

2018-2022 Skate Canada Strategic Plan

Calgary Alberta

2018-2022 STRATEGIC PLAN

**Go out and
execute the
strategy!**

**But You
won't tell me
what it is**



2018-2022 STRATEGIC PLAN



2018-2022 STRATEGIC PLAN

The 2018-2022 quadrennial cycle presents us with an opportunity to build on the core strategies and critical imperatives that formed the basis of the 2014-2018 strategic plan, setting the roadmap for Skate Canada's future. As we enter the next cycle, collaboration with our stakeholders across the country will be fundamental to our continued success.

2018-2022 STRATEGIC PLAN

OBJECTIVE

Using a consultative approach, build on the strong foundation established with the previous strategic plan and refine and focus our strategic objectives.

TIMELINE



CONSULTATIVE PROCESS



10 FOCUS GROUPS
with club/schools, coaches, officials



OVER 1,230 ONLINE SURVEYS
completed with clubs/schools, coaches and officials

2018-2022 STRATEGIC PLAN

The Board of Directors endorsed the creation of an executive working committee (“EWC”) to help guide management in evaluating and incorporating the feedback received through the consultative process. The management led EWC was comprised of individuals with expertise in all figure skating disciplines from across the country representing key stakeholders including board members, section administrators, coaches, and international and domestic officials.

SKATE CANADA VISION

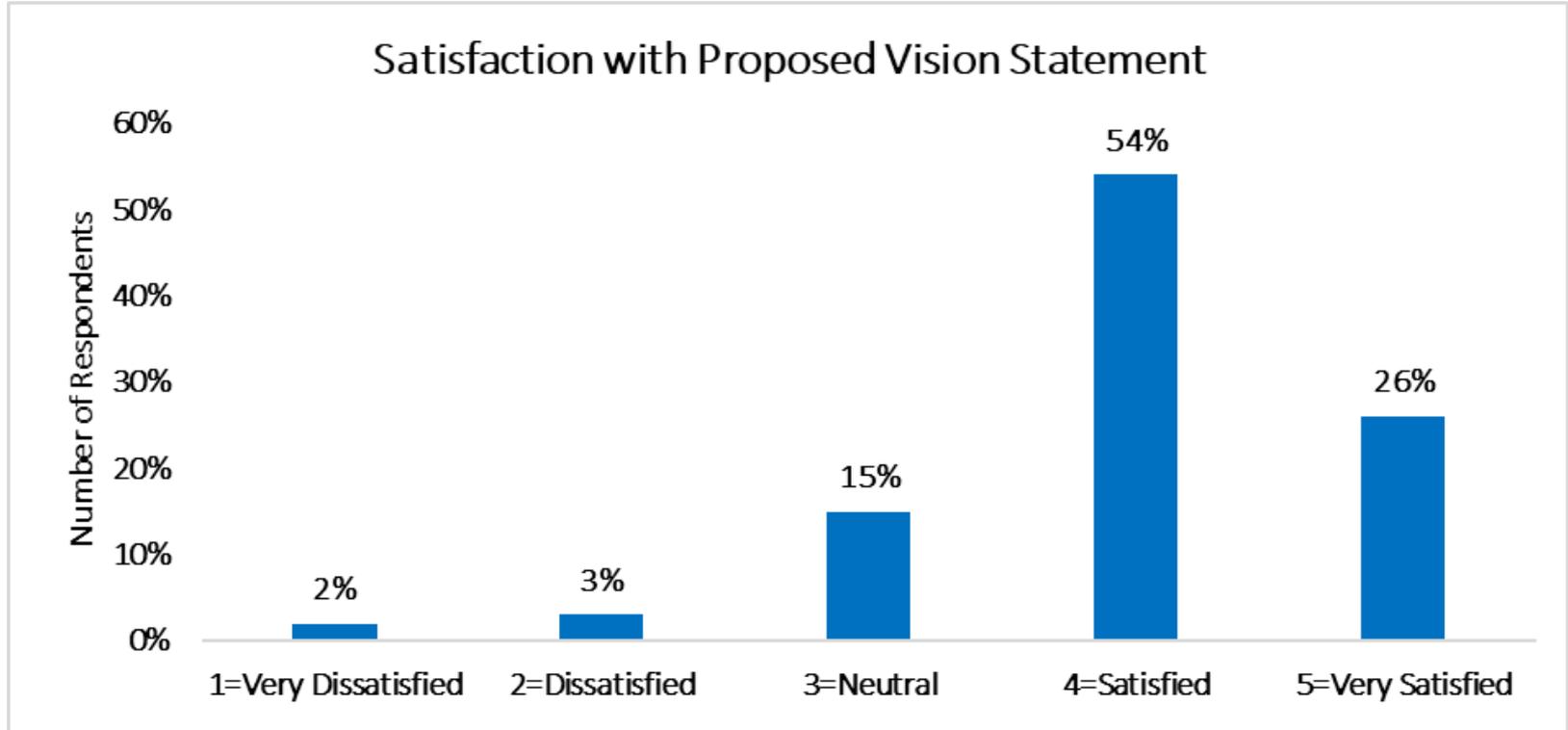


SKATE CANADA VISION

Vision

*Inspiring all Canadians
to embrace the joy of
skating*

SKATE CANADA VISION



SKATE CANADA MISSION

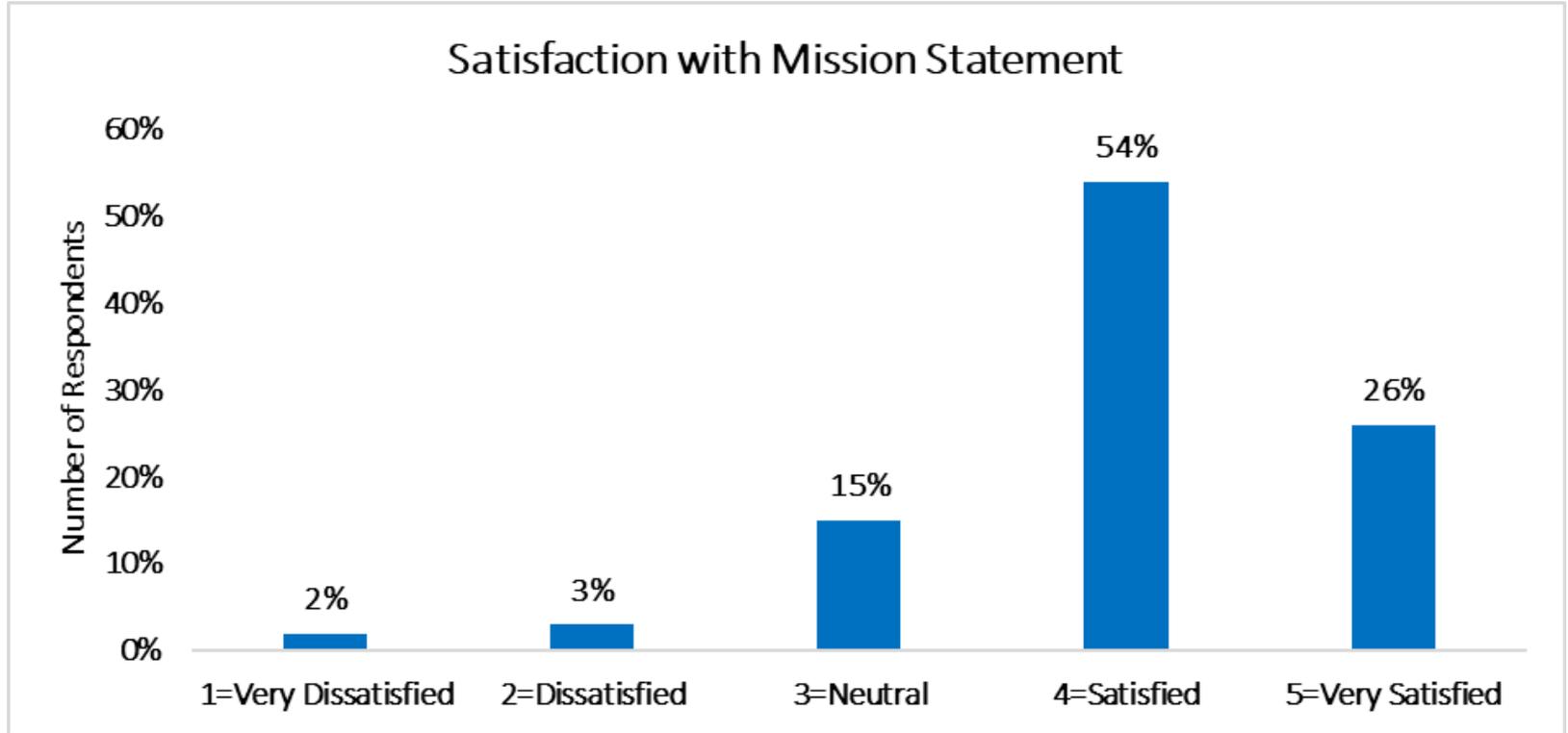


SKATE CANADA MISSION

Mission

Skate Canada will be a leader in the delivery of skating programs and will have a continuing legacy of champions

SKATE CANADA MISSION



SKATE CANADA VALUES



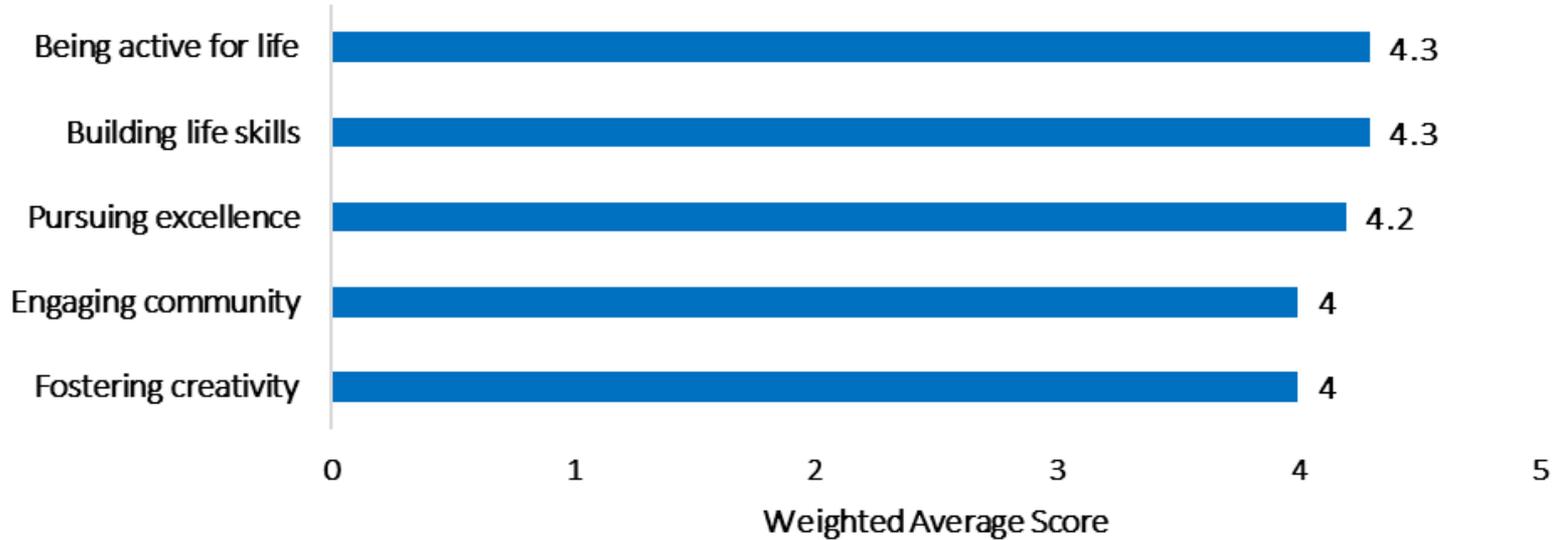
SKATE CANADA VALUES

Skate Canada Values

- *Being active for life - Building Life Skills*
 - *Engaging Community -*
 - *Fostering Creativity - Pursing Excellence*
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SKATE CANADA VALUES

Satisfaction with Proposed Values



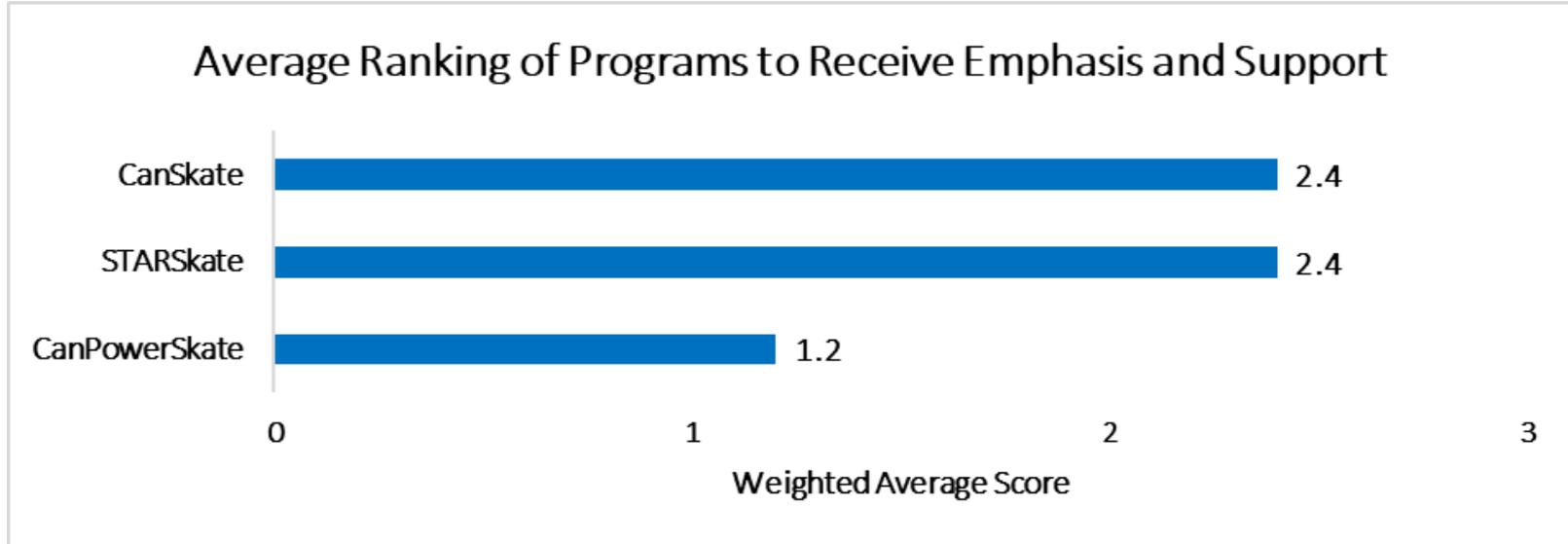
Skate for Life

Delivering best practices through fun, challenging, and affordable skating programs. Supporting, educating and developing the coaches to deliver skating programs.

SKATE FOR LIFE – “PROGRAM” PRIORITIES

1. Develop and maintain programs through the creation of standards and program content
 2. Incorporate pre and post feedback loop mechanisms
 3. Develop experts in the field
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SKATE FOR LIFE - PROGRAMS



In addition, it was consistently stated that synchronized skating needs to be more fully supported as it provides a natural opportunity for retention in the Skate for Life imperative.

Skate to Win

Supporting optimal training and performance through a systematic athlete development structure and world class events.

SKATE TO WIN “REBUILDING” PRIORITIES

1. Set and achieve realistic goals for Beijing 2022
 2. Ensure athletes and coaches take advantage of the integrated support team concept
 3. Building a robust coaching and training infrastructure focussed on Pair discipline
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Delivery Capacity

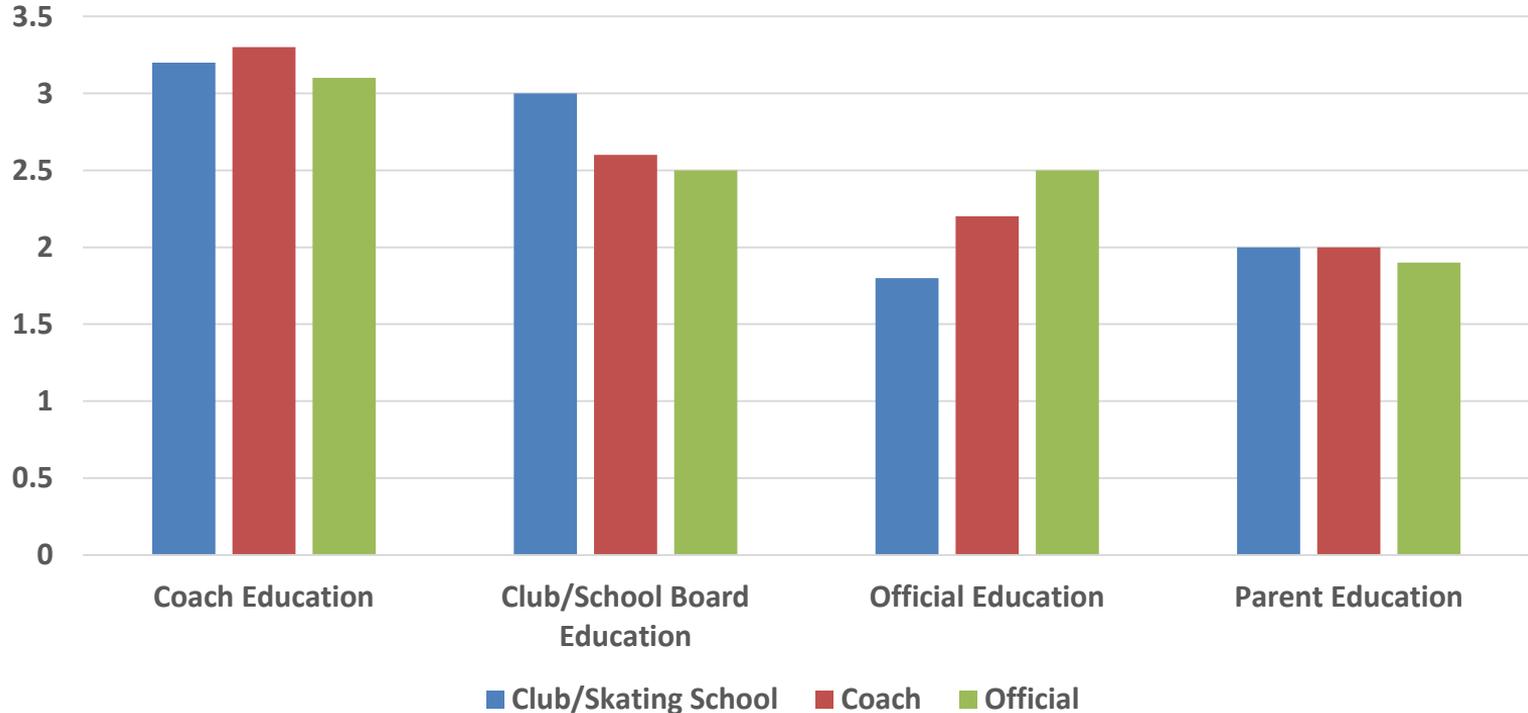
Continuous optimization of delivery through organizational innovation, continuous improvement of infrastructure and technology as well as high quality education and support of delivery stakeholders.

DELIVERY CAPACITY – EDUCATION PRIORITIES

1. Consultative identification of needs and gaps
 2. Development of tools – practices, standards, materials and methods
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DELIVERY CAPACITY

Average ranking for Education Priority for Stakeholder Groups



UNDERNEATH IT ALL

To successfully deliver against the organization's goals and aspirations of the Skate for Life, Skate to Win and Delivery Capacity imperatives, Skate Canada must have a robust foundation that permeates all aspects of work.

FOUNDATIONAL ITEMS

Skate Canada recognizes that the following three initiatives are fundamental to all that we do and form the basis of the foundation on which we are built:

- Fiscal responsibility
 - Risk Management
 - Brand and Marketing
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FISCAL RESPONSIBILITY



RISK MANAGEMENT



RISK MANAGEMENT

Risk Management is a fundamental principle that applies to all of our activities and operations. In addition to actively monitoring operational risks and ensuring that our governance structure is sound, Skate Canada's Safe Sport program is an industry leading initiative.

BRAND & MARKETING



SKATECANADA

EVENTS – WORLDS 2020



GOALS – SKATE FOR LIFE

1. Improve CanSkate delivery

The delivery of this program by our clubs and schools is critical to our long-term success as an organization and it therefore requires continued focus and a relentless commitment to quality service delivery.

Improve CanSkate delivery

The possible measures are:

1. Number of coaches becoming CanSkate trained
2. Satisfaction rating as evidenced through referrals

GOALS – SKATE FOR LIFE

2. More coaches trained on delivery of new STAR program

The program's success is dependent upon how ready the coaches are to deliver this new program and format so training and knowing the delivery methodology is very important. Clubs' support and adoption of this program is key.

COACHES TRAINED ON STAR PROGRAM

The possible measures are:

1. Number of coaches completing online training
 2. Number of online courses completed on STAR material
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GOALS – SKATE FOR LIFE

3. Clubs actively delivering the STAR program format

In partnership with coaches, clubs and schools should focus on helping their skaters progress as fast as possible to keep them motivated, interested and engaged in the sport.

CLUBS DELIVERING STAR PROGRAM

The possible measures are:

1. Number of clubs adopting revised STAR delivery model
 2. Number of achievements by STAR skaters
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GOALS – SKATE FOR LIFE

4. Increase participation in Synchro

Skaters can begin participating in this discipline at a young age or later in their skating career so it a very strong contributor to the Skate for Life imperative. There is tremendous potential for this discipline to help increase retention in our sport.

INCREASED PARTICIPATION IN SYNCHRO

The possible measures are:

1. Number of participants in Synchro
 2. Number of teams registered at competitions
 3. Number of coaches trained to coach Synchro
 4. Number of online Synchro courses
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GOALS – SKATE FOR LIFE

5. Increased engagement of all stakeholders

By focusing on our all who participate in our programs, including CanSkate and STAR and working to promote and encourage more participation in synchronized skating, we can keep individuals in our organization longer to the benefit of them and Skate Canada at the same time.

INCREASED ENGAGEMENT FOR ALL STAKEHOLDERS

The possible measures are:

1. Number of volunteers supporting our programs and events
 2. Length of time individuals are involved in any capacity
 3. Increased rate of retention across all Skate Canada registrants
 4. Maintain or increase registrant numbers
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GOALS – SKATE TO WIN

Ensuring continuing Excellence of our athletes internationally is fundamental to Skate Canada's role as the governing body for figure skating in Canada. This is typically determined by placements in World and Olympic competition.

SKATE TO WIN

The possible measures are:

- The number of medals won in international competitions in each year at the Junior and Senior levels in singles skating, pair skating, ice dancing and synchronized skating
 - The number of participants in the Grand Prix Final at the Junior and Senior levels
 - The number of participants in singles skating, pair skating, ice dancing and synchronized skating at the Junior and Senior World Championships
 - The number of medals won at the 2022 Beijing Olympic Winter Games
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GOALS – DELIVERY CAPACITY

1. Increased number of courses offered on the Skate Canada Education & Training Academy (SCETA)

Possible measure

The increase in the number of available resources bi-annually.

GOALS – DELIVERY CAPACITY

2. Increase the number of people accessing online training resources

Possible measure:

The increase in the number of coaches, club/school volunteers and officials accessing training resources on SCETA annually

GOALS – DELIVERY CAPACITY

3. Develop and Implement an Club & School Online Training (Development) and Recognition Program

Possible measures

- The number of training modules developed
 - The number of clubs and schools achieving determined levels of recognition
 - Satisfaction level of clubs and schools with the training program and resources as determined by top two box satisfaction score on the training program
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