



# 2025 – 2029 Strategic Plan

Building the Future of Ice  
Sports in the Caribbean



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# Executive Summary

The **Barbados Ice Skating Association (BSA)** presents this five-year strategic plan as a roadmap to establish a sustainable skating ecosystem in Barbados and secure full membership within the International Skating Union (ISU). This plan outlines our vision to develop **athletes, coaches, officials, and infrastructure** that will support Barbados' debut on the international skating stage and progress toward Olympic qualification in 2030. Through structured goals and measurable actions, BSA aims to foster an inclusive and resilient community for **figure skating and speed skating**, both locally and throughout the Barbadian diaspora.







## Mission

The Barbados Ice Skating Association (BSA) is committed to promoting and advancing the sport of ice figure skating and speed skating in Barbados and for the Barbadian diaspora around the globe.

## Vision

Our vision is to see Barbados represented on the international stage of ice skating, and we are dedicated to making this dream a reality through dedication, determination, and a love for the ice.

### Core Values:

1. **Excellence:** Strive for the highest standards in performance and operations.
2. **Community:** Create awareness and outreach to the community for a new winter sport.
3. **Perseverance:** Demonstrate resilience in overcoming challenges.
4. **Innovation:** Embrace creative solutions to drive growth and accessibility.
5. **Inclusivity:** Ensure opportunities are accessible to Barbadians of all backgrounds and abilities.





# Achievements & Milestones

The Barbados Ice Skating Association (BSA) was officially registered in 2023 as the national governing body for figure skating and speed skating in Barbados and for Barbadians worldwide. In alignment with International Skating Union (ISU) requirements, BSA has actively built its foundation through strategic partnerships, athlete development programs, and competition participation.

Since its inception, BSA has achieved key milestones that demonstrate its commitment to developing the sport:

## 1. Governance & Recognition:

- Established as a not-for-profit governing body overseeing figure and speed skating in Barbados.
- Engaged with the Barbados Olympic Association (BOA) and government ministries to integrate skating into national sports strategies.
- Initiated the ISU membership process, with an expected approval date in July 2025. Following with expected BOA membership approval in September 2025.

## 2. Infrastructure & Strategic Growth:

- Partnered with international federations and private entities to expand training and ice access for Barbadian skaters.
- Laid the groundwork for a future Olympic-sized ice rink in Barbados, aligning with government initiatives in sports and tourism.
- Explored partnerships with roller and inline skating clubs to create a transition pipeline from ground skating to ice.

## 3. Coach & Officials Training:

- Conducted educational seminars, including sessions with Skate Canada Officials and collaborations with US Figure Skating Coaches.
- Initiated plans for a BSA Coaches Certification Program to train and certify local coaches.
- Engaged diaspora Officials and candidates interested in pursuing ISU-level certification.

## 4. Athlete Development & Competitions:

- Identified over 100 athletes of Barbadian heritage through outreach efforts.
- Participated in regional and international competitions, including events in Peru, Mexico, Italy, and Poland.
- Hosted National Figure Skating Championships (virtual and in-person) to establish a competitive structure.
- Organized development camps in Costa Rica, Miami, and Barbados, featuring international coaches.

## 5. Community & International Presence:

- Successfully launched social media outreach campaigns to connect with Barbadian skaters worldwide.
- Engaged with the Barbados Consulates in Toronto (Canada), New York (USA), Miami (USA), and the Barbados High Commission in the UK to increase diaspora involvement.

**These milestones demonstrate our readiness for ISU membership and underscore our potential as a leading skating federation in the Caribbean.**



# Strategic Priorities (2025–2029)

BSA's strategic plan is structured around four core focus areas essential for the sustainable growth of ice skating in Barbados: Athlete Development, Coach Education, Officials Development, and Ice Access & Infrastructure. These pillars are designed to ensure a clear pathway for skaters, establish a strong coaching and officiating network, and create the necessary infrastructure to support long-term success.

Each focus area includes targeted actions over a five-year period, aligning with ISU membership requirements and BSA's ultimate goal of Olympic qualification in 2030. This framework will enable structured growth, stakeholder engagement, and international representation for Barbados in figure skating and speed skating.

## Core Focus Areas for Growth:

**1. Athlete Development**

**2. Coaches Education**

**3. Officials' Development**

**4. Ice Access & Infrastructure**







# 1. Athlete Development

- **Objective:**

Build a sustainable athlete pathway by developing local skaters without immediate ice access and engaging the diaspora to strengthen intermediate and advanced levels, supporting the existing international competitors.

- **Action Plan:**

BSA recognizes that athlete development is the foundation of its long-term success. Given Barbados' current lack of permanent ice access, the strategy will focus on progressive development opportunities through structured training, competition exposure, and leveraging the Barbadian diaspora to build a strong international presence.

To achieve this, BSA will focus on three core action areas:

1. Developing Local Talent:

- Implement foundational off-ice training programs to develop essential skating skills for beginners and early intermediates with the support of US Figure Skating (USFS) Coaches and the roller skating local community.
- Create pathways for progression, ensuring skaters can transition from grassroots programs to competitive levels.
- Provide mentorship and technical guidance through local workshops and virtual coaching sessions with experienced coaches.

2. Engaging the Diaspora:

- Identify and connect with Barbadian skaters abroad to strengthen the intermediate and advanced levels.
- Offer opportunities for diaspora athletes to represent Barbados in regional and international competitions.
- Foster community-building among diaspora and local athletes through joint training camps and virtual connections.

3. Supporting High-Performance Development:

- Provide tailored support to existing international competitors to maintain and improve their global rankings.
- Develop structured preparation for ISU events, focusing on competition readiness and technical improvement.
- Establish a long-term athlete development plan targeting Olympic qualification in 2030.

- **KPIs**

- Increase in local and diaspora athlete participation and retention.
- Progression of athletes through development levels (beginner to advanced).
- Number of athletes competing in regional, ISU, and international events.
- ISU Junior & Senior event qualifications as well as Olympic qualification milestones.
- Participation rate in local and virtual training programs.





## 2. Coaches Education

- **Objective:**

Create a BSA Coaches Certification Program to train and certify local coaches based on international models.

- **Action Plan:**

A well-trained coaching workforce is critical to the growth and sustainability of ice skating in Barbados. Given the current reliance on external certification programs, BSA will focus on developing its own structured certification system to ensure a consistent, high-quality coaching standard while making certification more accessible to local candidates.

To achieve this, BSA will focus on three key action areas:

1. Program Development:

- Research and adapt existing international coaching models to develop the BSA Coaches Certification Program.
- Collaborate with experts to ensure the program meets local needs and international standards, including the USFS Coaches who are already collaborating with BSA.
- Develop a structured certification pathway with multiple levels to support coaches at different stages of their careers.

2. Implementation and Training (In-person & Virtual):

- Launch the BSA certification program and enroll local coaching candidates.
- Deliver theoretical and practical training modules tailored to various coaching levels.
- Provide mentorship and hands-on coaching opportunities during local events and training camps.

3. Continuous Improvement and Retention:

- Establish ongoing education and recertification processes to keep coaches up to date with evolving coaching methodologies..
- Regularly evaluate the program and update content based on feedback and evolving best practices.
- Recognize and incentivize certified coaches, ensuring their long-term engagement and contribution to athlete development.

- **KPIs**

- Development and launch of the BSA Coaches Certification Program within the set timeline.
- Number of local coaches enrolled and certified annually.
- Progression of coaches through certification levels.
- Percentage of certified coaches participating in ongoing education and recertification.
- Retention rate of certified coaches over the five-year period.
- Number of mentorship sessions and practical training opportunities provided.

## 3. Officials' Development

- **Objective:**

Identify and train new local officials while supporting diaspora candidates in achieving international and ISU-level certifications.

- **Action Plan:**

A strong base of qualified officials is essential for Barbados' long-term integration into the ISU system and the successful execution of national and international competitions. Given the current lack of locally certified officials, BSA will prioritize recruitment, structured training, and career progression opportunities to develop a self-sufficient pool of technical officials.

To achieve this, BSA will focus on three key action areas:

1. Recruitment and Engagement:

- Identify and recruit local candidates interested in officiating.
- Engage diaspora candidates with a pathway to achieve international and ISU-level certifications.
- Promote officiating as a valuable career path within Barbados' skating community.

2. Training and Certification:

- Provide clear pathways to international certifications, including ISU guidelines.
- Offer practical training through regional partnerships and virtual events.
- Develop mentorship programs linking newly trained officials with experienced mentors.

3. Retention and Advancement:

- Support continued education through workshops and resource hubs.
- Promote certified officials for national, regional, and international assignments.
- Recognize and incentivize officials' contributions to the skating community.

- **KPIs**

- Number of local and diaspora officials recruited annually.
- Officials enrolled and certified through regional and national programs.
- Retention rate of certified officials over five years.
- Frequency of practical training sessions and officiating opportunities.
- Participation rate in mentorship and professional development activities.
- Progression of officials to international and ISU certification levels.



## 4. Infrastructure & Ice Access

- **Objective:**

Secure ice time for training and competition while aligning with private stakeholders on the development of a permanent ice facility in Barbados.

- **Action Plan:**

Ice access is one of the biggest challenges for skating development in Barbados. While a privately led ice rink project is already in the funding phase, BSA's role is to strategically align with this initiative to ensure that the facility supports athlete development and competition needs.

To achieve this, BSA will focus on three core action areas:

1. Short-Term Ice Access Solutions:

- Maintain and expand regional partnerships to provide immediate training access for Barbadian skaters.
- Explore temporary solutions, such as mobile or synthetic ice rinks, for local use.
- Organize training camps and competitions at accessible regional facilities to ensure continuous athlete progression.

2. Long-Term Infrastructure Development:

- Align with private stakeholders to develop a permanent ice facility in Barbados and ensure the rink meets training, competition, and development needs for figure skating and speed skating.
- Continue fostering collaboration and engagement with private stakeholders offering innovative technologies to support sustainable ice quality solutions in warm-weather regions.
- Advocate for governmental and community support to ensure project viability.

3. Maximizing Facility Use & Community Engagement:

- Develop a usage plan for the rink to accommodate training, competitions, and public sessions.
- Leverage the facility for sports tourism by hosting regional and international events.
- Create community programs to promote rink usage beyond competitive skating.

- **KPIs**

- Number of ice hours secured annually through regional partnerships.
- Progress milestones in permanent rink development (feasibility study completion, funding secured, construction phases).
- Number of local training camps and competitions held using temporary or regional facilities.
- Community engagement metrics (public rink usage, participation in recreational programs).
- Increase in athlete and program utilization of ice facilities.
- Number of regional and international events hosted at local facilities.
- Percentage of funding goals achieved for rink construction and operations.





# ISU Membership Readiness (Integrated Across All Focus Areas)

All objectives from this strategic plan are aligned to meet ISU criteria and the 2030 vision.

The BSA Strategic Plan is closely aligned with the ISU Vision 2030, reflecting shared priorities in growth, opportunity, innovation, safeguarding, and unity. Barbados is uniquely positioned to contribute to ISU Vision 2030's Section 2: Opportunity — “Expand the global skating population” — by becoming the **first Caribbean nation** to join the ISU. As a non-traditional skating country with growing athlete engagement and a global diaspora, Barbados brings a fresh perspective and new audiences to the sport.

BSA has already fulfilled many of the core ISU membership requirements, including two years of structured operation, national championship events, international athlete participation, development programs for coaches and officials, and the formal adoption of ISU Statutes and Anti-Doping Rules. Seeking ISU Membership in July 2025 is the next step to formalize our integration into the International Sports Community, followed by accepting the BOA membership later in the fall of 2025.



# Sports Tourism (Under Infrastructure & Athlete Development)

Barbados has a unique opportunity to position itself as an **innovative ice skating destination**, leveraging its tropical climate and creative training approaches to attract international athletes.

By hosting training camps, competitions, and ISU-sanctioned events, Barbados can establish itself as a hub for off-season skating development, blending off-ice conditioning, specialized training methods, and regional ice access to offer a one-of-a-kind training experience.

With a strategic training window from April to November, BSA can collaborate with Barbados Tourism & Marketing Inc. (BTMI) to promote the island as a warm-weather training hub, attracting skaters seeking high-quality programs in a world-class travel destination. Hosting ISU-recognized events will further elevate Barbados' profile in the international skating community, driving sports tourism while integrating ice sports into the national sports and tourism landscape.





# **Funding & Resource Development**

## **(Supporting All Objectives)**

Securing sustainable funding is essential for the growth and long-term success of ice skating in Barbados. BSA will implement a diversified funding strategy by engaging key stakeholders, pursuing grants, and developing sponsorship opportunities.

### **Key Funding Sources:**

#### **Public & Government Support:**

- Collaborate with the Barbados Olympic Association (BOA) and national sports agencies for funding programs.
- Engage with government ministries to secure grants for athlete development and infrastructure projects.

#### **Private Sector & Sponsorships:**

- Develop corporate sponsorship packages for businesses looking to invest in sports development.
- Partner with brands and industry leaders to support events, athlete scholarships, and training programs.

#### **International Grants & Skating Organizations:**

- Apply for ISU development grants available to new member federations.
- Engage with global skating bodies for technical and financial support.

#### **Community & Diaspora Engagement:**

- Launch membership and donor programs to create a sustainable community funding model.
- Organize fundraising events and campaigns targeted at both local and diaspora supporters.

By securing funding through multiple channels, BSA will ensure long-term financial stability and create opportunities for continuous growth and development in Barbados' skating community.





# Monitoring & Evaluation

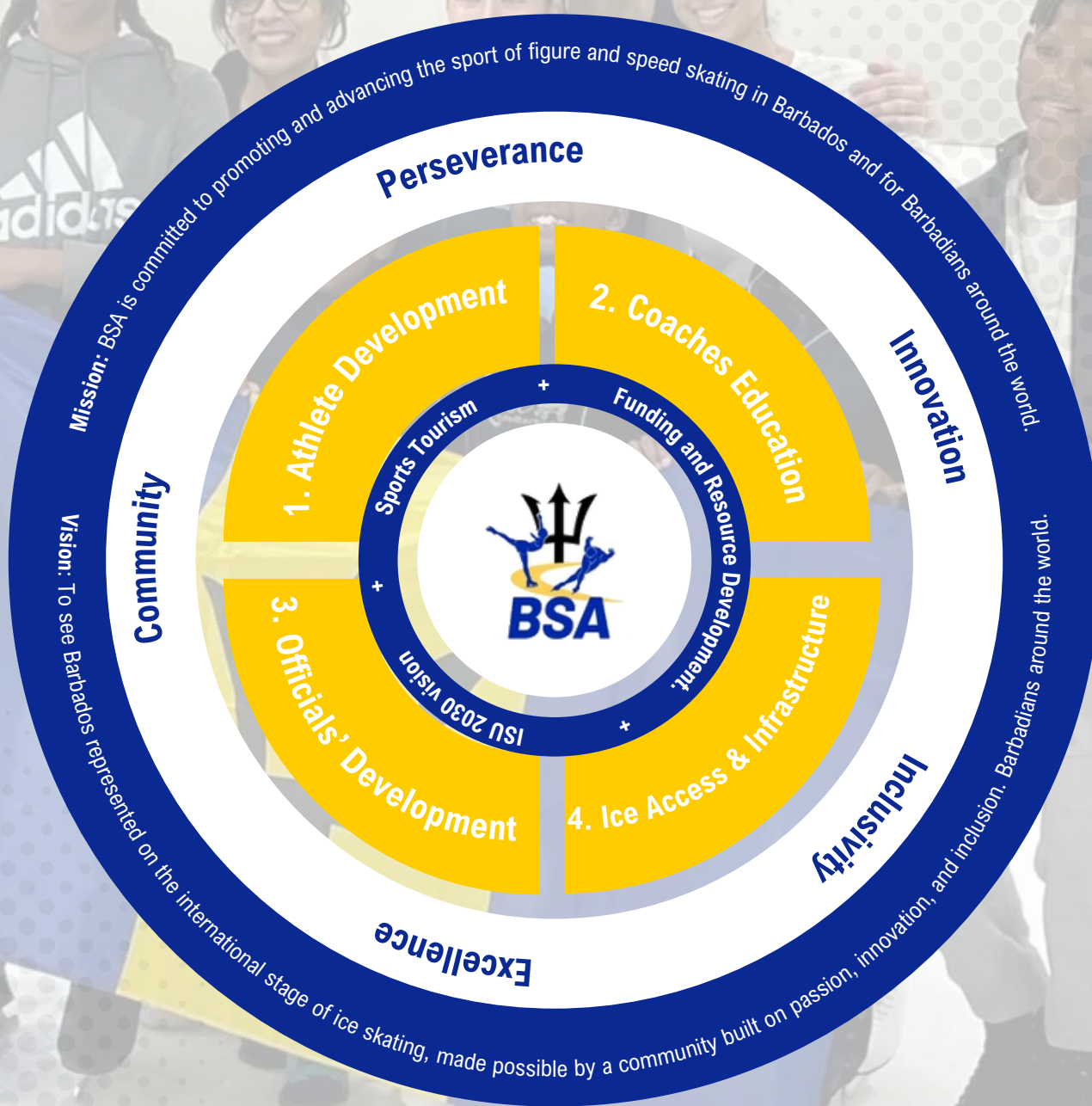
BSA will monitor progress through quarterly data collection, biannual reviews, and annual evaluations focused on KPIs for athletes, coaches, officials, and infrastructure. Stakeholder feedback will guide continuous improvement, with flexibility to adjust strategies as needed. A mid-term evaluation in 2027 will assess progress toward the 2030 Olympic goal, with annual reports ensuring transparency and accountability.

## Evaluation Timeline:

- **Quarterly:** Data collection and brief progress updates.
- **Biannually:** Formal review meetings to analyze KPI trends.
- **Annually:** Comprehensive progress reports with updated action plans.
- **Mid-Term (2027):** In-depth evaluation of overall strategy effectiveness and alignment with Olympic qualification efforts.



# BSA Strategic Plan 2025-2029





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