



**SKATE**CANADA  
**ALBERTA-NWT/NUNAVUT**

# 2018-2022 Strategic Plan

SKATE CANADA: ALBERTA-NWT/NUNAVUT | 11759 Groat Road NW, Edmonton AB T5M 3K6

## INTRODUCTION

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Skate Canada: Alberta - NWT/Nunavut (Section) is an Association, registered under the Alberta Societies Act, of almost 25,000 participants that is affiliated with Skate Canada as a provincial/territorial Section. The Section is governed by a Board of Directors with classes of members including Clubs and Skating Schools, eligible Coach Representatives and Directors.

The Section's primary role/focus is to "advance the objectives of Skate Canada in Alberta, Northwest Territories and Nunavut by facilitating and promoting Skate Canada programs, policies and procedures; facilitating effective communication between Skate Canada stakeholders within the Section's boundaries; and educating and training officials, coaches and volunteers".

The Section supports the clubs and coaches in our Section, in the delivery of Skate Canada programs such as: CanSkate, STARSkate, CanPowerSkate, CompetitiveSkate, AdultSkate and SynchroSkate in addition to providing learning and development opportunities to the athletes, coaches and officials in the Section.



## STAKEHOLDER FEEDBACK

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In developing the 2018-2022 Strategic Plan it was a priority of the Board of Directors to ensure feedback was gathered from our stakeholders. The following means were utilized to gather their feedback during the process:

- Membership Survey where 275 respondents provided their input on what they considered were priorities.
- In-depth interviews conducted with Board members, senior staff, operational committee leads and other volunteers.
- Data Scan that provided comparisons of total registrant numbers, registrants in each program, number of clubs, skating schools, coaches, officials and synchronized teams over the past 6 years. The number of workshops, carnivals, Section revenue amounts and sources and numbers of athletes attending Canadian Championships and medal placements at National and ISU Events were also compared.
- Detailed Survey, Interview Results, and the Data Scan information were provided to 24 participants that were brought together for a June Planning Session.
- Through-out the process, Board Members, Staff and Operational Committees provided ongoing feedback and information to ensure the new Strategic Plan reflected the appropriate direction and priorities for the Section.

## VISION, MISSION, VALUES

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### VISION

*Skate Canada: Alberta-NWT/Nunavut inspires every person to embrace  
the joy of skating and the pursuit of athletic achievement*

### MISSION STATEMENT

*Skate Canada: Alberta-NWT/Nunavut leads, enables and promotes excellence in the delivery of  
safe and inclusive skating programs for lifelong fun, fitness and achievement*

## VALUES

### *Skate Canada: Alberta-NWT/Nunavut Section:*

*Is **ATHLETE-CENTERED** in our development and delivery of programs and services;*

*Acts **COLLABORATIVELY** by building and supporting partnerships and positive relationships with all stakeholders for the benefit of the sport;*

*Embraces the belief that skating must be a **FUN** and **FULFILLING** experience;*

*Conducts our business by being **PROFESSIONAL, RESPECTFUL** and **ACCOUNTABLE** to the membership;*

*Focuses on the provision of a **SAFE SPORT** environment;*

*Upholds the principles of **SPORT FOR LIFE** through skating*

## AREAS OF FOCUS AND GOALS

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The section has five (5) **AREAS OF FOCUS** to assist with organization planning which ensures that all facets of the wide-range of the Section's responsibilities are considered. A Goal Statement for each **AREA OF FOCUS** highlights the primary outcome the Section is working to achieve in each area which is included in the remainder of this document.

## SKATE FOR LIFE

**Goal:** *Ensure consistent, high quality programs are provided by clubs and skating schools throughout the Section*

**Strategic Objectives & Tactics:**

1. Increase public awareness and promote the benefits of "Skating for Life" and the opportunities for skating available in our Section
  - Focus on participant retention through improved transitioning from CanSkate to STARSkate, CanPowerSkate, SynchroSkate, and AdultSkate, emphasizing benefits and opportunities
  - Promote the STAR 1 to Gold Program
  - Promote the new CanPowerSkate Program
  - Promote the new Trans Inclusion Policy from Skate Canada
  - Increase awareness and knowledge of inclusivity in sport
  - Inspire increased participation in SynchroSkate
  - Improve adult skater inclusion and retention
2. Develop partnerships, in addition to developing monitoring, program, and training opportunities to build capacity with key stakeholders & increase participation in skating within our Section
  - Invest further in the development of and participation in SynchroSkate
  - Invest in coach education for SynchroSkate
  - Work with Special Olympics to improve partnership programming awareness and delivery
  - Increase club participation in Inclusive Skating Grant Funding Program
3. Encourage Clubs, Skating Schools and Key Stakeholders to utilize available educational tools and resources to ensure up to date, consistent programming is delivered through-out the Section
  - Maintain consistent high standards through ongoing education and sustainable monitoring of program delivery
  - Increase awareness of educational tools that are made available from Skate Canada and the Section to clubs and parents to maintain standards and expectations

## SKATE TO WIN

**Goal:** *Supported by systematic delivery, Section athletes will consistently medal at the National Championships and all categories will see top-10 results*

### Strategic Objectives & Tactics:

1. **Create high performance depth in the Section through enhanced athlete identification, monitoring and “discipline excellence”**
  - Expand the number of identified athlete positions within the High-Performance Program to create depth and opportunity for more skaters
  - Develop "discipline excellence" information for pairs, dance and synchro so that more athletes, coaches and parents understand which skills and attributes are most suited to each of the skating disciplines
  - Continuously improve the athlete monitoring system to better support athletes along their competitive pathway
2. **Offer high quality seminars, training opportunities and meetings to ensure achievement and excellence for all High-Performance athletes and coaches**
  - Review the content, frequency and capacity of the seminar and workshop program made available to identified athletes and revise as required to ensure that all High-Performance athletes benefit
  - Review the focus and resources for the following seminars:
    - Male Seminar
    - Junior Development Team Weekend
    - Select Team Weekend
    - Pairs and Dance Days
    - No Risk Element Seminar
  - Establish Section standards and ensure achievement and excellence through annual meetings with all Select Team athletes and coaches to review and assess yearly training plans
  - Provide professional development opportunities for Select Team coaches to assist them with their personal growth
3. **Connect athletes, parents and coaches with effective resources, materials and communication systems to support development in the competitive athlete pathway**
  - Develop resource materials documenting the integrated support services available throughout the Section to ensure that athletes and coaches can connect with the services needed
  - Develop materials and communication systems for athletes, coaches and parents regarding the competitive athlete pathway
  - Develop materials and a communication system for athlete funding initiatives

## COMPETITIONS

**Goal:** *Deliver accessible, high quality and consistent events that offer competitions in all levels of skating*

### Strategic Objectives & Tactics:

1. **Ensure competitions, events, schedules and locations align with the LTAD model and Alberta Sport Action Plan, maximizing the opportunity for all levels of skating to compete while maintaining high quality delivery, inclusiveness and consistent standards in the Section**
  - STAR 1-3 club-hosted Section sanctioned events offered in alignment with the recommended LTAD pathway
  - Strategically work with clubs and regions to ensure that the Event Calendar benefits all levels of skaters to provide equal opportunities in diverse geographical locations
  - Monitor and assess Section events to ensure high quality delivery and consistent standards are maintained
2. **Invest in technology, communication and training to ensure the delivery of high-quality events in the Section**
  - Invest in technology and communication at events to ensure that skaters, coaches, officials, volunteers and spectators enjoy high quality competitions
  - Provide quality video replay for events to provide opportunity for feedback
  - Develop and implement a strategy to recruit and train event volunteers
3. **Leverage National, International and Multisport competitions, in addition to Section Championship events, to provide opportunities for the development and advancement of high-performance in our Section**
  - Provide competitive opportunities for high performance athletes
  - Pursue hosting National and International events that will offer beneficial opportunities to athletes, coaches, officials and volunteers to raise the profile of the Section

## DEVELOPMENT

**Goal:** *To establish a strong foundation of coaches, officials, clubs, skating schools and volunteers through development opportunities to support Section programs*

**Strategic Objectives & Tactics:**

**1. Invest in programs, marketing and communication to provide and encourage development opportunities of coaches in the Section**

- Ensure that the NCCP courses offered each year meet the requirements of the clubs and Section, based on growth, strategic transition from level to level, regional need and requests
- Advertise and educate the NCCP pathway with the intention of coaches understanding the benefits of increasing their coaching status to best serve their athletes
- Promote and encourage new individuals to enter the NCCP pathway
- Encourage and provide support for coaches to pursue Special Olympics Training to better serve athletes of all abilities
- Increase the awareness of the NCCP course requirements for coaches to teach SynchroSkate and CanPowerSkate in the clubs and skating schools
- Monitor and assess coaches to identify those who demonstrate the ability and interest in pursuing higher level certifications and encourage the appropriate pathway
- Expand on the current Coach Mentorship Program to encourage and support coaches of all levels of certification who show interest and ability in furthering their own knowledge and moving forward in the coaching pathway
- Work with clubs and skating schools to develop and implement club-based coach programs to assist coaches in attending professional development opportunities
- Offer learning opportunities for coaches and other stakeholders to share information about rule changes, program changes, trends and other topics of interest, ensuring a focus for all levels
- Develop a coach/official networking system that enables ongoing communication and learning

**2. Build capacity of our Officials through effective programs, development opportunities, marketing and communications**

- Using Skate Canada training and educational resources and assisted by Skate Canada learning facilitators and senior officials, continue to provide education and development opportunities for existing officials to further support and enhance their technical skills
- Annually review the recruitment strategy to attract officials in all areas
- Encourage self-directed learning and support mentoring for all areas of officials training and education to ensure skill development in accordance with Skate Canada promotion criteria
- Offer learning opportunities and workshops each year for officials and other stakeholders to share information about rule changes, program changes, trends and other topics of interest, ensuring a focus for all levels



### **3. Build capacity in Volunteers, Clubs and Skating Schools across the Section**

- Provide clubs and skating schools with the tools and resources to deliver quality skating programs
- Establish a monitoring system to support compliance with Skate Canada program delivery standards
- Develop and provide clubs and skating schools with the tools and resources to establish and maintain appropriate governance and leadership standards
- Develop and implement a training and education program that will help attract and retain volunteers appropriate to the needs of the Section
- Expand volunteer recognition systems and opportunities to celebrate contributions and help retain volunteers
- Focus on the needs for development of skating in Northern Alberta, NWT and Nunavut

## **BUSINESS AND OPERATIONS**

**Goal:** *Ensure positive stakeholder satisfaction and continued growth and development of the Section Staff, Board and Committees*

### **Strategic Objectives & Tactics:**

#### **1. Ensure there is an understanding of member satisfaction, demographics and needs to encourage overall growth in membership and assist in future planning**

- Develop strategies to collect, monitor, review and analyze membership and registrant growth and retention
- Collect, monitor, review and analyze data from the stakeholders with the intent to distribute for reporting and planning purposes and to gauge overall customer satisfaction

#### **2. Strategic management provides accountability, increased capacity, strong governance and leadership for the Section**

- Develop a Revenue Generation Plan that diversifies revenue sources and improves Section sustainability
- Develop and maintain appropriate financial management policies and procedures to ensure strong accountability, meet fiduciary responsibilities and ensure organizational stability
- Embrace innovation to inspire creative development of Section initiatives
- Assess and continue to improve governance functionality and structures in the Section
- Develop strategies to provide Section Board and Committees development opportunities
- Establish and implement processes to identify and manage risk within the Section to provide a safe and quality sport experience for all participants and to ensure the long-term viability of the Section

- Provide resources to clubs in their development and implementation of risk management plans and policies
- Develop and maintain up-to-date HR policies and procedures
- Recruit, develop and retain a diverse team of staff and technical experts for the delivery of skating in the Section
- Develop strategies to provide staff development opportunities

### **3. Develop a Communications and Marketing Plan that encompasses promotion of the Sport, revitalizing the Section Brand and improves access to information and resources**

- Develop and implement a comprehensive communication strategy, ensuring improved access to needed information by members, participants, stakeholders and the public
- Utilize athlete, Section and club and skating school successes to promote the sport and recruit new participants
- Develop an inventory of educational, communication and promotional resources to support continued growth and visibility
- Celebration and recognition of the 50th Anniversary of the Section through-out 2019
- Revitalize Section branding to encompass grassroots to high performance athlete successes (past, present and future)



