



Colonial Figure Skating Club

Strategic Plan Completed April 2021

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INTRODUCTION

In September 2021, the Board of Directors of Colonial Figure Skating Club committed to completing a Strategic Plan for the next 3-5 years. The Club did not at that time have a Strategic Plan. Factors including COVID-19, enrollment, transitions of coaches and skaters to other clubs, and changes in staff and volunteer leadership all supported the need for a strategic plan.

To support the process, the Club brought in Dorothy (Dodi) Swope as a Strategic Planning Consultant to help in the development of a strategic plan to guide the organization over the coming three to five years. Over the past two years the club had gone through some significant shifts in staffing and board leadership. In 2022, Colonial will celebrate a fifty year anniversary. The timing was excellent to bring together leadership, staff and members together to set the course forward with a solid strategic plan.

Desired components of the strategic planning process included:

- Define who we are and what we want to be – Mission, Values, Vision
- Maintain tradition while recognizing and adapting to changing conditions
- Make fundamental decisions that shape and guide who we are, what we do and why
- Determine common goals
- Agree upon outcomes or results
- Assess operations, personnel, finance, partnerships
- Focus on the future (1-5 years)
- Ensure a strong foundation and all aspects of the club structure

An Overarching Value was identified, that throughout the Strategic Planning process, we wish to honor the 48 years of proud history and tradition, while recognizing and adapting to changing conditions of the present and future. Additionally, club member ownership was identified as a priority, to ensure that members were not only informed, but involved in the assessment and decision-making throughout the process.

The initial timeline, tasks and expected outcomes are outlined in the chart below.

Timeframe	Tasks	Anticipated Outcomes
October - November 2020	Create a strong strategic planning committee. Roles to consider: Executive Director, volunteer co-facilitator, two board members, staff representative and member representatives (3-5) from different participation tracks (including one Pro)	A strong team to implement the strategic planning process and ensure representation from key components of the club's structure.
	Review current bylaws and other club organizational documents	An understanding of the current documentation of club policies and procedures and gaps that may exist.
	Assess current status: What are the organization's strengths, challenges, opportunities and threats? <ul style="list-style-type: none"> ● Implement a survey for broad based input by members ● Interview key stakeholders ● Hold focus group meetings ● Identify and summarize critical issues 	Engagement of a broad group of stakeholders on current status and future hopes for the club. An analysis of internal and external factors impacting the club currently and into the near future.
	Perform a competitive analysis	An understanding of our competition and how it may impact the club's future.

December 2020	Analyze and summarize results of the assessment for the Strategic Planning Committee (SPC) and present to the board	Board of Directors are prepared to fully engage in strategic planning and have the information they need to make data driven decisions.
January - March 2021	Together with the board and SPC identify guiding policies, mission, vision and values	Updated Mission, vision and values statements.
	Together with the board and SPC set priorities for a three to five year timeframe: <ul style="list-style-type: none"> • Organizational, risk-aware • Financial • Competitive advantage 	The club model is articulated including structure and systems backed by policies and procedures to carry the club into the future. Documented three to five year goals.
	Develop goals for three to five years. Outline Year One objectives, strategies, target outcomes and indicators for measurement and accountability.	Year One action plan with objectives, strategies and outcomes and measures for accountability.
March - April 2021	Consider the resources needed to support the plan: <ul style="list-style-type: none"> • Financial • Organization/Leadership 	A realistic implementation plan for moving the strategic plan forward that identifies the fiscal, human and organizational resources needed.
April 2021	Write the Strategic Planning Document and present to the board for adoption	A well written strategic plan that outlines the coming three to five years for the Colonial Figure Skating Club community.
	Disseminate the plan to all stakeholders -link to the 50 th Anniversary!	The CFSC community understands the strategic plan, how they fit into it and how they can support it.

SUMMARY OF ACTIVITIES

A Strategic Planning Committee of 9 members was convened in October 2020, and the Committee met approximately bi-weekly from October through March 2021. The Committee was comprised of two members of the Board of Directors, one Professional member of the Club, one adult skater and three parents of youth skaters of various ages and interests.

Efforts were made to include Club members throughout the process, through the use of a survey, invitation to join focus groups and personal outreach and communication. The Committee reported to the Board monthly, involving them in the process as well.

The initial assessment phase took place October through December 2020, with members participating in a survey, focus groups and informal interviews. A committee member completed a comprehensive Competitive Analysis during that same time period, in which several local figure skating clubs' business models, membership and financial structures, programming and other factors were compared. Assessment results were compiled and shared with the Board.

January through March 2021, the Committee utilized assessment results and the Competitive Analysis to inform the development of new Mission, Vision and Value Statements, and to identify four strategic directions for the Club for the next three to five years. Again, progress was shared with the Board, who provided feedback and input.

During that same time period, desired outcomes, goals, objectives and strategies were identified to support the four Strategic Directions, and an initial plan of work was developed. In order to assess results and be responsive to change, year one activities have been outlined, with few specific objectives identified for year two and beyond. The plan is intended to serve as a guide, with strategies and activities identified on an ongoing basis.

On March 8, a “Town Hall” meeting was held to share the Strategic Plan draft with the membership, and seek feedback and input to finalize the plan. The response was overwhelmingly positive, and members had the opportunity to sign up to join ongoing working groups to begin the initial work within the plan.

As several strategies were initiated while the planning was progressing, the Strategic Plan is in progress and on track to build the club structure, support its members and programs, and improve its internal and external marketing and public awareness.

ACKNOWLEDGEMENTS

2020 Strategic Planning Committee

Paige DiToppa
Heather Rae Dunn
Susan Gray
Jill Greene
Nancy Labbe
Lynn Rowan
Nancy Wolk

2020-2021 Board of Directors

Jill Greene, President
Amy Allen, Vice President
Julie Clark, Secretary
Bill Beharrell
Bill Heeney
Tricia Nguyen
Elena Petrov
Lynn Rowan
Jennifer Smith

Colonial Executive Director

Patty Flanagan

Strategic Planning Consultant

Dorothy (Dodi) Swope

MISSION, VISION AND VALUES

MISSION

The Mission of Colonial Figure Skating Club is to create and cultivate opportunities for participation and achievement in figure skating for ice skaters at all ages and levels.

As a U.S. Figure Skating member, Colonial follows the mission set forth by United States Figure Skating (USFS), and functions in accordance with their general policies, procedures and rules.

VISION

Colonial's Vision is to be a community that celebrates and shares a lifelong love of figure skating.

VALUES

Colonial's Values reflect who we are and what we stand for as a Club. These values are:

- **Camaraderie:** *We actively promote friendship, trust and a sense of belonging.*
- **Community:** *We develop and promote relationships that provide support and connection.*
- **Excellence:** *We strive for the highest standards in all endeavors.*
- **Inclusiveness:** *We commit to provide an environment where all are welcome.*
- **Respect:** *We treat others the way we want to be treated.*
- **Sportsmanship:** *We encourage and applaud our members in all of their efforts to achieve their individual goals.*
- **Wellness:** *We seek to foster and improve physical and emotional health, supportive relationships, and social well-being.*

STRATEGIC DIRECTIONS

By embarking in these four directions, we will build a strong foundation for the Colonial Figure Skating Club over the upcoming three to five years.



GOVERNANCE AND INFRASTRUCTURE

DESIRED RESULTS

Colonial Figure Skating Club will have a strong foundation that includes structural systems that are efficient and effective, leadership that is responsive to change, and operations and staff structures that are adaptable and supportive of the Club's Mission and Vision.

Goal 1: Ensure that the Club's governance model is inclusive and transparent, responsive to Club needs and voices, and at all times acting in the best interests of the Club.

Objective: Review and revise Mission, Vision and Value statements by April 30, 2021. Review annually.

Objective: Update Bylaws to be adopted at the May 2021 meeting of the Board of Directors. If any revisions require a vote of the general membership, these shall be presented for adoption at the June 2021 Annual Meeting. Review annually.

Objective: Create a Board Manual that contains board member job descriptions, legal documents, financial information, strategic plan, club overview, board member roster, committee information and other information relevant to Board process and procedure. **Year 1**

Goal 2: Ensure that the club's infrastructure, including operations, staffing, technology and other resources, supports and allows for growth and continuing evolution.

Objective: Document staffing plan, update org chart and ensure that it is responsive to changing needs of the club. By May 30, 2021

Objective: Review, update and finalize Club Operations Manual (Personnel, Financial Procedures, etc.), including budget format that reflects the Club's financial health in an easily understood way. **Year 1**

Objective: Conduct a technology assessment to evaluate current status and determine Club's needs for the next 3-5 years. Determine costs and outline a plan for implementation. **Year 1**

Objective for Year 2 and beyond - implementation of the above.

Resources Needed: Time, expertise, \$\$, volunteer

MEMBERSHIP

DESIRED RESULTS

Colonial's membership structure will promote lifelong membership, serving a diverse population. Members will experience pride, feel valued as Colonial members, and will understand why and how to join, maintain and manage their membership.

Goal 1A: Membership structure, options and value are clear to potential and existing members, making Colonial the place people want to go for their skating experiences. **Year 1**

Objective 1: Create a skater/parent/guardian membership structure that is clear and understandable, includes desirable benefits, and aligns with progressive participation levels by April 30, 2021.

Resources Needed: Current membership demographics; 2022 projections

Objective 2: Create a system of “value added” member services that make the Colonial experience unique and one that members cannot get elsewhere. These may include opportunities for social connection, recognition of achievements and other targeted activities.

Goal 1B: Evaluation of Year 1 results, identify improvements where needed to increase participation and continue to improve the member experience. **Year 2+**

Goal 2: Ensure that the club has a complete group of professional members with the highest standards of excellence, who support participation opportunities for skaters at all ages and levels, and who promote and model a positive, inclusive club culture based on its core values.

Objective: Create a database that identifies the expertise, strengths and passions each professional brings to the club. Utilize this information to identify gaps and needs, and develop an outreach and recruitment plan to meet those needs.

Objective: Identify and articulate rights and responsibilities for Professional Members to ensure a culture of professionalism and collaboration in line with the Club’s Values.

PROGRAMS

DESIRED RESULTS

Colonial will have diverse programming across all ages, skills and forms, that allows participation that matches the desires of each skater/family, and provides opportunities across the lifespan.

Goal: Increase participation in existing programs and teams, add programming that will attract or retain additional participants, and help skaters to build connections with each other through participation in programs.

Objective 1A: Establish 2 pilot program sessions (ASPIRE) to be held in Spring and Summer 2021 that introduce skaters to a variety of skating opportunities, educate parents about different options within the club and USFS and create skater/coach/parent connections that promote club membership.

Objective 1B: Evaluate the pilot programs, identifying successes and challenges; use lessons learned to incorporate improvements to increase participation and improve the program experience. June and September 1, 2021, ongoing.

Objective 2: Increase participation in Team programs (TOI and Synchro)

Activities/Strategies: Include sessions within other classes, hold “Showcase” or open house events, partner with community organizations to perform /recruit/raise awareness; offer workshops, celebrity sessions, etc.

Objective 3A: Outline the USFS programs we have, and identify areas for growth, expansion and/or enhancement that will provide a more complete experience for a diverse membership, by September 1, 2021.

Objective 3B: Develop and implement a plan for growth, as identified in 3A, including programs, timelines, coaches/staffing, promotion and recruitment. Years 2+

MARKETING AND COMMUNICATION

DESIRED RESULTS

Colonial will be recognized in the skating and non-skating communities as a premier club which supports both skating and the community. Within the club, members will be well-informed, engaged and connected with club leaders, staff and other members.

Goal: Host or sponsor multiple events that provide competition and performance opportunities for club members and USFS skaters and the community as spectators.

Objective: Annually host Colonial Classic, Adult Challenge, Spring Skate, Colonial Open and Ice Crystals, and bid on at least one major event per year.

Activity/Strategy: Partner with local businesses as sponsors of events or marketing materials

Goal: Outline a brand strategy that defines who the club is and what it stands for in a connected, consistent and intentional way.

Objective: Conduct a brand audit, including the club's identity, appearance, and defining images. By January 2022

Objective: Utilize audit results to develop and implement a rebranding plan. By June 2022

Objective: Develop and implement a club branding guide and annual marketing and communication plan.

Goal: Ensure that members have access to membership, program and other club information, and understand where and how to learn what they need to know to participate fully in club programs and activities.

Objective: Produce print and electronic club brochures and marketing materials

Possible Activities/Strategies: Club brochure, handbook, newsletters, online presence, rink bulletin boards and displays, new Colonial banners in Rink 3, seek outreach activities, outdoor performances in local area – “Winter Show Team”, “National Skating Month”

Objective: Develop concrete communication processes within the Learn to Skate program that clarify and simplify the transition to Colonial programs and connections to club professionals for private instruction.

Goal: Celebrate member achievement and success, past, present and future

Objective: By March 2022, create a member recognition program that honors past champions, recognizes achievement at all skill levels, and inspires skaters to reach new goals.

Activity (among others): Sendoffs - expand beyond current scope

Possible Components: “History and Recognition” Committee, “Wall of Champions” honoring past National Champions, Olympians, etc. “Achievement Wall” to recognize our skaters’ achievements (small and large), for example: Crossover Club, First test passed, Gold medal, First Axel, Patch Program, Participate in USFS Axel Club

APPENDIX A: CLUB SURVEY

A ten-question survey was sent to all club members in October 2020. The survey was completed by 54 individuals over two weeks. A summary is found below.

Colonial Figure Skating Club Survey Summary

1. **Mission Statement-** by 57%-good but needs to be shorter. 28% thought it was perfect as it was, one felt important information was missing, and one felt it needed a full rewrite.

Comments summarized:

- Things liked: USFS is great, include accomplishments (#1 standing), ice training facility and equipment, financial support for promising skaters, increased membership, enhance staff with a focus on ice training, health, safety
- Things to add/change: 501c3, dedicated to serving the community, capture the broad groups engaged, not just amateur figure skaters (St Moritz broke theirs out- https://www.stmoritzisc.org/?page_id=207), capture what is true about the club

2. **Where do you hope CFSC will be in three to five years?**

- Club Management and decision making: Positive change with PF coming on as ED, more inclusive, more transparent for all members, building consensus, based in good governance and best practices, strong educated leaders (board and staff), responsive to member needs and voices, not just professional coaches.
- Overall membership: Increase in membership, affordability, build a strong community, focus on levels-bring in young skaters and keep them throughout development, (#400-1000), growth in quality and quantity.
- Professional Services: Variety (off ice programs are seen positively, add more!), all levels from LTS to USA Level coaching, reopen skate shop and snack bar, elevate professionalism,
- “FS, MIF, Ice Dancing, Pairs, TOI, Synchro, pole harness and choreography. Wow what a place for skaters to be! A one stop facility where a skater could find unlimited ice and very knowledgeable coaches!”
- Financial Resources: Lots of I don’t know-, strong feeder system, profitable competitions, increased revenue through increased membership, \$1M in the bank, solid footing
- Youth/Family: Friendly, welcoming, supportive and nurturing, strong developmental programs, grow up in the club, more family activities and ways to be engaged, address affordability for families
- Adult: balance between professional skaters and amateur adult skaters-more diverse offerings, adult only sessions, growing adult cohort, adult skate night?
- Coaches: opportunities for professional growth, “less infighting, more love”, high coaching standards, bring in younger coaches-new energy, pros skate free?, “get along better”

3. **Colonial’s Strengths and Weaknesses**-choices included: leadership and decision making, professional coaches, culture and environment, the member community, programming, the cost, and other. Across the board, except for culture and environment, each was judged as “OK but there’s room for improvement”. Culture and environment received a “need to work on this”. Comments included liking the new management and feeling like the club is back on track, but has work to do, esp. around the culture. Re-strengthening the membership, gathering coaches into a cohesive group with common goals, an overall approach to programming.

4. **External Environment-** how concerned are you about the following?

The big takeaway here is that competition from other clubs was far and away the most critical factor, followed by financial challenges for members, and the impact of the economy on the club. The club’s reputation had over 20% evenly seen as ‘we could be stronger’ to ‘we need to intentionally work on this’. Comments included concerns

about the new Wellesley club as competition, need for a strong marketing campaign that communicates CFSC's unique strengths, rebuild our reputation.

5. **Additional thoughts on Colonial's status:** the impact of SKI on the culture of the club, need more attention on the early years and bringing in new skaters, rebuild the coaching component, help build community, wifi for parents during youth programs, open houses

6. **By program:**

- LTS- consider all ages, not just children, more structured for volunteers and new coaches, build and strengthen, better organized, more diversity, 'trial day'
- ALTS- this and LTS are our feeder programs, very important, key bridge to keeping families and skaters for the long term, maybe needs more levels?
- On ice Group- more offerings, better organization, seminars to introduce skaters to other options, marketing and visibility, variety, more for adults
- Dance/other off ice- more! adult and youth programming, need more space for this, seminars, health, nutrition, conditioning, coaches promote, 3x a week
- Synchro- different levels, more teams, growth, well loved program, build and maintain to compete, can be hard to navigate, not well understood by those who don't participate
- TOI-similar to Synchro, not well understood by those not involved, better marketing, coaches promote, develop and grow-more support from club, is it seen as a 2nd rate program?
- Adult-grow this program, more advertising of more options, more adult skating sessions

7. **Other programs you'd like to see?**

More on ice group classes for youth, edge, "package deal" sort of program, that incorporates private lessons, practice ice, off-ice, group classes, all into one program so parents don't have to figure out every detail of their child's training plan', seminars are great on health topics, Holiday show, Ice Crystals, dedicated work out space, more competitions, skating parties, summer camp

8. **Ideas for events:**

- Colonial Classic: important to continue, popular event, add more marketing within the club, some don't know about it
- Adult Challenge: similar to above, some do not know it exists, those who do like it and would like to see it grow or combine with Open, expand offerings, better marketing
- Ice Crystals: well-loved program, include synchro teams, shorter shows, better rehearsal times, program book, apparel-more marketing
- Colonial Open: Solid competition, need to maintain, bigger and better, let everyone know about it
- Spring Skate: lots of 'don't knows' (don't skate on pogo sticks), promote, choose a different time, needs marketing
- Cyber Series: Some people really love this, others didn't know it happened, reevaluate post covid to see what worth keeping-video critique is seen as valuable. Need coaches to promote
- 50th Anniversary-lots of positive energy around this, invite alumni, recognitions, banquet of event highlighting achievements, celebrate!
- Other ideas-YouTube channel, December event, tour local outside venues for exhibition opportunities, help make events more profitable.

Who responded? Mostly parents of youth skaters, followed by club professionals, adult skaters, one each of honorary, staff and youth skater.

Length of engagement with the club varied from 1 year to 93! With numbers all over the continuum, not sure how useful this question and responses actually are.

[LINK TO SLIDE SHOW PRESENTATION OF SURVEY RESULTS AND ANALYSIS](#)

APPENDIX B: Focus Groups

Parent Focus Group, December 2020, facilitated by Nancy Labbe

Who participated: Three Parents and one Adult Skater

- One parent – teen skater, approx. 10 years at Colonial
- Parent – teen skater, first year as Colonial member but has skated here as a guest for years
- Parent – first year as member – child had skated elsewhere, just came out of Advanced Skills
- Adult Skater – 15+ years

What do you like/love about being at Colonial?

- Lots of ice time
- Friendly environment
- Responsiveness

What is hard about being at Colonial, what would you like to see change?

- Hard to learn about programs and how to get involved
- Suggestion: Brochure/print materials describing the club – note that this is not necessarily effective, so word-of-mouth can also be very helpful – figure out multiple ways to communicate and share

Question to consider: What do you consider a “Healthy Club”?

Some concrete strategies, ideas:

- Build Learn to Skate
- Support variety of avenues (TOI, Synchro, Shows)
- Support high-quality coaches
- Make sure there is programming available to serve multiple interests; e.g., the more competitive USFS tracks as well as Excel
- Aspire program
- Parent mentor program (get volunteer credit for this)
- “Package Deals” bundling programs together in a simple to understand format/model

Professional Coach Focus Group, December 2020, facilitated by Susan Gray

Who participated: Four Colonial Coaches gathered for an hour to discuss their experiences at the Club in order to inform strategic planning.

What do you like/love about being a Colonial Coach?

- ‘Grew up’ at Colonial, and it is home. Love the environment, family focus, and comfortable atmosphere. Very involved in multiple aspects of the club, directing programs, sitting on committees. Feels there is a solid core of committed professionals who have a culture of getting along and learning from each other.

When asked to be more specific-

- A long history with the club is definitely a factor- stayed because it is a judgement free space, and FUN! Again, the core of coaches and their longevity with the club. “There is a strong and tight community at Colonial.”
- (Susan has some wonderful archival pieces for inclusion in the 50th Anniversary!! Could do an online ‘timeline’ with documents, programs and photos over the years.)

- The comprehensive offerings, giving skaters a “one shop” experience where they can get a great variety all in one place. You get an opportunity to try it all, under one roof. Having dance available is a big plus!
- Grateful for Patty’s new leadership, she has a great relationship with the leadership of the rink and that’s very positive. Love having access to three rinks.
- It is a welcoming environment- friendly and comfortable- When new, felt welcomed and invited in.
- There is a high level of professionalism – a good mix of younger and older coaches, hard to have recently lost some good coaches.

What is hard about being at Colonial, what would you like to see change?

- Really feel like we are in a good spot now to build and grow, it’s not a race, it will take time, but we have what it takes to grow and thrive!
- One clear area- Learn to Skate partnership with Nashoba Valley-it was meant to be a collaboration, but it’s not working as one. It’s important because it is our first step, first contact and if it feels separate, it just doesn’t work as well, or at all.
- “Everyone is kind of holding on to their skaters”, that’s not the way that works best for us, for all of the above reasons! We need to fix this, so we can build that developmental pipeline that is the backbone of Colonial.
- Big Break- Within the culture of the coaches, several years ago there was a decision to bring in coaches that really weren’t aligned with Colonial’s culture, not a good ‘fit’. Specifically, there was a more punitive and harsh style that, while might be effective in some cases, just really isn’t what Colonial is. This caused some damage and needs intentional focus to heal and move forward.
- While this appears to have resolved itself; it’s important to gain the wisdom from this experience to prevent it from happening in the future. Important for the plan to include intentional and active development (or reinvigoration) of the Colonial culture.
- What it looks like: High level of professionalism, spirit of collaboration and peer support. Do not believe in the “iron fist” approach, we teach with love and compassion to build a lifelong love of skating.
- Needs to be actively attended to (culture is a daily strategy!) and a process for what to do when one sees or hears something they are uncomfortable with in the club as it relates to the culture.

Some concrete strategies, ideas:

- Group rotation with different coaches- look at other models, this is a sign of the times in terms of how skating is changing. Needs thoughtful development but the basic idea is holding higher level groups where students have short exposure to multiple coaches. They get experience with other coaches and benefit from their expertise...for example: 20 min edge followed by spin, followed by...
- The key component is trust among the coaches, sharing and working together on behalf of the skaters. The people at the core are what made Colonial great, we can rebuild that while letting in new ideas and younger coaches.
- (Dodi note-this fits with the idea of offering families “packaged” programming to make navigation easier for families.)

Wrap up:

- Recommitting to a family friendly, learning focused culture and environment that provides a full developmental and diverse set of programs to build lifelong skaters and support competitive athletes.
- Develop structure and process to sustain and support the Colonial culture, from engaging new coaches and other professionals to interventions when concerns arise (prevention and early intervention are way better than fixing big problems!)

APPENDIX C: Competitive Analysis

A Competitive Analysis was completed by Heather Rae Dunn in October and November 2020. The report is summarized here, and the full Competitive Analysis is available upon request in the Colonial office at colonial@colonialfsc.com.

COLONIAL OVERVIEW

Colonial Figure Skate Club aka CFSC aka “Colonials” is a non-profit figure skating club located in Boxborough MA. The club discussions mention changes that were not within the club's culture. As a result, CFSC recently brought in a new Executive Director, Patty Flanagan to redirect the club towards the desired direction. CFSC is looking to maintain traditions of the past while looking towards the future.

Locations and Facilities

CFSC operates out of a single location at the Nashoba Valley Olympia Rink (skatenashoba.com) in Boxborough. The location offers 3 rinks, 2 dance studios, off-ice workout areas, Cooke’s skating shop, and a snackbar.

Demographics (2015-2019 Census.gov)

Location	Acton	Boxborough	Middlesex County	State
Caucasian	68%	76.5%	78.2%	80.6%
Asian	26%	18%	13.1%	7.2%
Persons in poverty	3.3%	4.5%	6.9%	9.4%
Median house value	\$581,400	\$546,500	\$500,700	\$381,600
High school graduate or higher (person over 25)	96.5%	95.9%	93.4%	90.8%
Bachelor’s degree or higher (person over 25)	74.9%	66.2%	56.3%	43.7%

The statistics indicate that Middlesex County is typically an educated population. The house values in Middlesex County are higher than the state average.

Products and Services

Colonial offers a variety of classes within its club. The club serves all ages of figure skaters with on-ice programs, privates, synchronized skating teams, theater on ice, and off-ice programs including off-ice training including strength and conditioning, stretch, and ballet.

Group on-ice

Advanced learn to skate (Basic 5 – Freeskate 6)	Term (Multi class, Family, Full year discounts)
Introduction to theater on ice	Term or drop-in
Edge and performance	Term or drop-in
Adult skills & edge class	Term or drop-in
Next level skating	Term or drop-in

Dance

Ballet for Skaters	Term or drop-in
Open Level Ballet	Term or drop-in
Open Adult Ballet	Term or drop-in

Off-ice

Strength and Conditioning	Term or drop-in
Adult Stretch	Term or drop-in

Teams

Synchro – Pre-Juvenile, Open Juvenile, Adult, Masters, Open Masters	Monthly dues
Theater on Ice	Monthly dues

Privates (not listed under programs)

- There are many coaches listed. It is not clear what disciplines each is a specialist in.
- Learn to Skate through partnership with Nashoba Valley ISI.

Memberships

Colonial offers 8 memberships, each with varying benefits. These are documented in paragraph form on the website and in the website’s Membership Categories document.

Mission Statement (Club Bylaws)

“The purposes of the Colonial Figure Skating Club, Inc. (“CFSC”) are to support, promote, facilitate, advance, and improve the sport of amateur figure skating, specifically figure skating in all its forms; to encourage, cultivate and set as an expectation, a spirit of harmony, collegiality and sportsmanship among ice skaters, to foster an environment hallmarked by cooperation, mutual respect, and an appreciation for individual and team achievements. CFSC is dedicated to the development and advancement of amateur figure skaters and to that end will hold, sponsor, conduct and/or participate in test sessions, ice shows, competitions, exhibitions, either individually or in concert with other associations, organizations, and clubs. CFSC will perform other responsible acts deemed necessary, advisable, proper, or incidental in keeping with its mission. CFSC exists as a participating member of U.S. Figure Skating and therefore endorses and carries out the goals and objectives of U.S. Figure Skating, and functions in accordance U.S. Figure Skating general policies, procedures and rules.”

Brand and Social Responsibility

CFSC is a non-profit. There is currently no additional social cause noted on the website.

Communication

The club has a website (colonialfsc.com) with general information and uses email to contact its members. There is a link to the Facebook page from the website. On the Facebook page, there are occasional (minimum 1 per week) postings for classes and achievements. The overall rink schedules are posted on the skatenashoba.com website. The Club has accounts on Instagram, Twitter, and YouTube.

COMPETITIVE ANALYSIS

For the analysis, clubs within 50 miles with similar offerings or nearby locations were considered. 8 Clubs were reviewed including Colonial Figure Skating Club. All clubs reviewed were USFS Clubs, and one also includes ISI offerings. The following features were reviewed:

- Locations
- Facilities
- Communication
- Price model
- Memberships
- Offerings
- Mission
- Finances
- Website

ADDITIONAL INFORMATION

Planning Committee discussions

Comments made in the planning committee include the difficulty in navigating the sport, who to talk to, when to get privates, who coaches what and so forth. Additional comments were about the club culture and long time members who are now coaches of the club. There was discussion about a lifelong sense of community and camaraderie and opportunities for adult skaters.

RECOMMENDATIONS

VISION

Today there is a mission statement. A Vision needs to be created that is simple and encompasses Colonials' culture and future strategy.

COMMUNICATION

There are multiple social media accounts that are available. With YouTube, 5 minute samples of what various classes are could help provide more detail. Other Social Media options such as Instagram could be used to gain branding.

The Website could be leveraged more with a bit of reorganization and simple actions customers can take. There are cross-sell opportunities with people being on teams who might want to hone in skills.

In addition to the website, there could be multiple forums for people. One to post and submit ideas to the Club. One to ask questions of the Club. One to ask questions of other parents on navigating the sport. Standard guidelines of no negativity apply to this forum.

FACILITIES

Ideally there would be a heated room where members could sit, have a snack, do homework and socialize. This combined with class scheduling to support needs could start to feel like a second home to some members.

PRODUCTS AND SERVICES

- Some options could be to bundle a group of classes that run in a block. For example, an advanced learn to skate, followed by an off-ice dance class, followed by a private and practice ice. For teams, a dance class or off-ice class, on-ice class related to the team, followed by a short stretch class.
- A bundle of privates that run during practice ice of a group class.
- A survey 2 hour class that surveys the offerings at CFSC over a term/session. Intro to Synchro, Intro to Ice Dancing, Intro to theater on ice, etc. There are not a lot of opportunities to try these things before joining or buying. Survey classes such as these will also help determine if there is a demand for an additional class that isn't currently offered, such as group ice dancing class.
- It is not clear if there is a Junior coach training program or a graduate volunteer program where the graduate skater helps out with the younger skaters. If there isn't, this could be an option.

WEBSITE RESPONSIVENESS

The website should be updated to handle mobile interfaces.

FINANCIALS

More money needs to go towards the mission-related programs and less towards the management and general expenses. The Club should look at opportunities to decrease the management or general expenses or increase the mission-related program expenses to offset the management and general expenses.

