



Portland Ice Skating Club

Strategic Plan

2025-2030

Executive Summary

The Portland Ice Skating Club is Oregon's oldest figure skating club, with nearly 90 years of distinguished history. The Board of Directors has established this strategic plan to guide the club towards its second century of excellence in promoting figure skating in the Portland metro area.

The plan restates our club's reason for existence (mission) and our goal state (vision). It also provides the framework for us to fulfil our mission and achieve our vision through priorities and goals. We identified four strategic priorities in alignment with US Figure Skating: Governance, Membership, Communication, and Member Development. These priorities are enduring areas where we want to build upon our club's successes and take advantage of opportunities to excel for the entire timeframe of this plan.

For each strategic priority, we identified underlying goals. These are actionable near-term objectives in furtherance of our mission and vision. While some of these goals may persist for the duration of this plan, all are subject to change by the board as necessary. The metrics in this plan will be used to track our success and help us ensure we are doing everything in our power to support the club's mission and vision.

Approved:
September 10, 2025

Mission

As a United States Figure Skating member club, we provide opportunities and resources to promote figure skating in the Portland metro area.

Vision

We inspire a lifelong passion for skating in a supportive and welcoming environment, on and off the ice.

Strategic Priorities

The PISC board has identified four areas of strategic priority: Governance, Membership, Communication, and Member Development. Within each strategic priority the board has identified several goals to support that area. Each goal has associated performance metrics to assess our success in achieving these goals.

Governance

Strengthen organizational effectiveness through transparent leadership, strategic planning, and sound fiscal management in alignment with U.S. Figure Skating's standards for ethical governance and operational excellence.

Goal	Metrics
Clear annual plan.	100% of board members participate in development and review of annual plan as documented in meeting minutes or pre-meeting comments. Annual operational plan is drafted, approved by the board, and published by March of each year. Annual budget is drafted, approved by the board, and published by April of each year. At least 80% of strategic plan objectives are reviewed quarterly and updated with progress status.
Comprehensive policies for conflicts of interest, conduct, training, financial management, and conflict resolution.	Policies for conflicts of interest, conduct, training, financial management, and conflict resolution are formally reviewed and adopted by the board every 2 years (or as needed). 100% of board members and committee chairs sign acknowledgment of key policies annually (July or when appointed).
Board composition supports the club's mission.	Board matrix is reviewed annually to assess skills, diversity, and representation (e.g., skating backgrounds, parents, professionals, etc.). At least 75% of board members participate in annual club self-assessment, using the US Figure Skating <i>Checklist for Success</i>. At least one board recruitment effort each spring includes outreach to fill identified gaps in expertise, representation, or stakeholder perspective.
Coordinate mutually-beneficial efforts with the club's home rink(s).	At least two formal meetings per year (spring and fall) are held with rink management to discuss shared goals, scheduling, and collaboration. Meetings are documented for annual planning to include joint initiatives (e.g., events, marketing, community outreach).

Membership

Grow and retain a diverse and engaged membership by fostering a welcoming environment that supports skaters, families, and volunteers at all levels.

Goal	Metrics
Recruit more members from feeder programs.	Establish partnerships with 100% of home rink feeder programs (i.e., Learn to Skate) with at least one outreach or joint event per program annually. Promote conversion pathways (e.g., Aspire membership, Introductory membership, incentive to join) with at least 10% year-over-year increase in conversion rate from feeder programs.
Retain members for lifelong skating.	Achieve year-over-year member retention rate of 80% or higher. Conduct exit surveys/interviews by September 1st with departing members, aiming for a 50%+ response rate, to identify and address key reasons for non-renewal. Launch a member engagement initiative (e.g., welcome program, sponsorship, regular check-ins) and track participation by at least 60% of members.
Define benefits of membership.	Publish and distribute an updated "Member Benefits Guide" each spring, with 100% of new members receiving it upon joining and updates shared with all members. Survey members each spring: 80%+ of respondents indicate they understand the value of their membership. Add or improve at least one tangible member benefit per year (e.g., discounts, recognition, events), based on member feedback or strategic goals.

Communication

Enhance internal and external communication strategies to ensure consistent, timely, and accessible information sharing across all stakeholders.

Goal	Metrics
Open and constant line of communication with members and non-members.	Distribute a monthly e-newsletter to members with a target open rate of 50%+. Respond to 100% of member and non-member inquiries within 72 hours via email, social media, or website contact form. Host at least two open forums, Q&A sessions, or info nights per year for members and prospective members.
Thriving social media presence.	Maintain an active presence on core platforms (e.g., Instagram, Facebook) with 1+ post per week. Achieve 10% annual growth in social media followers across all platforms. Track engagement (likes, comments, shares) with a goal of 3% average engagement rate per post.
Visible in our home rink(s).	Ensure club signage, bulletin boards, or branded materials are visible and updated in 100% of home rink(s). Host or participate in at least 3 rink-based events per year (e.g., exhibitions, open houses, public skate promotions). Achieve 20% annual growth in club-branded merchandise sales (e.g., apparel, stickers, etc.).

Member Development

Support the lifelong development of skaters, coaches, and officials by providing inclusive programming, education, and pathways aligned with U.S. Figure Skating's development framework.

Goal	Metrics
Promote all of the disciplines of skating to members (to include coaching and officiating).	Host or promote at least one clinic, seminar, or educational session annually covering underrepresented disciplines (e.g., dance, pairs, synchro, theater on ice, adult, etc.). Share information about coaching and officiating pathways at least quarterly through newsletters, website, or events. Track participation or interest: At least 20% of members annually express interest in or participate as a coach, official, or volunteer. Achieve a 10% increase in the number of skaters and entries in club-hosted competitions every year.
Continuing off-ice education to members and non-members.	Offer a minimum of four parent education sessions on introductory topics (e.g. testing, competition, etc.) per year, open to members and non-members. Achieve an average satisfaction rating of 80%+ from post-session participant surveys. Engage at least 15% of total club membership in off-ice education offerings annually. Increase the number of youth members in club leadership (i.e. Junior Board) or club volunteer roles by 20%.