

ANNUAL REPORT 2021



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MESSAGE FROM THE PRESIDENT & CEO OF SKATE CANADA



Together, we are living in extraordinary, unprecedented times. After more than a year of uncertainty, instability and far too much distance between us, there is finally hope on the horizon.

Life as we knew it has changed, as the pandemic has impacted all facets of our lives. What was once normal is now anything but. Out of adversity comes opportunity, and nowhere was that more evident than in our Sections, Clubs, and Skating Schools across Canada. We would like to thank all of you for displaying admirable resiliency, adaptability, and collaboration during what was an unpredictable year for all of us.

As we look to the future, we must face the pandemic recovery period with flexibility, innovation, and optimism. Communication lines remain open with all members of our skating community as we aim to provide athletes, coaches, Sections, Clubs and Skating Schools, officials and volunteers with innovative, trendsetting tools and solutions for the delivery of best-in-class programming and first-rate events.

Our world is facing another harsh reality and one that can no longer be ignored. Disturbing events over the past year have caused us to recognize that systemic and structural inequalities exist in our society and within our organization. For Skate Canada, equity, diversity, and inclusion are more than words on a piece of paper. We are therefore committed to ensuring they become foundational principles upon which our actions emanate. Skate Canada strives to be a place where people can be their true selves, regardless of culture, ethnicity, race, religion, gender identity, sexual orientation, age, and ability, and where respect is genuine, fundamental, and heartfelt. Originating from the Board of Directors who created an Equity, Diversity and Inclusion working group comprised of external thought leaders and members of the skating community, educational efforts and facilitated dialogue has broadened to reach parts of our skating community. Our goal is to continue to provide our skating family with the education and resources necessary to have the meaningful and, at times, provocative discussion to ensure diverse voices are clearly heard and needed change is put into effect in our sport.

Skate Canada continues to be a national leader in Safe Sport. In September, we launched the revamped National Safe Sport Program to improve safety within our skating community. The safety and welfare of our members and registrants is our top priority, and we will not waver in this commitment. We will continue to build on the principles of participation, accountability, transparency, responsiveness, fairness, and inclusivity.

On the ice, working as a cohesive, motivated team, we were able to explore new, innovative ways to do business, most notably hosting the tremendously successful virtual Skate Canada Challenge in January. This event, and the many other virtual events spearheaded by Canadians to support the International Skating Union, demonstrated our innovation and commitment to our sport, athletes and skating. It highlighted that we love figure skating beyond our borders and through collaboration, anything is possible. We have a solid understanding of the power and importance of digital technology to support events, and how effective use of this technology is critical to keep us moving forward.

Despite a curtailed international competitive skating season, Canadian athletes who took to the ice at both the 2021 ISU World Figure Skating Championships® and ISU World Team Trophy 2021 did us proud and handled themselves with class and dignity. These outstanding athletes, their coaches, and all who removed barriers to their ability to train during the pandemic, are commended for their dedication and perseverance. As the 2021-2022 season begins, we look forward to the opportunity to host domestic and international events once again in Canada, including the 2022 ISU World Synchronized Skating Championships® in Hamilton from April 7-9th, 2022.

With less than a year to go before the 2022 Olympic Winter Games, we are committed to ultimate athlete readiness. Through stakeholder engagement, program flexibility, and innovation, we will ensure that we continue to support athletes in their development towards this monumental event. Simultaneously, we will deliver on the other core strategies and critical imperatives of our 2018-2022 strategic plan. Our governance framework supports the engagement of critical stakeholders and reflects the commitment of the Board of Directors, the management team, and the skating community to the long-term success and stability of the organization.

We will continue to work together as we adapt, move forward, and create opportunities for a more diverse and inclusive skating community and organization. When the pandemic nears its conclusion and the new reality is upon us, one thing will remain the same: when we work together, anything is possible.

Sincerely,

A stylized, cursive signature in black ink, appearing to read 'Luc'.

Leanna Caron
President, Skate Canada

A cursive signature in black ink, clearly legible as 'Debra Armstrong'.

Debra Armstrong
CEO, Skate Canada

CHANGE CONNECTING COMMUNITY: OUR PANDEMIC RESPONSE



Just weeks in advance of the commencement of the 2020-2021 fiscal year, the World Health Organization declared the spread of the COVID-19 virus as a global pandemic. No one could have predicted the significant impact that the pandemic would have on the world.

For Skate Canada and figure skating in Canada, the early days of the pandemic saw the complete shut-down of programming as health and safety measures were implemented to protect the lives of all Canadians. This was a first for all of us as we found ourselves in an unprecedented situation with no playbook to follow. Our response was to come together as a community and collectively find a way forward.

On March 13, 2020, an emergency meeting including Skate Canada management, Skate Canada Board of Directors, Section Chairs, Section Office Leaders and Section Technical Directors took place to keep all parties informed of the state of affairs across the country. Days later, on March 17, 2020 all Skate Canada programming was officially suspended. Regular interaction took place among the community in the following weeks and on May 8, 2020, the inaugural Return to Skating (RTS) meeting was convened.

The RTS meeting was held weekly through 2020 and continued on a bi-weekly basis thereafter. Skate Canada staff were joined by members of Skate Canada Board of Directors, Section Chairs, Section Office Leaders and Section Technical Directors. At each meeting, reports were provided by all Sections outlining the status of health protocols in local jurisdictions and the ongoing impact on Skate Canada programming. Many important matters were undertaken by the RTS group including:

- Development of Return to Skating Protocols to ensure safe programming;
- Re-establishing Skate Canada programming with appropriate restrictions;
- Creation and distribution of Return to Training practices for athletes at all levels of development;
- Soliciting feedback from all stakeholders including skaters, coaches and officials to ensure that identified concerns were addressed;
- Best practice sharing around the hosting of virtual competitions including the creation and distribution of a Virtual Event Management Guide; and
- The decision to host 2021 Skate Canada Challenge as a virtual competition with a best-in-class live streamed broadcast.

What we discovered was that the unexpected and irreversible change caused by the pandemic resulted in a strengthened connection across the figure skating community in Canada. We have come together to make plans for returning to the rink in a consistent and aligned approach and have demonstrated on numerous occasions that we are all on the same team.

It is true that when a very serious and difficult situation arises, we are best positioned to know what we, as individuals and as a collective, are made of. To say that the figure skating community stood tall through a period of incredible disruption is an understatement. As each day passes, we realize how resilient the organization and the figure skating community in the country is.

There will be ongoing implications for some time: registration in Skate Canada programs has been reduced; volunteers may be less likely to put themselves in a place where large gatherings occur; and our tried-and-true events may need to be reconsidered. Together with Skate Canada Sections, Skating Clubs and Skating Schools, coaches, officials, volunteers and all stakeholders, we will face each of those challenges with the same positive can-do attitude that has made Skate Canada the oldest and most successful figure skating organization in the world.



2018-2022 STRATEGIC PLAN



The third year of the 2018-2022 quadrennial has come to an end and as we reflect on this past year it is evident that the COVID-19 pandemic impacted the organization in almost every area of its operation. We worked hard with our Sections and all our stakeholders to keep skating going as much as safety protocols and local, provincial and federal restrictions would allow, but our ability to meet the goals and objectives in our strategic plan was significantly hampered. Subsequently, we were not able to reach most of our established targets this year.

Many Clubs and schools could not run their CanSkate programs, or they were run in a limited capacity, many skaters could not compete, and many of our events could not be held. However, we worked hard to engage our members and our registrants and we continue to prepare for a return to skating. We enter the final year of the quadrennial and 2018-2022 Strategic Plan with an optimistic outlook that we will make significant progress against the goals set for the final year of the cycle in 2021-2022.

Our 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

and VALUES:

Being Active for Life / Building Life Skills / Engaging Community / Fostering Creativity / Pursuing Excellence

remain unchanged as we pursue

THE STRATEGIC IMPERATIVES:

*Skate for Life - Programs / Skate to Win - Excellence
/ Delivery Capacity - Education*

and FOUNDATIONAL ELEMENTS:

*Fiscal Responsibility / Risk Identification & Management
/ Brand & Marketing*

...that forms the basis of our 2018-2022 Quadrennial Plan. A strategic plan development framework was prepared in the summer of 2020, and we are currently in the process of developing the strategic plan for the 2022-2026 quadrennial cycle.

STATEMENT OF OPERATIONS

For the year ended March 31, 2021

Statement of Revenue and Expenses

\$	2021	2020
Revenue		
Membership	4,017,319	8,029,882
Test fees	401,808	1,125,804
Events	72,841	3,795,341
ISU World Figure Skating Championships®	1,889,379	2,618,741
Merchandising	29,453	121,794
Government and other grants	5,417,298	3,116,460
Sponsorship	(236,156)	1,168,401
Investment income	5,368,286	(782,700)
Safe Sport	267,729	568,983
Contributions	-	213,750
Other	201,885	728,782
Total Revenue	17,429,841	20,705,238
Expenses		
Section payments	2,386,463	4,213,683
Athlete grants	555,286	759,427
Events	78,138	3,638,456
ISU World Figure Skating Championships®	(8,607)	3,653,870
Agent fees and advertising	97,222	202,760
Investment fees and bank charges	239,588	226,981
Salaries, benefits and professional development	4,218,407	4,578,593
Professional fees and contracted services	1,251,171	1,147,050
Facilities	614,261	749,374
Travel and living	283,957	2,387,502
Technology and subscriptions	205,828	204,024
Office	38,518	68,188
General	148,361	165,304
Amortization	165,305	167,354
Total Expenses	10,273,900	22,162,566
Net revenue (expense) for the year	7,155,941	(1,457,328)

SKATE FOR LIFE



PROGRAMMING

Support was provided to the Sections to adjust the program delivery standards for CanSkate, STAR 1-5 and CanPowerSkate to allow for considerations during this unprecedented season. The Sections were then supported in making delivery decisions based on their province's health regulations.

The STAR 1-5 Guide on Info Centre was launched in the fall of 2020. The digital guide includes information on the STAR 1-5 program including links to delivery standards, assessment information, incentives, video standards and much more. The STAR 1-5 Resource Guide was updated and made available for purchase and download.

Updates to the CanSkate Resource guide have started and are expected to be completed for the 2021-2022 season.

STAR 6-Gold revised training was launched throughout the spring and summer of 2020. The STAR 1-5 Assessor Training was revised and launched fall of 2020.

Adaptive Classifier training was held in a virtual format in March of 2020. Participants attended from Canada, USA, Iceland and Croatia. The training, facilitated by Dr. Marni Wesner, took place over two days and included theory, virtual off-ice assessments and video on-ice skating reviews.

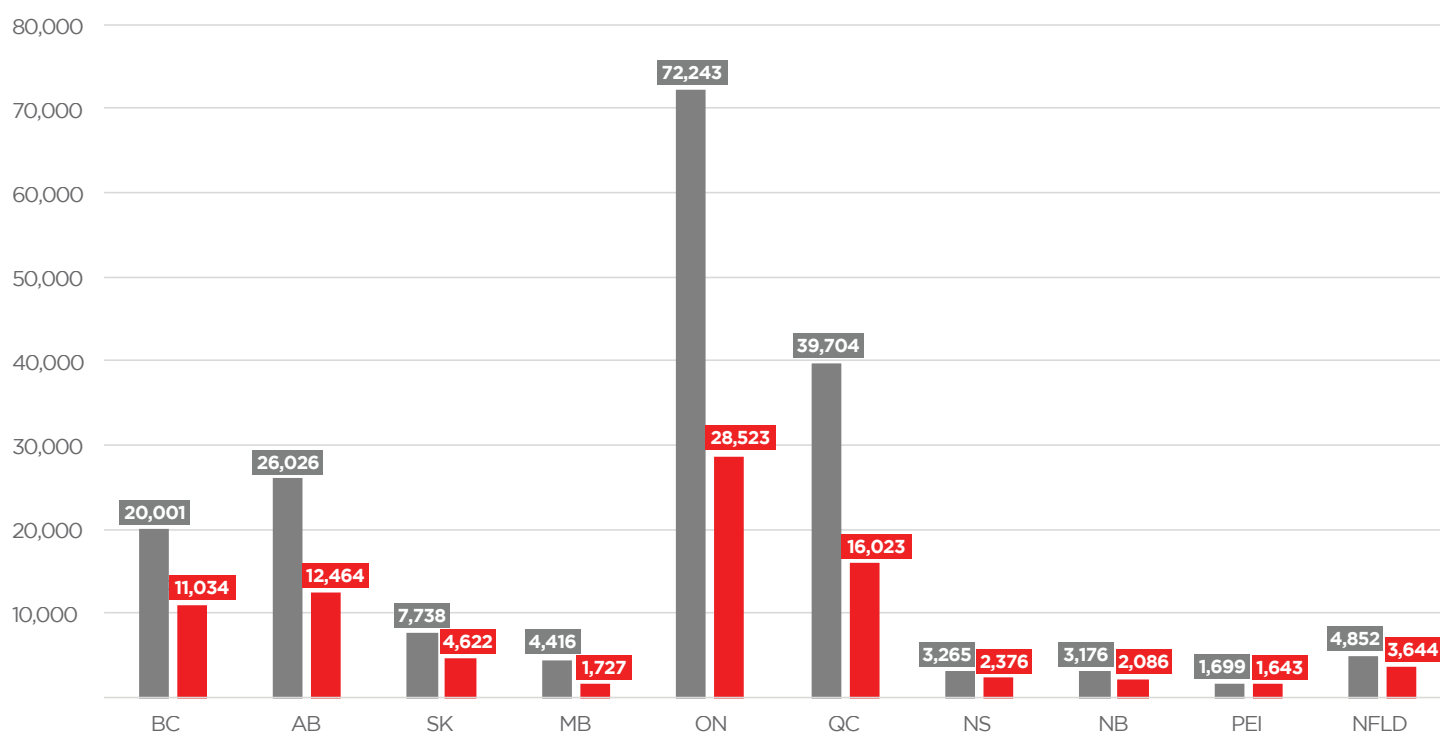
Special Olympics: The Special Olympics World Winter Games 2022 team was named. The team includes 21 athletes and 6 coaches, who will be travelling to Russia for the games in February 2022.

NUMBER OF SKATE CANADA REGISTRANTS BY SECTION

2019-2020 TO 2020-2021

2019-2020 2020-2021

2019-2020	183,120
2020-2021	84,142
Difference:	<98,978>
54% decrease	



DEVELOPING BEST-IN-CLASS REMOTE OFFICIATING SOLUTIONS



As early as March of 2020, when the terms quarantine and social distancing became part of our world, theoretical discussions began on the feasibility of a system that would permit officials to perform their duties while not seated rinkside. This was important as it would support our athletes in having access to meaningful competitive opportunities.

In June of 2020, piloting commenced on a project that aimed to deliver the following as part of remote competitions:

- Athletes competing live from one or multiple locations simultaneously or competing against each other via submission of recorded performances.
- High level production values on a live stream broadcast of the competition, including commentary, live element tracker during performance, live scores, and results after each performance.
- Remote officiating in real time by a panel of officials using the standard scoring software, supported by access to a high-quality video feed that included the ability to review elements.

Following successful pilots through the summer and fall, remote officiating training was rolled out to Sections who then delivered remote Invitational and Sectional Championship competitions. Skate Canada built on these successes by delivering the Skate Canada Challenge in January 2021 where over 200 competitors in junior and senior Singles, Ice Dance and Pairs were given the opportunity to compete in a Championship event.

Competitions did not end there. Thanks to the flexibility of the remote officiating model developed by Skate Canada, Sections have continued to offer competitions in support of both Competitive and STAR athletes.

The success of this model did not go unnoticed. Skate Canada delivered two successful pilots of our remote scoring solution as well as remote event management practices to the ISU. The second pilot was highly successful in that it included competitors from rinks in two different countries competing in a live event and officiated by officials from around the world. Skate Canada has also shared best practice information with multiple federations worldwide including US Figure Skating as well as the Danish and South African federations.

Most importantly, Skate Canada's remote officiating model's success is thanks to the volunteers who have been involved in its development and implementation. Thanks to the tireless efforts of remote officiating trainers, service technicians and officials, athletes from coast to coast have had the opportunity to compete during this extraordinary time.

As we look to the future, and the eventual return of in person competition, some aspects of remote officiating will be maintained to continue to offer benefits to Skate Canada and Sections. We are committed to our use of technology to develop world class solutions, as we continue to inspire all Canadians to embrace the joy of skating!

SKATE TO WIN

Due to the COVID-19 pandemic, there were very few competitive opportunities both internationally and domestically and unfortunately, the cancellation of all synchronized skating events this season.

With the safety and travel protocols in place Skate Canada had one athlete compete on the 2020 ISU Grand Prix Series with Keegan Messing placing third at the ISU Grand Prix Skate America.

Skate Canada sent a full team to the 2021 ISU World Figure Skating Championships® where Piper Gilles and Paul Poirier won their first ever world medal, placing third in Ice Dance. The Canadian team had a strong showing in all disciplines earning 12 entries and a conditional second men's entry for a possible 13 entries to the 2022 Olympic Winter Games in Beijing. We also had a team compete at the 2021 ISU World Team Trophy placing 6th overall.

As our athletes and coaches were returning to the ice, Skate Canada and the Canadian Sport Institute of Calgary developed the Return to Skating Guidelines as a resource for coaches to prepare their athletes for a safe re-integration back to the daily training environment and the return to on-ice training. Skate Canada was committed to ensuring a safe transition for our athletes and as a result, the domestic competitive season was considered on the timelines indicated in the Return to Skating document.

The monitoring of our High Performance athletes was ongoing this season either by in-person visits or virtually with our officials and technical experts. The athletes and coaches have handled this extraordinary season in a positive manner, and we have seen increased skill development, and healthier athletes this season.



2021 SKATE CANADA CHALLENGE CHAMPIONS

Due to the pandemic, the 2021 Skate Canada Challenge event was held as a virtual competition where junior and senior skaters declared their performances from either their respective sectional championships or a section-organized challenge skate. Just like a live competition, once the music started, there were no second chances. Videos of these performances were submitted to Skate Canada to be judged in real time during the event. Skate Canada's very first live streamed event was deemed a success with a total of 286k views. The event was the qualifier for the 2021 Canadian Tire National Skating Championships which ultimately were cancelled due to the pandemic.



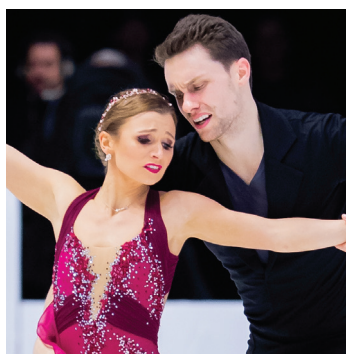
SENIOR CHAMPIONS



**ROMAN
SADOVSKY**
Men - ON



**MADELINE
SCHIZAS**
Women - ON



**KIRSTEN MOORE-
TOWERS
/ MICHAEL
MARINARO**
Pair - ON



**PIPER
GILLES
/ PAUL
POIRIER**
Ice Dance - ON

JUNIOR CHAMPIONS



**RIO
MORITA**
Men - ON



**SARA-MAUDE
DUPUIS**
Women - QC



**AUDREY
CARLE
/ GABRIEL
FARAND**
Pair - ON



**NATALIE
D'ALESSANDRO
/ BRUCE
WADDELL**
Ice Dance - ON

NEXTGEN PROGRAM

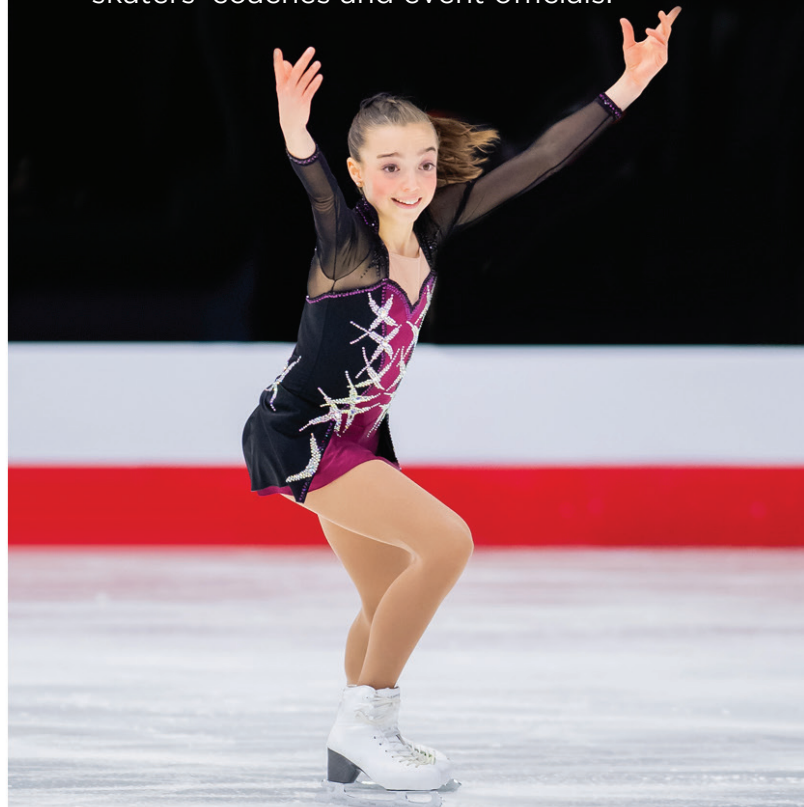
EVEN GIVEN THE CHALLENGING YEAR, SOME NEXTGEN TEAM ACTIVITIES WERE STILL ABLE TO TAKE PLACE.



- 5 training camps were held instead of one training camp to minimize large gatherings, travel and accommodation at hotels. The primary purpose of the camp was to give the skaters and their coaches feedback based on the programs performed during the camp.



- Virtual feedback sessions were held with all NextGen Team members immediately following the judging of their 2021 Skate Canada Challenge performance. These sessions included members of the Skate Canada High Performance Team, the skaters' coaches and event officials.



COACHING AND OFFICIALS

COACH DEVELOPMENT

The National Coach ATP course was offered virtually in both English and French this season. The CanSkate pre-course module was updated and is now available for all new coaches.

The Provincial Coach Pathway continues to move forward. Working groups for each discipline provided technical content and the course structure was finalized.

Due to COVID-19, all deadlines for NCCP certification and first aid were extended. Despite this, many coaches completed their certification requirements.

- 147 CanSkate Coaches
- 67 Regional Coaches
- 10 CanPowerSkate Coaches
- 25 Provincial Coaches

National Mentorship Program

Six coaches and three mentors are currently participating in Skate Canada's 2020-2022 National Mentorship Program. In this first season, we engaged in a variety of virtual activities to support the needs of coaches and their individualized development plans. In addition to monthly team calls to exchange ideas and best practices, coaches and mentors participated in the following two webinars that were exclusively offered for the mentorship group:

- Personal wellness with Nova Browning-Rutherford, Shopify Leadership Development Facilitator and Wellness Expert on CTV's The Social
- Resilience and motivation with Jean François Ménard, an internationally acclaimed Mental Performance Coach and author of the book Train (Your Brain) Like an Olympian – Gold Medal Techniques to Unleash Your Potential.

360-Degree Coach Leader Assessment Program

In partnership with Own the Podium, four high performance coaches participated in the 360-Degree assessments with ExecutiveScience™ and expressed how beneficial it was to go through this process and obtain feedback pertaining to areas of strength and growth.

Synchro Coach Mentorship Initiative

Skate Canada in partnership with Patinage Québec and Skate Ontario implemented an initiative to support the needs of the Synchro Coaching Community. Coaches who were interested in expanding their technical and tactical skills were assigned a mentor where support was personalized based on the needs of the coach and their synchro team(s). Close to 40 coaches participated in various capacities which also included virtual group seminars the New Brunswick and Newfoundland Sections hosted for their coaches. Plans are underway to further grow this initiative next season.



OFFICIALS DEVELOPMENT

All ISU and International officials exams were cancelled this past year, and therefore there are no new officials at those respective levels. We look forward to putting forward our best applicants at the appropriate time.

Virtual Training of Officials

Officials Development explored the virtual world this past year with many trainings taking place virtually throughout the season. Skate Canada hosted a virtual Technical Panel Training for the Pairs discipline in October 2020. The training, facilitated by Sally Rehorick, Laurene Collin-Knoblauch and Raoul Leblanc, saw 6 Technical Controller and 8 Technical Specialist candidates receive their Phase I qualifications. Skate Canada also supported many Evaluator trainings that occurred across several Sections throughout the season to facilitate evaluator development within each section.

Skate Canada also launched Technical Update webinars for each discipline which were viewed by coaches and officials alike. The Singles webinar saw over 100 completions while the Pairs, Ice Dance and Synchronized Skating webinars saw approximately 50 completions each.

Virtual Assessments

In December 2020, Skate Canada piloted virtual assessments in the STAR 6-Gold structure for Clubs and Skating Schools who were directly affected due to the pandemic or were geographically situated in remote locations. Virtual assessments continued through the winter and spring with a group of 14 evaluators to explore additional possibilities with virtual assessments and provide recommendations for their implementation at the section level. With over 100 virtual assessment days scheduled across 6 provinces and 75 Clubs/Skating Schools, the project completed over 1,300 assessments since its inception.



DELIVERY CAPACITY



The goal of the Delivery Capacity strategic imperative is to achieve continuous optimization of delivery through organizational innovation, ongoing improvement of programs and technologies as well as high-quality education and support of delivery stakeholders – Skate Canada Clubs and Skating Schools, coaches, officials and all volunteers.

Based on the originally determined metrics, our data indicates that online education and training continues to be an effective means of reaching our stakeholders and providing them with a wide range of educational resources that they can access and complete at their convenience.

The number of courses completed between April 1, 2020 and March 31, 2021 was 12,608. With COVID-19 impacting the ability to deliver face-to-face courses, Skate Canada launched several virtual courses at a Section level and National level. In direct collaboration with the Sections, Skate Canada uses the national eLearning site as a hub for course delivery. Participants have a course landing page, which captures all links and reference materials needed during the course.

The use of virtual course delivery this year has only scratched the surface of what can be done virtually. Many possibilities to connect groups, have discussion boards and assignments are available and may enhance the use of virtual delivery in the future.

RISK IDENTIFICATION AND MANAGEMENT

Risk identification and management applies to all of Skate Canada's activities and operations. As has been the case for many years our highest priority in respect of this foundational element is to ensure that all Skate Canada programs provide a safe place for our members, registrants and their families to learn and grow. The 2020-2021 fiscal year saw the full roll-out of our best-in-class approach to safety in sport.

National Safe Sport Program

To further support our vision of inspiring all Canadians to embrace the joy of skating, Skate Canada introduced the enhanced National Safe Sport Program with updated policies and procedures to improve safety within our community.

The program was launched on September 15, 2020 across all Skate Canada platforms. The launch included four new dedicated Safe Sport webpages that reflect the framework of the program, e-communications to membership/registrants, press releases, infographics, procedure flowcharts, and a social media plan that highlighted the program on our platforms.

The National Safe Sport Program establishes the framework, policies, and procedures governing the reasonable and appropriate measures to optimize the prevention and management of misconduct, incidents of injury, and general disputes. The successful implementation of the program requires all levels within the skating community to work together in partnership to ensure a safe sport environment for all our participants.

Safe Sport Activity Book

The Safe Sport Activity Book has been designed to educate skaters between the ages of five to 11. The young skaters will learn the important age-appropriate safe sport topics in a fun and creative way. The activity book is free and available online to download and print.

Body Positive Guidelines and Infographic

The Body Positive Guidelines were launched in December and have been extremely well received within the sport community.

We have developed an infographic to accompany these guidelines. The infographic is a representation of the information and data from the guidelines but displayed with a combination of text, image, statistics and icons. Given the volume of detail outlined in the guidelines this is an effective tool presented in a way that can quickly lead to insight and better understanding.



EQUITY, DIVERSITY, AND INCLUSION

The Equity, Diversity, and Inclusion (EDI) Working Group was established by the Board of Directors in June 2020. The EDI Working Group meets weekly, with a focus on education, review of resources, and development of projects and initiatives. The EDI Working Group works from a social justice approach to EDI and anti-racism.

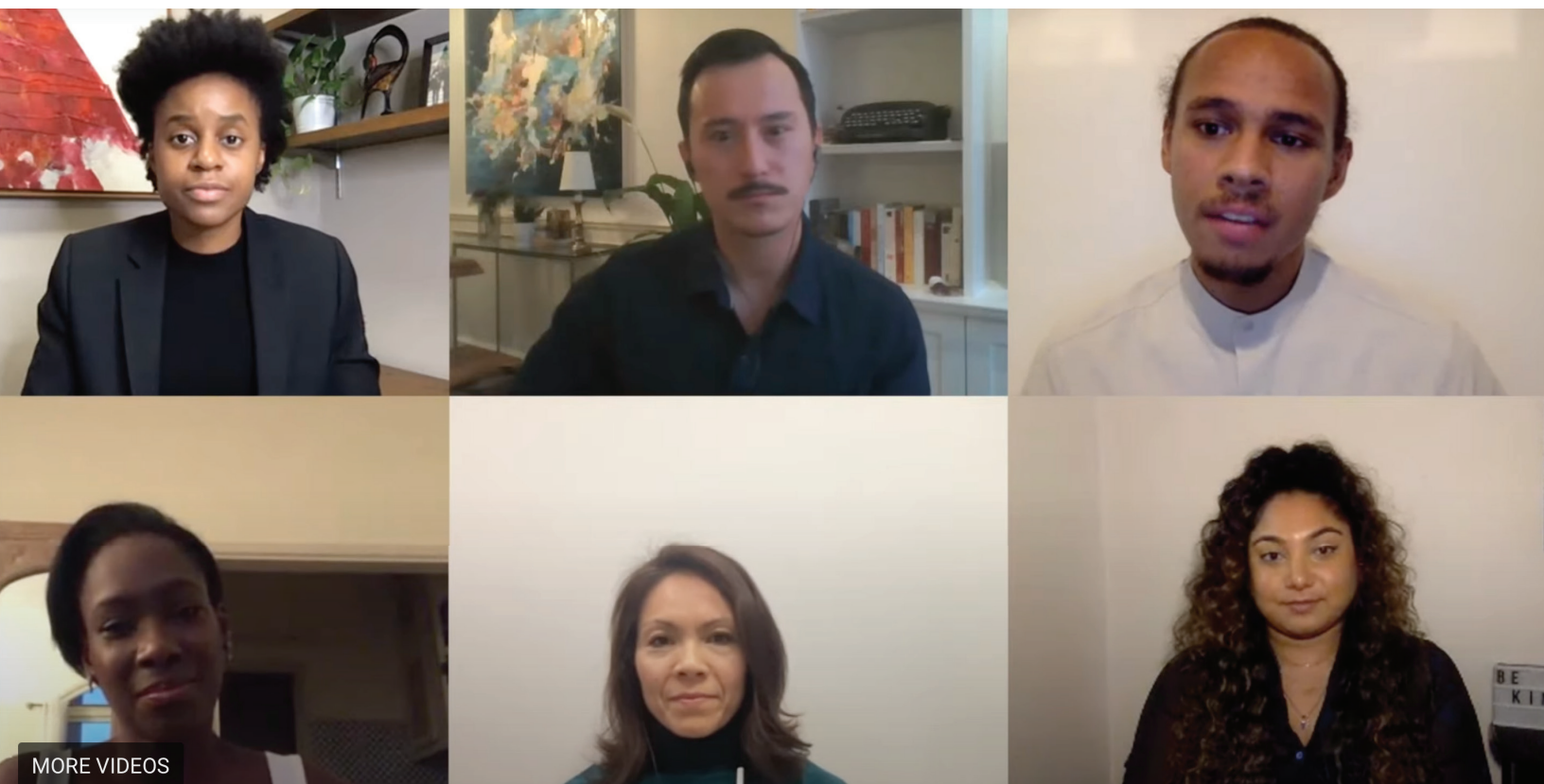
EDI Working Group members: Emma Bowie, Elladj Baldé, Patrick Chan, Tina Chen, Patty Klein, Amy Levac, Paul Poirier, Eric Radford, Khorana Séa-Alphonse, Amanda Speroni, Kaitlyn Weaver, Shae Zukiwsky

Education Plan

Development of a 6-module education plan on anti-racism and equity, diversity & inclusion in society, sport, and skating. Skate Canada Board of Directors, National Service Centre staff, and Section leadership are actively engaged in education, with facilitated education sessions. Education modules are also available for all registrants via the website.

Listening to Black, Indigenous, and People of Colour (BIPOC) Voices

Talking about Race Series: This series included a panel aired on January 19, 2020 featuring Elladj Baldé, Patrick Chan, Vanessa James, Megan Lowe, Andrea Satar and moderated by Uzoma Asagwara. Social-media dialogues with Patrick Chan, Keegan Messing, Nam Nguyen and Vanessa James, Kaitlyn Weaver on racialized experiences and allyship were also created and aired throughout Skate Canada's Virtual Challenge Broadcast.



Policy Review

Reviewed and advised on: (a) diversity and inclusivity in leadership recruitment through revised skills & competencies for Board nominations; (b) initiatives to decolonize skating terminology, resulting in the change of terminology to C-Step and S-Step.

Research and Major Projects

Establishment of a research advisory sub-group composed of academic researchers across Canada with expertise in diversity, race, sport, and skating.

Skate Canada will continue to build partnerships to conduct research on experiences of race, diversity, and inclusion in skating.

Continued development of community-based participatory research projects to ensure diverse voices shape future Active for Life pathways.

The EDI Working Group submitted a Sport Innovation Grant to Sport Canada titled: Voice, Place, and Visibility: Promoting BIPOC Participation in Skating through an “Active for Life” framework. If successful, this initiative will occur throughout the 2021-2022 season.

Communication, Media and Representation

Advised and reviewed content related to EDI and anti-racism initiatives, and provided recommendations from an EDI and anti-racism lens for other communications as relevant.

Grants Received

OLY Legacy Grant (project leads: Patrick Chan and Kaitlyn Weaver).

Project: Listening to Black, Indigenous, and People of Colour (BIPOC) Voices in Skating and Promoting a Self-Reflective Inclusive Skating Community

LGBTQI2S Inclusion

Skate Canada partnered with Dr. William Bridel from the University of Calgary and the Social Science and Humanities Research Council (SSHRC) to explore LGBTQI2S inclusion in figure skating.

The intersecting objectives were to:

- Gain insights into the experiences of LGBTQI2S persons in figure skating and the Canadian context more broadly.
- Analyze policies and practices related to LGBTQI2S inclusion, particularly as related to trans participation in figure skating.

An overarching goal of the work was the augmentation of academic knowledge while also providing meaningful recommendations to the national organization and its membership. A full report was completed, and the recommendations are being examined for implementation.



COMMUNICATIONS



Communications Strategy

This year, Skate Canada added benchmarks to the new robust communications strategy. The goal of the strategy is to leverage and celebrate the three strategic imperatives: Skate for Life, Skate to Win and Delivery Capacity through all communications efforts. The various communications platforms exist to deliver messaging, education and training to stakeholders as well as to provide an interactive, fun and respectful environment to find information about our programs, events, athletes, and more.

This strategy is to be used as a guide whenever Skate Canada is communicating with internal and external stakeholders. This document is intended to be a living document, reviewed and revised each year over the four-year lifespan of the Strategic Plan to ensure that it remains relevant and continues to serve Skate Canada's overall goals.

Crisis Communications Plan

The Skate Canada Crisis Communications Plan was used to much effect this year. The plan is an operational plan that seeks to anticipate any potential issues and crises that could affect the business of Skate Canada. The purpose of the crisis communications plan is to serve as a guideline for developing and implementing an effective, efficient and timely response to any crisis affecting Skate Canada and its members.

One of the key additions to the plan was the creation of the Crisis Communications Team (CMT). When the organization identifies a potential risk, it activates the CMT in order to mitigate and/or respond to the crisis.

Stakeholder Communications

Throughout the year, we issue various messages to different stakeholder groups. The largest is the bi-weekly newsletter, The Inside Edge, which was issued 26 times over the course of the year. One-off mailings are also issued throughout the year to support programming, coaching, marketing ticket sales for events, safe sport and other initiatives.

Media Relations

The communications staff continues to work in cooperation with media to tell the stories of our brand, programs, athletes, and events. In the last year, the communications department has sent out 68 releases and media advisories. The results of these efforts combined with the addition of other media relations techniques has led to positive coverage of the sport across the country. Key campaigns included: Return to Skating, Equity, Diversity and Inclusion initiatives, Skate Canada Virtual Challenge event promotion, world championship coverage, and the 2021-2022 Skate Canada event calendar and location announcements.

Social Media

Skate Canada's social media platforms exist to provide an interactive, fun and respectful environment where anyone from across the world can find information about our events, athletes, programs and more. The objective is to use social media to leverage and celebrate our three strategic imperatives. Key campaigns included: the Disney Challenge, the merchandise campaign, the Newlywed Game, Breaking the Ice, Skate Canada Rewinds and Behind the Blades features.

KEY SOCIAL MEDIA METRICS

TOTAL IMPRESSIONS

20,500,000

TOTAL ENGAGEMENT

2,000,000

TOTAL FOLLOWERS

190,000

The data reflects the metrics for Twitter, Facebook, Instagram only.

WEBSITE TRAFFIC (SKATECANADA.CA)

VISITS (UNIQUE)

319,693

VISITS (TOTAL)

592,594

PAGE VIEWS (TOTAL)

1,057,541



A HEARTFELT THANKS TO ALL OF SKATE CANADA'S
VOLUNTEERS AND OFFICIALS

FOR THEIR DEDICATION AND COMMITMENT
TO SKATING ACROSS CANADA.
WE COULD NOT DO IT WITHOUT YOU!



A Note from Leanna Caron, Skate Canada President, 2013-2021



As my tenure as Skate Canada President nears its end, I would like to express my gratitude, praise, and thanks to all of you who make Skate Canada the forward-thinking, inclusive, and inspiring organization it is. This past season has been difficult, yet so many people have shown patience in dealing with evolving restrictions that impacted access to facilities and ability to train, as well as embracing creative approaches to skater development and performance opportunities. As a result, we are certain to evolve to a stronger, more agile organization. This adaptability and commitment to our skaters and all participants is critical as we plan for recovery.

I would also like to express my sincere gratitude for the privilege of serving as your President and Chair of the Board for the past eight years. Like most of you, figure skating is my lifelong passion, and Skate Canada has been a second family for much of my life. I have been fortunate to spend so much time with many incredibly talented and passionate people, and together, we've established Skate Canada as a sustainable, well-governed, and leading sport organization.

From a sustainability perspective, we have adopted a governance model, policies and practice that supports engagement, dialogue, cooperation and inter-dependency between employees and volunteers. Through the evolution of our governance model, we implemented the Not-for-profit Corporations Act, created a single Ontario section, ensured a financially secure organization, and a safe place for Canadians to embrace the joy of skating while pursuing their goals and dreams.

As a leading sport organization not only in Canada but globally, we are clear on our mission and strategically identify priorities and set action plans to attain them. To that end, from programming to podium, our commitment

to inclusion, safe sport, excellence, achievement, and results have been consistently strong and admired.

Because of our culture, we have advanced our agenda while being generous with the sharing of our knowledge and expertise. This is a hallmark of who we are as individuals and as an organization. Simply said, our love of skating extends beyond our country limits and we continue to demonstrate this with openness, respect, sincerity, and partnership.

These foundational elements of the organization and the momentum we have created will carry us past the pandemic landscape and support our efforts on the road to recovery. As we continue to evolve and tap into the talents of our broad organization, we will realize greater opportunities that leverage the power of digital and the new work habits and connectivity attitudes emerging from our collective pandemic experience to permit us to expand our footprint, our impact, and our sport.

I believe I leave this role with an organization well-positioned to embrace the many opportunities and manage the challenges of the future. I am truly optimistic about what lies ahead for all of you, and for this organization. Skate Canada will continue to achieve great things!

I am thankful and appreciative of your trust, friendship, and support you have shown me throughout the years. It has been my privilege to serve you.

Best,
Leanna Caron

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Event Technology

SKATE CANADA EVENTS 2021-2022

EVENTS	DATES	LOCATION	ARENA
2021 Autumn Classic International	September 16 - 18, 2021	Pierrefonds, QC	Sportplexe Pierrefonds
2021 Skate Canada International	October 29 - 31, 2021	Vancouver, BC	Doug Mitchell Thunderbird Sports Centre
2022 Skate Canada Challenge	December 1 - 5, 2021	Regina, SK	Evraz Place
2022 Canadian Tire National Skating Championships	January 7 - 13, 2022	Ottawa, ON	The Arena at TD Place
2022 Skate Canada Synchronized Skating Championships	February 25 - 27, 2022	Calgary, AB	WinSport
2022 ISU World Synchronized Skating Championships®	April 7 - 9, 2022	Hamilton, ON	First Ontario Place
2022 Ice Summit	May 26 - 28, 2022	Quebec City, QC	Hilton Quebec





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