



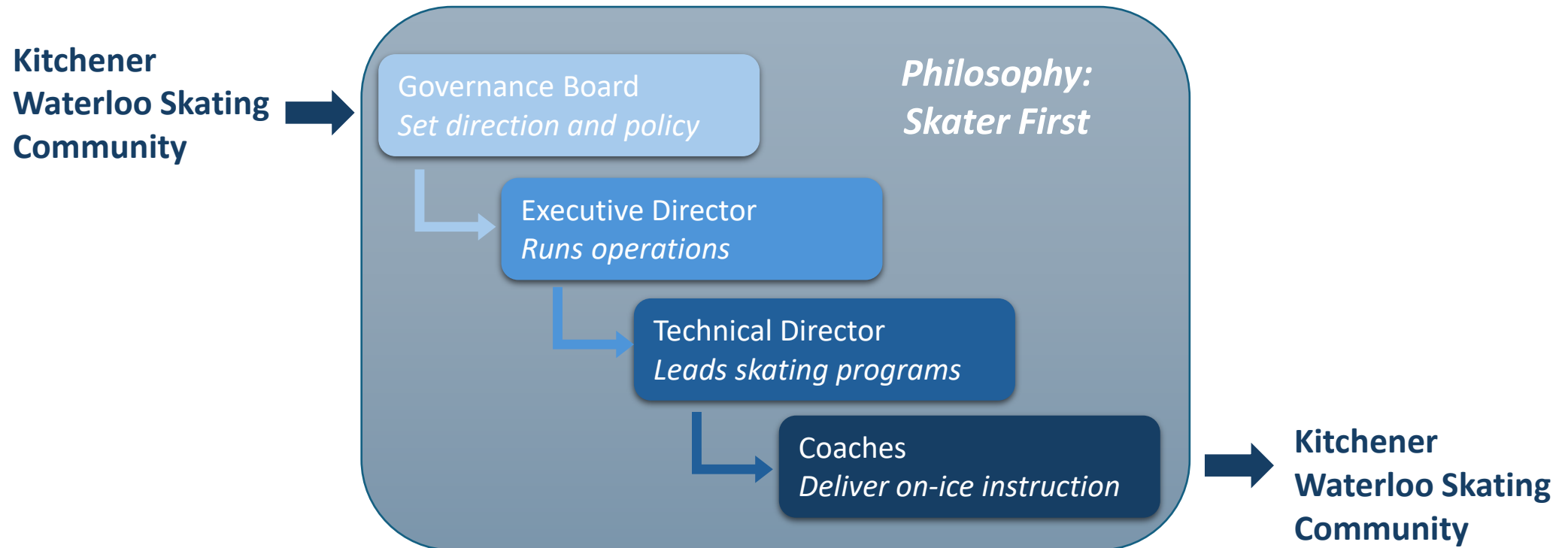
Kitchener-Waterloo Skating Club

Roles and Responsibilities

August 2025

Organizational Chart

2



Roles and Responsibilities At-a-Glance

3

Role	Main Function	Scope of Responsibility	Key Responsibilities	Reports To
Board	Governance & Strategic Oversight	Sets the club's mission, vision, and long-term strategy. Provides financial oversight and policy direction.	• Approves budgets and policies • Sets strategic goals • Oversees overall club performance • Hires and supports the Executive Director	Members
Executive Director	Operational Leadership & Administration	Runs the day-to-day operations of the club in line with Board direction.	• Implements all Club policies • Maintains positive relations with staff, members, community partners, and appropriate resource allocation • Oversees finances, HR, marketing, communication, and member services • Ensures compliance with regulations	Board
Technical Director	Skating Program Leadership	Oversees the quality and consistency of all skating programs and athlete development.	• Sets standards & training curriculum • Provides leadership and mentorship to coaches • Coordinates athlete development pathways • Aligns technical delivery with club goals	Executive Director
Coaches and Instructors	Direct Athlete Training	Work directly with skaters to teach skills, prepare routines, and develop performance.	All Coaches and Instructors: Plan and deliver lessons; Provide clear communication about individual skater needs and progress Figure Skating Coaches: Act as a resource to navigate figure skating; Prepare skaters for tests and competitions; Provide clear and transparent pricing and billing in a timely manner	Technical Director and Skater/Parents

Roles and Responsibilities: Board Member

4

Summary: The Board of Directors of the Kitchener-Waterloo Skating Club (KWSC) is responsible for the overall governance, strategic direction, and financial health of the club. Board Members work collaboratively to ensure the club's mission is achieved, resources are managed responsibly, and programs meet the needs of members and the community. This is a volunteer, elected position for a 2-year renewable term. The Coaches Representative is a Board Director who is elected by coaches to maintain a coach perspective in governance issues and provide skating knowledge to the board.

Key Responsibilities

Governance and Oversight: Uphold mission, vision, and philosophy; Ensure legal and policy compliance; approve strategic plans and budgets

Leadership and Advocacy: Represent the club brand positively; promote program impact on athletes and community; support fundraising and sponsorship efforts

Oversight: Support the Executive Director in the achievement of Club goals; Ensure alignment of service delivery with club goals; Identify environmental and organizational risks; Uphold standards for safe sport

Board Participation: Attend monthly meetings and AGM; serve on committees; maintain confidentiality.

Qualifications

- Commitment to the mission and values of KWSC
- Strong understanding of governance roles and responsibilities
- Experience in leadership, finance, legal, fundraising, human resource management, marketing, or sport administration is an asset
- Ability to work collaboratively and communicate effectively
- Previous non-profit or sports board experience

Time Commitment

- Meetings: Approximately 3–4 hours per month for board meetings, plus committee work as required.
- Events: Attendance at club events, competitions, and fundraisers is encouraged

Benefits

- Contribute to the growth and success of the community through sport.
- Gain experience in non-profit governance and leadership.
- Build relationships within the skating community.
- Support athletes of all ages in achieving their skating goals

Roles and Responsibilities: Executive Director

5

Summary: The Executive Director (ED) is the chief staff leader of Kitchener-Waterloo Skating Club (KWSC) and is responsible for the overall management and administration of the club's programs, services, staff, and resources. Reporting to the Board of Directors, the ED ensures operational excellence, financial sustainability, and alignment with the club's mission, vision, and strategic goals.

Key Responsibilities

Leadership and Strategic Management: Implement the strategic plan, lead staff and volunteers, act as the liaison between Board, staff, and members; Develop and maintain volunteer base; Overarching program supervision; Uphold standards for safe sport; Executes the direction of the Board

Operational Management: Oversee daily operations of the Athletic Centre, program delivery, marketing and communications, and compliance with regulations; Oversee the recruitment, management, and evaluation of staff; Ensure a safe, inclusive environment; Identify and resolve issues and enhance productivity.

Financial Management: Develop and manage the annual budget in collaboration with others; Ensure accurate financial reporting, expenditures, and overall financial health of organization.

Stakeholder Relations: Maintain and promote a "Skater First" mentality; Maintain effective communication channels with members, Board, and staff; Promote the club through marketing, public relations, and community outreach initiatives.

Qualifications

- Strong leadership and management experience, preferably in a sport, recreation, or non-profit setting.
- Proven experience in financial management, fundraising, and sponsorship development.
- Excellent communication, interpersonal, and conflict-resolution skills.
- Ability to work collaboratively with diverse stakeholders, including athletes, parents, volunteers, partners and governing bodies
- Knowledge of figure skating, sport administration, or program management is an asset.
- Extensive experience and knowledge of Human Resource management (systems and resources)

Time Commitment

- Full-time position with flexible hours, including evenings and weekends as required for events.

Benefits

- Lead a respected community sports organization.
- Work closely with athletes, families, and volunteers to foster sport development.
- Opportunity to shape programs and initiatives that impact the local skating community.

Roles and Responsibilities: Technical Director

6

Summary: The Technical Director (TD) is responsible for overseeing the technical quality and delivery of skating programs at Kitchener-Waterloo Skating Club (KWSC). Reporting to the Executive Director, the TD ensures coaching excellence, athlete development, and program alignment with Skate Canada standards. The role combines leadership, mentorship, and direct coaching to deliver an exceptional skating experience for all participants.

Key Responsibilities

Program Development & Delivery: Design, implement, and evaluate all skating programs, including CanSkate, STARSkate, Competitive, and specialty programs; Ensure programs align with Skate Canada guidelines and the club's strategic objectives; Develop training schedules for all on and off-ice training; Develop lesson plans for Group Programs

Coaching Leadership: Provide leadership, management, and resourcing to all coaches; Create professional development opportunities; Schedule and assign coaches to programs; Promote a safe, inclusive, and "Skater First" environment.

Athlete Development: Create a sense of belonging, and enjoyment for the sport; Identify and nurture talent pathways for skaters at all levels; Address overarching technical gaps and challenges; Uphold standards for safe sport; Create performance development opportunities

Operational Coordination: Work with the Executive Director to ensure operational efficiency and resource allocation; Manage annual coach contract process; Assist in planning test days, shows, and club events.

Stakeholder Engagement: Maintain and promote a "Skater First" mentality; Act as an ambassador for the Club; Engage with parents, caregivers, and community partners to promote participation and club growth.

Qualifications

- NCCP Level 3 (or equivalent) in figure skating coaching; higher certification is an asset.
- Proven experience in program development, coaching, and athlete progression at a national level or higher.
- Strong leadership, communication, and organizational skills.
- Knowledge of Skate Canada programs, policies, and technical requirements.
- Proven collaboration skills and experience with managing a complex network of stakeholders

Time Commitment

- Full-time position with flexible hours, including evenings and weekends as required for events and competitions.
- Flexible hours in the rinks for coach/customer access
- Travel to competitions to support coaches and network within the figure skating industry

Benefits

- Lead technical direction for a respected skating club.
- Design athlete development pathways from grassroots to high performance.
- Collaborate with a committed team of coaches, staff, and volunteers.