

SKATECANADA

# STRATEGIC 2018 2022 PLAN





# TABLE OF CONTENTS

Executive Summary .....	1
Collaborative Process .....	3
The Road to Beijing 2022 and Beyond .....	8
Underneath it All .....	18
Measuring Success .....	21

“More Chapters to Write”

## We Begin Again

As we embark on the 2018-2022 quadrennial cycle, we turn the page on what was undoubtedly one of the most successful seasons in the past decade for Skate Canada, culminating in the best-ever performance by a Canadian figure skating team at the Olympic Winter Games in PyeongChang. It also marks the conclusion of the 2014-2018 strategic plan which set the roadmap for the future. Our strategic plan for 2018-2022 retains and builds on the core strategies and critical imperatives determined in 2014 as they continue to resonate. Our strategic plan further outlines the key deliverables to benefit our stakeholders in the years to come.

## A Collaborative Process

As was the case in 2014, Skate Canada embarked on a collaborative process, engaging stakeholders at all levels, to gather feedback to assist us in the creation of the strategic plan for the 2018-2022 quadrennial. The Board of Directors endorsed the creation of an executive working committee (“EWC”) to help guide management in evaluating and incorporating the feedback received through the consultative process into the plan.

The EWC was comprised of individuals with expertise in all figure skating disciplines from across the country representing key stakeholders including board members, section administrators, coaches, international and domestic officials, athletes, skating clubs and schools as well as volunteers in a variety of capacities. Feedback was obtained from all stakeholders through focus groups, both in person and via teleconference, as well as through surveys. The priorities that were identified through this collaboration confirmed that Skate Canada’s vision continues to represent the goals and aspirations of the skating community in Canada. Furthermore, the feedback has been incredibly valuable in helping us streamline the key imperatives, determine the foundational themes that permeate all that we do and define the tactics to be employed to achieve our stated goals.

## The Next Leg of the Journey

Unlike 2014, Skate Canada enters the 2018-2022 quadrennial without the benefit of the legacy funding that was available to the organization throughout the preceding 4-year period. Despite this, the work undertaken since 2015 to improve the foundation of our operating business has put us in a strong position to move our strategy forward as we prepare for Beijing 2022 and beyond. In addition, we are fortunate to have an opportunity during this quadrennial cycle to build a legacy for the future as we host the 2020 ISU World Championships.

The story of Skate Canada, one of the strongest and stablest figure skating bodies in the world, continues as it has for over a century through the 2018-2022 Strategic Plan. As we turn the last page of the 2014-2018 quadrennial, it is reassuring to know that we don’t need to write a whole new book. And it’s exciting to embark on the journey of the next four years with all of our stakeholders when we will together write a few more chapters of our incredible story.

Sincerely,

A handwritten signature in black ink, appearing to read "Debra Armstrong".

Debra Armstrong  
CEO, Skate Canada

A handwritten signature in black ink, appearing to read "Leanna Caron".

Leanna Caron  
President, Skate Canada





# EXECUTIVE SUMMARY

The 2018-2022 quadrennial cycle presents us with an opportunity to build on the core strategies and critical imperatives that formed the basis of the 2014-2018 strategic plan, setting the roadmap for Skate Canada's future. As we enter the next cycle, collaboration with our stakeholders across the country will be fundamental to our continued success.

Skate Canada embarked on a collaborative process, engaging stakeholders at all levels, to gather feedback to assist us in the creation of the strategic plan for the 2018-2022 quadrennial. The Board of Directors endorsed the creation of an executive working committee ("EWC") comprised of individuals with extensive expertise to help guide management in evaluating and incorporating stakeholder feedback into the development of the plan. A series of focus groups met over a seven-month period to answer questions posed through surveys and to provide valuable commentary.

Through that dialogue, we confirmed that Skate Canada's vision continues to represent the goals and aspirations of the skating community in Canada.

## VISION

**INSPIRING  
ALL CANADIANS  
TO EMBRACE THE JOY  
OF SKATING**

## MISSION

**SKATE CANADA WILL BE  
A LEADER IN THE DELIVERY  
OF SKATING PROGRAMS  
AND HAVE A CONTINUING  
LEGACY OF CHAMPIONS**

## VALUES

**BEING ACTIVE FOR LIFE  
BUILDING LIFE SKILLS  
ENGAGING COMMUNITY  
FOSTERING CREATIVITY  
PURSUING EXCELLENCE**





Three strategic imperatives are shared by Skate Canada and all sections. Listening to the voices of our stakeholders, we have identified and prioritized the tactics or actions that will advance each strategic imperative.

## SKATE FOR LIFE

Delivering best practices through fun, challenging, and affordable skating programs. Supporting, educating and developing the coaches to deliver skating programs.

## SKATE TO WIN

Supporting optimal training and performance through a systematic athlete development structure and world class events.

## DELIVERY CAPACITY

Continuous optimization of delivery through organizational innovation, continuous improvement of programs and technologies as well as high quality education and support of delivery stakeholders.

Foundational to our success are:

- **FISCAL RESPONSIBILITY**
- **RISK IDENTIFICATION AND MANAGEMENT**
- **BRAND AND MARKETING**

which guide us in defining the tactics to be employed and measured enabling us to achieve our stated goals. Results will be reported on a regular basis.

# COLLABORATIVE PROCESS

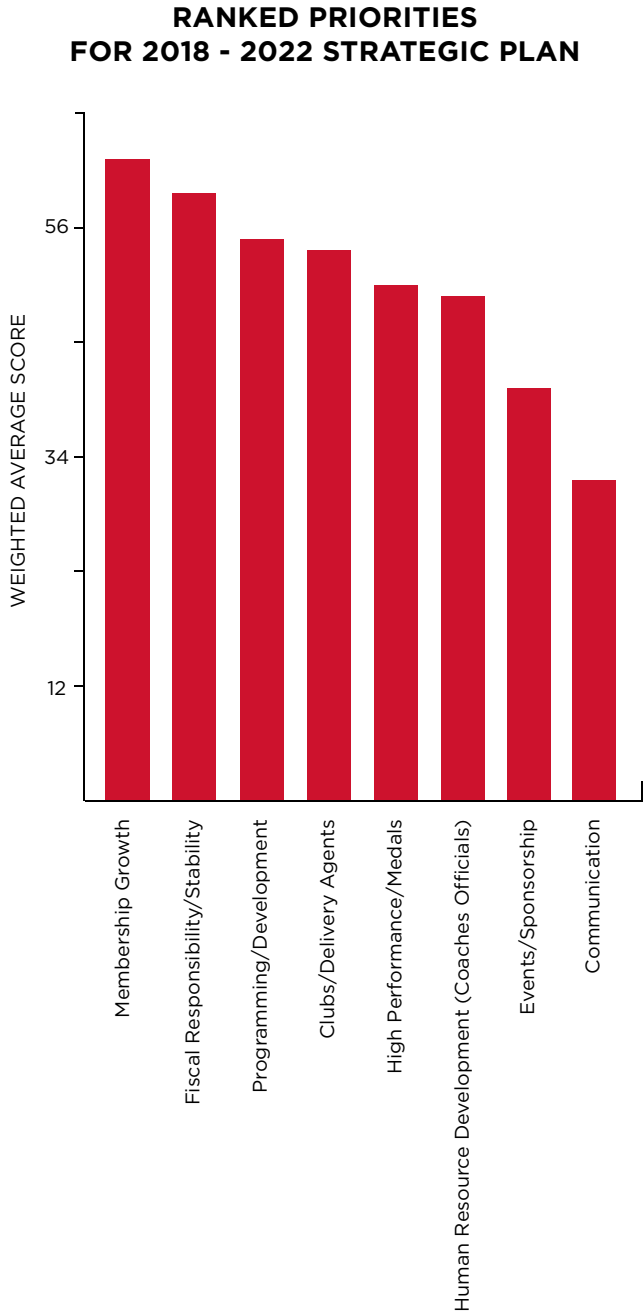
The 2018-2022 strategic plan retains and builds on the core strategies and imperatives defined in the 2014-2018 plan. Through a collaborative process engaging stakeholders at all levels, we gathered feedback that was critical to the creation of this strategic plan. In July of 2017 the Board of Directors initiated the process and produced feedback on priorities, stakeholders and process for the gathering of inputs to the plan.



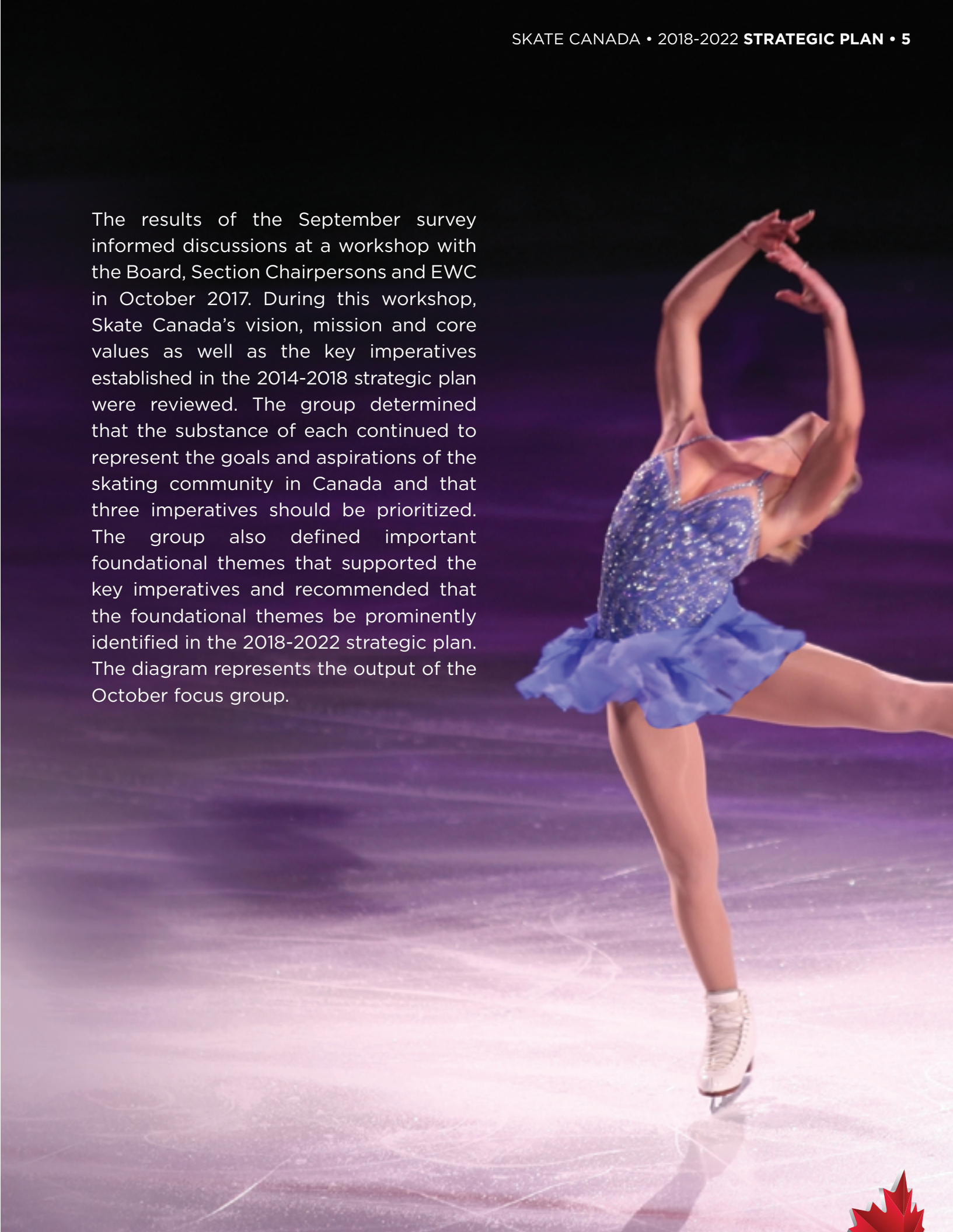


The Board of Directors endorsed the creation of an executive working committee (“EWC”) to help guide management in evaluating and incorporating the feedback received through the consultative process that followed. The EWC was comprised of individuals with expertise in all figure skating disciplines from across the country representing key stakeholders including board members, section administrators, coaches, international and domestic officials, athletes, skating clubs and schools as well as volunteers in a variety of capacities.

In September of 2017 a brief survey was conducted with the Skate Canada Board, Section Chairpersons, Section Executive Directors and Skate Canada senior staff members. Using the Board identified priorities, the purpose of this survey was to define and rank priorities for the next quadrennial in order of importance. Further, survey recipients were asked to identify their top 2 priorities in respect of the Skate for Life and Delivery Capacity imperatives. The Skate to Win imperative was reviewed by a separate focus group following the 2018 Olympic Winter Games.



The results of the September survey informed discussions at a workshop with the Board, Section Chairpersons and EWC in October 2017. During this workshop, Skate Canada’s vision, mission and core values as well as the key imperatives established in the 2014-2018 strategic plan were reviewed. The group determined that the substance of each continued to represent the goals and aspirations of the skating community in Canada and that three imperatives should be prioritized. The group also defined important foundational themes that supported the key imperatives and recommended that the foundational themes be prominently identified in the 2018-2022 strategic plan. The diagram represents the output of the October focus group.





## VISION

INSPIRING ALL CANADIANS  
TO EMBRACE THE JOY OF SKATING

## MISSION

SKATE CANADA WILL BE A LEADER  
IN THE DELIVERY OF SKATING PROGRAMS AND  
HAVE A CONTINUING LEGACY OF CHAMPIONS

## SKATE CANADA VALUES

- BEING ACTIVE FOR LIFE
- BUILDING LIFE SKILLS
- ENGAGING COMMUNITY
- FOSTERING CREATIVITY
- PURSuing EXCELLENCE

## IMPERATIVES

SKATE CANADA HAS 3 STRATEGIC IMPERATIVES  
THAT DEFINE OUR FOCUS OVER THE NEXT  
4 YEARS. EACH IMPERATIVE HAS  
ONE MAIN PRIORITY AS LISTED BELOW:

- SKATE FOR LIFE • PROGRAMS
- SKATE TO WIN • EXCELLENCE
- DELIVERY CAPACITY • EDUCATION

## FOUNDATIONAL ELEMENTS

TO DELIVER ON THESE STRATEGIC IMPERATIVES, SKATE CANADA  
MUST MAINTAIN A SOLID FOUNDATION  
IN EACH OF THESE 3 AREAS:

- FISCAL RESPONSIBILITY
- RISK IDENTIFICATION AND MANAGEMENT
- BRAND AND MARKETING



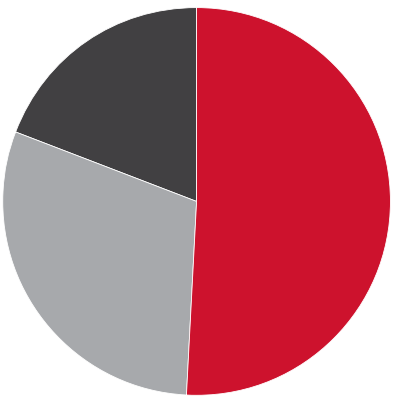
Stakeholder engagement continued through January 2018 as focus groups with coaches, officials, section staff, clubs and Skate Canada staff were held to receive feedback on the updated strategic plan. Additionally, focus groups were held with the synchronized skating community separately.

In March 2018 the focus shifted to the prioritization of the elements necessary to guide the growth and continued success of Skate Canada. An online survey was created and distributed to all club volunteers, coaches, officials and administrators. Respondents were asked to provide their input into the direction of the association for the next four years.

Survey respondents were asked to identify their role within the organization. Importantly, respondents represented a strong cross section of stakeholders. This perspective is critical to ensuring alignment among the Skate Canada National Office, the Sections and the needs of the grassroots community.

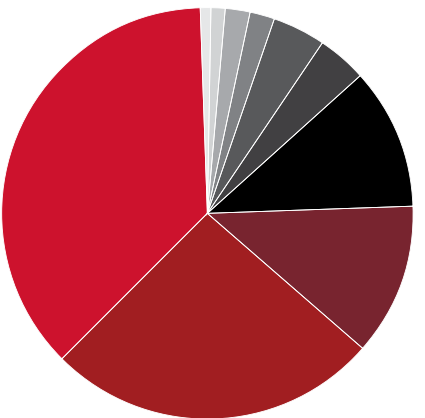
Equally important is the geographic distribution of respondents. All geographies of the Skate Canada family responded—a necessary element to system and strategic alignment.

RESPONDENTS BY ROLES



Official 19%  
Club Board Volunteer  
/School Administrator 30%  
Coach 51%

RESPONDENTS BY SECTION



ON 37%  
QC 26%  
AB/NWT/  
NU 12%  
BC/YT 11%  
SK 4%  
MB 4%  
NL 2%  
NS 2%  
NB 1%  
PE 1%



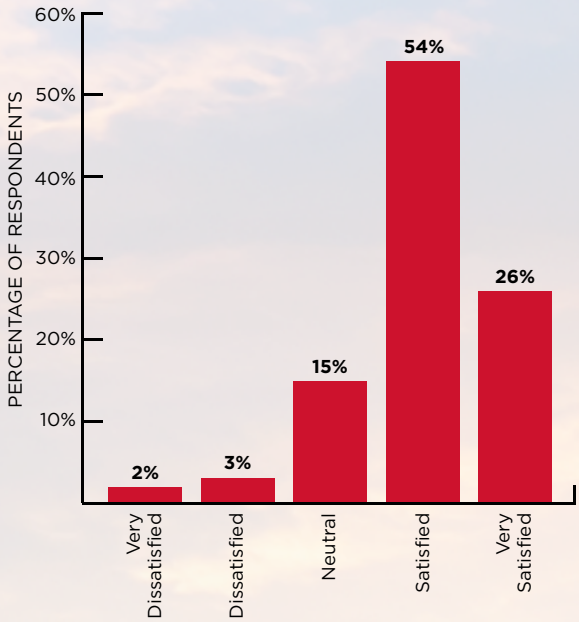
# THE ROAD TO BEIJING AND BEYOND

## VISION

**INSPIRING ALL CANADIANS TO EMBRACE THE JOY OF SKATING**

The Vision for Skate Canada remains consistent. This vision statement is inclusive, all encompassing, simple and powerful. It encapsulates the purpose of Skate Canada and has clear linkage to the mission and values.

**SATISFACTION WITH PROPOSED VISION STATEMENT**



Overall 80% of the respondents to the survey have expressed their satisfaction with the vision.

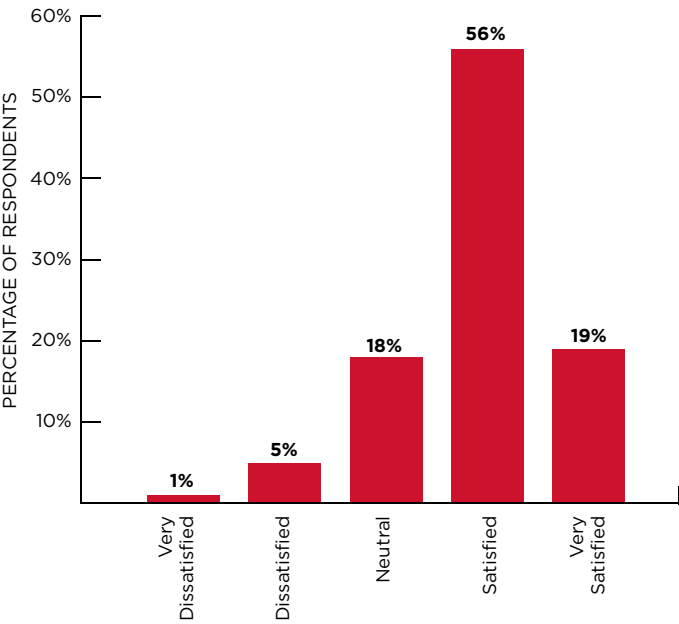
## MISSION

**SKATE CANADA WILL BE A LEADER IN THE DELIVERY OF SKATING PROGRAMS AND HAVE A CONTINUING LEGACY OF CHAMPIONS**

The primary objective of the organization is to be recognized as a leader in the delivery of impactful, best in class skating programs and continue our legacy of producing champions. Additional qualitative feedback suggested that while the components of the statement held true, they were not appropriately ordered. The primary, measurable objective of the organization is to be a leader in the delivery of skating programs and accordingly, should lead the statement.

It is not only the athletes that perform at podium level quality; it is also clubs and skating schools that deliver best in class Skate Canada programs; coaches who dedicate hours nurturing young skating talent as well as fellow coaches; officials who give their time to improving the quality of skating; and many other volunteers who devote their time for the benefit of the sport. This collective engagement contributes to Skate Canada's continuing legacy of champions.

**SATISFACTION WITH PROPOSED MISSION STATEMENT**



Survey respondents answered favourably to the mission indicating a 75% satisfaction rating.





VALUES

Skate Canada values are designed to build understanding among the organization, sections, clubs and schools, coaches, officials and volunteers. Skate Canada’s values are action-oriented, as we are.



BEING ACTIVE FOR LIFE

Skating instills a love of physical activity that contributes to the health and happiness of all who participate.

BUILDING LIFE SKILLS

Goal-setting, discipline, perseverance, and lessons about competing with integrity, winning fairly, and losing gracefully are skills that are valuable in all aspects of life.

ENGAGING COMMUNITY

Pursuing learning and attaining goals in the company of others creates a sense of community and a willingness to give back to one’s larger community.

FOSTERING CREATIVITY

The collaborating process between coach and athlete, instructor and skater, ice and movement is integral to self-expression.

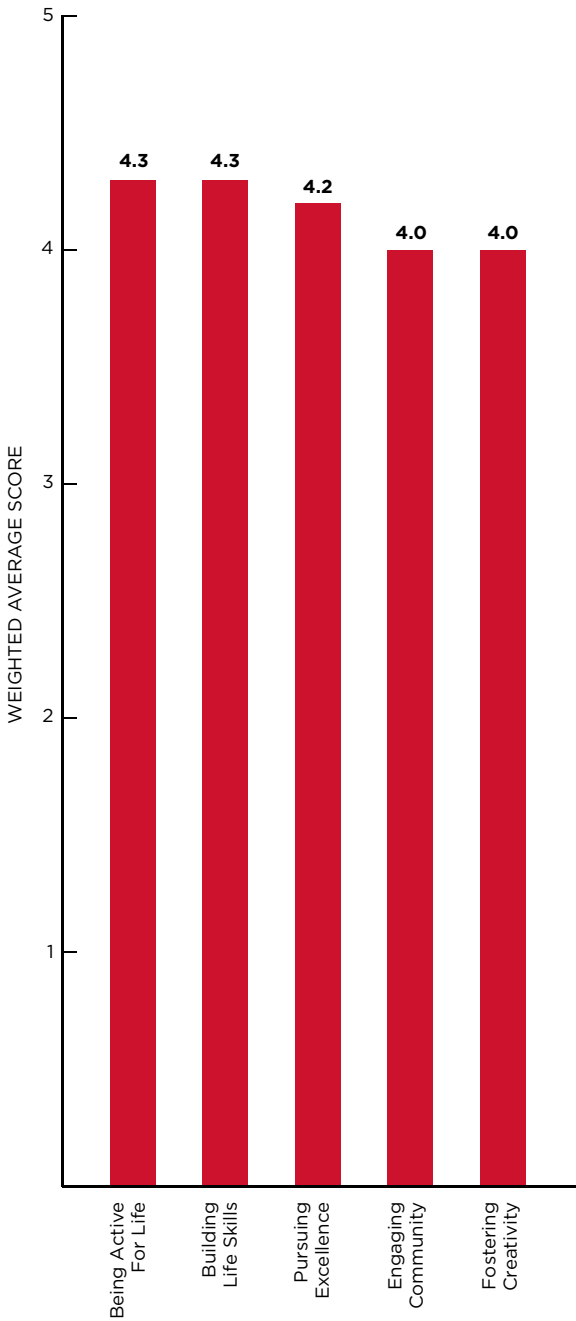
PURSUING EXCELLENCE

Excellence is being the best skater, competitor, coach, official, administrator, volunteer or leader you can be.

These values are the guiding factors to our collective behaviours and those elements we appreciate as an organization.

For the continued viability of Skate Canada, individuals fluidly move from skater to coach or official to parent to club administrator to play a meaningful role at the Section or National level.

SATISFACTION WITH PROPOSED VALUES



All values received scores of 4 or more indicating a high satisfaction rating.





IMPERATIVES

Three strategic imperatives highlight the 2018-2022 Strategic Plan: Skate for Life, Skate to Win, and Delivery Capacity.

In each fiscal year of the quadrennial, operational plans will be built off the approved 2018-2022 strategic plan. The imperatives for the 2018-2022 strategic plan are highly interconnected and dependent upon each other for their ultimate success. They will be supported by foundational elements: Fiscal Responsibility; Risk Identification and Management; and Brand and Marketing.



SKATE FOR LIFE

This strategic imperative is described as:

Identifying and sharing best practices to deliver fun, challenging and affordable skating programs.

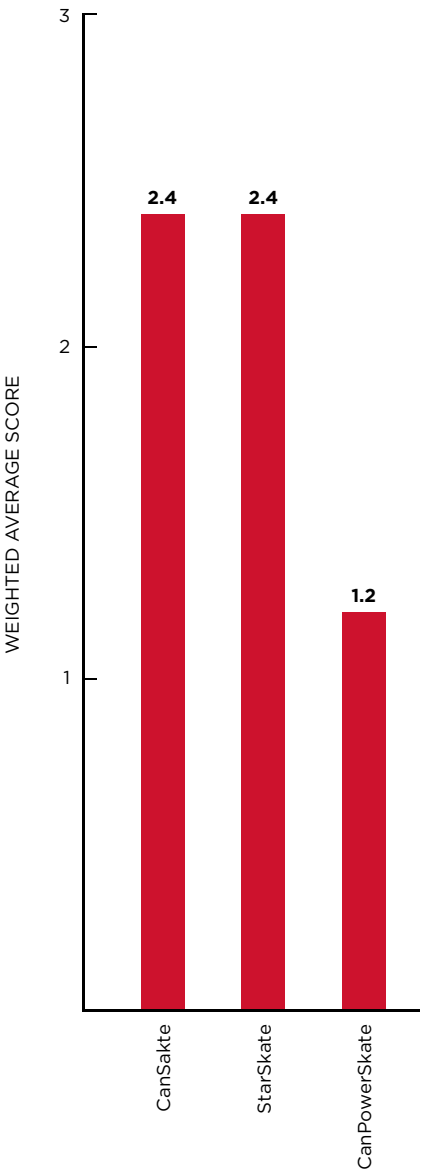
The priority for the 2018-2022 strategic plan is “Programs.” Keys to success include:

- 1. Maintaining and continuously improving programs through the creation of standards and program content.
- 2. Incorporating pre and post feedback mechanisms into decisions impacting all major programs.
- 3. Developing “experts in the field” for the areas of program delivery and review.

Survey respondents ranked the Skate Canada programs listed below, in terms of which ones should be given the most to least emphasis and support by Skate Canada (sections, national) over the next quadrennial. Ranks were converted to reverse-weighted average scores in which **1 = least emphasis and support** and **3 = most emphasis and support**. CanSkate and StarSkate were rated as equal in importance and hence will be the priority.



AVERAGE RANKING OF PROGRAMS TO RECEIVE EMPHASIS AND SUPPORT



In addition, support for synchronized skating will be increased as the discipline provides a natural opportunity for increased retention in the Skate for Life imperative.



SKATE TO WIN

This strategic imperative is defined as:

Fostering optimal training and performance through a systematic athlete development plan, supporting structure and world class events.

2022 AND BEYOND

Skate Canada athletes and coaches continue to deliver world class results on the world and Olympic stage, culminating in the best-ever finish by a Canadian figure skating team in PyeongChang, South Korea. Looking forward to Beijing 2022 and beyond and to the sustainability of that success, several factors were reviewed by a dedicated focus group which included coaches, officials, section technical directors, medical advisors, strength and conditioning advisors, and members of Skate Canada’s High Performance team.



The priority for the 2018-2022 strategic plan for the Skate to Win imperative is “Rebuilding to 2022 and Beyond”. The areas of focus identified were:

- 1. Set and achieve realistic goals for Beijing 2022
- 2. Ensure athletes and coaches take advantage of the integrated support team concept
- 3. Building a robust coaching and training infrastructure focused on the Pair discipline

Given the retirement of several seasoned athletes following PyeongChang, the importance of Canada maintaining a dominant position in all disciplines to ensure Skate Canada had a reasonable opportunity to achieve a team medal for the third consecutive Olympics is a priority. Obtaining a medal in the team competition is indicative of the depth of the figure skating system in Canada and is a goal that extends beyond 2022.

Under this imperative, greater focus will be given to ensure athletes train in an environment that offers a full range of support services to assist with physical and mental conditioning as well as nutrition and rehabilitative services.

With the basis for strong pair skating being strong single skating and the need to implement regional centres offering pair skating, a concerted effort is prioritized to ensure continued success in the pair discipline.

DELIVERY CAPACITY

This strategic imperative is described as:

Continuous optimization of delivery through organizational innovation, continuous improvement of programs and technologies as well as high quality education and support of delivery stakeholders.

The priority for the 2018-2022 strategic plan is:

- 1. Consultative identification of needs and gaps
- 2. Development of tools – practices, standards, materials, and methods

The guiding principles to be followed in the development of such tools for Skate Canada members are:

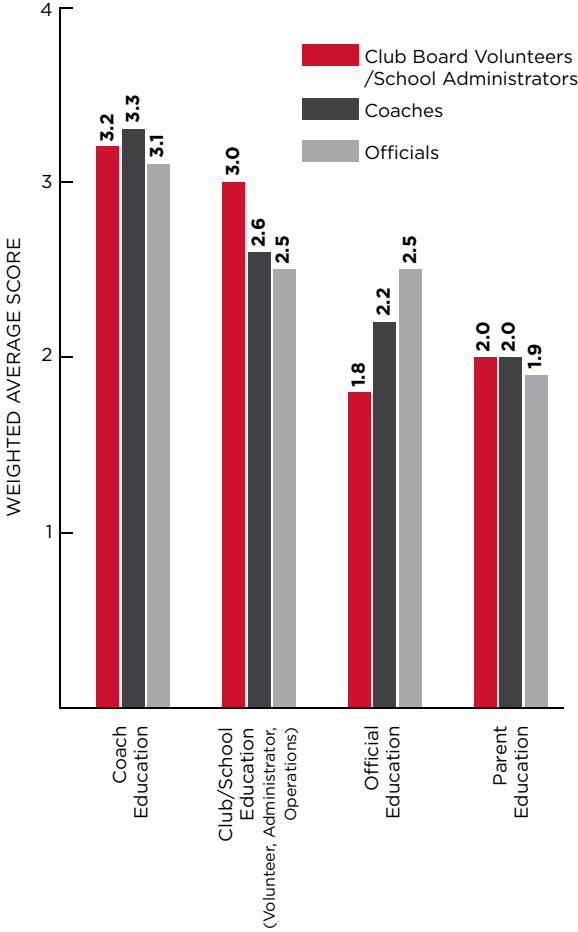
- Content
- Accessibility
- Technology
- General Education

Coaches, officials and club volunteers are the targeted stakeholders for the development and delivery of educational resources.

Coach education is deemed the most important, followed by club / skating school, officials and parent education.



AVERAGE RANKING OF EDUCATION FOR STAKEHOLDER GROUPS

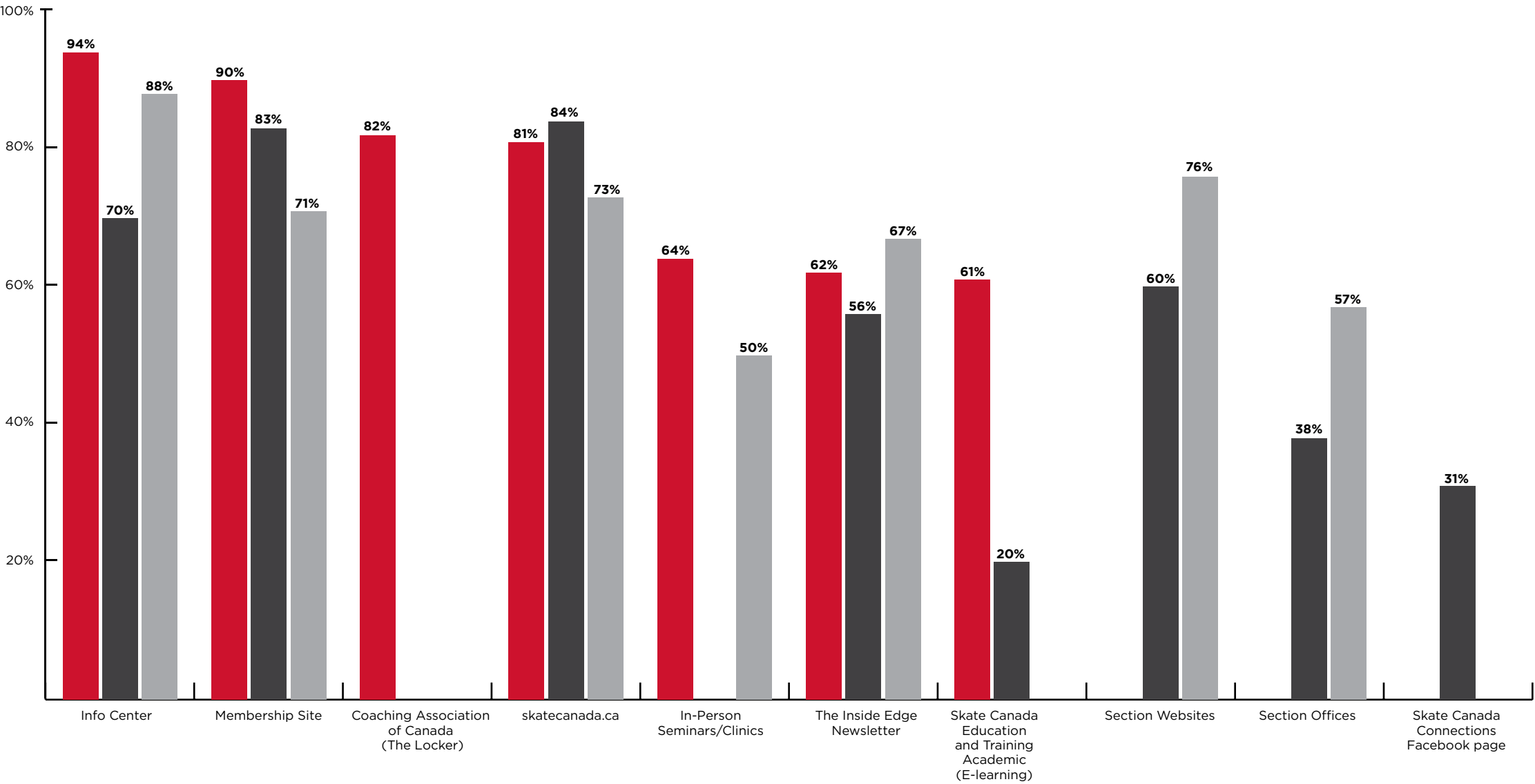


The need for education across stakeholder groups is prioritized with stakeholder-specific programming where appropriate.



EDUCATION TOOLS AND RESOURCES

Coach Club/School Official



As a defined imperative, support and resources will be created or improved to ensure that all stakeholders, namely coaches, officials, and club volunteers, can focus on executing the delivery of programs to support our vision and mission.

In developing content, Skate Canada recognizes that resources must be created to ensure there is alignment among the coach, official and club volunteer stakeholders who may access any tool or resource. Although each stakeholder has a distinct role to play, the roles often overlap and accordingly there should be no conflict where there is intersection in delivery by any stakeholder.

Although specific education for each stakeholder group is necessary, general education that applies on a system-wide basis is also required. In addition, all tools and resources must be reliable and available to ensure that it is accessible by stakeholders as required.





# UNDERNEATH IT ALL

To successfully deliver against the organization's goals and aspirations of the Skate for Life, Skate to Win and Delivery Capacity imperatives, Skate Canada must have a robust foundation that permeates all aspects of work. This solid infrastructure must stand the test of time.

The following three foundational elements are critical:

- **FISCAL RESPONSIBILITY**
- **RISK IDENTIFICATION AND MANAGEMENT**
- **BRAND AND MARKETING**



## FISCAL RESPONSIBILITY

As a not-for-profit corporation, Skate Canada strives to run operations with balanced revenues and expenses. The organization has a strong investment portfolio to rely on to produce investment income that can contribute to typical revenues streams available to the organization on a business as usual basis. The organization's goal over the 2018-2022 quadrennial cycle is to maintain a balanced budget. Following the 2020 ISU World Championships, Skate Canada anticipates forthcoming legacy funds which will fund strategic initiatives into the 2026 quadrennial cycle.

## RISK IDENTIFICATION AND MANAGEMENT

Risk identification and management apply to all of our activities and operations. In addition to actively monitoring operational risks and ensuring that our governance structure is sound, Skate Canada's Safe Sport program is an industry leading initiative. It came to life in the 2014-2018 strategic plan and has become foundational to all that we do.

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

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

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

Finally, as we develop our educational tools and resources and educate our members and registrants under the Delivery Capacity imperative, we will make it a priority to ensure they are trained on safe sport and good governance practices and that we implement policies so that clubs and schools, coaches and officials can create and foster a safe and sound environment for our registrants and members.

Risks are ultimately identified and managed through sound governance. Simply stated, governance determines who has power, who makes decisions, how other players make their voices heard and how account is rendered.







## BRAND AND MARKETING

The Skate Canada brand is strong within the skating community in Canada and internationally as has been the case for decades. Our brand position has been buoyed by the best-ever showing by a Canadian figure skating team in PyeongChang 2018. The brand continues to be linked with high performance athletes and for producing major sporting events that include Skate Canada International and the Canadian Figure Skating Championships.

Skate Canada will continue to promote its brand through the high-quality delivery of our core programs including CanSkate, STAR and CanPower. Our high performance athletes will remain a focal point of our marketing strategy both domestically and internationally.

We will have a tremendous opportunity to bring the World to Canada in 2020 as we host the 2020 ISU World Figure Skating Championships. Skate Canada understands the value for athlete, coach, official and sport infrastructure programming in hosting such a prestigious event. Through hosting an ISU Championship, Skate Canada supports the enhancement of excellence for elite Canadian skaters, stimulates interaction between partners and stakeholders involved in supporting elite and recreational skaters, and increases the participation by Canadians of all ages in Skate Canada programs.

The event will contribute to athlete and sport development on many levels through its legacy programs. Our goal is to generate a great return on investment for our corporate and public partners. Financial contributions towards the event will have the value-add of contributing to the development of the sport and the promotion of healthy living habits. The priorities that have been established with respect to legacy funds include:

- 2026 Podium Potential Athlete Training Week
- Annual Next Gen Program (8 years)
- Upgrading of competition delivery software and hardware
- International Sport Hosting including Junior Grand Prix events and the Four Continents Championship
- Live Streaming
- Coach/Officials Leadership Capacity Legacy



# MEASURING SUCCESS

## WHAT GETS MEASURED, GETS DONE.

The Scorecard will track progress against established metrics. All metrics will be reported. Qualitative measures will be regularly reported as deemed appropriate but at minimum annually.

Metrics will be established annually by the Board of Directors reflecting desired progress in the attainment of the quadrennial goals.

Where needed, priorities will shift and new initiatives will emerge. As this happens, consultation with all stakeholders will ensue.





## FOUNDATIONAL METRICS

Fiscal responsibility, prudent risk identification and management based on sound governance and safeguarding the Skate Canada brand are paramount to the successful delivery of the 2018-2022 Strategic Plan. Progress reports will be shared regularly with transparency.

As a not-for-profit organization, Skate Canada must manage its operating budget to a neutral position each year, ensuring there are sufficient revenues to cover the expenses necessary to delivery against annual objectives. The Scorecard will track progress against the bottom line profit objective of neutrality.

To ensure the sustainability of the organization, Skate Canada will maintain the strong risk management culture that has been established. Risk management is the process of identifying, assessing and controlling risk to an organization. Risks can come from various sources including uncertainty in financial markets, legal liabilities, accidents, or events of uncertain or unpredictable causes. An effective risk management process involves identifying, analyzing and evaluating the risk, developing ways to reduce the risk and monitoring actions taken. This process has been documented in Skate Canada's risk register which will continue to evolve over the 2018-2022 quadrennial. Policies will be created as appropriate to remove or address risks. Accordingly, the Scorecard will monitor our success in implementing controls over identified risks and our process to establish and update foundational policies on a timely basis.

As the longest standing figure skating organization in the world, our brand and reputation both domestically and internationally defines who we are and secures continued participation in our programs and creates a fan base with tremendous followership. In addition to periodic surveys measuring our brand awareness, the Scorecard will measure the size of our television audience, the size of our live streaming audience as well as the strength of our fan base through the sale of tickets for our marquis events. We will also measure awareness levels of the "Skate Canada/CanSkate" brand by the public on an aided and unaided basis. Tracking movement in these metrics over time will allow us to quantify the extent to which the brand is seen as the gold-standard learn-to-skate program in Canada.



## SKATE FOR LIFE GOALS AND METRICS

Continuing to focus and prioritize our core skating programs like CanSkate and STAR provides a solid foundation for the Skate for Life imperative as these programs either promote or help extend lifelong participation in the sport. Synchronized skating is a discipline that has incredible potential for increasing and extending participation for our registrants and by making synchronized skating another focus of this imperative we can increase the reach and retention of our programs and satisfy our goals and objectives for this imperative. In addition, it is important to recognize that skating for life means more than putting on skates.

### Improve CanSkate delivery

CanSkate has been and continues to be our flagship program and represents our commitment to grass roots programming and inspiring every Canadian to embrace the joy of skating. The consistent and to standard delivery of CanSkate by our clubs and schools is critical to our long-term success as an organization and it therefore requires continued focus and a relentless commitment to quality service delivery. We will also actively explore ways to leverage the content and know-how to broaden our reach and the brand.

The Scorecard will track the number of registrants and certified professional coaches that participate in and teach these programs that are the foundation of Skate Canada's business. In addition, satisfaction of participants and their

parents with the program will be determined, indicated by their assessment of the value to the participant of the program and their willingness to refer others to the program.

### Clubs actively delivering the STAR program format

Clubs are also responsible for helping create a positive learning environment for the STAR program that encourages and fosters progress and development. In partnership with coaches, clubs and schools, the program will focus on helping skaters progress as fast as possible to keep them motivated, interested and engaged in the sport.

The Scorecard will track the percentage of clubs complying with Skate Canada's Star 1-5 delivery standards and the number of achievements by STAR skaters. In addition, the Scorecard will monitor Skate Canada's ability to encourage those who enter our programs to learn to skate to move into the sport of figure skating through their progression from CanSkate to STAR.

### Increase participation in Synchronized Skating

Synchronized skating is a great vehicle that provides participants with an experience that can focus on fun, fitness, skill development and competitive opportunities in a team environment. Given there is a tremendous potential for Synchronized Skating to help increase retention, the Scorecard will track the number of participants in synchronized skating.

### Engagement of all stakeholders

By focusing on all who participate in our programs, including CanSkate and STAR, and working to promote and encourage participation in synchronized skating, we can keep individuals in our organization longer, to the mutual benefit of skaters and Skate Canada.

The Scorecard will measure the number of Skate Canada volunteers who support the development and execution of programs, and events.

## SKATE TO WIN GOALS AND METRICS

Ensuring continuing excellence of our athletes internationally is an important aspect of Skate Canada's role as the governing body for figure skating in Canada. This is typically determined by placements in World and Olympic competition.

The Scorecard will measure the number of international medals won in all disciplines at all levels, the number of entries in the Grand Prix Final, the number of World Championship entries and ultimately the number of medals won at the Beijing 2022 Olympic Winter Games.

## DELIVERY CAPACITY GOALS AND METRICS

Education is considered the most important component for helping to increase delivery capacity for the organization. The development of on-line coach education tools and courses and resource material to support clubs and schools in an easy to use, accessible format is considered critical to help our service delivery agents elevate the quality of their delivery, attain more operational consistency across the country, and educate and support our important volunteer base.

The Scorecard measures the number of courses accessed and completed, the number of training modules developed to assist with the administrative and operational burden borne by clubs and skating schools and the number of clubs and skating schools that are recognized as providing quality programming. It will also gauge the level of success achieved in developing tools and resources for officials in an accessible format.

## PROVIDING VALUE

In the end, what is most important is that we provide programs, tools and resources that are valuable to our clubs/schools, coaches, officials and registrants. On an annual basis, stakeholders will be surveyed as to the value of the programs and services provided. This feedback will enhance our ability to achieve our strategic goals.



# 2018-2022 SCORECARD



2018/192019/202020/212021/22

## FISCAL RESPONSIBILITY



Balanced Budget

## RISK IDENTIFICATION AND MANAGEMENT



85%90%92.5%95%

Percentage of identified risks with implemented controls

80%100%100%100%

Percentage of foundational policies implemented

0%25%60%100%

Percentage of foundational procedures implemented

## BRAND AND MARKETING



2.4M2.4M2.4M2.6M

Number of viewers for televised events\*

850,000900,000950,0001,000,000

Number of live streaming viewers for streamed events\*

95%95%95%95%

Ticket Revenue Achievement against budget\*

## BRAND AWARENESS



47%



Skate Canada Program Awareness

21%



Perceived Gold Standard Learn-to-Skate Program



## SKATE FOR LIFE

184,000185,840187,698189,575

Number of Registrants

5,9256,0146,1046,196

Number of Coaches in Good Standing

50%60%70%80%

Percent of clubs reporting compliance with STAR 1-5 delivery standards

98,000100,450102,961105,535

Number of achievements by STAR skaters

5,0005,0505,1005,150

Number of participants in synchronized skating

7,5007,5007,5007,500

Number of volunteers supporting our programs and events

15%15%15%15%

Conversion rate to Figure Skating programs

## SKATE TO WIN



43434550

Number of international medals won (Nov/Jr/Sr/Synchro)

3444

Number of entries in the Grand Prix Final (Jr/Sr)

21212020

Number of world championship entries all disciplines (Jr/Sr/Synchro)

-- -- -- 2

Number of medals won at the 2022 Olympics

## DELIVERY CAPACITY



7,3807,5166,0904,592

Number of courses accessed and completed \*\*

261015

Number of club/school training modules developed

-- -- -- 75%

Percentage of clubs/schools achieving recognition

## QUALITY METRICS



80%82.5%85%87.5%

Club/School satisfaction level with training program and resources

80%85%90%95%

Coach/Official satisfaction level with training program and resources

70%75%80%85%

Parent/Participant satisfaction level with value of program





# CONTRIBUTORS

We are indebted to the many individuals who provided valuable feedback through the collaborative process that culminated in the 2018-2022 Strategic Plan.

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