

# Ancaster Skating Club

## Strategic Plan 2025-2030

### Values

Respect  
Accountability  
Inclusion  
Safety  
Excellence

### Vision Statement

Fostering positive, lifelong participation in and passion for skating among all members.

### Mission Statement

We deliver inclusive Skate Canada programs in Ancaster and the Greater Hamilton Area to promote lasting participation in skating through teamwork, quality coaching, achievement, fitness and FUN!

## Pillar 1 – Skater Development

*Cultivate a healthy environment that enables all skaters to achieve their full potential.*

### **Objective 1**

Deliver quality programming that develops physical literacy and skating skills.

#### **Major Initiatives**

1. Maintain CanSkate Excellence Exceeded Status.
2. Achieve & maintain Star 1-5 Excellence Exceeded Status.
3. Engage in a seasonal review of session structure and program delivery execution.
4. Identify additional opportunities outside of established on-ice and off-ice programming to enhance skater development (seminars, rotation room, special club visit from stars and experts).
5. In conjunction with coaches, develop a standard goal setting process and tools to use with skaters.

### **Objective 2**

Offer mental performance resources and mental performance training opportunities for our coaches and skaters.

#### **Major Initiatives**

1. Create opportunities for coaches and skaters to participate in mental performance skills training.
2. Develop and provide a list of resources for skaters related to mental performance.
3. Provide education and resources to skaters and their families to support the development of problem solving and conflict resolution skills.

### **Objective 3**

Provide a supportive social environment.

#### **Major Initiatives**

1. Establish opportunities for team building for Star 1 and above skaters.
2. Create a skater buddy system – match up an older skater with a younger skater to facilitate communication, encouragement and camaraderie within the club.
3. Explore ways to support and encourage skaters at performance opportunities.

### **Objective 4**

Educate members about equipment standards and facilitate access to quality skates and skate sharpening services.

#### **Major Initiatives**

1. Review and update CanSkate parent education tools related to proper equipment.
2. Create parent education tools related to proper equipment for skaters preparing to move into Advanced CanSkate and StarSkate.
3. Create a policy and procedure for implementation and sustainability of the SkateBank.
4. Create a policy and procedure for implementation and sustainability of in-club skate sharpening

services.

## Pillar 2 – Quality Coaching

*Cultivate a team coaching environment to ensure all skaters receive consistent, Long-Term Development (LTD) aligned instruction through recruitment, retention, and the continuous development of certified, motivated and well supported coaches.*

### **Objective 1:**

Create an in-club grassroots skater to coach pathway.

#### **Major Initiatives**

1. Host an information session annually for skaters 13 years of age and older to educate on the coaching certification requirements and process.
2. Provide a coach mentor to skaters who are pursuing coach certification to help guide them through the process.
3. Create a skater-coach mentorship coordinator role.

### **Objective 2:**

Create ongoing professional development opportunities for coaches that align with club objectives, supports coach development, and benefits all skaters.

#### **Major Initiatives**

1. Develop criteria for coach development bursaries.
2. Schedule annual coach training seminar where external experts share knowledge and resources.
3. Encourage coach-shadowing to promote skill development and coach progression.
4. Schedule annual pre-season coach training session to review program delivery standards and promote teambuilding.

### **Objective 3:**

Establish a coach recruitment, retention and performance management system.

#### **Major Initiatives**

1. Ensure coach position descriptions include clear roles and responsibilities as well as communication channels and processes.
2. Assess communication needs between the board and the coaches.
3. Implement coach performance management process.
4. As needed, establish a coach recruitment committee.

## Pillar 3 – Community Engagement

*Build strong, meaningful relationships with members, local individuals, organizations, and other stakeholders to promote volunteerism and to increase the club's visibility and impact within the broader community.*

### **Objective 1**

Deliver an integrated communication strategy that will inform and engage all stakeholders through various platforms, activities and campaigns.

#### **Major Initiatives**

1. Establish a defined physical space at home arena that promotes the club and communicates to members and the community about club activities and initiatives.
2. Create banners that can be used during programming in the arena and that can be taken to events to promote the club.
3. Create posters and signage to have within the arena.
4. Create a social media strategy.

### **Objective 2**

Increase club's presence in the community by promoting participation of members in local community initiatives and events.

#### **Major Initiatives**

1. Identify community events and initiatives that the club can participate in to increase visibility and engagement in the community and choose which ones align best with club interests and schedule.
2. Explore relationship with local school boards to learn what promotion is available through the schools.

### **Objective 3**

Develop a community partnership program.

#### **Major Initiatives**

1. Curate a list of potential community partners.
2. Design an outreach strategy and partnership proposal package to be distributed to prospective partners.
3. Define and set shared goals for partnerships as individual partnerships are established.

## Pillar 4 – Organizational Excellence

*Build organizational excellence through good governance and effective operations enabling the delivery of quality programs in our community.*

### **Objective 1**

Establish and build brand identity & recognition.

#### **Major Initiatives**

1. Investigate website needs and design a new website accordingly.
2. Design a new club logo and suite of brand elements/images/icons that reflect and communicate strategic plan.
3. Investigate what would be required to have the club logo painted on the ice.
4. Assess advertising needs of the club and create a marketing plan that reflects needs.

### **Objective 2**

Formalize strategic and yearly operational planning processes.

#### **Major Initiatives**

1. Plan and execute strategic planning process every 5 years.
2. Prepare an annual training plan to help inform ice allocation requests and session design.
3. Increase attendance and engagement of members at AGM.

### **Objective 3**

Cultivate a supportive environment for volunteers and people serving in paid positions.

#### **Major Initiatives**

1. Develop & execute club volunteer management strategy including plans for board succession, parent engagement and operational committees.
2. Update coach job descriptions and contracts.
3. Establish a coach performance management process.
4. Research feasibility of changing from a coach contract relationship to an employee relationship.

### **Objective 4**

Maintain sound financial management practices ensuring fiscal sustainability.

#### **Major Initiatives**

1. Create a sound financial plan that outlines strategies that support our club goals and strategic plan.
2. Ensure timely bookkeeping to ensure proper monitoring and budget setting.
3. Conduct a regular review of the investment portfolio.
4. Diversify revenue sources, including fundraising events, sponsorships, grant opportunities and skate sharpening.
5. Review and establish registration fee setting process.

## Pillar 5 – Recognition and Celebration

*Cultivate a culture of appreciation and motivation by intentionally recognizing and celebrating efforts, milestones and achievements of skaters, coaches, volunteers and community partners.*

### **Objective 1**

Build a process for external club/member recognition in the community.

#### **Major Initiatives**

1. Submit nominations for Skate Ontario and Skate Canada awards.
2. Identify community award and recognition programs and participate accordingly (city volunteer awards).

### **Objective 2**

Build a program that recognizes, features, and promotes our club coaches.

#### **Major Initiatives**

1. Create a 'meet the coaches' social media campaign and website page.
2. Highlight a coach on the arena communications board.
3. Seek years of service pins from Skate Canada.
4. Provide year end acknowledgement and appreciation gift.

### **Objective 3**

Build a program that recognizes, features and promotes our skaters.

#### **Major Initiatives**

1. In conjunction with coaches, develop certificates and/or other means to celebrate skill acquisition by skaters.
2. Celebrate skaters with recognition certificates for kindness, spirit, sportsmanship etc.
3. Create a skater highlight program (bulletin board feature, website, social media)
4. Plan a final session celebration for each season (cake, photo op)
5. Create social media posts to celebrate skaters who earn ribbons, badges, and achieve assessments.

### **Objective 4**

Build a program that recognizes, features and promotes our volunteers.

#### **Major Initiatives**

1. Commit to sending volunteers to the annual city recognition dinner.
2. Create a 'meet the volunteers' social media campaign and website page.
3. Highlight a volunteer on the arena communications board.
4. Seek years of service pins from Skate Canada.
5. Provide year end acknowledgement and appreciation gift.