

# *The Gloucester Skating Club*

*pursues excellence and  
celebrates the joy of  
skating, in an innovative,  
safe, and inclusive  
environment*



*Excellence  
Safety  
Joy & Fun  
Commitment & Integrity*

*The Gloucester Skating Club leads and  
inspires a lifelong joy of skating for all*

## **GLOUCESTER SKATING CLUB September 2022 – August 2026 STRATEGIC PLAN**

**November 2022 AGM presentation**

## GLOUCESTER SKATING CLUB - **VALUES, MISSION AND VISION 2022-2026**

### **VALUES :**

**Excellence – Safety – Joy & Fun – Commitment – Integrity**

### **MISSION :**

**The Gloucester Skating Club pursues excellence and celebrates the joy of skating, in an innovative, safe and inclusive environment.**

### **VISION :**

**The Gloucester Skating Club leads and inspires a lifelong joy of skating for all.**

# GLOUCESTER SKATING CLUB – STRATEGIC PILLARS 2022-2026

Strategic Pillars are the ‘big categories’ that provide clarity, framing and structure to a Strategic Plan, and are often inter-related.

## ACCOUNTABILITY



## SKATING TO WIN



## SKATING FOR LIFE



## BEST IN CLASS



## ENGAGEMENT WITH ALL



## GSC IDENTITY



*Excellence – Safety - Joy & Fun – Commitment - Integrity*

# GLOUCESTER SKATING CLUB – FOCUS AREAS 2022-2026

Focus Areas expand your Vision Statement and start to create some structure around how to actually get your Organization to achieve its' goals.

## ACCOUNTABILITY

Governance & Fiscal Responsibility.  
Measuring Success.  
Succession Planning.  
Risk Identification & Management.

## SKATING TO WIN

Individualized Achievements.  
Achieving Your Potential.  
Champions in Life / All Levels.  
Inspiring the Next Generation.  
Recruiting the Best Coaches.  
High Standard Facility and Equipment.  
Mentorship.

## SKATING FOR LIFE

Overall Quality Programs.  
Capacity to Deliver.  
Skaters Develop / Transition into Coaches.  
Lifelong members.  
Engage alumni.



## BEST IN CLASS

Adaptability.  
Progressive.  
Operational Pivotability.  
Smart / Creative / Innovative.  
Best Practices.  
Current Trends.

## ENGAGEMENT WITH ALL

Skaters, Alumni, Volunteers, Local Community.  
Donator/Supporter Relationships.  
Recruit, Engage and Retain.  
Safe Space Participation.

## GSC IDENTITY

Create "Intentional" Strategy (Brand and Communication) Aligned with Values.  
Equitable / Inclusive.  
Social Media Communication Plan.  
Building a Community.  
Target Audience.  
Swag.

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# GLoucester Skating Club – GOALS 2022-2026



**GOALS.... Short Term (ST) Year 1-2 (2022-2024), Medium Term (MT) Year 3-4 (2024-2026) and Long Term (LT) next quadrennial 2026+.**

## ACCOUNTABILITY

- ST – Identify Key Performance Indicators (KPI).
- ST – Set targets for the KPIs.
- MT – Communication of annual results.
- MT – Develop a Board onboarding package

## SKATING TO WIN

- ST – Increase Skaters who qualify.
- ST – Increase in Podium Finishes.
- MT – National Champion skater.
- MT – 5% ice time increase.
- MT – Recruitment of HP Coaches.
- LT – International Competitors.

## SKATING FOR LIFE

- MT – Engage Adult skaters as volunteers.
- LT – Transition Comp skaters to CSK Coaches.



## BEST IN CLASS

- ST – Recognized/Ranked as annual sport leader.
- LT – Adapt/Implement innovations in coaching, program delivery, training and events.

## ENGAGEMENT WITH ALL

- ST – September welcome / Info session.
- ST – Maintain our Membership base.
- MT – Build & Grow our Membership base.
- MT – Increase our Community presence & partnerships.

## GSC IDENTITY

- ST – Offer ongoing SWAG items.
- MT – Develop, Define and Launch a Strategy.
- MT – Increase stakeholder engagement.

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**GLOUCESTER SKATING CLUB – OPPORTUNITIES and CHALLENGES 2022 - 2026****OPPORTUNITIES:**

1. Invite Alumni and Honorary Guests to GSC events.
2. Negotiate with the City for a long term ice rental agreement.
3. Explore the option to offer Bronze sessions with a coach (2x/week).
4. Discuss with Skate Canada the option to reduce the CanSkate Coach training requirements.
5. Develop an Onboarding document for skaters transitioning from CSK to Bronze.
6. Develop and gather informative KPIs on our membership (score card).
7. Develop a new program for new Canadians.
8. Change our slogan... Where Dreams Begin to.... Skating For All!
9. Continue to seek “regular/intentional” membership feedback re: SWAT, Annual Survey etc.

**CHALLENGES:**

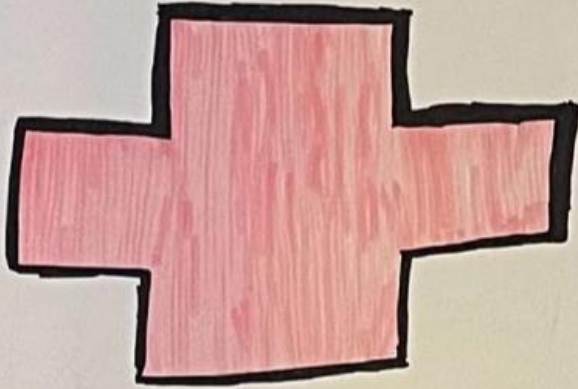
1. A group of valuable coaches will be leaving in 4-5 years.... Who will replace them?
2. Requirement for more ice time... We can not grow any more!
3. Cost to be a true bilingual club ie: translation of materials, bilingual staff etc.
4. Not a multi cultural sport... What can be done to make it more inclusive?
5. History of safe sport and body image issues... What can be done to improve this?
6. Volunteer recruitment and training... Identify volunteer needs and offer volunteer training.

## GSC STRATEGIC WORKING GROUP – “WORK PLAN”

- ✓ Develop list of Strategic Pillars (March – April 2022).
  - ✓ Develop list of Focus Areas within each Strategic Pillar (March – April 2022).
  - ✓ Host a Board Retreat to review and revise Strategic Pillars and Focus Areas (June 2022).
  - ✓ Finalize Strategic Pillars, Focus Area priorities, timelines and measureable key performance indicators (July – October 2022).
  - ✓ Present to the November 2022 AGM for discussion, review and approval (November 2022).
1. Implement the communication plan (what, why and when) (December 2022 and ongoing).

# GSC

The Gloucester Skating Club pursues excellence and celebrates the joy of skating, in a innovative, safe and inclusive environment!



The club leads Young and Older ages to persus there dreams!



Alexia, Trinity November 2022