



KWSC Board of Directors

**KWSC Project RENEW – Winter 2011 Update
Strategic Planning & Governance**

Attention: All Members, Coaches, Staff & Partners of KW Skating Club

In December 2009, we sent out a communication outlining some very important strategic work that was being done by the KWSC Board of Directors. A copy of this announcement can be found on the KWSC website under the KWSC RENEW menu item. Following extensive information gathering and communications with our partners at all levels of the organization we outlined what our priorities were and how we would position ourselves in order to achieve those priorities so we can be in the best position to provide services to you in the long-term.

At this time, we thought an update would be helpful to let you know how we’re doing relative to what we had planned to accomplish and what our areas of focus will be for the next 12-18 month timeline. Please continue to visit the KWSC RENEW area of our website as we post additional information that may interest you. You will see detailed information regarding the processes that the board undertook during the Renew project as well as interesting information that was gathered. This has been a massive project and I have been very lucky to work with such a strong, committed board towards accomplishing our goals. We continue to work hard to best serve the needs of our members and we value your involvement in the KW Skating Club.

Here is an update on our RENEW deliverables as well as a brief update on each of our 7 strategic priorities:

RENEW Deliverable	Expected Timeline	Actual Delivery
New Mission Statement	Summer 2009	Summer 2009
New Code of Conduct	Summer 2009	Summer 2009
Our critical success factors	Fall 2009	Fall 2009
What the Board should start doing, stop doing and continue doing,	Summer/Fall 2009	Summer/Fall 2009
Strategic Plan – which includes the following 7 specific Strategic directions:		
Retain and attract strong coaches;	We have been pleased to sponsor KWSC coaches’ attendance at the 2010 ACGM, the 2010 Ontario Coaches’ Conference, as well as various other professional development opportunities in 2010. The BOD is committed to the ongoing development of our coaches so they can continue to provide the best quality coaching to your skaters. We are proud of our KWSC Coaching Team. We are currently completing a vendor contract review and a strategic assessment of our program needs to position us into the future as the best place to be for skating at all levels.	
Develop a marketing campaign utilizing KWSC’s reputation in order to improve and elevate our brand;	We have invested in branding opportunities such as our upgraded KWSC website, Facebook/Twitter accounts, KWSC banner, participation in the Skate Canada logo contest, Battle of the Blades trip and enhanced press	

	<p>release opportunities. Our volunteer webmaster, Paul Mallet has allowed for many of these opportunities to be realized. We hope you've noticed the increased attention the club has received in the news over the last 12 months. We've had a lot to be proud of! Opportunities to market with our existing customer base and athletic partners within RIM by increasing awareness of our services have begun. Stay tuned as our Executive Director, Marie Pringle works with our Skating Programs Manager, Paul MacIntosh and our Athletic Manager, Dale Bellaire, to finalize our strategic business plan for the organization as a whole beginning with an annual approach to budgeting.</p>
<p>Maximize the potential of the Athletic Center as revenue-producing and improve program opportunities;</p>	<p>In December, we hired our Athletic Manager – please take a few minutes to drop into our centre and meet Dale Bellaire so you can see what we have to offer. You might be surprised what you could be doing while your child is on the ice or busy elsewhere! Our Athletic Centre Manager is focused on reducing costs for the Athletic Centre by bringing in new members and group training opportunities through other sports and partners.</p>
<p>Recruit new Board members from the community and, if possible, have a focus on marketing, finance and/or previous governance experience;</p>	<p>We began Board Recruitment earlier this year, targeting the specific skills identified, as well as others that have since been identified as an asset. We hope you noticed the announcements that were posted earlier this year regarding board, committee and other volunteer opportunities. We have a diverse set of skills on the existing board and are looking forward to some new skill sets to fill out the board roles. In addition, creation of a board director training program and new board member information package is well underway to keep the skill level of our board consistent into the future. Your Executive Director, Marie Pringle and I were sponsored by Capacity Waterloo to attend a non profit, Board Governance Program at Wilfrid Laurier University to allow for further board and staff development. We have various committees underway as well that we would welcome volunteers for – strategic planning, risk management, volunteer management and vendor management to name a few.</p>
<p>Improve Communications – internally and externally;</p>	<p>We hope you have enjoyed the increased communication from our Executive Director, our Facebook page, competition Twitter blog communications as well as our competition send-off events. Look for more consistent communications as we head into 2011. This continues to be a focus area for us and we'd like your continued input.</p>
<p>Provide affordable, accessible skating programs for all ages, ensuring flexibility and variety;</p>	<p>For the coming spring season, our Skating Programs Manager, Paul MacIntosh has launched a new Jr. Star program that will provide a more seamless transition for</p>

	new skaters into the STAR program. We look forward to receiving your feedback as this new program unfolds in the spring. We have partnered with senior business students at Wilfrid Laurier University to research our programs at all levels. Paul will use the data gathered from this research and also from other sources to audit our programs and ensure they are best aligned for success.
Develop programs targeting other ice sports in under-utilized facilities	We've not moved ahead on this initiative yet. Look for more activities in this category in our next update to you.
NEW: Risk Governance model	We are in the beginning stages of implementing a Risk Governance model for KWSC. This model will include identification of risks, action plans for mitigating risks as well as, new risk governance policies.

Office Update:

In our last announcement we outlined a new structure in the office that would create a more streamlined leadership structure that represented the skill sets (both skating and business) that KWSC requires to move forward, ultimately to provide better service to you. We are pleased to report that office changes which were proposed in our last communication to you have been implemented. Our Executive Director, Marie Pringle, Skating Programs Manager, Paul MacIntosh (aka Technical Manager), and Athletic Centre Manager, Dale Bellaire are now all in place. We'd like to thank you for your patience with our office over the past several months. We have experienced some fluctuations in service levels due to office transitions but have done our very best to minimize the impact to our members. We hope you've continued to have a positive experience with us – please let us know if we can help at anytime. The Board of Directors is proud of the KWSC staff team and what they have accomplished – well done! Stay tuned as we continue to enhance our services with such things as online registration and diverse off-ice programming options.

As always, all comments, suggestions and Board member or Volunteer applications are welcome at any time by contacting Lesley Germann at president@kwsc.org.

On behalf of the KW Skating Club Board of Directors
 Lesley Germann, KWSC President

 Visit our website at www.kwsc.org
 Follow us on Twitter at twitter.com/kwskatingclub
 Connect with us on Facebook at facebook.com/kwskatingclub

KWSC Mission Statement (2009):

Inspiring a lifelong passion for excellence through Skating.