



NOMINATION FORM

Name:	
Address:	
City, PR, Code	
Cell:	
Home:	
Business:	
Email:	
Occupation:	
Current MHA:	
Position Applied for	
Skill Set(s) such as strategic planning, fundraising, recruiting, financial management, communications, information technology, program planning, etc.	
Relevant Work and/or Volunteer Experience(s) Previous Board Experience Hockey Experience (coaching, managing, etc) Have a board perspective of CAC in the Community	
References as they relate to above	

<p>Does applicant have children in the program</p>	
<p>Can applicant commit time to CAC after their child has left program</p>	
<p>Willing to submit to security clearance screening</p>	
<p>Declaration</p>	<p>By signing this form, I acknowledge that I have read, understood and agree to comply with:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Director Recruitment - Board Introductory Package <input type="checkbox"/> Position Description • "So you want to be a board member" and have completed the checklist <input type="checkbox"/> Completed and attached the CAC Conflict of Interest & Confidentiality form <input type="checkbox"/> Strategic Planning Documents
<p>Signature</p>	
<p>Date</p>	



The Canadian Athletic Club

Information for Prospective Board Members

Term of Office

- Board members are elected at the Annual General Meeting (May) for a term of two years with an option to renew for one additional two-year term;
- Board members must hold an Individual CAC Membership.

Board Meetings

- The Board normally holds regular meetings once per month.
- The meeting date and time is determined by the Board – currently regular meetings are the second Thursday of the month from 6:00 pm to 8:30 pm.
- The Board does not normally meet in July and August.

Role and Responsibility

- Monitor all Board policies and recommend revisions.
- Review and approve changes to the Board's structure and prepare necessary amendments to the By-Laws in accordance with the Societies Act as directed.
- Provide the Chair with input into meeting agendas.
- Participate in development of the Strategic Planning and annual ~~Reviews~~.
- Approve the annual operating budget.
- Establish and participate in existing committees as required.
- Review & approve other recommendations received from the Board, standing committees and Executive Directors.
- Assist in developing and maintaining positive relations among Board members, committees, staff, and the community to enhance The Canadian Athletic Club's mission.
- Select or appoint individuals to represent The Canadian Athletic Club on appropriate external committees.



The Canadian Athletic Club

GUIDING PRINCIPLES

The Canadian Athletic Club will operate within the following Guiding Principles:

1. The purpose of the CAC is to be a collective voice for the membership of The Canadian Athletic Club and to collaborate with others to make the CAC more effective.
2. The CAC will facilitate opportunities for members to connect and collaborate.
3. The CAC will actively raise awareness of The Canadian Athletic Club.
4. The CAC will strive to develop strong working relationships with representatives of Hockey Edmonton and Hockey Alberta Community.
5. Although membership in the CAC is restricted to individuals, the CAC will be open to establishing relationships with other organizations through partnerships, alliances and working agreements..
6. The CAC will be well informed about the activities of other organizations working in and providing services to the Canadian Athletic Club, and respectful of the work they are doing. The CAC will support the work of members and partners.
7. The CAC will endeavor to be as inclusive as possible, representing cross-sectoral issues and actively seeking out members representing diversity in the sector.
8. The CAC will be an evolving organization. Changes to the By-Laws, and structures of the organization will be considered as the needs of members change.
9. The CAC will strive for an effective balance between vision and pragmatism in the activities in which it engages.
10. The CAC will adhere to the principles of corporate social responsibility, operating in a socially, environmentally, and financially responsible manner, recognizing the interests of stakeholders, including funders, members, employees, business partners, local communities and the environment and members at large.

VISION

The Canadian Athletic Club will be a leader and role model in the sport of hockey today, tomorrow and beyond.

MISSION

To offer an elite hockey program providing players the opportunity and environment to enhance their hockey and interpersonal hockey skills.



DIRECTOR AT LARGE POSITION DESCRIPTION

Elected:

- DAL ODD - in odd numbered years for a two year term
- DAL EVEN – in even numbered years for a two year term
- may not serve more than two (2) terms consecutively

Reports to:

- President and Executive Board of The Canadian Athletic Club
- Members of The Canadian Athletic Club
- Customers of The Canadian Athletic Club

Collaborates with:

- The Canadian Athletic Club President
- The Canadian Athletic Club Executive Board of Directors
- Members of Committees
- The Canadian Athletic Club Staff
- Chairs and members of Ad-hoc and Standing Committees
- CAC Beaver Alumni

Job Summary:

The Director is accountable for the overall performance of The Canadian Athletic Club. This includes working within the bylaws, governance, operating directives and advocacy while achieving the strategic and long term goals.

The Director is accountable to the Executive Board of The Canadian Athletic Club and operates within the context and prescribed limits by The Canadian Athletic Club Governance and Bylaws.

Time Commitment:

During the year a Director will often devote 2-4 hours monthly for Executive and General meetings. Directors are expected to attend annual AGM meetings.

Directors assume a working position on the Executive Board and are expected to take on a portfolio of responsibilities (e.g., sponsorship, advertising, communications, legal support, finance, governance, etc.) The time commitment for each portfolio varies from 0-20 hours per month dependent on the portfolio.



DIRECTOR AT LARGE POSITION DESCRIPTION

Key Accountabilities:

- Advocacy for the organization
- Management and mitigation of financial risk
- Upholds and demonstrates the key values of The Canadian Athletic Club
- Working knowledge of The Canadian Athletic Club
- Fulfills fiduciary duties to the organization.
- Has an understanding of The Canadian Athletic Club Structure.
- May sit on one or more of The Canadian Athletic Club Committees.

Specific Duties and Authority:

- Actively participates in:
 - Policy development, implementation, management and change.
 - Development and approval of The Canadian Athletic Club Strategic and Business Plans.
- Communicates changes and directions to all The Canadian Athletic Club Members
- Attends all meetings of the Board of The Canadian Athletic Club.
- Participates in the review of Operating Directives.
- Brings new ideas and concepts to the Board table.
- Willing to sit on The Canadian Athletic Club Committees.

Personal Attributes:

- Strong Communication skills (including verbal, written, interpersonal and public speaking).
- Critical thinking skills and good problem solving.
- Understands The Canadian Athletic Club makes decisions for the good of all members.
- Fiscal skills (understands fiscal management reports).
- Understanding of Board Governance and Strategic Planning.
- Has a clear acumen of business ethics and requirements.
- Acts with professionalism and respects other points of view.
- Business Planning
- Goal setting



DIRECTOR AT LARGE
POSITION DESCRIPTION

Possess good leadership skills

- Takes initiative
- Leads through adversity
- Integrity
- Strives for excellence
- Collaborator
- Can delegate
- Open minded to new ideas and processes
- Good strategic planner
- Understands The Canadian Athletic Club Structure and Environment.



Code of Conduct

Board Members need to demonstrate ethical and professional conduct to maintain the confidence of the membership of the Association and the public. This commitment includes proper use of authority and appropriate actions in group and individual behaviour when serving as Board Members.

1. Board Members must be loyal to the interests of the organization over and above any:
 - Loyalty to advocacy or interest groups, and membership on other boards or staffs.
 - Personal interest of any Board Members acting as an individual consumer of this organization's services.
2. Board Members are trustees of public confidence and securities. They must avoid any conflict of interest.
 - There must be no self-dealing or any conduct of private business or personal services between any Board Member and the Association. Exceptions can occur only when there is openness, competitive opportunity, and equal access to information.
 - Board Members must not use their positions to obtain employment within the Association for themselves or their family members.
 - If a Board Member is considered for employment, he or she must temporarily withdraw from deliberation, voting and access to applicable Association information.
3. Board Members must not exert any individual authority over the Association except as stated in the Societies' policies.
 - Individual Board Members do not have any authority to speak for the Association when they interact with staff, the public, the media and other entities unless granted this authority by the whole board.
 - Board Members must not make any judgments of staff performance except as stated in policy.
4. Board Members must protect the confidentiality of any information received by the Board. They must make sure all confidential information is only used as authorized. Board Members must not use Board information for their personal advantage or benefit.
5. Board Members deal with outside entities or individuals, with clients and staff, and with each other using fair play, ethics and straightforward communication.

Signature of Board Member

Date



The Canadian Athletic Club Policy and Procedure

POLICY: CONFLICT OF INTEREST
DATE ISSUED:
SECTION: Governance

Due to the expansive and unique role that The Canadian Athletic Club plays within the hockey community, and the tendency of volunteers in sport to be involved in more than one aspect of the game at the same time, there exists the opportunity for the public to perceive or assume official involvement, sponsorship, approval or adoption of a hockey or sports related activity or endeavor simply by virtue of a member's involvement with such activity or endeavor, even though the member's involvement may not be in his/her capacity as a volunteer of The Canadian Athletic Club.

Member's being considered in this policy include all members of the The Canadian Athletic Club Board of Directors, Standing Committee Chairs, Category Directors, Bench Staff, Team Staff, and Association staff.

Such member involvement may:

1. Create the perception of bias;
2. Create the perception that The Canadian Athletic Club is not impartial;
3. Adversely affect the reputation and goodwill of The Canadian Athletic Club;
4. Create a situation where a member cannot fulfill his/her duties with The Canadian Athletic Club;
5. Create a situation where a member's judgment in relation to matters within the scope of his/her position with The Canadian Athletic Club are impaired or adversely influenced due to the potential for self-gain or benefit (financial or otherwise); and
6. Create a situation where The Canadian Athletic Club may be found legally responsible for the acts of omissions of their members, even though such acts or omissions are outside the scope of their position.

Due to the existence of these potential "Conflicts of Interest" between such activities and your position, members of The Canadian Athletic Club shall be deemed to be in a potential "conflict of interest" when a member is involved:

- A. As a member of an Amateur Hockey Association, Hockey School or Academy team or league;
- B. In receiving remuneration of any amount for any position of an Amateur Hockey Association, Hockey School or Academy team or league;
- C. In holding any position on an Amateur Hockey Association, Hockey School or Academy team or leagues;

- D. In either directly or indirectly, has any interest in any contract or transaction to which The Canadian Athletic Club is or is to be a party, other than a contract or transaction limited solely to his remuneration as a Board member;

Without the express written consent of The Canadian Athletic Club which may be withheld for any reason, written consent will be given when the individual agrees to remove himself entirely from participating in any decision-making relating to the conflict of interest and the member:

- A. Shall immediately notify the The Canadian Athletic Club President;
- B. Shall not participate in discussion and shall absent themselves from the meeting when any item is being discussed by the Board of Directors or any of its councils which the President considers a conflict;
- C. Shall not solicit information on any such item; and
- D. Shall not be provided any information on any such items by any Board member, or employee;

All potential candidates should read the policy on conflict of interest guidelines. Any person seeking election as a The Canadian Athletic Club Board of Director shall declare any conflict of interest in advance of seeking election to such office and disclose the nature and extent of their interest.

All potential conflicts of interest will be discussed at the Board level with recommendations/discussions forwarded to the The Canadian Athletic Club President for consideration **of a consent agreement.**

If an individual is found to have contravened the Conflict of Interest consent agreement, the President shall make a decision concerning the incident. If needed, the decision of the President can be appealed to a Grievance Committee as determined by The Canadian Athletic Club. The decision of the Grievance Committee is final.

In conjunction with the foregoing, all members of The Canadian Athletic Club shall not be entitled to use any trade or service mark of The Canadian Athletic Club in conjunction with any activities outside the scope of their Canadian Athletic Club position.

MEMBER ACKNOWLEDGEMENT

I _____ have read, understood and have had an opportunity to consider the contents herein and hereby acknowledge that the foregoing shall constitute a term of my position with The Canadian Athletic Club

DATED the _____ day of _____, 20__.

(Member Signature)



Conflict of Interest

MEMBER DECLARATION

I _____ have read, understood and have had an opportunity to consider the contents of the conflict of interest policy and hereby declare the following involvement(s) that may be considered to be a conflict in the fulfillment of the responsibilities of my position with The Canadian Athletic Club. This declaration is inclusive of volunteer work, work for which I receive an Honoraria / Stipend, as well as my full and/or part-time employment.

1	
2	
3	
4	

DATED the _____ day of _____, 20_____.

(Member Signature)

CONSENT AGREEMENT

In consideration of the aforementioned declarations of involvement(s) that may be considered to be a conflict of interest, we the undersigned agree to the following conditions / stipulations as set out by The Canadian Athletic Club.

1	
2	
3	
4	

MEMBER Signature

President, The Canadian Athletic Club Signature

Date

Date

A Canadian Athletic Club Strategic Plan

Vision 2015

May 9, 2009
Facilitated by TEAMWORKS CANADA INC.

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Introduction and Strategic Plan History

This Vision 2015 Strategic Plan reflects the Board of Director's planning vision for the next three years of the Canadian Athletic Club. It complements the vision of the Board in the development of a new facility in the northwest and its vision of becoming a Centre of Excellence for Sport Development.

The process of developing this Strategic Plan began in the fall of 2008 with a review of the previous Plan and the expressed desire to see a more detailed plan. In addition, with completed evaluations submitted by parents and players much discussion has been had about the need to become better at what we do and to build upon our long history in Edmonton.

On May 8 – 9, 2009, the Board invited interested parties to attend a strategic planning process facilitated by Rick Polutnik of TeamWorks Canada Inc. a sport management company with significant expertise in our game of hockey.

Five Core Strategies were articulated during the planning process and will frame the focal points for Board and volunteers over the next three years. These core strategies include: Infrastructure and Facility Development; Volunteer and Staff Development; Governance and Financial Sustainability; Programs and Services; Partnerships and Alliances. In each of these strategic areas, goals and actions along with responsibilities have been identified.

The Board of Directors have made a commitment to ensuring that they operate in an ethical manner with modern and high level governance practices. The value that the volunteers and staff of the Canadian Athletic Club Park contribute to our overall success has been reinforced and initiatives have been identified to recognize their contributions and ensure their long term stability and ongoing professional development.

Since 1937, the Canadian Athletic Club has been a leader in sport and hockey in Edmonton. It has a proud and storied history. The future is bright for the Canadian Athletic Club as it continuous to provide leadership and as it ensures its mission of providing a high performance hockey program.

A Canadian Athletic Club Vision

A Vision Statement is an idealistic view or image of what we want our future to look like at a certain future point in time. It has dreamlike qualities, future hopes and aspirations, even if they are never fully attainable. It is an energizing and inspiring statement of where and what we want to be in the future.

Visioning is a process that enables us to put reason aside – temporarily – and look beyond the present to the future, as we would like it to be. “It can’t be done” is irrelevant. How to turn a vision into a reality is something that happens after the vision is created.

A Vision must be:

- 1. Leader initiated, shared and supported*
- 2. Positive & inspiring – it is a reach, a challenge.*
- 3. Comprehensive and detailed*

Our Vision for Canadian Athletic Club is:

**“To be a leader and role model in the sport of hockey
today, tomorrow and beyond”**

A Canadian Athletic Club Mission

Our mission statement outlines the purpose towards which we commit our workforce. These are the reasons for the existence of Canadian Athletic Club and it clearly describes whom we are making our commitment to, and what we produce as outcome benefits for them. Our Mission Statement is more pragmatic than the Vision Statement. It is more realistic, more focused and more achievable – by design. It describes our unique purpose and outlines the business we are in, without listing the activities that we carry out. The Mission Statement provides answers for three specific questions:

- 1. Why do we exist?**
 - a. *What's our reason for being?*
- 2. What do we produce and provide?**
 - a. *In benefit and outcome terms.*
- 3. Who do we serve?**
 - a. *Who are our customers and clients?*

Our Mission at Canadian Athletic Club is:

“to provide a high performance hockey development program built around our core values and supported by our long standing history, strong governance and progressive leadership”

The Canadian Athletic Club Core Values

Core Values are the fundamental beliefs that we hold about how we should act while accomplishing our mission and conducting our business. These form the principles that guide our daily behaviours. The way we apply our values will contribute to our overall public image as an organization. This will help others to form their impressions of us, based on how they are treated by our staff and our volunteers. Our core values describe what we believe in and how we will act at work – with our customers and clients, as well as with each other. These values come as a complete set – we cannot pick and choose which ones we want to honour. We are expected to honour, practice and live all of them in every situation.

Visionary

We are committed to a progressive development of the Canadian Athletic Club through the ongoing development and monitoring of our Strategic Planning processes.

Accountability

We are accountable to our stakeholders for the stewardship of the Canadian Athletic Club. We will be fiscally responsible, operating in a cost conscious environment thereby ensuring our sustainability and the achievement of our Vision and Mission. Canadian Athletic Club is committed to providing a safe, secure and welcoming environment for our staff, volunteers, stakeholders and patrons.

Leadership

We are a community and hockey leader providing excellent services, ensuring environmental stewardship and incorporating “best practices” in all that we do. We believe that we are here to serve the needs of our community and we endeavor to provide the leadership that ensures we can satisfy that need.

Understanding

We endeavor to understand the needs of our stakeholders, our partners and our clients. Teamwork and collaboration between volunteers and staff, community and customers, along with our Board is essential for our success.

Excellence

We focus on excellence in all that we do through a process of continuous improvement. We strive to provide a “WOW” experience in all that we do. We are committed to the highest standards of customer service with a focus on excellence. We believe that learning is important and we commit to becoming a “learning organization”.

Satisfaction

We will achieve high staff and volunteer satisfaction by recognizing and valuing their contribution to the overall success of the Canadian Athletic Club. We are committed to engaging, encouraging and honoring volunteers, who are integral to our continued success. **Satisfied players and parents along with coaches will be key for our long term sustainability.**

Key Success Factors

Our key success factors are our measures of success. They measure how effectively The Canadian Athletic Club is achieving their vision, mission and values each year. It is our scorecard for continuous improvement and success.

Volunteer and Staff Satisfaction

- Positive and fulfilling experiences for all elected and appointed volunteers.
- Numbers of volunteers is increased.
- Positive growth and experiences of our volunteers and staff

Measurement Tools

- ☞ Annual survey of volunteers and staff

Customer Satisfaction

- Positive experiences for all our clients (players and parents, other users)
- Retention of our current player base and growth of new players

Measurement Tools

- ☞ Satisfaction surveys from major clients(players and parents) and other user groups
- ☞ Post event evaluations, annual reviews.

Organizational Excellence

- Financial accountability and responsibility with fiscally responsible record keeping
- Annual planning and evaluation.
- Clear roles and responsibilities.
- Policies and Procedures are implemented consistently and we are accountable.

Measurement Tools

- ☞ Regular analysis of Budget Variances and review of Financial Processes
- ☞ Exceptional Board Governance exemplified by:
 - Written Yearly Goals and Priorities developed collaboratively by the Board and staff.
 - Annual reviews and evaluation of programs and policy & procedures.
 - Annual review of our Strategic Plan

Programs and Services

- Innovative programs and services that respond to our customer needs.

Measurement Tools

- ☞ Number of programs offered
- ☞ Number of people participating in our programs and services.
- ☞ Number of opportunities where our clients and stakeholders are engaged.
 - Meetings and club activities

Core Strategies

Our Core Strategies are the primary means and methods for Canadian Athletic Club to move from today to the vision of the future. Thus, they are also the “glue” and “organizing framework” for all parts of the organization.

1. Infrastructure and Facility Development

We will provide a “state of the art” facility in our marketplace. It is our long term intention to explore being a “Centre of Excellence” for sport development in Edmonton and area.

2. Volunteer and Staff Development

We believe that volunteers and staff are key to our success and we make a commitment to them by ensuring that they can learn and grow in a safe and fun environment. We believe it is important that our staff is empowered to be problem solvers. Volunteers are an integral part of Canadian Athletic Club history. We must ensure that we continue to maintain and enhance the opportunities for volunteers to support and participate in the success of the Canadian Athletic Club.

3. Governance and Financial Sustainability

We will engage in modern governance practices to ensure our long term sustainability. We endeavor to be environmentally aware and focus on being a leader in environmental stewardship. We believe it is a fiduciary obligation that the Canadian Athletic Club be a net contributor to our community and are viewed by our stakeholders as a fiscally responsible organization. We appreciate that a profitable arena facility provides us different options for our operations and will ensure our long term sustainability. We accomplish this through prudent fiscal management including long term financial planning and ensuring that we receive a return on our investments from our facility. We believe that it is important to ensure that the community is visibly identified as an active partner benefiting from the operations of our facility.

4. Programs and Services

We will work to understand and meet the current and evolving needs of our customers by providing consumer based facilities and services. Innovation and future marketing initiatives, focusing on creativity will be key factors in bringing customers to us. We will provide current development programs to ensure elite hockey players, coaches and volunteers receive the support and training they require to become the best they can be. We will incorporate outside agencies and professionals as required to support our programs and services.

5. Partnerships and Alliances

We believe it is important for all stakeholders in our zone to have a common understanding of whom and what the Canadian Athletic Club is about. We believe that it is important that all stakeholders work together for the betterment of the zone and the players. It is important that the coaches and volunteers work together to ensure the programs are delivered in a consistent high level manner.

Core Strategies and Actions

The following pages provide a detailed list of goals to be achieved within each of the Core Strategies along with a three year view and an indication of the group, committee or staff that are in a lead role to accomplish the actions.

In the "Responsibility" column the first person or group indicated is responsible to take the "lead role" while others are in a supporting role.

Infrastructure and Facility Development

We will provide a “state of the art” facility in our marketplace. It is our long term intention to explore being a “Centre of Excellence” for sport development in Edmonton and area.

KEY GOALS	EXPLANATION	2009 –2010	2010 – 2011	2011 - 2012	RESPONSIBILITY
New Facility	1. Build a “state of the art” facility that is current with modern technology	✓	✓	✓	Arena Development Committee
	<ul style="list-style-type: none"> a. Secure City Of Edmonton Partnership <ul style="list-style-type: none"> i. Memorandum of Understanding ii. Business Plan 	✓	✓	✓	
Buy in From Our Stakeholders	2. Review and prioritize “other partnerships” that will be valuable in developing a new facility. (ice users)				
	<ul style="list-style-type: none"> a. City of St. Albert, Ringette b. Inline and Ball Hockey, Lacrosse 				
Build a “Centre of Excellence”	Clarify the “buy in” we need from other groups to ensure the success of our new facility				
	<ul style="list-style-type: none"> • NW Zone, Hockey Alberta, EMHA, Ringette Alberta, User Groups • Get Letters of Support 				
	1. Clarify what a Centre of Excellence could be and begin the process of creating buy in and partnerships to make it happen.			✓	
	2. Stay ahead of the IT curve <ul style="list-style-type: none"> a. Arena Lighting b. Sound System c. Computer and Internet Technology 				

Volunteer and Staff Development

We believe that volunteers and staff are key to our success and we make a commitment to them by ensuring that they can learn and grow in a safe and fun environment. We believe it is important that our staff is empowered to be problem solvers. Volunteers are an integral part of Canadian Athletic Club history. We must ensure that we continue to maintain and enhance the opportunities for volunteers to support and participate in the success of the Canadian Athletic Club.

KEY GOALS	EXPLANATION	2009 – 2010	2010 – 2011	2011 - 2012	RESPONSIBILITY
Succession Planning	<ol style="list-style-type: none"> 1. Identify the skills CAC requires over the life of our Strategic Plan and then identify people with those skills to become board members 2. 	✓	✓	✓	Executive Committee Chairs
Director Development	<ol style="list-style-type: none"> 1. Evaluate Handbook to ensure they are up to date. <ol style="list-style-type: none"> a. Players, Coach and Manager Handbooks b. Policy and Procedures c. Position Descriptions 2. Conduct a new director orientation program each year following the AGM. <ol style="list-style-type: none"> a. Review Strategic Plan and Pirorities b. Review Roles, Responsibilities and Expectations 3. Evaluate our Board of Directors each year <ol style="list-style-type: none"> a. Develop a Board Evaluation Instrument 	✓	✓	✓	
Recognition Programs	<ol style="list-style-type: none"> 1. Continue with our recognition program for volunteers, and coaches to ensure they are recognized for their contributions to the success of CAC. 				
Paid Staff Positions	<ol style="list-style-type: none"> 1. Investigate our needs for paid positions <ol style="list-style-type: none"> a. Hockey Program Manager b. Arena Facility Manager c. Administrative Assistant 2. Ensure Job Descriptions are current and up to date and reporting processes are in place 				ADC

Hockey Committee	Develop and conduct an Orientation Program each year for new Hockey Committee members.	✓	✓	✓	Executive
	<ol style="list-style-type: none"> 1. Review roles, responsibilities and expectations 2. Committee timelines and Terms of Reference 				

Governance and Financial Stability

We will engage in modern governance practices to ensure our long term sustainability. We endeavor to be environmentally aware and focus on being a leader in environmental stewardship. We believe it is a fiduciary obligation that the Canadian Athletic Club be a net contributor to our community and are viewed by our stakeholders as a fiscally responsible organization. We appreciate that a profitable facility provides us different options for our operations and will ensure our long term sustainability. We accomplish this through prudent fiscal management including long term financial planning and ensuring that we receive a return on our investments from our facility. We believe that it is important to ensure that the community is visibly identified as an active partner benefiting from the operations of our facility..

KEY GOALS	EXPLANATION	2009 – 2010	2010 – 2011	2011 - 2012	RESPONSIBILITY
Financial Reporting And Transparency	1. Ensure we are transparent by providing accurate financial statements at our AGM	✓	✓	✓	Finance Committee
	2. Ensure parents know what their dollars are being spent on. <ol style="list-style-type: none"> a. Share CAC budgets, including committees 	✓	✓	✓	
New Facility	1. Ensure that funding and financial plans are in place before construction begins.	✓	✓	✓	ADC Advisory Board
Strategic Planning	1. Ensure that we are evaluating the Strategic Plan on a yearly basis and that “ongoing” development of Action Plans to move projects forward	✓	✓	✓	President Executive
Organizational Structure	1. Develop an Organizational Chart that shows our structure and how the various committees work together. And ensure that it is	✓			Advisory Board

	current each year.				
Terms of Reference	1. Evaluate Committee Terms of Reference and ensure all are current.	✓	✓	✓	Advisory Board
	2. Draft new Terms of Reference as required for review	✓	✓	✓	

Programs and Services

We will work to understand and meet the current and evolving needs of our customers by providing consumer based facilities and services. Innovation and future marketing initiatives, focusing on creativity will be key factors in bringing customers to us. We will provide current development programs to ensure elite hockey players received the support and training they require to become the best they can be. We will incorporate outside agencies and professionals as required to support our programs and services.

KEY GOALS	EXPLANATION	2009 – 2010	2010 – 2011	2011 - 2012	RESPONSIBILITY
Program Delivery	1. Conduct an external evaluation of our hockey program and make recommendations for improvements a. Coach Selection and Evaluation b. Player Evaluation and Team Selection c. Development Programs for Players, Coaches and Directors	✓	✓	✓	Executive
	2. Look at opportunities to deliver programs via outside resources a. Surveys / Accounting b. Coach Mentorship c. Specialized Player Programs	✓	✓	✓	Executive
	3. Continue to work within the NW Zone in the development of players and coaches.	✓	✓	✓	Program Manager Hockey
	4. Create awareness and understanding of the LTAD Model with coaches,	✓	✓		



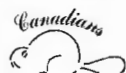
	parents and volunteers. Explore opportunities for parents and children to enjoy our facilities for other activities and to maximize the use of our facility.	✓	✓	✓	Committee
					Arena Mgr Marketing
NW Zone Communication	1. Evaluate our Web Site and look for ways to improve its utilization a. Communication with stakeholders b. Communication with parents and coaches c. Promote our programs and services d. Ensure teams are consistent in using the website	✓	✓	✓	Ad Hoc Committee
	2. Ensure that our brochure that communicates what the CAC Program is	✓			Hockey Committee
	3. Create an awareness program to better educate players and parents in our feeder system about our program and the requirements to play at the club level (LTAD Model)	✓	✓	✓	Everybody
Coach Development	1. Develop a Coach Mentor Program to support coaches in their development	✓	✓	✓	Program Mgr
	2. Ensure that coaches are aware of how to "team build" a. Parent Meetings b. Setting Goals and Expectations c. Evaluation of our Team	✓	✓	✓	
	3. Clarify CAC Expectations of coaches both on and off ice	✓	✓	✓	
Player Development	1. Benchmark players skills and create a player report card system 2. Evaluate opportunities for specialized athlete development 3.	✓	✓	✓	Program Mgr
		✓	✓	✓	Program Mgr

Partnerships and Alliances



We believe it is important for all stakeholders in our zone to have a common understanding of whom and what the Canadian Athletic Club is about. We believe that it is important that all stakeholders working together for the betterment of the zone and the players and coaches and volunteers that ensure the programs are delivered in a consistent high level manner.

KEY GOALS	EXPLANATION	2009 – 2010	2010 – 2011	2011 - 2012	RESPONSIBILITY
Strategic Alliances & Partnerships Key Business Relationships	1. Enhance our relationship with key agencies and businesses ensuring positive benefits to both, including developing new sponsorships. <ul style="list-style-type: none"> a. Sport Schools / Hockey Academies b. Key Businesses c. EMHA d. Enhanced Facility Opportunities <ul style="list-style-type: none"> i. Sport Medicine Clinics 	✓	✓	✓	Executive
		✓	✓	✓	President Executive
Community Awareness	Strengthen the community's awareness of CAC and the benefits that accrue back to the NW Zone <ul style="list-style-type: none"> • Develop Brochures to promotes our program and benefits • Be more visible at meetings of our "feeder system" • Clarify the "evaluation and selection processes" to the feeder system and to new parents. 	✓	✓	✓	All Executive Members
	2. Work with Whitemud and Hawks to develop a Hockey Strategy for the NW Zone. <ul style="list-style-type: none"> a. Commonality on Bantam tryouts b. Sharing direction and creating "buy-in" c. Communicate this to parents, coaches and players. 	✓	✓	✓	President Executive
Government Support	Work with provincial and federal governments to maximize our funding opportunities	✓	✓	✓	Grants Committee



Edmonton Minor Hockey Association	Identify ways that we can provide leadership to and impact EMHA in a positive manner.	✓	✓	✓	President

Current State Assessment (SWOT)

Internal Assessments (S – T)

Strengths (To Build On)	Weaknesses (To Eliminate)
<p>Our History (since 1937)</p> <ul style="list-style-type: none"> • Long standing volunteers • Long term organizational structure <p>Our Facility and Services</p> <ul style="list-style-type: none"> • Quality services • Good communication through our web site and newsletters • Prime time ice • Operations Manager and arena staff <p>Our People</p> <ul style="list-style-type: none"> • Our Hockey Committees with dedication to special needs of the program • Guidance from past volunteers • Long standing volunteers and stability in positions • Our Alumni support • Long term coaches and players who come back to coach <p>Our Organization</p> <ul style="list-style-type: none"> • Up to date Policy & Procedures and Bylaws • Solid Committee structure with Terms of Reference • Strong foundation in place to build off of 	<p>Our History</p> <ul style="list-style-type: none"> • Resistance to change • History can be double edged <p>Communication</p> <ul style="list-style-type: none"> • Communication can be improved and website better utilized to communicate with stakeholders • Communication between coaches and parents • Communication with partners in the NW Zone is weak • Executive is not seen as approachable • Promotion of our program could be better <p>Our Organization</p> <ul style="list-style-type: none"> • Need for review of our procedures and systems to ensure they are up to date. • No financial reporting at our AGM • Not always enough people to fill positions • Current executive are overworked • Not all people understand the organization, structure and procedures. • Need to better appreciate the skill sets that new volunteers bring to the organization. • Need to recruit volunteers more effectively • There is not a clear process for selecting and evaluating coaches. • We do not evaluate our strategic plans on a regular basis to know if we are doing the right things <p>Our Coaches and Player Development</p> <ul style="list-style-type: none"> • Goals and expectations of coaches are not stated • Coaches are not always held accountable • Coaches and parent relationships are not as good as it should be • Regular evaluations and opportunities for feedback are not provided • Coaches need to do a better job with team building, parent meetings and communication.

Current State Assessment (SWOT)

External Assessments (O – T)

Opportunities (To Take Advantage of)	Threats (To Eliminate)
<p>Social</p> <ul style="list-style-type: none"> • Involve kids and parent's in other activities <p>Program Delivery</p> <ul style="list-style-type: none"> • By outside consultants • Seamless / common program with other stakeholders – work with our feeder system to promote development • Introductory brochures • Promote program to feeder clubs • Incorporate player development activities for feeder clubs • Work closer with educational programs • Kids and parents are not always prepared to come up to the club system – we could use an awareness program • What are the “Best Practices” of other clubs similar to ours? • Need to communicate what the CAC Program is. <p>Technology</p> <ul style="list-style-type: none"> • Outsources some of our tasks like accounting, and surveys • I.T. usage • Better use of communication tools <p>Coaching</p> <ul style="list-style-type: none"> • Improve coaching skills via a mentorship program and coaches forums 	<p>Perceptions about CAC</p> <ul style="list-style-type: none"> • We are viewed negatively from outside our organization <p>Financial and Registration Numbers</p> <ul style="list-style-type: none"> • Rising costs • Number of participants / registration numbers are decreasing • Educational programs are taking more kids away from the club system each year. • Entrepreneurial hockey and other sports impact the club system <p>Fear of Organization or Coaches</p> <ul style="list-style-type: none"> • Parent's fear of giving feedback due to lack of anonymity • Lack of trust • Parents coaching their kids • Perception that coaches are not doing a good enough job developing the players • Coaches are not consistent team to team and within the club • People are not sure what our program is?



Environmental Scan

Socio demographic Factors

- Our population in aging at a consistent rate and will for the foreseeable future
- Non traditional labour force and cultural and ethnic growth changes in Alberta
- Other non traditional sports
- Changing Family Unit
- Income Levels/Fluctuating
 - Spreading gap between Levels
- Lack of growth in our neighbourhoods
- We should explore opening of the boundaries

Kompetition Factors

- Hockey Academies
 - Hockey Academies cause conflicts where players are training on the same day as games
- Feeder programs and K of C with different rules
- City of Edmonton and availability of facilities

Economics/Ecological

- Shrinking disposable Income and many people are choosing less and different kinds of outings
- Recession and challenge of funding children's participation in sport
- Sponsorships are a challenge to gain

Political

- Too many rules
- Availability of Funding from provincial government to support facility development
- COE Rink in the Box

Technological

- Training Centres
- On line registration program would make it easier for parents and players to register

Customer/Client

- Lack of volunteers to deliver the desired program
- As the cost of participation rises so do the expectations