

## 6/28/10 IHWC Annual Meeting Executive Summary

### The Year In Review

- We have a solid business model in which half of income is not dues and there was no need for member assessment.
- Our financial health is good. We generated approximately \$30,000 in operating surplus after debt service and were able to pay off two loans for a stronger balance sheet.
- We have an excellent, stable management team. We have decided to hire a new Skating Director to reinvigorate these programs.
- Member involvement in IHWC programmed activities achieved a new high – over 100 kids in youth hockey (up from 80), 19 men's hockey teams (up from 13), 5 paddle league teams (up from 3), 180 kids in learn to skate and over 100 members took learn to curl clinics
- Social events are popular and well attended. New events were introduced such as Penguin Palooza and Chinese New Year.
- Based on the recent survey, our members like their club very much and generally agree where they would like improvement. Over 8 out of 10 would recommend IHWC.

### 2010 Member Survey Results to Date

- Members rate the club 7.2 out of 10 for member value, up from 6.5 last year.
- More than 80% of members plan to remain members for multiple years.
- 8.5 of 10 would strongly recommend the club, up from 8.1 last year
- Members are positive about the tightened guest policies. Nearly 50% noticed change and 67% say it's a good thing.
- 91% of members who have hosted private events rate their satisfaction above average or excellent.

### Our Key Objectives For 10/11

- Continue to enhance value of IHWC membership - increase # of kid and adult members participating in club activities and increase overall Club utilization.
- Exceed membership target of 380 members.
- Achieve/exceed operating budget - we have created a very realistic budget.

### Key Tactical Priorities For 10/11

- Continue to offer exciting social options on weekends.
- Build member participation in programmed activities.
- Launch New Member initiatives through a new and properly staffed Member Development Committee.

- Commit to scheduling and policies that favor greater member use/access.
- Move Wednesday Open Family ice time to prime time hours (7:00-8:30pm).
- Full ice usage by IHWC member youth hockey teams; no ice rentals to outside teams.
- Drive more revenue from parties/events, especially during non-peak hours - member private parties, sports team parties.

### Membership

- We have a solid membership base flat over last year. 379 families now.
- Clear pattern to membership attrition based on those not engaged in Club programming or social activities and those directly hit by economic downturn.
- 2010/2011 budget built around a realistic 380 family members and \$75 dues increase.

### Changes to IHWC Code of Regulations and Rules and Policies

- Full text changes/additions to Rules and Policies [here](#)
- Full text changes to Code of Regulations [here](#)

### Board Members and Committee Chairs

- List of all Board Members [here](#)
- List of Committee Chairs [here](#)

### Closing Thoughts

- Success in our next 5 years comes from sustainability in membership development, core program offerings and top-of-line facilities.
- Need to maintain our commitment to financial health, including debt reduction and creation of capital improvement fund.
- We will use our operating history and available data to make better informed decisions.
- The character and community of IHWC make us special. We must preserve and protect our culture.