



Unified for Excellence
Three Year Strategic Plan
2017 - 2020



TABLE OF CONTENTS

TABLE OF CONTENTS2

INTRODUCTION4

VISION6

MISSION6

VALUES6

OVERARCHING OBJECTIVES.....7

STRATEGIC PRIORITIES7

 STRATEGIC PRIORITIES: KPIs and INITIATIVES.....7

HEALTHY OPERATIONS – SYSTEM CAPACITY8

 GOVERNANCE.....8

 MEMBERS & PARTICIPANTS8

 FINANCIAL9

 HUMAN RESOURCES9

 MARKETING AND COMMUNICATIONS11

 RISKS AND MITIGATIONS: HEALTHY OPERATIONS.....11

CLUBS & VOLUNTEERS – SYSTEM CAPACITY12

 CLUBS12

 VOLUNTEERS & COMMITTEES.....12

 RISKS AND MITIGATIONS: CLUBS & VOLUNTEERS13

ATHLETE PROGRAMS – PARTICIPATION, DEVELOPMENT, EXCELLENCE14

 PARTICIPATION: ACTIVE START & FUNDamentals – CanSkate and CanPowerSkate14

 PARTICIPATION: ACTIVE FOR LIFE.....15

 DEVELOPMENT: LEARN TO TRAIN - STARSkate.....15

 DEVELOPMENT: LEARN TO COMPETE Programs - Juvenile to Pre-Novice15

DEVELOPMENT: TRAIN TO COMPETE Program - Novice Senior.....16

RISKS AND MITIGATIONS: ATHLETE PROGRAMS16

COACHES & OFFICIALS.....17

 COACHES17

 OFFICIALS – DEVELOPMENT & EXCELLENCE18

 RISKS AND MITIGATIONS: COACHES & OFFICIALS18

COMPETITION – DEVELOPMENT & EXCELLENCE.....19

 RISKS AND MITIGATIONS: COMPETITION20

HIGH PERFORMANCE - EXCELLENCE21

 LEARN TO WIN – OHPSI and NextGen21

 LIVE TO WIN – National Team22

 RISKS AND MITIGATIONS: HIGH PERFORMANCE.....22

APPENDIX I: SKATE CANADA LONG TERM ATHLETE DEVELOPMENT PLAN23

APPENDIX II: SKATE CANADA COACH DEVELOPMENT PATHWAYS24

INTRODUCTION

Skate Ontario (SO) is an Ontario incorporated not-for-profit Provincial Sport Organization (PSO) recognized by the Ontario Ministry of Tourism, Culture and Sport (MTCS) and Skate Canada (SC) as the figure skating governing body for the Province of Ontario. Skating in Ontario is huge. Skate Ontario has over 73,000 registered participants including 67,078 skaters, 2012 coaches, 483 officials, and 352 clubs/skating schools plus an army of committed and skilled volunteers. 70% of Ontario participants are female, including skaters, coaches and officials.

AMALGAMATION:

In 2016, skating made the decision to amalgamate four Skate Canada recognized Ontario Sections into one under the leadership of Skate Ontario. This change created significant upheaval, organizationally and politically, and required a vote of the members of Skate Canada. The amalgamation creates one, united, Ontario representing over 40% of the registered skaters in Canada. With this shift in power and representation comes a need to operate with great political savvy with Skate Canada, the other Skate PSOs, ~~the old~~ Section volunteers, and member clubs.

The amalgamation transition process commenced in August 2016 and will be completed in the fall of 2017 including: consolidating the financials of the four sections; amalgamating dozens of committees; centralizing training programs for coaches and officials; integrating the competition system; consolidating membership and participation databases; and increasing awareness of Skate Ontario's role across the system. The transition work is being led by a Transition Committee and the staff team with consulting support from KPMG.

This Strategic Plan focuses on the future of Skate Ontario in the new paradigm, and the opportunity to capitalize on the potential of a united Ontario system. As this plan comes to fruition between now and 2020, the timing of initiatives recognizes the significant work to be done by the Transition Committee and staff team in 2017 to complete, legally and organizationally, the organizational amalgamation.

FUTURE PRIORITIES:

Over the next three years, Skate Ontario will build a strong, sustainable operation to deliver this strategic plan through an optimized new organizational structure. This will include the thoughtful hiring of the right staff with the needed skills, and a leadership mindset to guide the Ontario **skating** system. The amalgamation allows Skate Ontario to centralize systems and processes to increase consistency and efficiency for members. Skate Ontario will ensure that centralized investment is directed towards programs that support members and participants across the province including clubs, skating schools, skaters, coaches, officials and volunteers.

This Strategic Plan aligns to the Skate Canada Long Term Athlete Development Plan (LTAD); the newly launched Coach and Officials Training and Certification Pathways; and Skate Canada's high performance protocols. It also aligns to the new Ontario Ministry of Tourism, Culture and Sport (MTCS) 2015 Game ON Government Sport Plan, and the Ontario Amateur Athlete Fund priorities of: System Capacity, Participation, Development, Excellence, and developing females in all aspect of sport.

The recent amalgamation requires Skate Ontario to create quick wins with key stakeholders in the system to build their confidence in the ability of the consolidated system to deliver their needs. Therefore, Skate Ontario is prioritizing the following initiatives: engaging volunteers quickly starting spring of 2017; building rapport with the member clubs and skating schools; and implementing a widespread ongoing communication program with clubs and skating schools to establish awareness of Skate Ontario services and staff.

PLANNING ASSUMPTIONS:

This Three Year Strategic Plan was created based on key planning assumptions, if there is a change to any of these assumptions the ability of the organization to deliver the plan will be impacted. The most common impact would be a delay in timing of an initiative or priority. The planning assumptions are:

1. Skate Ontario will maintain Membership and Participation levels each year until 2020 by recruiting new skaters and retaining existing skaters; and encouraging migration of “retiring” skaters to coaching and officiating
2. Skate Ontario will influence the annual fee structure with Skate Canada to ensure a reliable revenue stream through membership fees
3. Skate Ontario will retain current volunteers across the province to ensure its ability to deliver events and competitions especially in the short-term, post amalgamation
4. Member clubs and skating schools will accept and embrace Skate Ontario
5. Ice rink facilities will be maintained across the province by municipalities, and figure skating will continue to have access to ice time
6. Skate Ontario will create a sustainable financial model based on growing and diverse revenue streams and controlled targeted spending directed at initiatives that advance the interests of the participants
7. Skate Ontario will continue to attract government funding at all levels (MTCS, CSIO, CAO, Trillium, Federal Hosting, etc.) to support the development, piloting and implementation of new initiatives to grow the sport and improve the safety, quality and consistency of programs

This strategic plan is supported by detailed Annual Operating Plans including measurable KPIs (Key Performance Indicators) and implementation initiatives, including clear ownership and deadlines. The plan’s success relies on continued transparency and collaboration between the staff and Board of Skate Ontario, Skate Canada, funding partners, clubs, coaches, officials and volunteers.

VISION

Skate Ontario is the leader in creating innovative, inclusive and athlete-centered opportunities in skating and sport.

MISSION

Skate Ontario is an organization dedicated to the principle of enabling every citizen in the Province of Ontario to participate in skating throughout his/her lifetime for fun, fitness and/or achievement. This is accomplished through the implementation of programs and events in all communities throughout the Province

PURPOSE stated in Bylaws: Skate Ontario is the Provincial Sport Organization representing figure skating in the Province of Ontario; and, as a recognized Section as defined with the Skate Canada By-Laws, shall represent the interests, advance and promote the sport within the Province of Ontario.

VALUES

Leadership	Skate Ontario will provide significant Leadership for the Ontario system working with members and participants to ensure the interests of the skater is at the centre of all activities.
Accountability	A relentless focus on Accountability and transparency will ensure Skate Ontario and all stakeholders deliver measurable results in superior quality, safe, relevant and meaningful programs in service of the entire Ontario skating community.
Innovation	An Innovation mindset will drive continuous improvement, creativity and a passion for inclusive, excellent initiatives designed through unique collaborations and partnerships.
Collaboration	Skate Ontario will Collaborate with all system and sport stakeholders to deliver excellence, innovation, consistency and inclusiveness in programming, education, training and performance.
Excellence	Skate Ontario, in collaboration with the Ontario skate community, will build on a strong legacy of Excellence by providing leadership and initiatives that inspire superior skater performance; attract and develop top calibre coaches and officials; and cultivate strong administrators, clubs, leaders and programs.
Integrity	Integrity embraces leadership behaviours and actions that instil respect, transparency, trustworthiness, honesty and reliability.

OVERARCHING OBJECTIVES

Skate Ontario will measure its success over the next 3three years based on achieving the following objectives:

1. Maintain financial sustainability each year and invest funds in skater focused initiatives
2. Maintain overall membership and registered participants at 73,000 each year (?)
3. Establish Skate Ontario with clubs and skating schools as the leader for figure skating in the province and the key partner in the development of sport programming
4. Track member feedback annually: benchmark in spring 2018 and improve each year

STRATEGIC PRIORITIES

Skate Ontario will achieve its Vision, Mission and Objectives through a focus on six Strategic Priorities that place the interests of the Ontario skater participant at the centre of all investment choices and initiatives. These Strategic Priorities align to the MTCS Game ON Sport Priorities and the OASF Priorities of System Capacity, Participation, Development and Excellence. Skate Ontario’s Six Strategic Priorities are:

Building System Capacity by:

- (1) Establishing Healthy Skate Ontario Operations
- (2) Building a strong Ontario wide Club and Volunteer system

Developing Participation, Development and Excellence programs by:

- (3) Delivering Athlete Programs aligned to all phases of the LTAD
- (4) Delivering programs that train, develop and certify all Coaches and Officials
- (5) Creating Competition consistency for all provincial, national and international events

Maintaining Excellence in High Performance by:

- (6) Developing a consistent stream of national team ready High Performance skaters, coaches & officials



STRATEGIC PRIORITIES: KPIs and INITIATIVES

Each Strategic Priority has specific, measurable, relevant and timebound Key Performance Indicators (KPIs); and a series of Initiatives that support the achievement of the KPIs, and ultimately the successful fulfilment of the organizational Mission, Vision and Objectives. Below are the KPIs, Initiatives, Risks and Mitigations for each Strategic Priority.

HEALTHY OPERATIONS – SYSTEM CAPACITY

Skate Ontario is positioned to leverage the power of the Section amalgamation by providing strong, focused and consistent leadership to clubs, volunteers, skaters, coaches, and officials. To support this leadership stance, Skate Ontario will build healthy and sustainable system capacity that will deliver the Three Year Strategic Plan with excellence. Building system capacity includes: implementing modern good governance practices between the Board of Directors and the Executive Director; creating financial sustainability through policy aimed at creating efficiency and effectiveness; employing skilled and empowered staff; leveraging systems efficiencies; and communicating and delivering a consistent, meaningful and relevant value proposition to the members.

GOVERNANCE

KPI 1 -Skate Ontario will develop best practice governance guidelines for the new Board of Directors (BOD) to ensure a distinct separation of BOD roles and responsibilities and Executive Director accountabilities (the ongoing management of operations). These guidelines will establish the standards for the Board performance and evaluation.

INITIATIVES:

- 100% achievement of defined Board performance deliverables annually

Tactics and Tasks:

1. Create a Board performance review process by **June 2017**; and implement annual measurement
2. Update Board Governance guidelines regarding roles, responsibilities (governance), management routines, policy etc. to ensure continuity of governance model. **Dec 2017**.
3. Create annual Board Director orientation process governance training by **Dec. 2017** and conduct annual training between June and August each year.
4. Complete the execution of the Section Transition Plan to consolidate all operations under Skate Ontario (collapsing the previous four sections) as defined by the Transition Committee, leverage all Best Practices of amalgamating Sections into Skate Ontario operations **Sept. 2017**.
5. Execute Board Performance Reviews – **March 2018 and annually**.

MEMBERS & PARTICIPANTS

Engaging with the member clubs is an important priority to establishing Skate Ontario's leadership stance, and to connecting meaningfully with the clubs. To better understand member needs, Skate Ontario will solicit club feedback annually. Additionally, to help with the development of skater recruiting programs that will offset natural attrition, Skate Ontario will analyse consolidated participant data to better understand the demographics of skaters.

KPI 2 – Benchmark and improve member and participant engagement satisfaction.

INITIATIVES :

- Establish an Overall Member Satisfaction Benchmark as a baseline by the spring of 2018
- Improve Overall Member Satisfaction Scores through annual tracking for 2019 and 2020
- Establish a baseline of new participant demographics and retention by spring of 2018
- Grow net new participants annually by 1% per year using March 31, 2018 statistics as the baseline

Tactics and Tasks:

1. Design and implement an annual Club Membership Survey by **Oct 2017**
2. Incorporate Survey insights into the Annual Plan the following year and on an ongoing basis. **Annually each February**.

3. Obtain complete access to Ontario participant registration data through Skate Canada by **June 2017**
4. Analyze skater participant data; incorporate insights in recruiting programs for clubs/skating schools. **Dec. 2017**

FINANCIAL

Skate Ontario will establish strong financial management and expense policies to ensure financial independence and sustainability over the long term including: establishing a Financial Reserve equal to 12 months of ongoing operations; developing prudent expense policies that ensures investment is focused on athlete centered programs; creating a membership fee model that meets Skate Ontario financial needs; and minimizing dependence on government grants for base Skate Ontario operations.

KPI 3 – Establish strong financial management policies to ensure financial independence and sustainability over the long term.

INITIATIVES:

- Secure MTCS Ontario Amateur Sport Fund (OASF) two-year funding grant at “top tier” for 17/18 and 18/19 fiscal years by September 2017
- Apply for all relevant grants as available each year
- Maintain grant revenue at no more than 10% of total revenue
- Increase non-government revenue by 2% per year

Tactics and Tasks:

1. Develop and submit a strong MTCS OASF Grant application. **May 2017.**
2. Establish best in practice financial management polices, internal controls and reporting frameworks to optimize use of all financial resources including mandatory financial reserves of 12 months. **October 2017**
3. Develop a long-term plan to revise and implement PSO controlled membership model by 2019/2020 season. **Dec. 2019**
4. Apply for new grants as they come available to support the delivery of the strategic plan annually. **Ongoing**
5. Assign responsibility to Executive Director for developing “other income” plan. **Sept. 2018**
6. Develop a plan to secure sponsorship support for Skate Ontario proprietary events such as Provincial Championships by **June 2018**

HUMAN RESOURCES

Skate Ontario will be a great place to work though implementing proven employee engagement processes and programs that inspire staff to strive for excellence. Human Resource initiatives include: creating the optimal Skate Ontario organization structure and systems; building the staff team with the right skills for each role; investing in staff training and development; developing a performance planning system; and establishing best in class HR policies.

KPI 4 – Implement and maintain best practice Human Resource policies and procedures.

INITIATIVES :

- Achieve 100% completion of, and compliance to, Performance Management processes
- Achieve 90% of staff complement on ongoing basis starting July 1, 2017

Tactics and Tasks:

1. Develop Job Descriptions for each role in the Skate Ontario organization. **May 2017**
2. Design a Performance Management system for staff to ensure staff goals and expectations are aligned to delivering the Strategic Plan and annual Operations Plan, and that formal staff training and development plans are in place by Q3 2017 and updated annually. **Dec 2017 and annually.**
3. Develop Employee “Best Practice” HR manual and employee handbook for all staff by **June 2017**
4. Develop Employee PD and benefits program to support employee development and growth by **Oct 2017**
5. Develop long term staff growth and succession plan model **Aug 2018**
6. Create a new staff onboarding (orientation) process and manual **Dec 2018**
7. Recruit skilled and qualified staff as required to ensure the Skate Ontario plan is implemented within the planned budget on an ongoing basis **Ongoing**

MARKETING AND COMMUNICATIONS

Skate Ontario will develop and implement a comprehensive membership communication program to establish its leadership stance within the skating community. To support this communication plan, Skate Ontario will develop for a new Marketing Plan including updating its Brand Strategy (Value Proposition). The plan will include clear, consistent, targeted messaging communicated through various media such as the website, e-newsletters, social media, public relations, streaming etc. Additionally, Skate Ontario will use social media groups to improve relevancy of messaging for various stakeholders, including clubs and skating schools, skaters, coaches, officials, and competition organizers.

KPI 5 – Develop and implement a comprehensive marketing and communication plan.

INITIATIVES:

- Establish year one baseline Communication Awareness; Comprehension; and Response measures for the organization
- Improve measures in subsequent years

Tactics and Tasks:

1. Create a role description for Skate Ontario Communication and Brand responsibilities by **May 2017**.
2. Create a communication program with a compelling, relevant, inspiring consistent message using multiple mediums within an annualized communication schedule **Sept 2017**.
3. Set benchmarks for Target Audience “Reach” and with each communication method and set improvement targets for subsequent years. **March 2018 and annually**.
4. Develop the Skate Ontario Brand Strategy (Value Proposition) and modernize the Visual elements of communication. **June 2018**
5. Implement the Skate Ontario Media Plan annually and communicate ad hoc information in a timely manner to maximize awareness and “action” by the relevant target audience on an ongoing basis. **March, Annually**.
6. Investigate live streaming for competitive events for implementation by end of 2018/19 season **March 2018**.

RISKS AND MITIGATIONS: HEALTHY OPERATIONS

The wholesale change of consolidating four sections into one section and creating a Policy Governance Board with a strong Staff operating team is shifting the operational responsibilities to the Executive Director. This is a significant change from four volunteer led organizations with support staff, to one large employee-led organization. Successfully navigating this change while managing the risks politically, organizationally, financially and structurally is critically important to ensure skating continues to thrive in Ontario.

RISKS	MITIGATION PLAN
BOARD GOVERNANCE	
The Skate Ontario Board of Directors does not embed and sustain the roles of a Policy Governance Board and impacts the ability of the staff to deliver the operations and mission mandate strategically	Skate Ontario will build a new Board Governance Policy Guidebook to enforce board accountabilities, roles, responsibilities, management routines, self evaluation etc. to guide the board towards its policy mandate.
FINANCIAL	
Skate Canada implements fee changes that negatively impact Skate Ontario participation rates	Skate Ontario will increase and diversify the sources of revenue:

<p>Membership numbers decrease unexpectedly Former Section Staff and Boards incur unexpected costs impacting the starting financials of the new Skate Ontario amalgamated section</p>	<ul style="list-style-type: none"> - Sponsorships / Partnerships - Optimizing competition income - Expanding grant sources - Showcase events - Fundraising events
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CLUBS & VOLUNTEERS – SYSTEM CAPACITY

CLUBS

Skate Ontario has 352 member clubs and skating schools supporting 73,000 participants across Ontario with whom the organization will build strong collaborative relationships over the next three years. To create meaningful and relevant club connections, Skate Ontario will develop a club support model including multiple touch points and communication programs through dedicated club development staff roles and volunteer operational committees dedicated to club activities. The 2016 Club Consultation project that engaged two thirds of all Ontario clubs, revealed a need for consistent support throughout the skating season from Skate Ontario. The goal of these interactions is to expand club and skating school capacity to serve the stakeholders through new relevant programming, education initiatives, best practice sharing, club governance and volunteer training support. This will build strong, well governed clubs that focus on increasing the safety, enjoyment, participation and development of all stakeholders, with maximum investment in skater programming and initiatives to increase enrollment, progression and development. Club tool kits and resources will support the creation of modern club oversight models including governance, structure, training, policy, roles and responsibilities. Specific emphasis will be on educating the system on Canadian and Ontario sport mandate; and aligning athlete development to the Skate Canada LTAD.

KPI 1 – Expand Skating Club and skating school capacity to serve their stakeholders.

INITIATIVES :

- Benchmark Membership Satisfaction levels through a membership survey beginning in 2018
- Engage with clubs for formal consultations a minimum of once each fiscal year
- Design and distribute club tool kits and resources by end of 2018

Tactics and Tasks:

1. Hire Manager, Club Development for Skate Ontario by **May 2017**
2. Establish Terms of Reference and complete recruitment for the volunteer Club Connections Committee by **June 2017**
3. Design club survey and distribute by February 2018, incorporate insights in future plans. **Feb 2018 and annually.**
4. Create a province wide club network and relevant small club group connections **June 2018.**
5. Design a club toolkit and resource package by **Sept. 2018**

VOLUNTEERS & COMMITTEES

Skate Ontario’s priority is to quickly engage current volunteers from across the four amalgamating Sections to create a seamless transition into the new structure. Through this process, Skate Ontario will gather the best practices and job descriptions from all the organizations with the goal of creating common simplified roles, responsibilities and processes. Skate Ontario will build a provincial database of volunteers to inventory expertise, identify potential mentors, determine recruiting needs and create training programs.

KPI 2 - Develop best practice roles, responsibilities and processes for a strong volunteer base.

INITIATIVES:

- Develop and implement a volunteer recruitment and retention program to engage new volunteers yearly to offset normal attrition
- Develop and implement a volunteer education program to build required skills

Tactics and Tasks:

1. Integrate the four Section volunteer committees to 10 or fewer Skate Ontario Operations Committees.
June 2017
2. Create a province wide volunteer database. **Oct 2017**
3. Develop & implement a volunteer recruitment and retention program targeted former athletes & coaches.
March 2018.
4. Create an online volunteer education program. **March 2019.**

RISKS AND MITIGATIONS: CLUBS & VOLUNTEERS

Skate Ontario and Skate Canada rely on volunteers for success at the club, provincial and national level; this is a great strength of the sport in Ontario and it also presents some risks that require careful attention and programming to alleviate.

RISKS	MITIGATION PLAN
VOLUNTEERS	
Volunteer base declines rapidly potentially because of the amalgamation	Top priority in 2017 is the engagement of all volunteers across Ontario through creating communication programs, events, development programs.
Unqualified volunteers controlling the operations of organizations could lead to poor decision making, which could in turn result in club and organizational failure	Skate Ontario will create a team of staff and consultants, both professional and seasoned volunteers, to work with and guide all clubs and skating schools in all aspects of operation that will be desired and needed for success.

ATHLETE PROGRAMS – PARTICIPATION, DEVELOPMENT, EXCELLENCE

There are 67,078 skaters registered in Skate Ontario programs in 2017 and 64% are female. Skate Ontario delivers the strong Skate Canada LTAD aligned skater development programs for all disciplines: Singles, Pairs, Ice Dance, Synchronized skating, and Special Olympics athletes (Appendix I). Singles, Pairs, and Ice Dance skating are early specialization disciplines in that very complex skills are learned before maturation to fully master the technical requirements. As a result, fundamental movement and motor skills, as well as basic sport skills must be learned at an early age to maximize athlete progression. Synchronized skating is a late specialization sport and can embrace active for life, retired singles, pairs and dance skaters; and adults. Skating for athletes with developmental disabilities is also a late specialization sport.

Skater Programs include:

Game ON Priority	LTAD Stage	Skater Program
Participation	Learn to Skate	CanSkate; CanPowerSkate
	Active for Life	Adult Skate, STARSkate
	Learn to Train	STARSkate
Development	Learn to Compete	Juvenile to Pre-Novice
	Train to Compete	Novice to Senior Domestic
Excellence	Learn to Win/Live to Win	National Team, OHPSI International - ISU Jr/Sr Grand Prix, Worlds/Olympic Games

Skate Ontario will develop a consistent approach for program delivery across Ontario, ensuring professional delivery and accountability for results. Skate Ontario will develop initiatives to support clubs in recruiting new skaters and grow participation in skating.

PARTICIPATION: ACTIVE START & FUNDamentals – CanSkate and CanPowerSkate

The Game ON “Participation” level for Skating in Canada is delivered through the Skate Canada flagship programs CanSkate and CanPowerSkate. These Learn to Skate programs, delivered by certified NCCP professional coaches, include training in physical literacy development and basic movement skills that progress athletes through a skating skill matrix in a fun and safe environment. They provide all Ontarians an opportunity to learn to skate as a foundation for moving into all ice sports for fun and life long participation.

KPI 1 – Effectively design and deliver Active Start level programs

INITIATIVES :

- Engage 60% of clubs and schools in Ontario for stage one of the Ontario Sport Recreation Community Fund (OSRCF) physical literacy program, which includes business plan and program content, through seminar delivery
- Implement OSRCF physical literacy stage two to 30% of the year one engaged clubs in the 2018/2019 season
- Increase 2019 participation numbers in CanSkate and CanPowerSkate by 2%

Tactics and Tasks:

1. Create partnerships and programming that will focus on physical literacy and healthy Ontarians in 2017 based on OSRCF grant application- **July 2017**

2. Develop business plan and toolkits for clubs and schools to help increase participation in programs. **Dec 2018**

PARTICIPATION: ACTIVE FOR LIFE

KPI 2 – Effectively design and deliver Active for Life level programs

INITIATIVES :

- Increase development opportunities for Active for Life athletes by 2018-19 season by 2%
- Increase competitive opportunities for Adult Active for Life participants beginning 2018-19 season by 2%

Tactics and Tasks:

1. Create development strategy for Active for Life athletes, including learning opportunities for skill development. **Sept. 2019**
2. Develop new schedule of training camps and other development opportunities for athletes. **April 2018**
3. Develop new schedule of training camps and other development opportunities for athletes. **Dec 2017**

DEVELOPMENT: LEARN TO TRAIN – STARSkate

KPI 3 – Effectively design and deliver Learn to Train level programs.

INITIATIVES :

- Maintain membership numbers at the entry level of Learn to Train in the province for 2018 based on 2017 levels
- Increase membership numbers at the entry level of Learn to Train stage of LTAD in 2019 season by 2%

Tactics and Tasks:

1. Educate Clubs, schools and coaches on team coaching models to help reduce overall costs at the entry level of Learn to Train. **Dec 2018**
2. Create technical programming for coaches through seminars and webinars for strong basic skill development to train the athletes to raise the level of skill development. **June 2019**
3. Create an excellence program at the Learn to Train level for skaters and coaches, in an effort to recognize quality athletes, coaches and programs throughout Ontario. **March 2018**

DEVELOPMENT: LEARN TO COMPETE Programs - Juvenile to Pre-Novice

KPI 4 – Effectively design and deliver Learn to Compete level programs.

INITIATIVES :

- Introduce new development competition calendar for 2018-19 season
- Increase registration for all figure skating disciplines in 2019-20 season by 2%

Tactics and Tasks:

1. Create a development competition calendar in 2017 for release in 2018-19 season **Oct 2017**
2. Create an education seminar series for the development of athletes, coaches and officials **Oct 2018**

DEVELOPMENT: TRAIN TO COMPETE Program - Novice Senior

KPI 5 – Effectively design and deliver Train to Compete level programs.

INITIATIVES :

- 50% of all medals at the National Championships beginning 2018-19 season
- Increase the number of Ontario coaches attending the National Championships in all skating disciplines by 10%

Tactics and Tasks:

1. Develop programming for athletes, coaches and officials through consultations and cooperative efforts between Skate Ontario staff and stakeholder consultations beginning 2017-18 season. **Sept. 2017**
2. Increase awareness of all Provincial programming and support available to athletes, coaches, clubs, schools and officials in the high performance development pathway by 2018-19 **Feb 2018**

RISKS AND MITIGATIONS: ATHLETE PROGRAMS

Programming for all levels in the initial years of operation will be largely determined by projected revenue flow into Skate Ontario. Some programming is largely dependent on grant funding for optimal program success.

RISKS	MITIGATION PLAN
PROGRAM FUNDING	
Uncertainty of grant funding year to year	Skate Ontario will develop operational planning and budgets that will encompass a priority order for all programming in athlete, coach and official development to deliver the stakeholder requirements for the sport in Ontario.

COACHES & OFFICIALS

COACHES

There are 2012 coaches in Ontario and 1753 (87%) are female. Most are hourly paid coaches within the club system. The opportunity in the next three years is ongoing professional development of coaches to create the consistency of athlete development. Recruiting new coaches is crucial to ensure a sustainable stream of coaches into the system for future years. Identifying high potential coaching talent in Ontario and mentoring these coaches will help move athlete development forward and will be a high priority for Skate Ontario succession planning. Skate Ontario will encourage higher potential coaches to become career coaches and continue to move the profession forward for generations. To deliver and develop the coaching initiatives, Skate Ontario will hire two new roles: Manager, Sport Development and Manager, High Performance.

Skate Canada has launched a new Coach Pathway NCCP Model for Skate Coaching which includes an Instruction Stream and the Competition Stream (Appendix II). The Instruction Stream covers LTAD stages Learn to Skate, Learn to Train and Active for Life, as designated by Club Coach and Regional Coach status. The Competition Stream covers LTAD stages Learn to Compete, Train to Compete, Learn and Live to Win, as designated by Provincial Coach, National Coach and High Performance Coach status.

KPI 1 – Support consistent recruitment and professional development of coaches.

INITIATIVES:

PARTICIPATION LEVEL - COACHES

- Conduct Instruction Steam - Club Coach (CanSkate, CanPowerSkate) training clinics annually across Ontario as provided in the annual budget

DEVELOPMENT LEVEL - COACHES

- Conduct 2 pilot clinics for the new Instruction Steam - Regional Coach (STARSkate) level in 2017/18
- Conduct 3 Regional Coach clinics across Ontario each year beginning in 2018/19

EXCELLENCE LEVEL - COACHES

- Identify 1-3 coaches between 2017 and 2020 to enter the National Coach stream

Tactics and Tasks:

1. Hire two new roles with responsibility for coach development: Manager, Sport Development and Manager, High Performance to support coach development by **June 2017**
2. Create coach professional development programs with relevant learning content and delivery methods **March 2018 and ongoing thereafter.**
3. Implement a Skate Ontario province wide coaching committee to engage coaches in sport development, coach development, mentoring and advancement **June 2017.**

OFFICIALS – DEVELOPMENT & EXCELLENCE

There are 487 registered officials in Ontario in five officiating roles: Judge/Evaluator, Referee, Technical Controller, Technical Specialists and Data Specialist. 84% of the officials are female. There is concern that the officials group are aging and younger officials are not entering or remaining in the system. Skate Ontario will focus on developing a recruiting and mentoring program to attract and retain new officials by targeting former skaters and coaches. Accompanying this recruiting program, we will work with Skate Canada to explore simplified training and certification to help engage and retain these new officials

KPI 2 - Support consistent recruitment and professional development of officials

INITIATIVES :

DEVELOPMENT LEVEL OFFICIALS:

- Achieve sustainable balance in age of officials by 2020
- Increase number of new officials by 4% per year and minimize attrition of all officials annually
- Conduct 2-4 officials training clinics as needed across Ontario annually

EXCELLENCE LEVEL OFFICIALS:

- Identify 1-3 officials to stream into the high performance system by 2019

Tactics and Tasks:

ALL OFFICIALS:

1. Hire two new roles with responsibility for officials’ development: Manager, Sport Development and Manager, High Performance to support officials’ development **June 2017**
2. Research barriers to recruitment and retention of officials **June 2018**
3. Identify officials in the Ontario system who can mentor new officials through engagement, support and education **July 2018**
4. Develop and implement a recruitment plan, including mentoring, targeting former skaters and coaches to ensure a long term sustainable officials system **Dec 2018**

EXCELLENCE LEVEL OFFICIALS:

1. Create an official’s talent identification process by Q2 2018 to identify potential high performance officials. **Sept 2018.**
2. Support the development of targeted high performance officials through mentoring and engagement in the system to maximize the ability to advance these officials to national and international competitions by **June 2019**

RISKS AND MITIGATIONS: COACHES & OFFICIALS

RISKS	MITIGATION PLAN
Coaches and officials are aging, and the older demographic comprises a large percentage of the total group	Skate Ontario will ensure recruiting programs are targeted to a broad age demographic to ensure a continuous stream of new young coaches and officials

COMPETITION – DEVELOPMENT & EXCELLENCE

To create meaningful, athlete-centered, stage appropriate, competitive skating experiences at all LTAD stages, there are three distinct competition levels that Skate Ontario will deliver for athletes. Club Level events will include Learn to Train, Learn to Compete and Active for Life athletes. Provincial Level events will include Learn to Compete and Train to Compete stages. The third competition level, National and International Level events will include Learn to Win and Live to Win athletes.

There is an opportunity for Skate Ontario to improve competition consistency and excellence in competition execution. There is also an opportunity to leverage the competition environment to recruit volunteers, coaches and officials among mature skaters and parents. Skate Ontario will create an annual Ontario Provincial Championships, centralize athlete rankings, and build a competition athlete database to support talent identification.

KPI 1 – Design and deliver athlete-centred, stage appropriate, competitive skating opportunities.

INITIATIVES :

DEVELOPMENT:

- Host a minimum of 50 competition events across the province will be hosted annually by the PSO and/or Club based LOCs
- Skate Ontario will host annual Provincial Championships for all disciplines annually starting in March 2019
- A new competition structure will be implemented in 2018/19

EXCELLENCE:

- Host three national or international competitions between 2017 and 2020

Tactics and Tasks:

DEVELOPMENT & EXCELLENCE

1. Create a province wide athlete ranking system for Learn to Compete athletes, to support the development of a provincial competition series. **Sept 2017.**
2. Create a competition schedule to reflect periodization and development for all Ontario athletes to implement in the 2018-19 season **Aug 2017**
3. Design the Provincial competition series including the Annual Provincial Championships program for implementation in the 2018-2019 season **Aug 2017**
4. Develop and implement Skate Ontario branded Provincial Championships for all disciplines aligned to the LTAD and host annually. **March 2017**
5. Create minimum competition standards and specifications to ensure quality and consistency throughout the province **July 2017**
6. Create one Competition Registration System for Ontario by 2018/19 season **March 2018**
7. Create a Skate Ontario competition brand for the provincial series and Provincial Championships that is meaningful, relevant, inspiration, credible and engaging for the Ontario skating community **March 2018**
8. Design a revenue model for competition hosting for implementation in the 2018/19 competition season **Feb 2018**
9. Build a new annual competition program for an Adult Invitational for Active for Life skaters. **March 2018**

EXCELLENCE:

10. Host the Autumn Classic International competition in the **fall of 2018 and fall of 2019**
11. Host the Synchro Nationals in **Feb 2018**

RISKS AND MITIGATIONS: COMPETITION

Skate Ontario and Skate Canada rely on volunteers for success at the club, provincial and national level events. The risk of losing a significant number of volunteers to support the execution of these events, due to amalgamation, could negatively affect these competitions. Additional risks that will affect the competitions will be access to ice time, willing local organizing committees and ongoing municipal rules and regulations.

RISKS	MITIGATION PLAN
VOLUNTEERS	
Loss of Competition Volunteers following Section Amalgamation	Skate Ontario will continue to engage volunteers to create meaningful volunteering experiences and actively recruit, train and support new volunteers
FACILITIES AND MUNICIPALITIES	
Municipalities are changing the rules pertaining to hosting events and restricting set up, risers and construction to meet minimum building requirements and safety Access to Ice Time	Skate Ontario will create competition hosting specifications and standards to ensure set-ups in arenas (e.g. judging stands) meet the minimum safety and construction requirements Skate Ontario will work with the Local Organizing Committees to help build strong working relationships with municipalities and understand all rules and regulations involved with the facilities.
CLUB ORGANIZING COMMITTEES	
Amalgamation and significant section changes impact the willingness of clubs and volunteers within the clubs to host competitions	Skate Ontario will continue to engage the clubs and volunteers to encourage continued commitment to skating, skating events for the benefit of the local participants.

HIGH PERFORMANCE - EXCELLENCE

Ontario has tremendous success in developing high performance athletes, coaches and officials to represent Canada at World and Olympic Championships in all skating disciplines. Ontario raised athletes will be well represented at the Olympic Games in PyeongChang 2018. Building on this strong legacy of creating excellence in athlete, coach and official performance, Skate Ontario will continue to deliver its High Performance Management Plan through to 2020.

KPI 1 – Deliver high performance management plan through 2020.

INITIATIVES :

- 50% of national team from Ontario by 2018/19 season
- 50% of all medals at the National Competition by 2018/19 season
- Develop high performance synchronized skating plan to be implemented in the 2018-19 season

Tactics and Tasks:

1. Hire the Manager of High Performance **June 2017**.
2. Implement a program of support and engagement with Ontario high performance coaches on an ongoing basis. **Sept 2017**
3. Plan and implement site visits with identified athletes and coaches, for official monitoring and support. **Ongoing**
4. Develop and implement an athlete talent identification program **June 2018**.
5. Deliver education modules on high performance to all identified/ targeted coaches, athletes and officials on an annual basis **June 2018 and annually**.

LEARN TO WIN – OHPSI and NextGen

KPI 2 – Deliver OHPSI program and support NextGen programs. (Learn to Win)

INITIATIVES :

- 50% of the Skate Canada NextGen Team in all disciplines by 2019-20 season
- 50% of all medals at the National Championships in the Junior Events by 2019-20
- Increase coaching numbers at the Junior international level by 2019-20 by 5%
- 50% of the Junior World Team by 2019-20

Tactics and Tasks:

1. Create programming in cooperation with the International coaching community, to best support the athletes and coaches at this level – **June 2017 and ongoing**
2. Monitor and support the health and wellness of all athletes within the Provincial and National programs by utilizing programs and services included in the annual OHPSI plan – **Ongoing**

LIVE TO WIN – National Team

KPI 3 – Support National Team programs. (Live to Win)

INITIATIVES:

- 50% of the Canadian Olympic Team supported by the Ontario sport model for the 2018 Olympic Winter Games
- 50% of all medals at the National Championships in the Senior events
- 50% of all National Team members by 2019-20
- Increase the number of Ontario coaches to the National Team

Tactics and Tasks:

1. Work with Skate Canada High Performance staff on recognition and support for all programs in the Live to Win LTAD stage. **Ongoing.**
2. Transition planning post 2018 Winter Olympics for athletes moving into new career opportunities. **Nov 2018.**

RISKS AND MITIGATIONS: HIGH PERFORMANCE

RISKS	MITIGATION PLAN
High Performance athletes leave Ontario to pursue better training opportunities out of province	Skate Ontario will continue to expand training opportunities in Ontario; and provide funding and support for high performance athletes, coaches; and Ontario based daily training environment (e.g. IST)

SUMMARY – UNIFIED FOR EXCELLENCE

Skate Ontario is entering the next three years as a unified and centralized Provincial Sport Organization. This presents important opportunities for Skate Ontario to lead the Ontario skating system and demonstrate the efficiencies and effectiveness of an amalgamated system. With a relentless focus on its member clubs and skating schools, and the interests of the participants at the forefront of decision making and programming, skating is well positioned to create excellence through to 2020.

APPENDIX I: SKATE CANADA LONG TERM ATHLETE DEVELOPMENT PLAN

STAGES OF ATHLETE/PARTICIPANT DEVELOPMENT OVERVIEW

The following table outlines what athlete development experts have defined as the optimal balance of performance and competition at the various stages of development. This document will provide the basis for the Competition Review, the second phase of the Long-term Athlete Development process as defined by Skate Canada.

	Learn to Skate	Learn to Train	Learn to Compete	Train to Compete	Learn to Win / Live to Win	Active for Life
Skater Profile	Females: 3-8 yrs Males: 3-9 yrs	Females: 7-11 Males: 8-12	Females: 9-13 Males: 10-14	Females: 10-16 Males: 11-17	Females: 13-19 Males: 14-21 Living to Win: 15+	All ages
Current System	CanSkate	STARSkate Beginner-Elementary	Juvenile-Pre-Novice	Novice-Senior	International ISU Jr./Sr. Grand Prix World/Olympic	Adult Skate
Training Time (all sessions include min. 15 min off-ice)	1: 30-60 min session 1-4 days/week 10-40 weeks/year	1-2:45-60 min sessions 2-5 days/week 20-44 weeks/year	2: 45-60 min sessions 4-5 days/week 44-46 weeks/year	2-3: 45-60 min sessions 5 days/week 44-48 weeks/year	3-4: 45-60 min sessions 5 days/week 44-48 weeks/year	1-3: 45-60 min sessions 1-6 days/week 25-40 weeks/year
Windows of Trainability (5S's = Speed, Stamina, Strength, Sport Skills, Suppleness) See below.	Skills: M&F 8-12 yrs Flexibility: M&F: 6-10 Speed: M 7-9, F: 6-8	Skills: M&F 8-12 yrs Flexibility: M&F: 6-10 Speed: M 7-9 F: 6-8 Stamina M12-13 F10-11	Skills: M&F 8-12 yrs Flexibility: M&F: 6-10 Speed: M13-16 F11-13 Stamina M12-13 F10-11	Skills: M&F 8-12 yrs Flexibility: M&F: 6-10 Speed: M13-16 F 11-13 Stamina M12-13 F10-11	Speed: M 13-16 F 11-13	5S's are always trainable
Element/Skills Competitions	No competitions but skill presentation in isolation to standard	No competitions but skill presentation in isolation to standard	Technical Skills & Program Component competitions	Technical Skills & Program Component competitions	Yes	Technical Skills & Program Component competitions
Performance Targets	Personal achievement standards: Bronze, Silver, Gold	Personal achievement standards: Bronze, Silver, Gold	Personal and established achievement standards	Maximizing points for rank order	Maximizing points for rank order	As appropriate to level of athlete
Program (Solo)	No	Yes, but towards exit of stage	Yes (free only)	Yes (short and/or free)	Yes (short and free)	Yes – according to level/ability
Evaluation	Coach	Coach Officials	Coach Officials	Officials	Officials	Coach Officials
Level of Competition	Club-level/team events	Club, Interclub, Invitational	Regional / Provincial	Regional / Provincial National	Regional / Provincial National, International	From club to international
Competition Exposure	1/session	2 -3/year at point of exit	6 events maximum/year	3-5 skills comps 2-3 PC comps 3-7 solo comps	5-7 comps (Learn2W) 5-10 comps (Live2W)	As appropriate to level of athlete
Suggested Program Changes	Minor changes to skills in each stage, Add 5S's to program, Changes to club program delivery	New skills program to replace Skating Skills, Free Skate test changes Ice Dance - minor	Changes to entry to competition (tests/standard) and level of event defined by age/skill level	No major changes Competitive categories defined by age/skill level	Determined by ISU calendar and criteria	Changes to be adapted following CanSkate/STARSkate and competition structure revisions

- STAMINA: (Endurance) begins with the onset of PHV Age 10 - 11 for females, Age 12 - 13 for males PHV = Peak Height Velocity (growth spurt)
- STRENGTH: Females Window 1 - immediately after PHV, Window 2 with onset of menarche, 12 - 18 months after PHV for males
- SUPPLENESS = Flexibility

APPENDIX II: SKATE CANADA COACH DEVELOPMENT PATHWAYS

NCCP MODEL – LTAD ALIGNED



INSTRUCTION STREAM

COMPETITION STREAM

LTAD: Learn to Train

Regional Coach
(In-Training, Trained, Certified)

LTAD: Learn to Win/Live to Win

High Performance Coach
(Designations: International, World, Olympic)
(DRAFT Program)

LTAD: Learn to Skate

Club Coach
(In-Training, Trained, Certified)

LTAD: Train to Compete

National Coach
(In-Training, Trained, Certified)

LTAD: Learn to Compete

Provincial Coach
(In-Training, Trained, Certified)