



AB|NT|NU

Strategic Plan

2022-2026



Photo Credit: Danielle Earl



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Prelude -Executive Summary

In developing the Skate AB | NT | NU strategic plan a priority was placed on ensuring there was a collaborative approach to gather multiple stakeholders' feedback. The input was used in setting the Section's direction and identifying the strategic priorities for the next planning cycle.

Skate Canada's 2022-2026 plan included a rebuilding and transformation of the organization. It also incorporated new opportunities and strategic imperatives to guide the organization for the next quadrennial. Following the initial stakeholder engagement, and after the release of the National Plan, the Section took additional time to check back with its stakeholders, evaluate the longer-term impact of the pandemic, and assess the Section's organizational capacity and ability to deliver programs and events. Through this stage of strategic planning, the Section and stakeholders also ensured there was strong alignment with Skate Canada priorities while balancing the specific priorities and needs that were heard from the Section's members.

The result is a holistic strategy with a clear plan that includes four (4) areas of focus. Each area of focus is supported by key goals and initiatives that will be monitored and measured through the organization's dashboard.

Vision, Mission, Values

Vision

Inspiring everyone to experience the joy of skating and pursuit of personal achievements.

Mission

Skate AB | NT | NU will support and promote excellence in the delivery of safe, inclusive, quality skating programs, events and developmental opportunities for all levels of skating.

Values



Collaboration

We work collaboratively to build positive skater-focused relationships.

We value coaches as critical to sport development, and central to the athletic experience.

We value officials and the impact they have in the development of the sport for the benefit of all.

We value volunteers for their support and service to the sport of skating and community.



Excellence

We foster each individual's ability to achieve their skating potential and personal goals. We strive to make a difference (as individuals, clubs, skating schools, and as an organization), ensuring value in everything we do for a positive, fun, and fulfilling experience.



Inclusion

We provide a safe sport environment that is welcoming and respectful for everyone, and that encourages equity and diversity.



Integrity

We commit to professional, respectful, accountable, and ethical conduct, ensuring fairness and impartiality for all.



Areas of Focus

Driving the focus of activities of Skate AB | NT | NU during the quadrennial, directly impacting the work of the organization and how progress is measured, the following areas have been identified as the priority for the 2022-2026 planning cycle.

Building Organizational Excellence

Building capacity and organizational excellence in the Skate AB | NT | NU Section is achieved by providing strong leadership and is integral for a strong healthy organization and to ensure success in the areas of focus set out in the 2022-2026 strategic plan.

“Good leadership is rooted in the ability to achieve growing and sustaining the engagement of people to accomplish something extraordinary together” - Third Sector Company.



Skating for Everyone

Following the work of Skate Canada, the Skate AB | NT | NU Section is committed to making equity, diversity, inclusion, and accessibility fundamental to all that we do. While adhering to the Skate Canada safe sport framework, Skating for Everyone is focused on creating a safe and welcoming environment within the organization for any individual (regardless of gender, age, sex, race, class, religion, ethnicity, ability, lingual, sexual orientation, or gender identity) to be their authentic self, learn to skate, and achieve their personal goals.

Skating for Life

Skating for Life provides a solid foundation that promotes, and helps extend lifelong participation in the sport, as well as helps individuals reap the benefits of a long and healthy active lifestyle.

Skating to Win

Similar to the governing role of Skate Canada as the National Sport Organization (NSO), one of Skate AB | NT | NU's primary roles as the Provincial & Territorial Sport Organization (PTSO), is to ensure continuing excellence of our athletes nationally. Skating to Win focuses on competitive success but also on integrity and individuals striving to be their best self and achieving their personal goals, which is applicable to all levels of skating, and all individuals involved in every aspect of the sport.

Building Organizational Excellence

Key Goals & Initiatives

Create unity through positive integration, and alignment of key stakeholders

- Nurture a healthy, collaborative, respectful, and inclusive culture in the organization by strengthening current relationships between individuals and stakeholder groups.
- Create clear roles and ensure understanding of organizational structure, vision, mission, values, and goals and their impact on policies and operations.
- Increase effective communication among key stakeholders.
- Deploy ongoing recognition and encouragement to support staff and volunteers.

Build resiliency through increased delivery capacity and support

Volunteer recruitment, retention, and recognition

- Develop an Officials and Event Technician comprehensive attraction, recruitment and retention strategy that addresses current attrition.
- Invest in training and development of Officials that supports progression through the National pathway.
- Invest in training and development of Event Technicians.

- Develop a volunteer recruitment and retention strategy that includes effective engagement and management tools and tactics that can be utilized by the Section and Skating Clubs/Schools to support program delivery and operations.

Coach development and progression

- Provide opportunities that support Coach Development progression in all disciplines through the National Coaching Pathway.
- Develop a comprehensive development strategy to address the current attrition in High Performance coaches (Provincial and National Level certification).

Support Clubs and Skating Schools

- Focus on the recovery and rebuilding of clubs & skating schools, registrant numbers, coaches, officials, and volunteers coming out of the pandemic.
- Develop and deliver resources, tools and training to support healthy, effective and sustainable organizational structures within clubs and skating schools.





Building Organizational Excellence

Demonstrate Integrity and Excellence through organizational sustainability and effective risk management

- Support and guide the organization through a strong bylaw, policy, and risk management framework.
- Ensure bylaws, policies, procedures, and risk register are reviewed and kept current.
- Ensure Skate AB | NT | NU is financially viable and able to support the goals and initiatives outlined in the Strategic Plan.
- Pursue alternative revenue generation opportunities such as broadcast technology, program licensing, sponsorship, donations.
- Develop a succession planning process for key Board, Committee, and Management roles.
- Continue education and training in Safe Sport best practices, policies, and procedures.



Skating for Everyone

Key Goals & Initiatives

Build assurance of “Safe Space” for all

- Ensure Section communications, policies, and procedures reflect and support the principles of Equity, Diversity, Inclusion, and Accessibility (EDIA) and that diverse voices are heard.
- Create and ensure Safe Sport Policies, procedures, and reporting mechanisms are in place and understood by all those involved in delivering skating programs.
- Provide ongoing training, and continued education in EDIA and Safe Sport to those involved in delivering programs and events, to enable them to work with a variety of diverse individuals while providing a safe and welcoming environment for all.

Remove barriers to make the sport more accessible

- Create and promote initiatives that provide opportunities for children and youth to have improved access to skating activities.
- Work with rural and remote communities in AB | NT | NU to identify and support initiatives that address unique barriers impacting their communities and athletes.
- Seek and develop strategic partnerships with stakeholders that address affordability and accessibility barriers.
- Create awareness and promote available resources that address accessibility and affordability barriers.

Broaden and diversify our membership base

- Develop strategies that engage, attract, and retain under-represented populations such as indigenous, new immigrants, 2SLGBTQ+, people with intellectual and physical disabilities, and low-socioeconomic groups.
- Create and support initiatives that foster physical literacy, ice and snow fundamental movement skills, and opportunities to experience the joy and fun of skating.



Skating for Life

Key Goals & Initiatives

Retain skaters from “Active Start” through “Active for Life” stages of Skate Canada's Long-Term Development (LTD) framework

- Utilize the LTD framework to guide skater development through the “Active for Life” stage.
- Encourage and support clubs and skating schools in diversifying and/or expanding Skate Canada programs offered.
- Promote pathways for skaters to continue through the stages of LTD by providing guidance, education, training, and resources to key stakeholders.
- Foster fun and excitement through clubs and skating school locally hosted events.

Recruit and engage new and past skaters to grow participation in the sport

- Increase outreach to diverse communities, and partner with key stakeholder groups (i.e. other sport organizations, newcomer organizations, under-represented groups, indigenous organizations, skating alumni, etc.).
- Create and execute a marketing strategy that promotes skating as a physical activity option for healthy living and fun at all ages, Skate Canada programs and highlights Section high performance athletes/coaches/officials.

- Build, plan, execute, and participate in initiatives that provide the Skate AB | NT | NU Section clubs and skating schools, support to promote and provide opportunities to experience skating.

Increase engagement of all Stakeholders to retain individuals in our organization and sport

- Develop marketing and advertising plans to increase awareness, engagement and participation in the sport and attendance at live skating events.
- Encourage and provide assistance for participants to continue to experience the joy of skating by becoming involved in new or additional roles within the organization (skater, coach, parent, club/skating school, official, event technician, board member, volunteer).
- Ensure new and upcoming skaters continue to have the support and opportunities that were provided to past generations of skaters.
- Support and encourage mental wellness of all skaters and stakeholders involved in the delivery of the sport.



Photo Credit: Danielle Earl



Skate
AB | NT | NU

Skating to Win

Key Goals & Initiatives

Offer consistent high-quality events for all levels of skating

- Update competition structure to align with the Skate Canada LTD and update competition calendar to ensure development needs of Star & Podium Pathway registrants are met.
- Build volunteer and officials' capacity to support a revised competition calendar and registrant (competitor) needs.
- Provide education on the value and benefits the competition restructure offers for skater development & retention, as well as local collaboration opportunities for clubs and skating schools.

Nurture athlete progression through the Skate Canada's LTD structure & increase discipline depth (single, pair, ice dance and synchronized skating)

- Ensure development and delivery of programs and services are athlete centered.
- Support Section National Podium Path athletes with sport-life balance in preparation of retiring from competition (mental and emotional preparedness, life after sport, etc.).
- Provide purposeful support and development opportunities for coaches, officials, and athletes to achieve their personal goals.

- Encourage collaboration between clubs and coaches in program delivery and training to support athlete development.

Leverage technology to build capacity and support development in all aspects of the sport

- Utilize technology platforms introduced during the pandemic to engage with stakeholders and encourage a return to competitions/events in a sustainable and accessible way.
- Find efficiencies for future training and development opportunities, which address cost and/or accessibility barriers in rural and remote areas.
- Improve access to evaluators and monitoring/feedback opportunities using technology.
- Use livestreamed events as marketing and recruitment opportunities.
- Use high quality production and video in athlete, coach and officials training and development.
- Utilize the production of livestreamed Sectional events (including Sectional Championships) to engage and attract fans across the country and internationally, raise the profile of our rising stars, and tell the story of figure skating in the Skate AB | NT | NU Section.





Skating to Win

Host and leverage major events (National & International) to provide & support development opportunities for athletes, coaches, and officials as well as promote the sport

- Develop a Hosting Strategy for National and International Events that balances the benefits of hosting with the capacity & volunteer requirements needed to support the large events.
- Provide Officials development and training opportunities at major events hosted in the Section.
- Provide Provincial and National level Coach training opportunities at major events hosted in the Section.
- Develop a communication plan outlining the benefits hosting National and International events in the Skate AB | NT | NU Section provides.

Measuring our Progress

Skate AB | NT | NU will hold ourselves accountable and measure our success against each of the Areas of Focus identified in the strategic plan. To that end, we have developed a scorecard of key metrics where we will compare our results, actuals versus targets as well as the respective trend, towards our ultimate goals for the 2022-26 quadrennial. The diagram illustrates the progress we will work to achieve over the 2022-2026 quadrennial cycle and how we will report our success on an annual basis.

	Metric	Trend Indicator
Building Organizational Excellence	Total Officials	↑
	New Qualifications (Officials)	↑
	Trained Event Technicians (Active)	↑
	Total Coaches	↑
	New Pathway Qualifications (Coaches)	↑
	Satisfaction with Section (Club/Skating School, Coach, Official, Parent/Guardian/Athlete)	↑
	Budget to Actual year end financial position on target (or better than)	✓
	Asset Management (Short & Long Term)	✓
	Risk Identification & Controls	✓
	Succession Planning for Board & Management Sustainability	✓
	Education, Training, & Tools	✓
Skating for Everyone	Formalized Strategic Partnerships	↑
	Clubs with minimum Regional In Training Coach	↑
	Participants in Inclusive and Adaptive Initiatives	↑
	Concerns/Complaints received by Section escalated to Disputes	↓
	Education & Training in Safe Sport & EDIA	✓
	Safe Sport & EDIA Policies, Procedures and reporting mechanisms updated	✓
Skating for Life	Total Registrants	↑
	Conversion - CanSkate to Figure Skating (Star 1)	↑
	CanSkate Element and STAR 1-3 Event Sanctions	↑
	Skater Assessments	↑
Skating to Win	Star Pathway Competition Registrants (unique registrants)	↑
	Podium Path Competition Registrants (Unique registrants)	↑
	Entry Waitlist (Reduced)	↓
	Athletes Achieving National Technical Minimum Score	↑
	National Top 10 Placements (includes Challenge)	→
	National and Next Gen Team Members (Dance/Pair Teams counted as 1 member)	→
	Growing Digital Audience	↑
	IT Evergreening - Technology, Equipment and software updated or upgraded	✓
	Event Hosting Strategy in place	✓

Legend	
↑	Increase (upward trend)
↓	Decrease (downward trend)
→	Maintain
✓	Complete/Accomplish

Thank You and Contact

We would like to thank the many individuals who contributed through this collaborative process by sharing their valuable expertise, feedback, and time, ensuring multiple perspectives were involved in determining the priorities for Skate AB | NT | NU for the 2022-2026 Strategic Plan.

Email

info@skateabnwtun.ca

Website

www.skateabnwtun.ca

Facebook

<https://www.facebook.com/skateabnwtun/>

Instagram

https://www.instagram.com/skateab_nwt_nun/

Daily Motion

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