



# STRATEGIC PLAN 2021-2025



# OUR MISSION

Skate Canada Manitoba supports quality skating programs that contribute to the growth of our sport and improve the development of all members throughout their skating journey for fun, fitness and achievement





# OUR VISION

- A collective community that inspires Manitobans to ignite their passion for skating



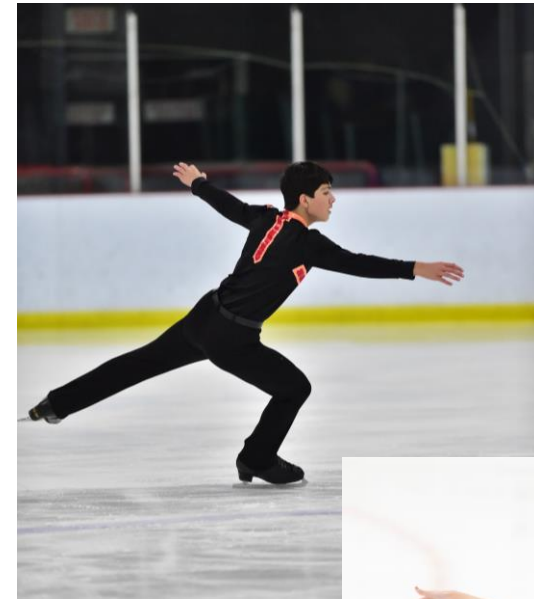
# VALUES

**Skating is at the heart of all that we do. We are passionate about making a difference in our sport. We do so by living our values every day.**

**COLLABORATION.** As partners in the delivery of skating in Manitoba, we believe in working together to provide the best possible programs and services to our members.

**RESPECT.** We treat each other with integrity and fairness and are committed to creating a safe and welcoming environment

**EXCELLENCE.** We inspire, support and create the best possible environment to achieve individual and organizational excellence.



# OUR PRIORITIES



# NUMBER ONE: GROW THE MEMBERSHIP

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## THE GOAL:

Skate Canada Manitoba will increase and improve retention rates by 25% in Skate for Life\* membership throughout the province BY 2025

### TECHNICAL LEADERSHIP

1. Increase the number of coaches/officials at CanSkate and STARSkate levels
2. Improve the technical expertise of CanSkate and STARskate coaches/officials

### CLUB SUPPORT

1. Increase support to clubs in governance
2. Help clubs to improve their program delivery

### MEANINGFUL COMPETITION

1. Align competition structure and calendar to ensure optimal preparation time and a meaningful competition environment.

- Skate for Life includes active start, fundamentals and learn to train and encompasses CanSkate and STARSkate programs.
- NOTE: Skate Canada Manitoba will examine organizational structures to ensure governance supports the priorities, goals and actions within this area of focus.



# NUMBER ONE: GROW THE MEMBERSHIP **TECHNICAL LEADERSHIP**

It is expected that by improving the technical expertise of coaches and officials, skaters will have a more positive experience and have increased competence, confidence and motivation to continue skating.

## **GOALS**

1. Increase the number of coaches & officials at the CanSkate and the STARSkate levels.
2. Improve the technical expertise of CanSkate and STARSkate coaches.
3. Improve the technical expertise of all officials

## **2025 MEASURES**

- Number of Coaches increased by 25%
- Increase the ratio of CanSkate coaches moving to Regional by 25%.
- See an increased passing rate of 80% on 'error identification' and 'developing progressions' skills in evaluation portfolio submissions
- 5 new Base Level Technical Officials
- 1+ new Section Level Technical Official
- Increase in number of judges by 25%





# NUMBER ONE: GROW THE MEMBERSHIP **CLUB SUPPORT**

It is expected that by creating tools and facilitating use of “best practices” with volunteer led clubs, sport leaders and administrators will use better processes, resulting in more efficient use of resources and improved program delivery.

## **GOALS**

1. Increase guidance to clubs in governance
2. Increase support and professional assistance to clubs to improve program delivery

## **2025 MEASURES**

1. Club satisfaction survey (80% satisfaction rate)
2. At least 75% of clubs receive tools and/or support in key areas
3. Registration increase of 25%
4. An effective mechanism for tracking and monitoring membership retention is used and the results are analyzed.



# NUMBER ONE: GROW THE MEMBERSHIP MEANINGFUL COMPETITION

It is expected that by completing a Skate Canada Manitoba Competition review and restructuring that skaters will be optimally prepared and enjoy their competition experience throughout the season following a properly periodized training, competition and recovery plan. A developmentally appropriate competition structure will reinforce this priority.

## GOALS

1. Align competition structure and calendar to ensure optimal preparation time and a meaningful competition environment

## 2025 MEASURES

1. All Skate Canada Manitoba sanctioned competitions are scheduled in the calendar based on stage appropriate periodization.

This will contribute to:

1. More skaters demonstrating skills (scores) in priority stage skills in competition
2. More skaters demonstrating improved scores in competition throughout the season.
3. Improved scores @ end of season based upon slide 4 elements tracking



# NUMBER TWO: ORGANIZATIONAL EXCELLENCE





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## THE GOAL:

Skate Canada Manitoba will have a modernized governance structure that supports the implementation and achievement of the organization's goals.

### GOVERNANCE REVIEW

1. To align governance structure to ensure organizational priorities can be achieved

### SUCCESSION

1. To improve recruitment and retention rates of volunteers ensuring sustainability of Skate Canada Manitoba.

### COMMITTEE STRUCTURES

1. To modernize committee structures and terms of reference reflecting the priorities of Skate Canada Manitoba



# NUMBER TWO: ORGANIZATIONAL EXCELLENCE **GOVERNANCE**

In order to advance Skate Canada Manitoba, it is critical that the organization create effective processes and enjoyable environments for volunteers and staff to thrive – all aiming to achieve the organization's vision.

## **GOALS**

1. To align governance structure to ensure organizational priorities can be achieved

## **2025 MEASURES**

A governance review and restructuring to completed and implemented

1. 100% Staffing, committee and workgroup structures are realigned based on Skate Canada Manitoba priorities.



# NUMBER TWO: ORGANIZATIONAL EXCELLENCE SUCCESSION

Every organization needs a strong workforce to carry the load and advance the mission. This means that there needs to be informed, experienced and qualified people to step into volunteer and staff positions. A good balance of corporate memory and new ideas are needed for the organization to thrive.

## GOALS

1. To improve recruitment and retention rates of volunteers & staff ensuring sustainability of Skate Canada Manitoba.

## 2025 MEASURES

1. 100% of committee members and other volunteers fulfil their commitments on committees and board.
2. 100% of Skate Canada MB director positions are filled.
3. 100% of staff, volunteers, technical officials, coaches and athletes have positive experiences when engaged in Skate Canada MB programs and initiatives.





# NUMBER TWO: ORGANIZATIONAL EXCELLENCE **COMMITTEE STRUCTURES**

It is important the staff and committee members are clear about what they are being asked to do. Further, these structures and selection for positions must have the expertise to deliver against the priorities of the organization.

## **GOALS**

1. To modernize committee structures and terms of reference reflecting the priorities of Skate Canada Manitoba

## **2025 MEASURES**

1. 100% of committees/work groups deliver on tasks identified in their terms of reference
2. 100% of active committees have clear terms of reference
3. 100% of Skate Canada Manitoba staff have accurate and up to date job description.



# NUMBER THREE: PERFORMANCE PATHWAY



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## THE GOAL:

Skate Canada Manitoba will have a revitalized performance program in consideration that there will be an improved feeder system as a result of efforts in Strategic Priority #1: “Grow the Membership”

### PATHWAY DEVELOPMENT

1. Align team structure with LTAD.
2. Increase the number of athletes in the team structure.

### TECHNICAL LEADERSHIP

1. Increase the number of coaches with skaters at the HP level
2. Increase number of Section level officials.

### COMPETITION PERFORMANCE

1. Improve stage appropriate skills and competition results for skaters to be on par or better than “similar” provinces.





# NUMBER THREE: PERFORMANCE PATHWAY PATHWAY DEVELOPMENT

Skate Canada Manitoba must align the team criteria and verbiage to Skate Canada's LTAD. It is vital that there is clarity and consistency with National standards on the criteria to have a complete and smooth pathway for all athletes. This will ensure funding is focused in the correct area's, and programs are geared towards addressing the appropriate deficits to put us on par with other Sections.

## GOALS

1. Align performance pathway with LTAD.
2. Increase the number of athletes in the performance pathway stages.

## 2025 MEASURES

1. High Performance Team criteria is in line with new LTAD.
2. Entry and Exit skills of team members are on par with LTAD. High Performance Team members are achieving top half of Challenge Results.
3. 10+ High Performance Team members by 2025 (from pre-novice through to senior who meet the criteria .. Pairs counting as 1 entry)



# NUMBER THREE: PERFORMANCE PATHWAY **TECHNICAL LEADERSHIP**

The importance of qualified and competent coaches to guide and support athletes in the Podium Pathway cannot be underestimated. While it is recognized that all technical leadership is important, Skate Canada Manitoba must strategically invest resources based on priorities and likelihood of a return on investment.

## **GOALS**

1. Increase the number of coaches, with skaters at the HP level
2. Increase the number of section level technical officials

## **2025 MEASURES**

1. To have an additional five (5) certified National coaches working in the “podium pathway” for a total of at least ten (10) active National level coaches
2. 6 section level judges in the pool working toward senior or higher qualifications.



# NUMBER THREE: PERFORMANCE PATHWAY **COMPETITION PERFORMANCE**

By focusing on LTD skills in the early stages and being clear about standards for the Manitoba Team structure, Skate Canada Manitoba should see results of these efforts at Challenge and National level competitions

## **GOALS**

1. Improve stage appropriate skills and competition results for podium pathway skaters to be striving for higher results at Challenge level

## **2025 MEASURES**

1. High Performance skaters achieving top 2/3<sup>rd</sup> placements at the Challenge and National Level





# CREDITS

Skate Canada Manitoba would like to extend a special thank you to the following individuals who devoted many hours to completing our new strategic plan. Those individuals include:

**Volunteer Members: Donna Yee, Kristjana Kosheluk, Amber Lotz & Diane Brine**

**Staff Members: Shauna Marling, Cadfan Edwards & Rosalyn Bauer**

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