



CANADA



STRATEGIC PLAN 2018-2023

WE ARE SPEED SKATING IN CANADA



Noémie Fiset

FOREWORD



Men's Short Track Team 2018

ON BEHALF OF THE SPEED SKATING CANADA (SSC) BOARD OF DIRECTORS AND STAFF TEAM, **IT IS WITH GREAT PLEASURE THAT WE PRESENT OUR 2018-2023 STRATEGIC PLAN.** THIS PLAN WILL NOT ONLY PROVIDE SSC WITH ITS GUIDING DIRECTION OVER THE NEXT FIVE YEARS BUT SHOULD BE VIEWED AS A COLLECTIVE NATIONAL AGENDA FOR ALL OF OUR STAKEHOLDERS. WE MUST WORK TOGETHER TO BUILD THE SPORT OF SPEED SKATING IN CANADA.

This ambitious Strategic Plan is intended to take our organization to the next level and has been guided by the voices of our Provincial and Territorial Sport Organizations (PTSOs), clubs, athletes, working groups and partners in sport, in consultation with subject matter experts.

The plan captures the essence of who we are and all we aspire to be – leaders in sport and organizational excellence. It describes our desired outcomes, sets forth strategies to achieve them and outlines our shared roles and responsibilities. We are committed to creating the SSC of tomorrow, firmly establishing our sport and our brand in the minds of Canadians and continuing to provide great value for our partners.

In defining our future, we must focus on servicing the needs of our members and stakeholders. We need to place our participants and athletes where they belong – at the heart of everything we do. As we look ahead, we must also remember where we came from, maintaining the legacy of our past successes while adapting to new challenges and opportunities.

This plan is everybody's plan. We all play integral roles in speed skating's relentless pursuit of excellence. Together we will ensure that our sport continues to grow and thrive nationwide.

Join us as we build an exciting future for speed skating in Canada. 🇨🇦

Trevor Corey / PRESIDENT

Susan Auch / CHIEF EXECUTIVE OFFICER

WE ARE SPEED SKATING IN CANADA

Speed Skating Canada, our athletes and coaches have long captured the world's attention as leaders in short track and long track speed skating. **We take pride in being our country's most successful Olympic sport**, with a total of **70 medals** brought home by our Canadian athletes.

Provincial Development Skaters



In February 2018, at the PyeongChang Olympic Games, our team of 29 skaters made Canada proud as they contributed a quarter of Canada's overall medal count. Not only did we achieve seven podium performances – 2 gold, 2 silver and 3 bronze – more young skaters placed in the top 10 than ever before. Two of our top officials also received assignments at the Games. The passion, resilience and commitment to excellence demonstrated by our Canadian speed skating team both on and off the ice was truly inspiring.

As we celebrate our Olympic successes, it is clear that Speed Skating Canada and our stakeholders are dedicated to supporting and strengthening the sport of speed skating in Canada. Much like our athletes pursue excellence with a common goal in mind – the gold medal – our organizations must adopt the same lens and act with an aligned sense of purpose. Rather than

focusing on competing views about how best to grow our sport, SSC recognizes the importance of a cohesive organizational culture, centered on values about which we can all agree.

As we look to build momentum toward the 2022 Olympic Games and beyond, SSC commits to playing a leadership role in advancing our sport and our organization. We will provide strategic direction and define accountabilities that will allow all stakeholders – especially our members – to align as one system in the pursuit of common goals. We will aim to create a culture where strong governance and sharing of best practices are the norm.

When we all collaborate – SSC, PTSOs, clubs, athletes, coaches, officials, volunteers, alumni, sport partners, the International Skating Union and sponsors – we can make speed skating

the best sport and organization in Canada. Using this cooperative spirit, we will enable all of our athletes, participants and community supporters – young or mature, grassroots or high-performance – to have a fulfilling and lasting journey with our sport.

Over the next five years of this Strategic Plan, we strive to challenge and inspire Canada to thrive through the power of speed skating. We will build on the legacy of those that came before us and capitalize on the passion and dedication of our current stakeholders to become leaders in sport and organizational excellence. We promise to be leaders in the relentless pursuit of our mission and vision, and to set the example of the values that define us. We hope you will join us. 🇨🇦

OUR MISSION

To challenge and inspire Canada to thrive through the power of speed skating.

We accomplish this by:

Providing inclusive access and opportunity for skaters, coaches, officials and volunteers to participate and grow within the speed skating community.

Achieving excellence on the international stage by investing in a world class and sustainable high-performance system.

Building excitement and awareness about the sport while fostering connections and partnerships.



OUR VISION

We will lead our members and partners in the relentless pursuit of excellence.



OUR VALUES

Values drive our behavior, relationships and decision making in everything we do. We will lead with an unwavering...

RESPECT FOR OTHERS

We assume the best of others, listen for understanding and value diversity. We are considerate and compassionate. We choose our words carefully in order to build esteem and goodwill.

DESIRE TO BE LEADERS

We are bold and courageous and make tough decisions. We are collaborative. We challenge the status quo. We stand up for what we believe in and have confidence in our decisions.

COMMITMENT TO EXCELLENCE

We invest in success and proudly celebrate our achievements. We are passionate, determined and resilient. We overcome adversity together.

SENSE OF COMMUNITY

We strive to create a positive and inclusive place of belonging. We accept everyone into our Canadian speed skating family.

INTEGRITY

We are honest and transparent. We disclose where we can and say when we can't. We accept accountability and communicate openly while delivering on our promises.

OUR SPORT. OUR FUTURE. OUR PASSION.

2018-2023 STRATEGIC PLAN

MISSION

To challenge and inspire Canada to thrive through the power of speed skating.

VISION

To lead our members and partners in the relentless pursuit of excellence.

GOALS

TO LEAD IN SPORT EXCELLENCE

By 2023, all Speed Skating Canada organizations will grow skater participation and enhance retention. A greater number of certified coaches, officials and volunteers will facilitate sport development and improve our competition systems. Our national teams will achieve sustained podium performances at Olympic Games and ISU World Championships. **Measured by registration and retention of participants; engagement of our members; and podium performances.**



Ivanie Blondin

TO LEAD IN ORGANIZATIONAL EXCELLENCE

By 2023, all Speed Skating Canada organizations will significantly enhance our organizational health and performance. Strengthened financial health and sustainability will be achieved through focused revenue generation efforts. Optimized and aligned operations practices will increase efficiency and drive sport excellence. Canadians will have a better understanding of our sport and our organization's purpose. **Measured by interactions with our community; aligned operational practices; and financial health.**



Kim Boutin

PRIORITY AREAS



SPORT DEVELOPMENT

Together with our organizations, we will excel in growing participation, developing speed skaters and cultivating sport leaders.



INTERNATIONAL PERFORMANCE

We will excel in achieving sustainable world class performances and increase our Olympic medal count in 2022.



OPERATIONAL EFFECTIVENESS

We will excel in building our sport's profile and increasing the efficiency of our organizations.



FINANCIAL HEALTH

We will excel in optimizing our revenue generation and financial management practices.



SYSTEM ALIGNMENT

We will excel in implementing and sharing best practices in sport and organizational excellence to enhance the quality of our organizations.

VALUES

RESPECT FOR OTHERS

DESIRE TO BE LEADERS

INTEGRITY

COMMITMENT TO EXCELLENCE



Samuel Girard

SENSE OF COMMUNITY

LEADING IN SPORT EXCELLENCE



Provincial Development Skaters

SPORT DEVELOPMENT

GOAL: *Together with our organizations, we will excel in growing participation, developing speed skaters and cultivating sport leaders.*

Sport Canada describes the Sport Development Framework as providing **“the structure for Sport Canada’s leadership and funding programs to foster strong sport systems which enable Canadians to progress from early sport experiences to high performance excellence.”** The two main phases of this framework are *foundations* and *pathway*. Speed Skating Canada will translate this guidance into a sport-specific framework and support its membership with resources to enable the foundations phase of sport development. Our focus will be in the areas of skater development, participants, coach and officials education, volunteers, club development and competitions.

IN 2018-2023 WE WILL:

STRATEGIES	KEY TACTICS
Create a clear skater development pathway and ensure optimal alignment between all stakeholders.	<ul style="list-style-type: none"> Review and update Long Term Participant and Athlete Development (LTPAD). Create coaching tools and resources aligned with LTPAD.
Identify, develop and implement programs and services aimed at improving the member experience.	<ul style="list-style-type: none"> Draft policy and implement programs for creating an inclusive environment. Develop programming for schools (K-12).
Enhance our coach education and training system by developing and implementing a National Coach Excellence Program (NCEP).	<ul style="list-style-type: none"> Connect alumni and current skaters to the coaching pathway. Use grant opportunities and mentors to support women in coaching.
Ensure the quality, quantity and retention of our domestic and international officials by developing a National Officiating Program (NOP).	<ul style="list-style-type: none"> Transition the Officials Development Committee from operational to advisory. Define an officials pathway, development plan and assessment plan.
Develop a robust participant engagement and volunteer strategy to ensure retention.	<ul style="list-style-type: none"> Assess volunteer needs and develop a Volunteer Strategy. Develop and implement a recognition program for volunteers.
Increase our participation and retention by developing a Club Enhancement Strategy (CES).	<ul style="list-style-type: none"> Audit current club programs and establish recommended requirements for SSC certified and affiliated clubs. Enhance “Club in a Box” with resources and templates to create efficiency and alignment between clubs.
Provide support and resources to improve our speed skating competitions system through all stages.	<ul style="list-style-type: none"> Develop a nationally aligned competition circuit for the development stream. Review and update hosting checklist for competitions.

INTERNATIONAL PERFORMANCE

GOAL: *We will excel in achieving sustainable world class performances and increase our Olympic medal count in 2022.*

Speed Skating Canada’s core business is sport. Through an aligned sport development program, we will fill the pipeline of athletes consistent with Sport Canada’s pathway phase - **“the systems, programs and services that support athlete progression from learning sport skills through to the achievement of podium results.”** In doing so, we will meet our objective of assigning athletes to our national teams who will achieve consistent international medal performances and increase our medal count at the 2022 Olympic Games on behalf of Canada.



Charles Hamelin

IN 2018-2023 WE WILL:

STRATEGIES	KEY TACTICS
Develop and implement an updated pathway to optimize the number of athletes with podium potential in 2022.	<ul style="list-style-type: none"> Review and update the LTPAD with a focus on developing a parallel performance stream. Review and align our gold medal profile.
Diversify our medal potential athletes for the 2022 Olympic Games.	<ul style="list-style-type: none"> Ensure training and competition opportunities at the Neo-Senior level. Increase conversion rates and continue to improve throughout the quad.
Develop and implement innovative performance tools.	<ul style="list-style-type: none"> Expand and implement project Top Secret to ensure continued Canadian advantage.
Optimize and expand the high-performance culture within our national and NextGen teams.	<ul style="list-style-type: none"> Ensure consistent messaging in the athlete pathway and LTPAD. Align the culture of our short track and long track teams.
Explore and enhance our programs to include new venues, and opportunities of new assets into our athlete pathway.	<ul style="list-style-type: none"> Expand pre-NextGen programming. Align our training centers.

LEADING IN ORGANIZATIONAL EXCELLENCE

Christine Nesbitt with Coach Marcel Lacroix

OPERATIONAL EFFECTIVENESS

GOAL: *We will excel in building our sport's profile and increasing the efficiency of our organizations.*

While our core business is sport, our internal framework of standards and processes is the backbone that allows us to deliver on our mission. **To achieve excellence in our organization's operations, Speed Skating Canada will focus on the development of best-in-class governance practices, human resources systems and administration processes that maximize our effectiveness and improve our work environments.** Through the implementation of innovative marketing programs and communications plans, we will speak about our sport in a way that inspires others – both internal stakeholders and the Canadian public – to take action.



IN 2018-2023 WE WILL:

STRATEGIES	KEY TACTICS
Adopt comprehensive and clear governance structures, policies and procedures that will drive effectiveness in our organizations.	<ul style="list-style-type: none"> Conduct a third-party governance review and adopt recommended changes. Update all existing policies and develop whistle-blower and SafeSport policies.
Implement robust human resources policies and systems that support employees with fair and sustainable compensation, staffing structures and resources.	<ul style="list-style-type: none"> Identify staff succession plan. Establish an organization-wide performance management process.
Build the profile of speed skating in Canada through enhanced marketing practices that raise awareness of the sport and inspire participation and retention.	<ul style="list-style-type: none"> Conduct brand audit and, if necessary and financially feasible, complete brand redesign. Develop a social media strategy and accompanying resources to facilitate alignment among members.
Commit to effective internal communications to better engage our members, and to strategic communications with the media and other external stakeholders to achieve our growth goals.	<ul style="list-style-type: none"> Develop a media relations strategy aligned with current digital trends. Develop a strategy for member and internal communications.
Adopt professional and efficient finance, human resources and administration systems to streamline operations.	<ul style="list-style-type: none"> Deploy technology tools to streamline expense processing. Investigate options to realize savings and efficiencies on travel.

FINANCIAL HEALTH

GOAL: *We will excel in optimizing our revenue generation and financial management practices.*

Speed Skating Canada’s financial health plays a crucial role in our ability to deliver on sport and organizational excellence objectives. **Our budgets will be transparent, informed by our Strategic Plan and communicated clearly to our members.** Management will regularly track budget performance and cash flow, striving to meet financial targets that support our strategic goals.

A comprehensive revenue generation strategy will be deployed to increase our annual budget capacity and bolster our reserves to ensure the long-term sustainability of our operations.



Women’s Short Track Team 2018

IN 2018-2023 WE WILL:

STRATEGIES	KEY TACTICS
Adopt a multi-faceted revenue generation plan, including focused efforts in sponsorship and fundraising, with measurable annual targets for revenue growth.	<ul style="list-style-type: none"> • Develop a strategy to generate new sponsorship dollars. • Implement a philanthropic fundraising strategy that engages members and alumni. • Deploy a strategy to maximize public and sport sector funding opportunities.
Develop and implement processes for budgeting, forecasting and reporting based on professional standards and best practices.	<ul style="list-style-type: none"> • Establish an annual budget process and timelines. • Develop a strategy and process for project approval and investment. • Contribute on an annual basis to the operational reserve.

SYSTEM ALIGNMENT

GOAL: *We will excel in implementing and sharing best practices in sport and organizational excellence to enhance the quality of our organizations.*

Speed Skating Canada can only achieve its goals of Sport Excellence and Organizational Excellence working in collaboration. All stakeholders must be engaged and motivated to live our collective values and deliver on our objectives.

We will work in alignment with our members and partners to ensure that we are all driving toward a common mission – to challenge and inspire Canada to thrive through the power of speed skating.



Men's Long Track Team Pursuit 2018

IN 2018-2023 WE WILL:

STRATEGIES

Enhance the value proposition for members of Speed Skating Canada and affiliated organizations.

Align leadership and advocacy efforts across speed skating organizations and stakeholders in Canada.

KEY TACTICS

- Develop a library of shared resources, practices and solutions to increase efficiencies and decrease costs.
- Activate a System Alignment Advisory Committee.

- Develop a strategy for regular surveys of stakeholders to assess needs and interests.
- Align strategic plans and governance structures across all speed skating organizations.

WHAT WE HEARD

Speed Skating Canada is made up of passionate people who want speed skating in Canada to flourish. However, the culture is fragmented with competing interests and views on what needs to be done. **SSC's values need to be more easily recognized to achieve organizational cohesion and positive momentum.** The role of SSC must also be more clearly defined. Staff are willing to work hard but need clear direction from a new strategic plan. Stakeholders want leadership from SSC.



STRATEGIC PLANNING PROCESS



PHASE 1: Assessing our Environment

In 2017, to ensure our sustained success at home and continued leadership on a world stage, Speed Skating Canada launched a five-year strategic planning process (2018-2023). Its goal was to refine the long-term vision and plan for the sport of speed skating in Canada.

Interviews and surveys conducted with stakeholders in 2017 identified a cultural gap that must be bridged between SSC and our members. With that in mind, our Board of Directors went through a process to develop a new mission and renewed values. These were presented to members during the 2017 SSC Congress, and members then engaged in conversation about our collective priorities and a longer-term vision for what they want to see from their national organization.

PHASE 2: Consulting our Members

Based on discussion at the 2017 Congress, a clear need was identified to enhance the partnerships, collaboration and alignment between SSC, PTSOs and clubs. In 2018, with the financial support of the Canadian Olympic Committee's National Sport Federation Enhancement Initiative 2.0, SSC deployed a comprehensive consultation process aimed at developing strategies to better align our stakeholders.

Five working groups composed of key stakeholders and experts worked together to develop these strategies and recommendations. Each group addressed one of five key areas for alignment:

- Skater development (LTPAD)
- Competitions pathway and system
- Branding and marketing alignment
- Revenue generation
- System alignment

The recommendations developed by these working groups were presented to members during the 2018 SSC Congress.

PHASE 3: Aligning our Stakeholders



Long Track Mass Start Skaters

These recommendations, together with our high-performance plans, form the basis of this 2018-2023 Strategic Plan. The Plan was approved by the SSC Board in October 2018 and presented to members later the same month.

Over the next five years, SSC will work with all of our stakeholders to implement the Strategic Plan. While this document provides an inspiring vision, clear mission and strategic priorities for the future, SSC and each stakeholder – PTSOs, clubs and sport partners – will need to develop its own action plan to deliver on the objectives that have been identified here. Alignment, collaboration and partnership will be critical to success.

GLOSSARY OF TERMS

Some of the terms used in this plan are defined as follows.

Goals: The main objectives the organization wishes to achieve as part of our long-term vision.

International Skating Union: The international federation that governs the sports of short track and long track speed skating, as well as figure skating, and of which Speed Skating Canada is a voting member federation.

Mission: A representation of the organization's purpose, outlining what we will do to attain our vision.

Neo-Senior: A development competition stream targeted at athletes aged 19 to 22.

NextGen: Defined by Own the Podium as athletes that are eight to five years from reaching the Olympic podium.

Operational Plan: The action plan outlining details and steps for the implementation of our strategies and tactics. It provides the "what, how, when and by whom" and identifies necessary resources and measures of success for each action.

Sport Partners: Venues, national and regional training centres, local organizing committees, sport science partners, funding partners, national and international governing bodies.

SSC Members: Our 13 Provincial and Territorial Sport Organization (PTSO) members representing clubs and participants and 1 athlete member representing national team athletes.

Strategies: Priority areas which will be addressed in the pursuit of our organization's goals.

Tactics: Actions we will take to support the successful achievement of our strategies and ultimately reach our goals.

Values: A reflection of the culture and beliefs of an organization. Values set the framework for all actions and decisions, driving our organization's performance and behaviours.

Vision: An expression of the ideal state where we are heading. It is purpose-driven, audacious, forward-looking and inspirational.

Provincial Development Skaters



ACKNOWLEDGEMENTS



SSC wishes to thank our stakeholders for their commitment to this process, their clear vision and valuable inputs.

- Members of the alignment working groups
- PTSO Board and staff members
- Clubs
- Sport partners
- Coaches
- Officials
- Athletes
- SSC Board and staff members
- Sport Canada
- Own the Podium
- Canadian Olympic Committee

OUR SHARED COMMITMENT

Bringing this Strategic Plan to life will require the shared commitment and passion of Speed Skating Canada and all of our stakeholders – PTSOs, clubs, athletes, coaches, officials, volunteers, alumni, sport partners and sponsors. Working in this collaborative spirit, SSC commits to:

- Acting with a sense of common purpose and in consideration of our shared values
- Ensuring mutual respect – of each other, our ideas and perspectives
- Sharing best practices to the benefit of all
- Engaging our stakeholders in decision-making
- Communicating clearly, transparently and consistently
- Aligning our systems, practices and policies to achieve efficiencies
- Pursuing excellence in all that we do

We hope that each of our stakeholders will join us in this shared commitment.

Together, we will challenge and inspire Canada to thrive through the power of speed skating.





CANADA



Ted-Jan Bloemen, Olympic Champion

Speed Skating Canada

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