

**2018-2022**

**STRATEGIC  
PLAN**



**NWT Amateur Speed  
Skating Association**

# NWTASSA Strategic Plan 2018-2022

## Vision

We are recognized as a thriving, supportive and sustainable organization, providing leadership to empower our speed skating community to reach their personal best.

## Mission

The NWTASSA is an inclusive community-oriented organization that encourages and promotes fun, active and healthy lifestyles through the sport of speed skating in the NWT.

## Values

NWTASSA is guided by these core values:

### **Inclusive**

We know that all members are an important part of the Association, and we support athletes of all abilities and ages to achieve their personal best.

### **Ethics and Integrity**

We value ethical behavior and professionalism and will be honest, open, transparent, and fair. We will use good governance and consistently apply the same rules and standards for everyone.

### **Fun**

We believe having fun and creating a positive, family-friendly environment is central to athletes' enjoyment of speed skating.

### **Supportive**

We encourage and promote good sportsmanship in a supportive, accepting atmosphere.

### **Strive for Personal Best**

We work with athletes to improve their skills, set goals, and do their best so they are inspired to continuously improve and fulfill their potential.

### **Volunteerism**

We believe team work by participation in sport builds character and encourages volunteerism, and we value and celebrate our volunteers and their contribution to the club and the sport of speed skating.

## Strategic Priorities

**Over the next four years, NWTASSA will focus on the 5 following areas:**

1. Growth and sustainability in new and existing clubs
2. Structure the NWTASSA for long-term success
3. Communication and outreach
4. Solid financial and reporting practices
5. Training and development

## Goals & Objectives

### Foster growth and sustainability in new and existing clubs

*Rationale: Continued engagement and support will help maintain and increase club membership across the NWT.*

#### **Maintain and build relationships with current and potential clubs**

- Provide info to clubs on benefits, services, and support NWTASSA provides
- Increase general outreach to all clubs via social media and other methods
- Identify opportunities for competitions, travel, and mentor training opportunities
- Identify key community contact to champion community club development as well as a NWTASSA club liaison

#### **Increase member and partner engagement**

- Issue survey to communities with new or potential clubs to determine club needs for support
- Partner with community schools to allow students to experience speed skating

## Structure the NWTASSA for Long-Term Success

*Rationale: Clear documentation ensures continued consistency and clarity regardless of the person executing the task. Monitoring progress allows resources and responsibilities to be assigned appropriately and clear job descriptions ensure volunteers understand their role and responsibilities.*

### **Develop internal policies and procedures**

- Develop and distribute Policies & Procedures Manual with standardized operating procedures and work plans for things such as:
  - Major Events (e.g. AGM, meets, AWG, etc)
  - Athlete selection criteria
  - Internal operations (e.g. how-to's for reporting, website updates, etc)

### **Track and monitor progress**

- Hold annual strategy session with Board of Directors to review and evaluate Strategic Plan and progress

### **Attract and retain volunteers**

- Create volunteer recruitment and recognition plan
- Develop volunteer Job Descriptions (Board members, coaches, officials) so volunteers understand roles and responsibilities, and assists with recruitment

## Improve communication and outreach

*Rationale: Good communications planning clearly identifies audiences, key messages, resources, and defines best outreach and engagement tools and how to measure success. Regular communication builds trust and keeps members and others informed of events, training opportunities and more.*

### **Strengthen overall communications function through increased engagement and information exchange to increase awareness of speed skating**

- Develop club Communications Plan
  - Includes branding, resources, and communications tools such as social and traditional media to raise awareness, communicate with members, and share information with media and potential partners
- Develop annual event calendar
- Distribute member e-newsletter
- Recruit Board member with communications expertise to help identify communication and engagement gaps and opportunities, and help build partner relationships

### **Increase engagement and availability of information online**

- Increase social media posts and followers through weekly posts and shares
- Enhance communication and readability on club website
  - Add training calendar, club contact info, events, certification info etc like other Canadian speed skating Associations

### **Recognize supporter contributions**

- Increase public recognition of donors and sponsors so they know their contribution is valued, by displaying logos on website and social media and via an annual personal phone call from a Board member

## **Establish solid financial and reporting practices**

*Rationale: Accurate financial planning and oversight helps ensure realistic allotment of resources and sets financial objectives, and timely reporting as well as seeking out additional revenue sources is essential to ensure ongoing financial health of NWTASSA and to maintain or increase member services and opportunities.*

### **Focus on financial accountability to ensure long-term financial health of the Club**

- Develop annual working budget for board review
- Recruit Board member with accounting/finance background for treasurer
- Ensure accurate, appropriate, timely reporting to MACA (main funder)
- Maintain relationship with main funder to ensure continued level of funding
- Explore possibility of increased revenue sources via additional grants and/or sponsors

## **Establish appropriate training and development programs for coaches and officials**

*Rationale: Providing new and established coaches with guidance, opportunity for skill development, and support in a readily accessible way will ultimately benefit them, the athletes, and the sport overall.*

### **Attract and retain qualified coaches and officials by providing support and development opportunities**

- Establish coach mentor program
- Clearly define coach/official pathways to National Coaching Certification Program (NCCP) Guide
- Provide technical coaching clinics

### **Broaden distribution of development opportunities through use of online methods**

- Provide updated coaching and training opportunities online
  - List opportunities for coaches and officials when certified on website
  - List resources and opportunities for Inline Certification Program (ICP) and Women in Coaching
  - Establish and maintain an electronic coach resource library
  - Identify scheduled technical coaching clinics on Provincial Events calendar and on NWTASSA web site