing co-op funds with the understanding that if the surplus was not attained, any shortfall would need to be drawn from reserves.

Motion Paul Leon

No seconder – motions did not proceed

Paul moved to allocate a potential surplus of \$7,500 to membership development initiatives understanding that any shortfall could be drawn from reserves.

Motion Paul Leon
Motion withdrawn

Second Sean Buckland

Paul moved to reallocate \$7,500 of the current budget to membership develop programs.

Motion Darryl Caudle
Carried

Second Marc Rheaume
no nays, no abstentions

It was confirmed that the allocation would be based on the guidelines outlined in the Revenue Generation Finance Report

2016 Membership Fee

It was noted that the working group report presented no fee increase for 2016. The Executive Director advised that this was an error in interpreting the discussion of the working group and any decision on 2016 fees was an agenda item for the Board's consideration.

Discussion:

Is it healthier to raise dues moderately each year rather than larger periodic increases. The organization needs a 2 to 3 year plan outlining goals and revenues to assess any fee increases.

The question is of value and benefit for membership and increasing revenues through growth.

Use reserves first for growth initiatives.

Should a rebate program be considered for clubs achieving membership goals?

Recommendation to form a group to work with the Executive Committee to develop a 2-3 year strategy outlining programs, utilizing reserves and revenue generation. Members volunteered to work with the Executive: Serge Doyon, Mike Hannah

VP Paul Leon moved his report

Moved Paul Leon
Carried

Second Jean Pelletier
no nays, no abstentions

12. Club reports

President Jean Francois Cote asked for the club reps to only add any new information that was not included in their club reports.

London – Tammy McBane summarized attendance challenges and expressed appreciation for new revenue ideas to take back to the club.

Edmonton – Paul Durand reported on a new initiative to leverage the International Sustainable Tourism Awards with a provincial competition to vet and submit candidates to Skal.

Toronto – Susan Webb reported on their club bid for the 2017 congress and asked for recommendations on potential keynote speakers.

Canadian Rockies - Doug McPhee extended an invitation to their annual golf tournament in June which is a joint Calgary/ Canadian Rockies event
Montreal - Eric Douay – reported on a joint ACTA/ Skal Montreal joint golf tournament with 220 players – June 10 event
Winnipeg - John Van Houdt reported on the ACTA golf tournament June 2

13. Executive Director report

SIERS

Denis Smith updated on the launch of the Skal International SIERS event platform and encouraged all clubs to support the initiative. The hope is for the platform to become more robust to be utilized for clubs' own events.

Job Descriptions

Clubs were asked to share any job descriptions to assist in defining SICAN responsibilities for governance and to assist Club Executive Officers with existing and new clubs.

14. Recognition Awards

President Jean Francois Cote advised that only one submission was received for the Club of the Year. He recommended working with the format for another year.

Discussion: Some clubs commented that they felt they would not have achieved a sufficient score to submit. It was noted that it provided a good benchmark for performance and self-assessment. Clubs were asked for feedback on the criteria and consider incorporating as part of the club reports.

President Jean Francois Cote called upon Sean Buckland from Halifax Club for a special recognition for his dedication and effort to form the New Brunswick club. The Board heartily endorsed the recognition of Sean's work. Sean acknowledged that the effort was from the work of many and the recognition is shared with the Halifax Club.

15. Next Meetings

SICAN 2016 Fall Board Meeting: Bid package will be circulated June 2015 – due to SICAN August 31, 2015. A decision will be at the fall Board meeting putting the selection back on a year one year notice cycle.

NAASC/ SICAN Spring Meeting 2016 – Boise, Idaho June, 2016

NAASC Report 2017 – 2018

There was a special meeting with SICAN, SIUSA and SIMEX on the future of NAASC. Mexico is considering aligning with South America. The Affiliate clubs have limited resources to host NAASC. The group formed a task force to look at programming and adding value experiences for delegates. In addition, the group will look at reintroducing a Congress Director and/ or a management company to provide operational support so any club can bid on a NAASC congress. The concern is if Canada is asked to host

2017, the same year as Toronto's bid for the congress. Recommendations and a decision on NAASC 2017 will be made after Toronto's Bid presentation at the Congress.

Skal World Congress Toronto Bid for 2017

Brent Bowes: Toronto Club President spoke on the goals of the bid to incorporate all aspects and regions of Canada. They want to offer value added pre-post experiences across Canada. He asked for a letter of support from Skal Canada.

President Jean Francoise Cote called for the unanimous support for the Toronto Club bid

Motion Marc Rheume
Carried Unanimously

Second Jean Pelletier

16. New business/ members' open forum

Jean Francois proposed consideration of a commission sponsorship supplier.

Darryl Caudle suggested more time for web site, file sharing and social media initiatives at future meetings.

Eric Douay recommended that social media be part of the 3 year plan

Jean Francois raised the concern of clubs not represented at the Board meetings. The Statutes outline a fine up to the cost of registration. However, this was considered punitive if a club has financial challenges. Question if Club SICAN reps selected do not have the capacity to take the time from work to attend. Do some clubs have the financial resources to travel or is it even budgeted? Jean Francois will follow up with the clubs.

Toronto Brent Bowes – Expressed appreciation for the open dialogue
Halifax John Duggan – Thanked the Board for their time and effort
Quebec Andre Parent – Thank the Board for their work

17. Adjourn



ISC REPORT – MID-YEAR MEETING HAARLEM APRIL 22 – 25 2015

OVERVIEW

- First meeting under the new format, which included a Council Only Plenary Session on the final day;
- Attendance was 26 Councillors out of a potential 48 or 54%. Of note, this is the highest number of Councillors attending in the past 5 years.
- Discussions and presentations were held on the key subjects of:
 - Revitalizing the B2B – reviewing the content and format to improve the professionalism, quality and improve the value of Congresses.
 - Young Skal, the Next Steps.
 - Sport Tourism – bringing special interest tourism into the main stream.
 - FVF – leveraging the funds to improve and develop membership.
 - Developing Strategic Partners and Alliances for Skal.
- Discussion on letter brought forward by Skal Europe Task Force; and
- Presentation and outline on the Project 2020 Goals and Objectives.

MEETINGS

Committee A's meeting was held on Thursday April 23, 2015 with myself as Chair. This Committee's areas of responsibility involve Membership, Communication and Business Affairs which includes ideas that will improve the organization. Discussions centered on improvements to existing programs and initiatives and new ideas on membership development. The subject of correspondence from the Europe Task Force to the Executive Committee was brought forward and discussion involving the role of the ISC, EC and Secretariat. Details of the content and discussion points will be provided in person during SICAN's Board Meeting if needed.

Plenary Session –

- 8 new Councillors were inducted.
- Reports were given by the ISC President, VP's and Secretary, outlining work completed since Mexico.
- President Salih addressed the issues raised by the correspondence from Europe.
- Presentation and vote for the Director Candidates. This vote only determines placement on the Ballot for election at the World Congress. There were two candidates put forward – Lavonne Wittmann, Councillor from South Africa (and Secretary of the Council) and Jason Samuels, Councillor from India.
Result of the vote: Lavonne Wittmann – 1st; Jason Samuels – 2nd. There will only be one Director vacancy at the World Congress, unless Lou Conkling does not move up to VP.
- Russell Butler, Chair of Project 2020, presented an update on the Committee's Goals and Objectives to be presented at the World Congress.
- Sealed Air / Diversey presented their vision of Strategic Alliance Partnership with Skal. VP Nigel urged each country and club to reach-out to Sealed Air/Diversey's local contacts to determine what opportunities can be developed.
- Presentation by clubs bidding on the 2016 Mid-Year Meeting:
 - Cancun, Mexico
 - Christchurch, New Zealand



- Colonia, Uruguay
- Copenhagen, Denmark
- Louisville, USA
- Split, Croatia

The vote for 2016 Mid-Year Meeting will take place during the ISC meeting at the World Congress.

Presentation Topics:

B2B – how to improve the concept to be more relevant, professional and appealing to Skalleagues as well as industry partners. Recommendations identified:

- Cost of participation – currently only 50EU, which is too low and meant only to encourage member businesses to purchase tables.
- Time to change from giving away free pens and trinkets to creating a trade show worthy of attracting new member interest.
- Create a new revenue stream for the host club and Skal International
- Have a dedicated day and/or afternoon time slot that would include a reception for members and non-members to network.
- Include a trade fair format and invite business from the local community that focus on tourism to participate.
- Organize professional workshops or seminars in conjunction with the B2B.
- Include key note speakers.
- Provide for 'speed networking' opportunities.

Young Skal – Next Steps. Presentation offered statistics on YS membership by Country. Message and Recommendation:

- Focus on Young Professionals rather than students and Young Skal Associates.
- Develop a standard Mentoring Programme for clubs to use.
- Facilitate the Academic Membership Tool-Kit for Tourism and Hospitality Schools.
- Young Skal to be administered Regionally and Locally rather than Globally.
- Encourage annual Symposiums focussed on Students and Young Professionals.

Sport Tourism – included within Special Interest Tourism.

This presentation focussed on the benefits of sport for communities realizing tourism dollars in all sectors of the market. As with Medical Tourism, presented in Bangkok, most categories already exist. The critical path involves wording and description changes to the By-Laws which will be accomplished in the advance of the World Congress.

Recommendations to the EC for Sport Tourism; include Sport Venues as Attractions and Owners/Managers of venues and teams within the existing categories approved under Attractions.

FVF –

Committee B presented an idea to use a portion pf the FVF towards membership development, citing the fact that the 500 EU maximum currently offered by SI was totally unrealistic in providing assistance



in forming new clubs and develop membership initiatives. A business plan will be developed and put forward for presentation at the General Assembly.

Discussion was held on a By-Law change pertaining to Area Committees whereby a recommendation was put forward to make it mandatory for National Committees to join an Area Committee in their geographical jurisdiction if it exists. – This amendment did not receive support from the Council or EC.

Other discussion occurred around the necessity of making additional changes to the website, particularly the Benefits page, membership application format and expansion of the 'Boutique' to increase revenues.

VP David Fisher outlined the concerns over the number of clubs with dues in arrears and asked that Councillors become more involved in following up with these clubs. Currently the Receivable is in excess of 250,000 EU!

Kenya World Congress

- Tony Clegg-Butt, former S.I. President and Chair of the Kenya Congress addressed the group, asking for support.
- The Kenya Government has put together an enhanced security program for the Congress.
- Travel Guard Insurance through AIG Kenya has included a \$250,000 USD travel insurance plan for all delegates included in the Registration at no cost to the delegate.
- SI is conducting an immediate survey of all Club Presidents and Councillors to determine how many will travel to the Congress.

Final Day ISC - Only Plenary

- This meeting was organized for the Councillors to meet without observers or EC and deliberate on the items brought forward during the previous three days.
- Tasks have been assigned to Councillors for completion and call to action developed on subjects presented/discussed during committee meetings and the previous day's Plenary.
- Multi-use presentation on membership development plan was presented by Australia.
- Recommendation put forward to the EC towards reducing the time delays in dealing with requests and the amount of bureaucracy experienced with approvals and decisions at the EC and Secretariat level; broadening acceptance and moving away from the emphasis on administration and regulation.

Vice President Election Process Committee

Discussion Paper

Chair: VP Doug McPhee

Marc R, Paul D, Eric D, Brent B, Bill R (ISC),

We need to ensure SICAN as an organization has the best governance possible. We need clarity on:

- ☐ The roles and responsibilities of the SICAN Board.
- ☐ The roles and responsibilities of the SICAN Rep and minimum requirements
- ☐ Clarity on the decision rights of the Executive Committee versus the Board

Through the governance prism the right answers will appear.

The First major question: Is the best governance achieved Regionally or Nationally in electing Vice Presidents?

For clarity, the VP position is a SICAN Rep whose costs are paid for by her or his Club. They serve at SICAN because they were elected by their Clubs to the role of SICAN Rep. They serve as VP because they were elected by the SICAN Board to take a leadership role on the Board. The home Club has no impact on the VP position; that is the Board's decision. The Club has the right, at all times, under its own rules, to elect who they wish for the SICAN Rep. The VP must continue to be elected by her Club to remain in office.

Benefits of Regional Representation:

- ✓ Ensures the VP roles, and ultimately the Presidency, rotates across the regions of the country.
- ✓ Theoretically allows for regional discussions among Board members with their regional VP, but this has rarely happened in practice.
- ✓ Other benefits?

Disadvantages of Regional Representation:

- ✓ The best candidate for the VP role may not be able to run for election.
- ✓ The SICAN Board is mature enough to vote for the best candidate, regardless of geographic origin.
- ✓ The 3 year wait for a particular region may encourage people to run for office when it is not ideal for them, as they don't want to wait an additional 3 years, or their Club rules only give them 2 years in the Board position.
- ✓ Good people may defer to colleagues who have been "waiting" for their turn, through a sense of fair play, which is kind, but not good governance.

The Committee recommends eliminating the Regional VP structure and moving to a National VP structure.

The Second major question: What would the process look like, and what rules would be put in place, under a good governance model?

- ☐ Every year there would be elections for the VP positions and the Presidency.
- ☐ All 3 VP positions would be elected every year, but there is an organizational desire for succession.
- ☐ A VP may serve 3 consecutive terms as VP before either being elected President, or stepping down. At the pleasure of their Club, they may remain the SICAN Rep.
- ☐ A VP must serve one full year in that capacity on the Executive Committee before she may be elected President. The organizational desire for succession suggests, but does not require, a VP to spend more than one year in the VP role prior to seeking the Presidency.
- ☐ The Presidential election occurs first, and a defeated candidate may not run for VP again. They have one chance at President.

The Presidency

The organizational desire is for the President to serve one term. However, there are circumstances in which a President may serve an additional one year term.

- ✓ If no VP wants to stand for President
- ✓ If no VP qualifies to stand for President
- ✓ If the President-elect is incapacitated or abdicates, and one of the first two conditions apply.
- ✓ If there is a unanimous recommendation from the Executive Committee, and the Board ratifies that recommendation.

Process:

1. The Committee presents initial findings and recommendations to the Board (Saturday, May 16, 2015).
2. If the Board likes this direction, the Committee will take the feedback and recommendations and incorporate it into the report.
3. The Committee will then perform a Statutes check. A cursory check has already been performed, and it appears the only Statute change required would be to drop the "Regional" VP designation. The rest of the changes appear to be Statutes related.
4. The proposed change would be sent to each Club for review and discussion prior to the Fall Board meeting.
5. The vote would occur at the Fall Board Meeting. Assuming a positive vote, accepting the recommendations, the VP election at the Fall Board meeting would remain a Western Regional VP vote under the current rules.
6. The statutes would be amended by a vote at the Boise NAASC at the SICAN Spring Board Meeting.
7. Assuming Skai International accepts the Statutes amendments, the new structure would be in place for the Fall Board Meeting in 2016.

Membership Report

AWARENESS

- Help clubs identify promotion opportunities such as trade shows,
- Participating at other organization events
- Promoting members via Trip Advisor recommendations
- Encouraging members to use the Skal logo for branding, email signatures
- Generate stories for Travel Media writers
- Step out of Skal and join a tourism message organization

TESTIMONIALS

- Generate more testimonials for the Skal Canada web site that include personal and business to business opportunities

MEMBERSHIP GROWTH

- Encourage clubs to look at the membership chart to identify key membership categories to 'fill 'in' and balance the profile of their membership
- Identify key members who can cross promote membership to their counterparts in other regions.
- FOCUS on leaders in each market to solicit as members

RETENTION

- Annual volunteer list to solicit participation from all members and engage new members early
- Use Survey Monkey or dinner surveys
- Touch point – reach out 2-3 time per year/ MIA 3 meetings – needs personal call

VALUE

- Networking, friendship, trust, loyalty,
- Broadest representation of tourism
- Widest access to reach out, network internationally
- Target audience to achieve business amongst friends

ACTION

Clubs to commit to get the right members in your club and fill in the chart and balance your membership profile

ACTION

SICAN will help develop a cross marketing plan for key sectors and key players in your markets

ACTION

Survey members' satisfaction

SKÅL INTERNATIONAL CANADA
MEMBERS BY ACTIVITY
6 MAY 2015

Canada		Calgary	Canadian Rockies	Edmonton	Halifax	Hamilton	London	Montreal	Quebec	Saskatoon	St John's	Toronto	Toronto North	Vancouver	Victoria	Winnipeg	AIM
AIRLINE	6						1	1		1		2	1				
AIRLINE ASSN	1							1									
AIRPORT	2						1				1						
ASSOCIATE	19	3		1	1	1			4	2	1	3	3	1			
ATTRACTION	28	3	2		3		2	9	9	3			1	1	2	2	
BETWEEN JOBS	4			1				1	1				1		2		5
CAR HIRE	14	4	1	1	1			1	1			1			2		
COACH COMPANY	17	1		1	2	4	2	2	2			2			2	1	
CONGRESS CENTRE	16	1		1	5	3	5	3	3		1	1		2	1		1
CONSULTANTS	33	6	2		3		3	6	6		1	9	3	3		2	2
DESTINATION MGMT CO	7			1					1			4				1	
HOLIDAY CAMP	3	2							1								
HOTEL	219	14	32	24	7	13	11	6	37	9	14	1	16	20	6	9	11
HOTEL ASSN	6	1							2	1				1		1	
INBOUND TOUR OPERATOR	1											2			1		1
MARITIME COMPANY	3																
OUTBOUND TOUR OPERATOR	1												1				
PROF. CONGRESS ORGANISERS	4				1					1				1			
RAILWAYS	4		1			1			1								
RESERVATIONS SYSTEM	4								1			1		1			
RESTAURANT	11		4		3				1	1		1	1		1		
RETIRED	82	13	12	4	7	4	2	6	4	4	2	6	1	11	4	3	
SPA	3																
TOUR OPERATOR	27		4	1	4	1		2	1		3	5	2	3		1	1
TOURIST AUTHORITY	34	2	6	3	2		3	1	6	2	1	6		1		1	
TRAVEL AGENTS	49	3	1	4	1		1	5	5	3	4	13	3			6	
TRAVEL AGENTS ASSN	4							1				3					
TRAVEL INSURANCE	9		1		2	1		1				4			1		
TRAVEL MEDIA	25	1		1	2	2		1	2			13		2			
TRAVEL SCHOOL	16	4		2	2			3		1		1	1		2		1
YOUNG SKÅL	9			2								6		1			
	683	58	66	46	38	30	31	28	92	29	28	84	34	48	21	28	22

Finance Report

2015 Projected Surplus - estimate \$7,500

Increased revenues

Membership

Reduced expenses

NAASC travel and club subsidy

Skal Congress relocated reducing costs

Recommendation to direct surplus for this year to assist developing new clubs and assist existing clubs promote membership growth.

These initiatives will have to be funded in the future through new revenue sources, national revenue programs, auctions, sponsors etc.

Proposal

Allocate \$5,000 for starting clubs that meet the criteria that have an interest to form a club and people on the ground to sustain the drive to form a club. This would provide seed money for an initial meeting or travel. This would also require Board commit on a case basis.

Proposal

Commit \$2,000 of the fund to New Brunswick Club as seed funding for initial travel to the Fall Board meeting on the bases of a 5 year forgivable loan.

Proposal

Commit \$2,500 for existing clubs for membership growth programs such as trade show booths etc. Clubs must present a case for matched dollars.