



Canlan Ice Sports Corp.

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Vice President, Human Resources



Where
the
Experience
is
Everything

**Vivez
L'Expérience**



Snapshot:

Publically Traded: “ICE” on the TSE.

\$64.7 M (2008 Fiscal Year)

20 Facilities across Canada (17) & the USA (3)

Just under 1,000 employees.



“...North American leader in the development, operations and ownership of multi purpose recreation and entertainment facilities.”

Primary focus:

On-ice recreation & entertainment.



BC: 5

Alberta: 1

Saskatchewan: 3

Manitoba: 1

Ontario: 6





Quebec: 1

USA: 3

(New Jersey, Maine & Indiana)



Our Breakdown: Service and Products.

Adult	Youth	Support Services
		 <p>Canlan Classic Tournaments: Hosts over 40 events annually, 1600+ participating teams (25,000+ participants), across Canada and USA.</p>
<p>2008: ASHL had 63,000 registered players in various divisions based on age & skill – Men & Women</p>	<p>2008: Camps, Hockey & Skating Academy participants: 21,900 3on3 participants: 11,600</p>	 <p>Thirsty Penguin Grill House.</p> <p>Sport Store Operations </p>

Our Breakdown: Staffing Stats

Corporate Quick Stats:

Staffing: Corporate Support,
Department Leadership, CCT and
Executive Team

= 42 = 4.5%

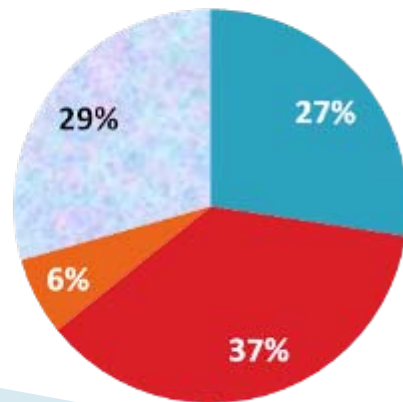
Facility Level Quick Stats:

Staffing: 35% Full time,
65% Part time, &/ or seasonal
Average age: 29

Facility Level = 4 Main Departments:

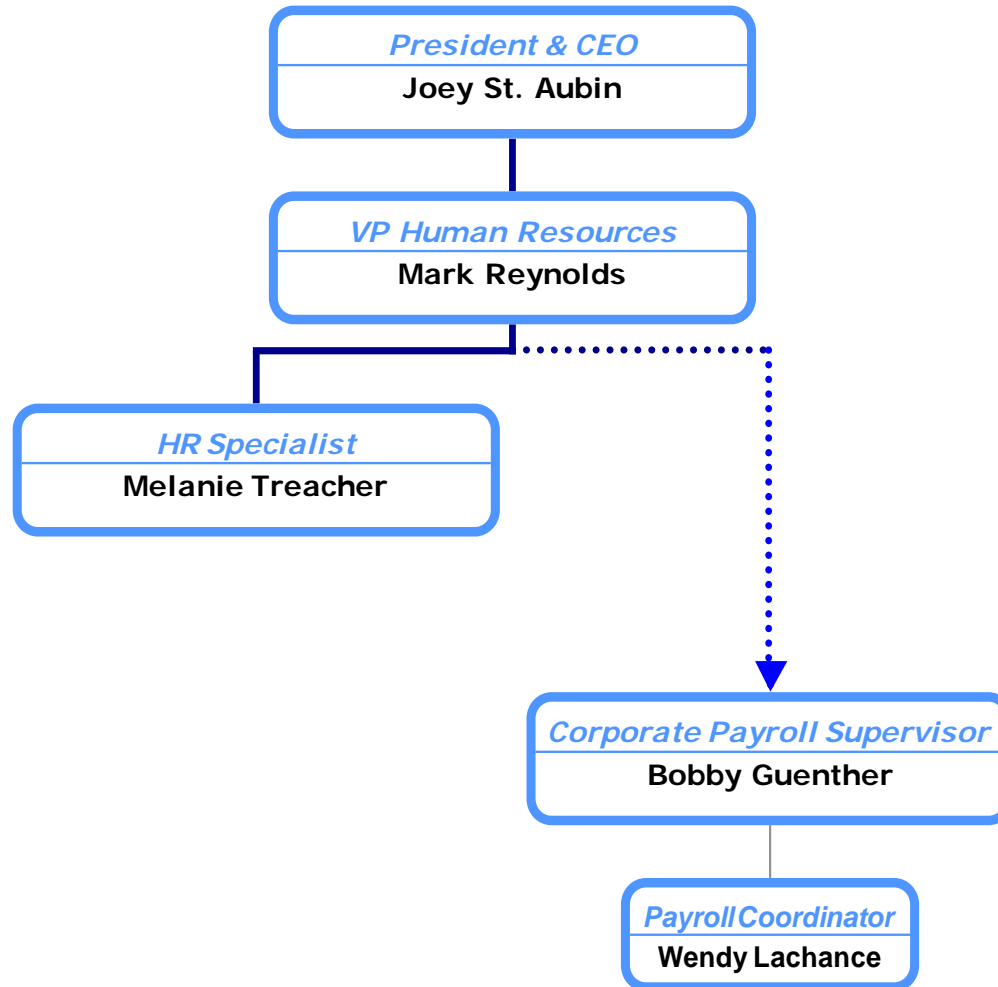
Sales & Marketing, Ice
Operations (Ice / Fac. Maintenance)
Food & Beverage
Sport Store

Facility Staffing by Department



- Staffing: Sales & Marketing, Ice
- Staffing: Food & Beverage
- Staffing: Sport Store
- Staffing: Operations, Ice & Fac. Maint.

Our Breakdown: Organization Structure --- HR Department



Laundry List.....We do Train!

Facility Based	Regional Support	Corporate
<ul style="list-style-type: none"> •New Hire Orientation execution •WHMIS •Health & Safety <ul style="list-style-type: none"> •1st Aid & AED •Emergency Preparedness •Propane Handling •Department meetings •Facility “All Hands” meetings •Manager meetings 	<ul style="list-style-type: none"> •Regional VP / Department Leader facility visits •Monthly / Quarterly conference calls •Department Manuals and Best Practice Guides •Specialized Software Supports: <ul style="list-style-type: none"> •CLASS, AccPac, FAME, Squirrel, Optimum Control, PointStreak, OPC, 	<ul style="list-style-type: none"> •Leadership Conferences: <ul style="list-style-type: none"> •General Managers •F&B Managers •Sales & Programs •League •Operations •Administration •Service Excellence (OTEC) •Recruiting, Interviewing, Hiring •Manager – Supervisory Skills •New Hire Orientation process •Performance Management Process •“Town Halls” (webinars) •Corporate wide Policies and Best Practices. •Employee Newsletter

Learning.....Fall 2008 -----Employer of Choice Survey Participation

- ▶ Didn't achieve an EOC designation.
- ▶ Did learn a lot!
- ▶ Provided key insights

- ▶ **Frontline Management was a strength!**

- ▶ **Learning & Development was not a strength!**

JOIN
Workplace Culture
Overall General Rating
Workplace Diversity
Frontline Management

STAY
Workplace Diversity
Frontline Management
Workplace Culture

PERFORM
Overall General Rating
Work-Life Balance
Frontline Management

ADAPT
Frontline Management
Overall General Rating
Workplace Culture

JOIN
Pay / Benefits
Strategic Leadership
Work-Life Balance
Learning & Development

STAY
Pay / Benefits
Work-Life Balance
Learning & Development

PERFORM
Pay / Benefits
Learning & Development
Workplace Diversity

ADAPT
The Work Itself
Pay / Benefits
Learning & Development

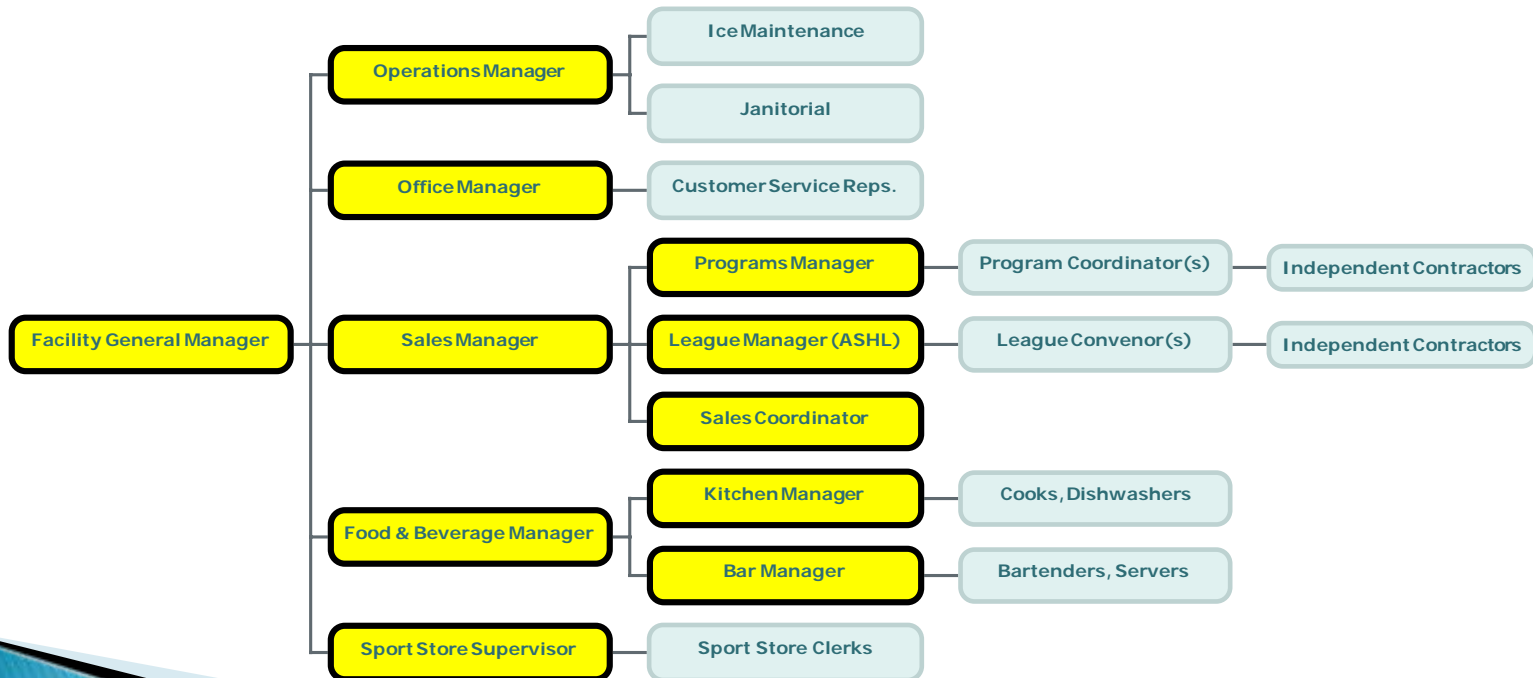
Learning & Development

Where to focus?

Our First Step: Competency Profile and Map for our 11 key, Facility Roles.

Goal: To identify competencies common across the roles as well as competencies unique to each role.

Our Lesson: 6 broad themes, 24 common competencies.



Learning & Development

Where to Focus? (A tandem step, along with the Competency Map.)

Leadership support and buy in.

Spring 2009: Canlan updated its Vision & Mission Statements

We also updated our Corporate Strategic Plan

2 Key Outflows of the Strategic Plan:

- Priority given to “People & Leadership” and “Culture”.

**To Impact Both - we’re now developing a comprehensive
Learning and Development Strategy.**

Learning & Development

Factors Affecting our Strategy:

- ▶ Geographic sprawl – How to consistently reach across the distance?
- ▶ Demographic Factors – Age, Culture, Province / State, Gender, Full Time – Part Time – Seasonal Staff, Department needs.
- ▶ Resources (Money, People, Technology).
- ▶ Competing Priorities
- ▶ Today's Economy
- ▶ Leadership support and buy in
- ▶ Employee support and buy in

Learning & Development

Learning and Development Strategy Focal Points

- 1. Customer, Customer, Customer:** Key priority – identify gaps and learning & development opportunities to further enhance the customer experience.
- 2. Geography & Demographics:**
Front Line Managers & Department Leaders: Build on our strength. Build greater responsibility and accountability for people development. Provide needed tools & support.
- 3. Policies / Best Practices / Manuals:** Update and refresh. Ensure clear checklists and job aids are included. Re-publish in an easily accessible manner.
- 4. Resources:** -- Technology -- Improve use of existing technology & identify opportunities for affordable upgrades.
- 5. Communicate** – in all directions. Ensure leaders and employees are fully on-board.
- 6. Integration** – to reduce / remove competing priorities, use resources efficiently & ensure practices support one another, across the organization.
- 7. Maximize** the use of existing resources. Identify key metrics for ROI.



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