



# STRATEGIC PLAN

2022  
2026





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## Rebuilding

The 2022-2026 quadrennial cycle is an opportunity to continue reconstructing the organization in more ways than we imagined when we set off on the road to Beijing in 2018. With the retirement of most of our National Team athletes following the 2018 PyeongChang Olympic Winter Games, we expected there would be a period of regeneration necessary to establish our athlete depth across all disciplines. This rebuilding phase is ongoing and will continue until we follow the Olympic flame to Milano Cortina in 2026, and beyond.

Unexpectedly, Skate Canada must also transform all other organizational aspects, as life, as we knew it, changed on March 11, 2020, when the World Health Organization declared the spread of the Covid-19 virus a global pandemic. No one could have predicted the significant impact the pandemic would have on the world. What we discovered was the unexpected and irreversible change caused by the pandemic strengthened the connection of the figure skating community in Canada. The implications of the pandemic are still with us: registration in Skate Canada programs is lower; some volunteers are less likely to put themselves in a place where large gatherings occur; and our tried-and-true events may need to be reimagined. As has always been the case, collaboration with our stakeholders across the country is fundamental to moving Skate Canada beyond our pre-pandemic level of success. We will do so by leveraging many of the core strategies and critical imperatives that formed the basis of our strategic plans since 2014 and by taking advantage of new opportunities that have been identified.

## A Collaborative Process

As per our normal practice, Skate Canada embarked on a collaborative process, engaging stakeholders at all levels, gathering feedback to assist us in the creation of the strategic plan for the 2022-2026 quadrennial. We are grateful for the feedback received from our stakeholders including board members, section administrators, skating club and school administrators, coaches, officials, athletes, parents and guardians, as well as volunteers in a variety of capacities.

The priorities that were identified through this partnership confirmed that Skate Canada’s vision, mission and values continue to substantively represent the goals and aspirations of the skating community in Canada. There is always room for improvement and, with the feedback received, we are refreshing where appropriate as we prepare the figure skating community for the years ahead.

## Skating for Everyone

Months into the pandemic, disturbing events took place that caused us to recognize systemic and structural inequalities in our society and within our organization. For Skate Canada, equity, diversity, and inclusion are more than words on a piece of paper. We are committed to ensuring they become foundational principles upon which our actions emanate. To demonstrate our commitment, a new strategic imperative has been added and is prominent in the 2022-2026 Strategic Plan. Skating for Everyone is about creating a safe and welcoming environment for any individual (regardless of gender, age, sex, race, class, religion, ethnicity, ability, language, sexual orientation, or gender identity) to be their authentic self, learn to skate and achieve their personal goals.

And so, our story continues. The plot may have taken an unexpected twist, but it is true that obstacles are often presented to test us as individuals, and the figure skating community, as a collective. The past two years have shown us the resiliency and resourcefulness of the Skate Canada family turning adversarial conditions into solutions as well as improvement. We look forward to the challenges and opportunities the next four years will bring. There is one thing that is certain: when we work together, anything is possible.

Sincerely,

Debra Armstrong  
CEO, Skate Canada

Karen Butcher  
President, Skate Canada

# EXECUTIVE SUMMARY

The 2022-2026 quadrennial cycle is an opportunity to continue rebuilding the organization in more ways than expected. With the retirement of most of our National Team athletes following the 2018 PyeongChang Olympic Winter Games (“OWG”), we expected there would be a period of regeneration necessary to establish our athlete depth across all disciplines which will continue to the 2026 Milano Cortina OWG.

Unexpectedly, Skate Canada must also rebuild all other aspects of the organization that were significantly impacted by the Covid-19 pandemic. We will do so by leveraging many of the core strategies and critical imperatives that formed the basis of our strategic plans since 2014. In addition, we will turn our attention to new opportunities that have been identified by our stakeholders. As has always been the case, collaboration with our stakeholders across the country will be fundamental to our continued success.

In accordance with our Strategic Plan Framework, Skate Canada embarked on a collaborative process, engaging stakeholders at all levels, to gather feedback to assist us in the creation of the strategic plan for the 2022-2026 quadrennial. Through that dialogue, we confirmed that the substance of Skate Canada’s vision, mission and values continues to represent the goals and aspirations of the skating community in Canada. There is always room for improvement and with the feedback received, we are refreshing where appropriate as we prepare the figure skating community for the years ahead.

## VISION

**INSPIRING  
EVERYONE TO  
EXPERIENCE THE JOY  
OF SKATING**

## MISSION

**SKATE CANADA WILL  
BE A LEADER IN THE  
DELIVERY OF QUALITY  
SKATING PROGRAMS  
AND CONTINUOUSLY  
DEVELOP CHAMPIONS**

## VALUES

**SAFETY  
EXCELLENCE  
INTEGRITY  
INNOVATION  
COLLABORATION**



## STRATEGIC IMPERATIVES

The 2022-2026 Strategic Plan focuses on the three strategic imperatives which are:

**SKATING FOR EVERYONE**

**SKATING FOR LIFE**

**SKATING TO WIN**

Listening to the voices of our stakeholders, we have identified and prioritized needs that will advance these strategic imperatives.

## FOUNDATIONAL ENABLERS

The consultative process has also helped us to determine the things that are foundational to, and enable, our success which are:

**FINANCIAL RESPONSIBILITY**

**RISK MANAGEMENT**

**BRAND AND MARKETING**

**DELIVERY CAPACITY**

These strategic imperatives and foundational enablers will guide us in defining the tactics to be used throughout our operations. They will also assist us in determining what actions we should measure to determine our success in the lead up to Milano Cortina 2026.

## COLLABORATIVE PROCESS

The 2022-2026 Strategic Plan retains core principles of both the 2014-2018 and 2018-2022 plans. It also includes additional elements that are new or have evolved related to Safe Sport and Equity, Diversity and Inclusion identified as critical by over 85% of participants through the robust and collaborative strategic plan development process that engaged all of Skate Canada's major stakeholder groups over an 18-month period. These elements reflect our current societal and sport reality and become an integral part of our values and strategic imperatives.

Skate Canada’s 2022-2026 strategic plan is the result of a robust and collaborative development process engaging all of our major stakeholder groups over an 18-month period.

**July 2020**

Board of Directors’ review of previous plan, survey regarding key performance indicators, and identification of strategic gaps for consideration in the 2022-2026 plan.

**February 2021**

Board of Directors’ Feedback session sharing stakeholder themes and perspectives as well as individual discussions to explore views.

**September 2021**

Values Working Group established comprised of diverse stakeholder representation to help Skate Canada evolve its current set of values particularly with respect to safety and equity, diversity and inclusion.

**December 2021**

National Service Centre staff session and follow-up survey regarding strategic plan outcomes to date and solicit possible scorecard metrics.

**May 2022**

Sharing of 2022-2026 strategic plan at Ice Summit.

**Dec. 2020 – Jan. 2021**

Qualitative research comprising 16 focus groups representing every major stakeholder group.

**April 2021**

Quantitative survey sent to all Skate Canada clubs, schools, coaches, officials, skaters and parents / guardians. Responses helped formulate revisions to vision, mission and assess reactions to strategic imperative modifications.

**October 2021**

Board of Directors’ session to refine and agree final refreshed values, discuss new strategic imperative addressing EDI and underlying priorities for all three strategic imperatives.

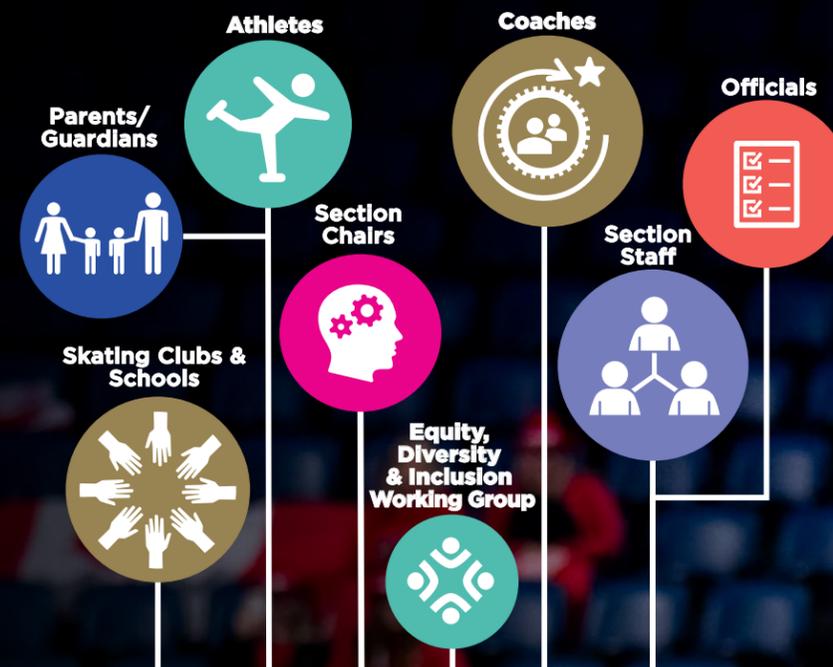
**April 2022**

Board of Directors’ review and finalization of 2022-2026 strategic plan.

The Board of Directors initiated the process in July 2020 by reviewing the previous strategic plan, participating in a survey on the plan’s key performance indicators, and providing feedback regarding any strategic gaps for consideration in the 2022-2026 plan.

These results served as the basis for the large-scale qualitative research stage of the collaborative process to obtain a comprehensive understanding of our stakeholders’ views regarding the direction of Skate Canada, its values and strategic priorities. The qualitative research was supported by an external consultant to help ensure objectivity and consideration of all perspectives and possibilities in determining the organization’s primary strategic direction.

Between December 16, 2020, and January 28, 2021, 16 focus groups were conducted with 112 participants representing every major stakeholder group.



## QUALITATIVE STAKEHOLDER FEEDBACK & INSIGHTS

Following consolidation and synthesis of the qualitative research, a feedback session was held in February 2021 with the Board of Directors to share the themes and perspectives received from stakeholders. This session was supplemented by one-to-one discussions with each Board member to understand their reactions to the stakeholder insights and further explore their individual views on Skate Canada’s priorities.

In April 2021, a quantitative survey was sent to all Skate Canada clubs, schools, coaches, officials, and skaters/parents and guardians incorporating the ideas and themes obtained from the qualitative research. 193 survey responses were received representational of Skate Canada’s registration distribution by section. The survey results helped formulate minor revisions to Skate Canada’s vision and mission and helped assess respondents’ reactions to strategic imperative modifications and options for equity, diversity and inclusion wording.

The consultative stakeholder research clearly revealed the need for Skate Canada to evolve or change its current values, particularly with respect to safety and equity, diversity and inclusion. In September 2021, to further explore and define Skate Canada’s values, a Values Working Group was established including a diverse group of stakeholders. This

group brought forth a recommended short-list of refined values to the Board who, in October 2021, agreed upon the final five refreshed values for the organization. In addition, the Board discussed the new strategic imperative to address equity, diversity and inclusion and underlying priorities for all three strategic imperatives.

In December 2021, the National Service Centre staff were presented the research findings and outcomes to date. Feedback was gathered, both during the session and via staff survey, on the new strategic imperative to address equity, diversity and inclusion as well as possible metrics to assess the organization’s performance in addressing the strategic priorities.

The consultation and research portion of the project concluded, and feedback has been consolidated and incorporated into this document.

# VISION

**PREVIOUS:** Inspiring all Canadians to embrace the joy of skating

**REVISED:**

**Inspiring everyone to experience the joy of skating**

# MISSION

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

**REVISED:**

**Skate Canada will be a leader in the delivery of quality skating programs and continuously develop champions**



## REVISED VISION

**INSPIRING EVERYONE TO EXPERIENCE THE JOY OF SKATING**

Since Skate Canada introduced its current vision to members in the 2014-2018 Strategic Plan, it has resonated with stakeholders and effectively guided the direction of the organization. After extensive stakeholder consultations, this vision continues to be appreciated and supported with minor revisions suggested to better reflect the current environment and re-energize our aspirational view going forward.

The revised vision reflects the importance of inclusivity by using “everyone” and substitutes a more impactful word, “experience”, which reflects the many different ways in which our skaters, coaches, officials, volunteers, administrators, fans and the general public participate in and connect with our sport.

## REVISED MISSION

**SKATE CANADA WILL BE A LEADER IN THE DELIVERY OF QUALITY SKATING PROGRAMS AND CONTINUOUSLY DEVELOP CHAMPIONS**

Skate Canada’s current mission was designed to acknowledge and embrace the primary purposes of the organization including: to create life-long opportunities for people to participate in skating through the development of programs; and to create and support an environment for those who want to participate in sport at the most elite level. Without supporting the grass roots by providing participants, coaches and clubs with the best programs to grow in and enjoy the sport, there would be no opportunity for athletes to reach the highest levels of competitive success. Similar to the vision, revisions to the mission were suggested to retain the importance of the primary purposes and strengths of the organization, and to improve the link between grass-roots development and high-performance goals.

The revised mission adds the term “quality” which is a reminder of the organization’s leadership in developing world-class sport programming while also encompassing inclusivity. The substitution of “continuously develop champions” has a forward-looking commitment to competitive excellence at any level.



# VALUES

## REFRESHED VALUES:

- SAFETY**
- EXCELLENCE**
- INTEGRITY**
- INNOVATION**
- COLLABORATION**

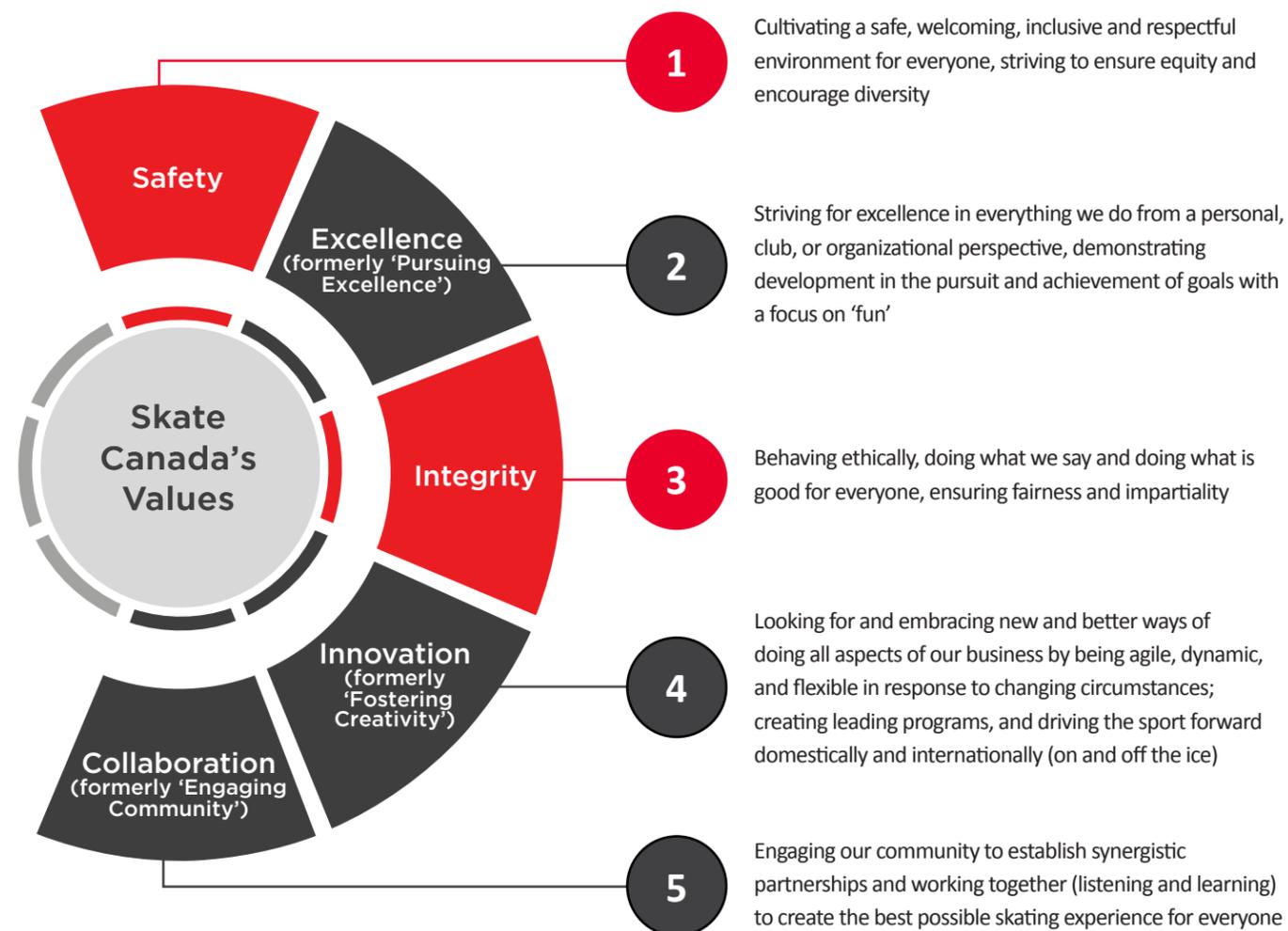


Skate Canada’s values help distinguish our organization, demonstrate what we consider important and guide our behavior, decision making and priority setting.

Following extensive consultation with our stakeholders, it was acknowledged that there were gaps in the existing set of five values. Given the current societal reality and Skate Canada’s leadership, domestically and globally, with respect to Safe Sport and our desire to embrace Equity, Diversity & Inclusion in all that we do, stakeholders felt that at least one of our values should overtly reflect the importance of inclusivity, respect and safety. In addition, stakeholders stated that refinements to current values were required particularly regarding “Fostering Creativity” to better reflect a broader application from both a business and skating perspective. Furthermore, stakeholders suggested exploring refinements to the style and format of our values such as using individual words versus phrases to ensure that our values remain top of mind in everyone’s decisions, actions, and behaviours.

To that end, a Values Working Group was established comprised of a wide cross section of Skate Canada’s stakeholder groups and sections (including Section Chairs, Staff, Coaches, Athletes, Officials, Club volunteers, and Board members) to help Skate Canada revise and refine its values for the future.

Following recommendations by the Values Working Group, refinement and validation from the Board of Directors, our refreshed values are as follows:



- New Value
- Evolved Value

*Note:* Previous Values “Being Active for Life” and “Building Life Skills” were determined to be outcomes of living our refreshed values and achieving our strategic imperatives



# STRATEGIC IMPERATIVES

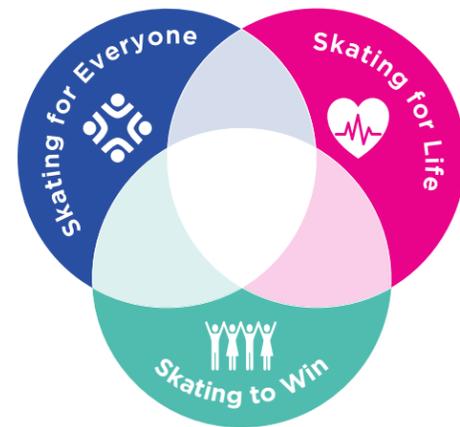


Three strategic imperatives continue to highlight Skate Canada’s focus and direction. Changing social environments, business priorities and terminology have impacted the content and appearance of these imperatives.

The strategic imperatives are an important component of the plan as they provide specific guidance on the areas of focus that drive the activities of Skate Canada during the quadrennial, directly impacting the work of the organization and subsequently, the measures that determine progress.

The imperatives are highly connected and supported by the foundational enablers. Achieving success in any imperative supports progress in the other imperatives.

The three strategic imperatives for 2022-2026 are:



For all the imperatives, the word “Skating” has replaced “Skate”. This change is conscious and deliberate to more clearly represent the many ways in which an individual can participate in the sport of skating. The term “Skate” was considered to denote only the physical act of skating whereas “Skating” was considered to be more inclusive of all the other types of involvement in our sport – coaching, volunteering, officiating, and governing.

All the strategic imperatives have a similar wording structure to ensure they are easily recalled, easy to say, and more readily adopted and applied by stakeholders.

## SKATING FOR EVERYONE

Skate Canada is committed to making equity, diversity and inclusion fundamental to all that we do. Accordingly, a new strategic imperative has been added and is prominent in the 2022-2026 plan. *Skating for Everyone* is about creating a safe and welcoming environment for any individual (regardless of gender, age, sex, race, class, religion, ethnicity, ability, language, sexual orientation, or gender identity) to be their authentic self, learn to skate and achieve their personal goals.



To accomplish our objectives, equity, diversity, and inclusion must be integral to all that we do as an organization each, and every, day. For meaningful engagement and progress toward *Skating for Everyone*, equity, diversity, and inclusion will need to be more than a series of initiatives, “add-on” programming, or inviting people from diverse backgrounds to participate in our organization and in our programs as they currently exist. Skating, as with all sports, is a reflection of society and thus systemic racism, gender inequities, gender binary exclusion, and ableism are at our foundations. Addressing these issues requires educating ourselves, so that we can work to make permanent change.

The Equity, Diversity, and Inclusion Working Group (“EDIWG”) established by the Skate Canada Board of Directors in 2021-2022 has set the stage for the ongoing work we need to do to educate and inform our stakeholders on the work ahead. Key resources for this education have been identified and will allow us to understand how institutions are complicit in systems of exclusion, identify our own privilege, learn to listen to racialized experiences, and engage communities for change.

Feedback on the priorities for each strategic imperative was gathered from stakeholder groups and it has been determined that the theme for *Skating for Everyone* is “Accessibility”. The priority areas defined for this imperative are:

- Anti-racism;
- Indigenous engagement and understanding indigenous experiences;
- Support for individuals with disabilities; and
- Adult participation.

Adding *Skating for Everyone* as an imperative is an acknowledgement that this is a journey requiring unwavering focus and commitment. It is not a destination or a box to be “checked”. This journey will not be without its setbacks but that will not deter us. Ensuring our organization is inclusive is fundamentally important to us. We have learned from listening to the Indigenous community the importance of “working in good ways” as we move forward.

## SKATING FOR LIFE

*Skating for Life* still resonates with all levels of the organization from clubs to the National Service Centre and remains as a strategic imperative. When asked what *Skating for Life* means for the organization, and what the priority areas should be, stakeholders provided a range of perspectives which indicates that this imperative covers a lot of “strategic ground”. After reviewing these suggested priorities, we can consolidate them as two main themes for *Skating for Life*: “Programming” and “Resource Creation”.

The priority areas are:

- Coach development;
- Synchronized skating integration;
- Developing athlete pathways; and
- Promoting healthy living by developing programs to sustain and grow participation over time.



## SKATING TO WIN

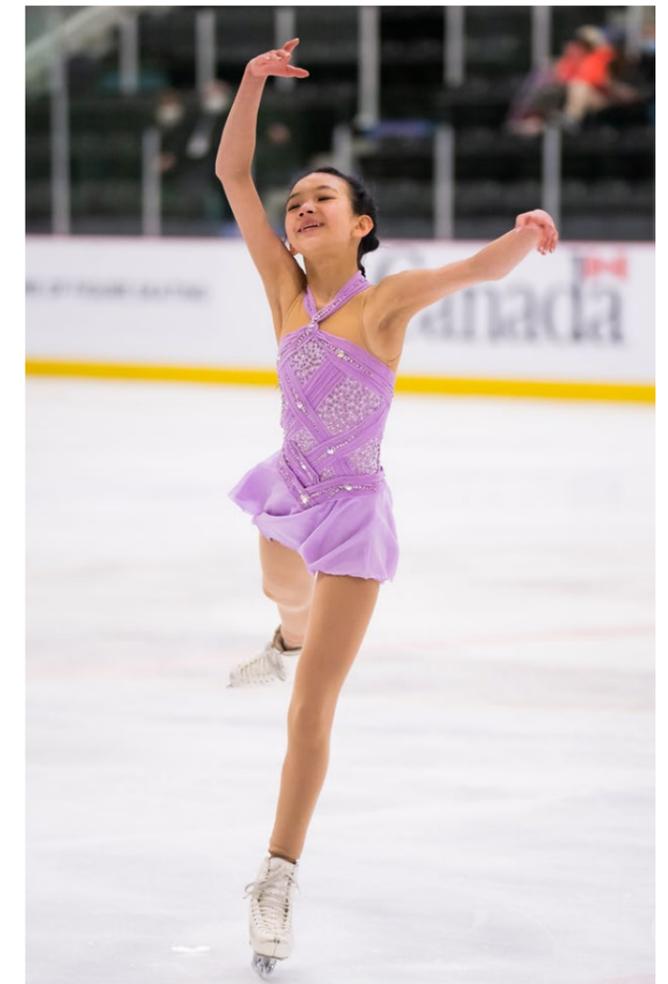
*Skating to Win* continues as a strategic imperative as it reinforces one of our organization’s primary purposes and the importance of individuals striving to be their best self and achieve their personal goals which, in turn, helps themselves and the organization improve and succeed. While *Skating to Win* does focus on achievement and competitive success, it is also applicable to every stakeholder. Whether it be a skater learning to skate backwards, a coach or official achieving a new level of certification, or a volunteer updating their club’s policies, success and achievement comes in many different forms. It is the pursuit of excellence and striving to be our best that drives Skate Canada to higher levels.

*Skating to Win* is described as supporting optimal training and performance through a systematic athlete development structure with the goal of earning World and Olympic medals. The theme for *Skating to Win* is “System Success” and in order to achieve these goals, the priority areas are:

- Athlete progression (Long Term Development Structure);
- Discipline depth (Single, Pair, Ice Dance and Synchronized Skating);
- Elite coaching talent; and
- World class officials’ development.

## DELIVERY CAPACITY – A SHIFT IN FOCUS

Through the consultations, it became clear that while Delivery Capacity remains important, it is better described as a Foundational Enabler. Delivery Capacity is not an end or a goal in itself, but rather a facilitator that enables the organization and entire figure skating family to work towards achieving our strategic imperatives. The priority of Delivery Capacity in the past quadrennial was education and Skate Canada has made tremendous strides in building and growing its online training academy and providing education to many different stakeholders on a wide variety of topics. Currently, Skate Canada has initiated an information technology revitalization project which will continue into the next quadrennial improving the organization’s ability to efficiently serve its clubs, sections as well as its own data requirements.



# FOUNDATIONAL ENABLERS

Skate Canada continues to believe that it is important to have a strong operational foundation on which to pursue the strategic goals of the organization. The concept of Foundational Elements was introduced in the 2018-2022 Strategic Plan, and these have been modified to become “Foundational Enablers”. Renaming these as Foundational Enablers acknowledges that they are influential and directly connected to the pursuit of the strategic imperatives and achievement of related goals.

The four Foundational Enablers for 2022-2026 are:

**Financial Responsibility**



**Risk Management**



**Brand & Marketing**



**Delivery Capacity**



## FINANCIAL RESPONSIBILITY

It is critical for Skate Canada to run its operation with a balanced budget and manage its assets in both the short and long-term interest of our members. While the quadrennial has been very challenging from a financial perspective given the inability to run the 2020 World Championships and the ensuing COVID-19 pandemic, the organization was able to maintain a strong and secure financial position. Maintaining a balanced budget over time and conducting our investment activities with care will continue to be the goal to strengthen our financial position during the next quadrennial in order to financially support the important programs and initiatives we have identified moving forward.

## RISK MANAGEMENT

Risk Management is a fundamental principle that applies to all 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 a leading initiative in sport. It came to life in the 2014-2018 Strategic Plan, and it continues to be a cornerstone to all that we do.

Having a safe place to learn and grow is important to our members, registrants and their families. As such, it is Skate Canada’s practice to view all programming through the lens of Safe Sport to ensure that we are providing the safest possible environment for everyone.

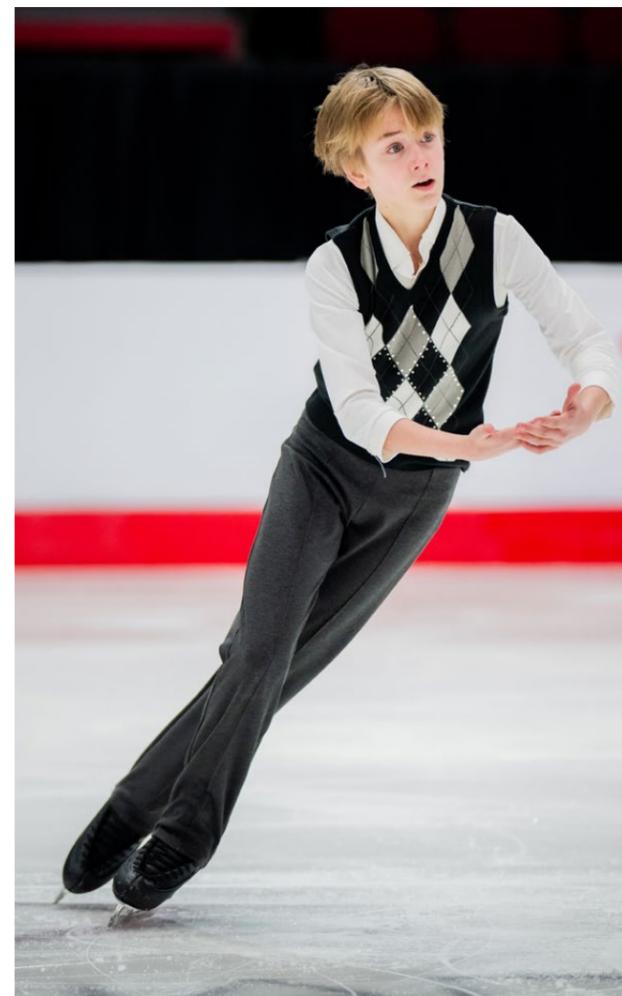
With our new imperative, *Skating for Everyone*, we will work to increase access to our sport so that everyone who wishes to participate can experience the joy of skating in a safe environment where risks are known and managed.

As we develop, maintain and support our programs under our *Skating for Life* imperative, we will ensure that the necessary delivery standards, policies and rules are created to protect our registrants while participating in our programs.

In pursuit of our *Skating to Win* imperative, we will ensure that our athletes, coaches, officials and support teams work collaboratively and are given the tools and resources they need to pursue the highest levels of achievement in our sport in an environment that is safe and welcoming.

As an integral piece of the Delivery Capacity Foundational Enabler, we will continue to create tools and resources as a means of educating our stakeholders to ensure they understand how to implement, support and sustain practices that foster a safe environment for everyone.

Led by the Enterprise Risk Management Department, a cross functional approach will be used to ensure that the foundational theme of Risk Management is incorporated into the work of executing our strategic imperatives. We will measure the identified risks against which we have implemented controls to ensure comprehensive mitigation strategies are in place.





## BRAND AND MARKETING

### Skate Canada Logo

After more than a decade with the current Skate Canada logo, the organization has prepared to enter the 2022-2026 quadrennial with a new and fresh look. Officially unveiled at the 2022 Ice Summit, this logo provides the organization with a clear, distinct, instantly recognizable and identifiable visual image that will work well digitally, in social media environments and, all other medium. While the logo was officially launched in May 2022, clubs and schools will have time to use existing inventory and transition to the new logo.

Skate Canada retained Hulse & Durrell (“H&D”), a designed creative agency based in Vancouver, to create a new and memorable brand for our organization. Keeping our vision and mission in mind, we asked H&D to build a brand that could help us:

- **ENGAGE** - Attract the next generation of Canadian skaters and fans while embracing the rich heritage of our organization and sport;
- **GROW** - Increase brand recognition and affinity to grow partnerships and revenue through positioning Skate Canada as a classic Canadian sport and brand with greater relevance to more Canadians;
- **SUSTAIN** - Develop a brand that remains relevant over time and compounds brand equity over decades;
- **UNITE** - Create a strategic bilingual approach to build more universal and valuable programs, events, and properties; and
- **INSPIRE** - Energize the organization with an inspiring, cohesive message and a look that generates enthusiasm and pride from the inside out.



H&D carried out an analysis of our current and former logo(s) as well as appropriate market research to determine how our objectives could best be met through a new Skate Canada emblem. The Skate Canada Board of Directors provided feedback to H&D on the values and themes that they believed should be captured. After a year-long journey, the Skate Canada Board approved the next version of the organization’s logo – a bold, powerful and simple image with a timeless aesthetic that feels youthful while being connected to our organization’s history. Our new logo communicates essential information without words, is easily understood by both national and international audiences, and translates very well across all mediums from digital, events, merchandise and beyond.

### Enhance Live Streaming and Production Initiatives

In the 2021-2022 season, Skate Canada embarked on the Enhanced Live Streaming (“ELS”) initiative to enhance the Skate Canada Brand, augment the marketing of the sport, provide for greater visibility across the country, and to increase awareness of figure skating athletes throughout the athlete pathway. All Skate Canada sections indicated that they required the necessary tools, resources and skills to showcase the sport in their geographic regions. To that end, the ELS initiative created Skate Canada’s Network Broadcast Systems and provided training for individuals across the country to assist in creating a high-quality end-product to be lived streamed.

ELS’s ultimate goal is to create a series of productions for National and Sectional events that include national commercials and spots for local advertisers thus providing revenue to both Skate Canada and each section. The equipment acquired will also be used in the television quality productions Skate Canada will create for marquee events. In addition to generating revenue, this provides an opportunity for important Skate Canada messages on strategic priorities to be delivered to a broad audience.

The main production studio is located in Vancouver, British Columbia. A national backdrop will be established in the studio with the intention that a “show” will be created for viewing at regular intervals. A secondary studio will also be established in Montreal to ensure there are high-quality live streamed events in French.

Going forward, the intention is that all Skate Canada events will be live streamed and that sectional events, including the Sectional Championships, will be produced to engage fans across the country and internationally. Several well-known retired elite athletes will act as hosts providing technical analysis to the viewing audience. We will use ELS to tell the story of figure skating in Canada, raise the profile of our rising stars, and attract new audiences.

### ISU World Figure Skating Championships 2024

While the 2020 World Championships, which Skate Canada was to host in Montreal, were cancelled due to the COVID-19 pandemic, Skate Canada began looking to the future to secure another opportunity to hold this important and prestigious event. We are excited to be hosting the World Championships in 2024 in Montreal and preparations are underway to make this event an outstanding success for the international skating community as well as Skate Canada.

Although we were denied an opportunity to secure a legacy for the future of figure skating in 2020, we are optimistic that Worlds 2024 will be even more successful than what 2020 would have been. With that in mind, six priorities have been identified which will be supported across the country from the legacy achieved from hosting this event:

- Pandemic Recovery;
- Equity, Diversity, and Inclusion Program Augmentation;
- Next Gen Program (2024-2030);
- International Event Hosting;
- Sport Promotion (Television and Live Streaming); and
- Coaching and Officials Development.

We will measure the success of our brand and marketing initiatives through engagement and recognition: we will record the number of television and live streaming viewers for our competitions, carefully monitor paid attendance at marquee events, and test the aided and unaided awareness of our brand on an annual basis.

## DELIVERY CAPACITY

Originally captured in the 2014-2018 Strategic Plan, Skate Canada defined Delivery Capacity as the “continuous optimization of delivery through organizational innovation, continuous improvement of infrastructure and technology as well as high quality education and support of delivery stakeholders”.

During the 2014-2018 and 2018-2022 quadrennial cycles, Skate Canada focussed on building our online training resource inventory for members and registrants. Over 160 courses are currently available and over 50,000 courses have been completed during the 2018-2022 quadrennial. Given they are the front-line program delivery agents, coaches, officials and club volunteers benefit from and are supported by these educational resources. Furthermore, they all have access to the same content creating more understanding and alignment when their roles overlap as they often do in a club and school environment.

The pandemic forced us to look carefully at the way we get things done. The restrictions placed on programming significantly impacted interactions with our stakeholders which has caused us to examine how we could better leverage technology to offer tools and resources to better support them. The Delivery Capacity foundational enabler will serve an important role in delivering capacity across the entire system through our digital transformation project including revitalizing our customer database to expand and improve its functionality and reporting capabilities.

For Skate Canada, the term “digital transformation” has both a narrow and broad connotation. In the narrow sense, digital transformation is the integration of technologies and applications in a manner that allows for an enhanced customer experience. This speaks to the core technology we deploy across the organization. In the broadest sense, digital transformation encompasses all activities we undertake using technology to provide a better experience for our stakeholders.

We understand that changes to our core technology have caused significant and unwanted disruption to our stakeholders. Since our services are effectively working, we have determined that the most efficient way to create and deploy enhanced technology is to build on the 2015 strategy as our stakeholders understand it and have become adept at navigating the established tools and resources. Feedback gathered tells us that providing a better experience for the user that supports each achieving their goals would be valuable.

We know that the core infrastructure we have put in place is sound and can be improved through planned modification. Skate Canada believes pursuing this strategy will provide many benefits including:

- One central source of data that can be used in multiple applications;
- Consistent source of data points for use in reporting;
- The move to a more fulsome self-service model that will allow skating clubs and schools to maintain certain aspects of their individual master data; and
- Data collected at club level, including demographic information on registrants and participation in core programs, can be easily populated in user-friendly dashboards to allow the users access to analytics to assist them in making informed decisions on the ongoing operations of the club.

Although the list of possible enhancements is vast, we have identified several modifications that would have immediate impact. We are committed to delivering these value-added changes over the 2022-2026 quadrennial cycle:

- Enhancements to the membership record to include demographic data, detailed program information; historical assessment records, ticket purchasing history, etc.;
- Mobile access to member data;
- Fully integrated E-Learning platform;
- Reporting dashboards that can be customized by the stakeholder;
- Centralized library of digital resources used to develop educational resources; and
- Integrated program materials and merchandise store.



# MEASURING SUCCESS

## WHAT GETS MEASURED, GETS DONE.

Accordingly, we will continue to hold ourselves accountable to measure our success against our objectives for the 2022-2026 quadrennial cycle. As was the case in 2018-2022, Skate Canada has developed a scorecard of key performance indicators. Progress will be reported on an annual basis.

## SKATING FOR EVERYONE GOALS AND METRICS

### Equity, Diversity, and Inclusion

Success cannot always be measured only by numbers. Skate Canada's efforts to embrace equity, diversity, and inclusion in all we do must also be measured by our actions. Several initiatives have been identified by the Equity, Diversity and Inclusion Working Group (EDIWG) which are the actions we will take in the 2022-2026 quadrennial cycle. We are committed to ensuring that these and other initiatives become part of our business-as-usual activities.

- **DIVERSE LEADERS IN SKATING MENTORSHIP PROGRAM** - Develop and carry out a mentorship program to benefit diverse participants;
- **SKATE CANADA EDI COMMUNITIES OF PRACTICE** - Host Community of Practice sessions throughout each skating season;
- **EDUCATIONAL PLAN AND RESOURCES** - Continuously augment educational resources on equity, diversity, and inclusion for members to help direct self-study;
- **INDIGENOUS ENGAGEMENT** - Continue outreach to Indigenous Community to form relationships and learn to 'Work in Good Ways';
- **DEMOGRAPHIC DATA COLLECTION** - Execute data collection project for all members to allow us to measure the impact of initiatives and further identify what needs to be done going forward; and
- **EXIT SURVEYING** - Develop an exit survey for those who do not re-register for a Skate Canada program. This data would enable annual reports and longitudinal studies that ensure accountability and allow us to make changes, as appropriate, to better retain diverse participants.



## SKATING FOR LIFE GOALS AND METRICS

### Skating Programs

Continuing to focus and prioritize our skating programs like CanSkate, STAR 1-5, CanPower and Synchronized Skating provides a solid foundation for the Skate for Life imperative as these programs either promote or help extend lifelong participation in the sport.

We will continue to measure our success in many ways including:

- **NUMBER OF PARTICIPANTS**
- **NUMBER OF COACHES**
- **CONVERSION FROM LEARN TO SKATE TO FIGURE SKATING (ALL PATHWAYS)**
- **NUMBER OF SKATER ACHIEVEMENTS**

### Long-Term Development

Skate Canada's Long-Term Development 3.0 ("Skate LTD") is a framework for the development of all athletes (child, youth and adult) to enable optimal participation in our sport. It is adapted from Sport for Life, Long-Term Development in Sport and Physical Activity, version 3.0 and is intended to support life-long engagement as well as excellence at the highest level of international competition. Skate LTD was initially rolled-out to the figure skating community in 2021-2022 and was created after consultation with our stakeholders and collaboration with multiple subject matter experts.

In addition to the framework, Skate Canada has developed an online resource which is a tool for coaches, athletes, Sections, clubs and skating schools to support the development of participants in Skate Canada programs. Our Skate LTD resource was designed to recognize that every participant progresses, learns, matures, and masters skills at a different rate with a focus on holistic development, developing the person alongside the athlete.

This resource combines the principles of Skate LTD and the various stage of athlete development into two development pathways, the Podium Pathway and the STAR Pathway. Excellent resources are provided in each pathway and are divided into three main areas:

- **MENTAL AND SELF-SKILLS** - which emphasizes the social and emotional development of our participants;
- **TECHNICAL/TACTICAL** - where each discipline of skating, Singles, Pairs, Ice Dance and Synchronized Skating has an evidence-based supported progression of technical skills; and
- **PHYSICAL CAPACITIES** - designed to support our technical/tactical skill progressions by encouraging every participant to build a solid foundation of the components of physical fitness.

Each participant will follow their own unique development and may move between each of these pathways as appropriate based on their skill development. Designed to be accessible on phones and tablets, this information is easily accessible while in the rink, on the ice or at home.

Additionally, the benchmarks within the Podium Pathway are aligned with our Gold Medal Profile, athlete tracking, selection criteria, and reporting to our government funding partner Own the Podium. This design and structure provide a solid and comprehensive blueprint that will underpin athlete development moving forward.

We will continue to develop resources that address a broader range of participants including the adult community and individuals with disabilities. These tools and resources will play an important role in delivering capacity to our stakeholders and will be valuable in supporting our Skating for Life imperative.

## Increased Engagement of all Stakeholders

We know there is a vast diversity of individuals outside of those registered for Skate Canada programs that represent the Skate for Life imperative. Increasing the engagement of all participants in a variety of capacities, will help more individuals reap the benefits of a long and healthy active lifestyle. By focusing on all who participate in our programs, we can keep individuals in our organization longer to the benefit of them and Skate Canada at the same time. We will strive to take note of every skater, parent and guardian, coach, skating club and school (and all who keep them going), official and volunteer in any capacity and to celebrate the value each brings to our organization.

- **NUMBERS OF YEARS REGISTERED WITH SKATE CANADA**

## SKATING TO WIN GOALS AND METRICS

Ensuring continuing excellence of our athletes internationally is fundamental to Skate Canada's role as the governing body for figure skating in Canada. Skate Canada also recognizes that excellence should be measured across all stakeholder groups and is determined by each individual achieving their personal goals – whether as a club or school administrator, skater, coach, official or volunteer. This happens when the system across the country succeeds. In keeping with the priority areas determined throughout the strategic planning cycle, we will track:

- **NUMBER OF INTERNATIONAL MEDALS WON** throughout 2022-2026 including the 2026 Milano Cortina Olympic Winter Games;
- **NUMBER OF ENTRIES IN JUNIOR AND SENIOR ISU EVENTS** including Grand Prix Final, World Championships, Synchronized Skating World Championships and the 2026 Olympic Winter Games;
- **NUMBER OF ATHLETES ACHIEVING** ISU Minimum Total Elements Scores across all disciplines; and
- **NUMBER OF COACHES AND OFFICIALS** qualified at progressive levels of the appropriate pathways.

# DEMONSTRATING OUR PROGRESS

Skate Canada will measure performance, and demonstrate progress, by determining our level of success against the goals and metrics identified for the Strategic Imperatives and Foundational Enablers set out in our Strategic Plan. We will report our actual progress against the targets or actions on an annual basis. We will also review the level of satisfaction experienced by stakeholders at the end of each skating season. The following diagram illustrates the progress we will work to achieve over the 2022-2026 quadrennial cycle.



SKATING FOR EVERYONE	
Diverse Leaders Mentorship	✓
EDI Communities of Practice	✓
EDI Education	✓
Indigenous Communities Outreach	✓
Data Collection	✓
Exit Survey	✓



SKATING FOR LIFE		
Participants	#	↑
Coaches	#	→
Conversion (Learn to Figure Skate)	%	↑
Skater Achievements	#	↑



SKATING TO WIN			
International Entries	#		
Athletes Achieving Minimum Technical Score	#		
International Medals	#		
New Pathway Qualifications	#	↑	#
	Coaches		Officials



FINANCIAL RESPONSIBILITY		
Balanced Budget	✓	
Asset Management (Short & Long Term)	✓	✓



RISK MANAGEMENT		
Identified Risks	#	→
Controls	#	↑



BRAND & MARKETING		
TV & Streaming Viewers	#	↑
Paid Attendance	\$	↑
Brand Awareness (Aided & Unaided)	%	%

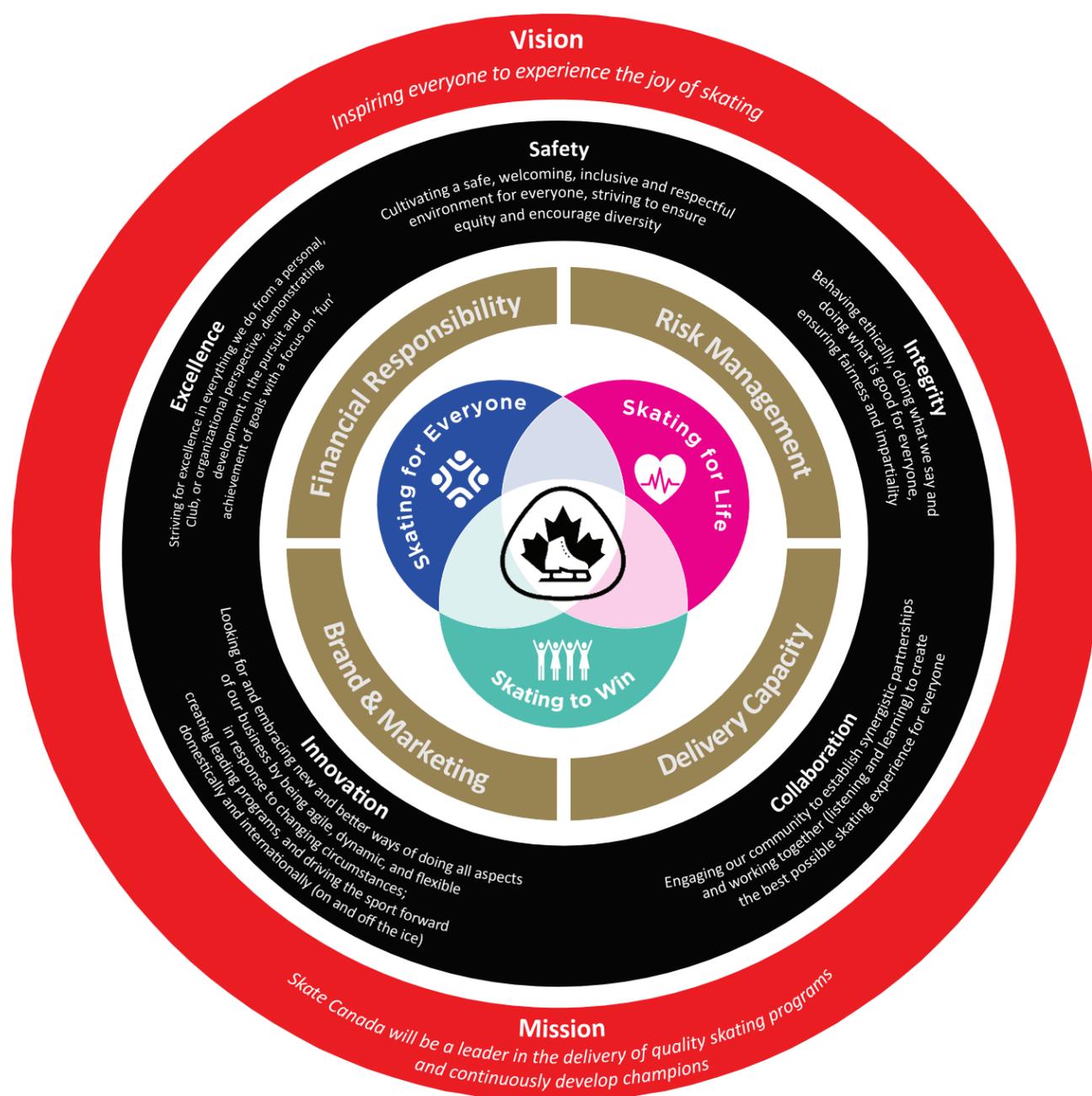


DELIVERY CAPACITY	
Digital Transformation	~



QUALITY - SATISFACTION	
Clubs / Schools	%
Coaches / Officials	%
Parent / Participant	%

# SKATE CANADA'S 2022-2026 STRATEGIC PLAN - AT A GLANCE



## STRATEGIC IMPERATIVES



### Skating for Everyone

- Anti-racism;
- Indigenous engagement and understanding indigenous experiences;
- Support for individuals with disabilities; and
- Adult participation.



### Skating for Life

- Coach development;
- Synchronized skating integration;
- Developing athlete pathways; and
- Promoting healthy living by developing programs to sustain and grow participation over time.



### Skating to Win

- Athlete progression (Long Term Development Structure);
- Discipline depth (Single, Pair, Ice Dance and Synchronized Skating);
- Elite coaching talent; and
- World class officials' development.

## FOUNDATIONAL ENABLERS



### Financial Responsibility

- Balanced budget over time
- Short/long-term prudent asset management
- Investment in priority initiatives



### Risk Management

- National Safe Sport Program
- Delivery standards, policies and rules
- Identify, control and mitigate



### Brand & Marketing

- New Skate Canada logo
- Enhanced live streaming and production initiatives
- ISU World Figure Skating Championships 2024



### Delivery Capacity

- Digital transformation
- Enhanced membership records
- Improved user experience
- Stakeholder education tools and resources

# CONTRIBUTORS / COLLABORATORS

We are indebted to the many individuals who provided valuable feedback through the collaborative process that culminated in the 2022-2026 Strategic Plan. Several individuals provided insights from multiple perspectives given the various roles they hold within our Skate Canada family. Individuals listed with an \* beside their name also provided feedback from a Coaches' perspective, and those with a \*\* from an Officials' perspective.

## National & Section Leadership (2020 through to 2022)

### Board of Directors

Darlene Joseph \*  
Eric Radford  
Glenn Fortin \*\*  
Gregor Maclean \*\*  
Guillaume Gfeller  
Jacqueline Gauthier \*\*  
Janice Hunter \*\*  
Joni McPhail \*  
Karen Butcher \*\*  
Leanna Caron \*\*  
Martin Smith  
Nicole LeBlanc-Richard \*\*  
Patrick Roch \*\*  
Patty Klein \*\*  
Paul MacIntosh \*  
Pier-Luc Paquet \*\*  
Ravi Walia \* \*\*

### Section Chairs

Allyson Senecal \*\*  
Amy McMillan  
Andrea Derby \*\*  
Bev Power  
Bobbi-Jo Martin \*\*  
Carla Laevens \*\*  
Carole Thiffault  
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*And the entire Skate Canada staff*





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