



SKATECANADA

ANNUAL
REPORT
2020



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MESSAGE FROM THE PRESIDENT AND CEO OF SKATE CANADA



In these challenging times for our organization, our communities and our country, we share this message of hope and unity while assuring our Skate Canada family that we are all in this together.

Thank you for taking the necessary precautions and doing what you can to limit the spread of COVID-19. By going the extra mile, we can make a difference – as an organization and as neighbours. It is up to all of us. Be there to support each other, help each other and care for each other.

The end of another season allows us the opportunity to extend our deepest gratitude for all that you do for our sport and our organization. Your dedication and passion for skating is not only profound, but inspiring.

Not so long ago, we were ready to welcome the world to Montreal for the ISU World Figure Skating Championships® 2020. For over three years, we meticulously planned what we know would have been one of the best world championships ever staged. To everyone who touched these Championships from all over the country and our partners at Patinage Quebec, we thank you for your energy, enthusiasm and continuous engagement that contributed to the creation of a one-of-a-kind event. To all the athletes and coaches, we thank you for persevering in your pursuit of excellence and congratulate you for making the World team. Remember, your season is measured by the goals you met and challenges you overcame!

While our world has changed as a result of the COVID-19 pandemic, as an organization

we have risen to the challenge with flexibility, resilience and compassion. We will continue to engage with our skating community and provide skaters, coaches, sections, clubs and skating schools, officials and volunteers access to education, tools to advance their skills and various initiatives in order to support our members during this time.

Reflecting on the 2019-2020 season, Skate Canada, in partnership with our dedicated local organizing committees, sections and volunteers, delivered exceptional domestic and international events throughout Canada. We hosted Autumn Classic International (Oakville, Ont.), Skate Canada International (Kelowna, B.C.), Skate Canada Challenge (Edmonton, Alta.), the Canadian Tire National Skating Championships (Mississauga, Ont.) and the Skate Canada Synchronized Skating Championships (Calgary, Alta.). Without the commitment and expertise of all involved, these events would not be possible, and we thank you for your commitment and enthusiasm.

Our young, aspiring and immensely talented athletes continue to make us proud as role models and ambassadors for our organization and our country. Our High Performance and NextGen programs are giving our athletes the privilege of representing Canada on the international stage while they pursue personal excellence on and off the ice. Combined, senior, junior and novice athletes won close to 50 medals internationally, proving the future is indeed bright.

As we progress on the journey to the 2022 Olympic Winter Games and beyond, we continue to deliver on the core strategies and critical imperatives of our 2018-2022 strategic plan. The strategic imperatives of Skate For Life, Skate To Win and Delivery Capacity, while adhering to the foundational elements of Fiscal Responsibility, Risk Identification and Management, and Brand and Marketing, are crucial to our continued success.

Our governance framework is strong and reflects the commitment of the Board of Directors to the long-term stability of the organization. We continue to take the

steps needed to build on the principles of participation, accountability, transparency, responsiveness, fairness, and inclusivity.

Skate Canada’s unwavering commitment to Safe Sport keeps us a national leader in this key area. In collaboration with various organizational stakeholders, a launch and communications plan has been developed to support the roll out of the new National Safe Sport Program with supporting policies and procedures. The Skate Canada Concussion Ed app, and skating-specific concussion protocol and resources for clubs, schools, coaches and parents, have also been launched to promote education and awareness.

The Skate Canada website is undergoing a makeover, with improved functionality and user experience as the primary objectives.

At the grassroots level, our membership numbers are strong, and we remain committed to providing the necessary resources to deliver

the world-class programming for which we are known. After months of tireless work, the revamped STAR 6-Gold training is now being released and is accessible on the eLearning site.

All across this country, from the delivery of best-in-class skating programs at the grassroots level to supporting our champions, your dedication to excellence and our strategic priorities are commended.

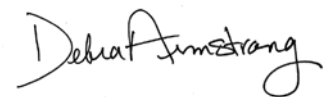
These are unprecedented times for everyone. We will continue to work for our national skating family and wish each of you peace and strength. As an organization, we will adapt, as we always do, and be stronger for it.

Looking forward to seeing all Skate Canada skaters stepping on to the ice one day soon. Until then, stay healthy and be safe.

Sincerely,



Leanna Caron
President, Skate Canada



Debra Armstrong
CEO, Skate Canada

HIGHLIGHTS OF THE YEAR

Canada wins two medals at the 2020 ISU Four Continents Figure Skating Championships



SILVER
Piper Gilles &
Paul Poirier
Ice Dance



BRONZE
Kirsten Moore-Towers &
Michael Marinaro
Pairs

2019 Skate Canada International



GOLD
Piper Gilles &
Paul Poirier
Ice Dance

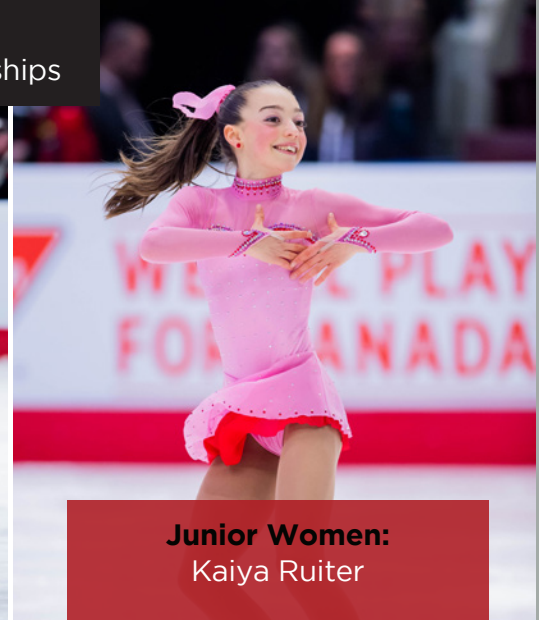
Three records broken at the 2020 Canadian Tire National Skating Championships



Senior Pairs:
Kirsten Moore-Towers
& Michael Marinaro



Senior Ice Dance:
Piper Gilles
& Paul Poirier



Junior Women:
Kaiya Ruiter

Two records broken at the 2020 Skate Canada Synchronized Skating Championships



Senior:
Les Suprêmes



Junior:
NEXXICE

2018-2022 STRATEGIC PLAN

The second year of the 2018-2022 quadrennial has come to an end and as we reach the half-way mark, it is a good time to reflect on what has gone well, what has gone not so well and to determine whether we need to make changes to the goals we originally set. On reflection, we know that we need to work harder to determine the right metrics to further our objectives in respect of the Delivery Capacity strategic imperative and that will be a primary focus for Skate Canada in 2020-2021.

Unforeseen circumstances such as the COVID-19 pandemic and subsequent cancellation of the 2020 ISU World Figure Skating Championships® have had a significant impact on our business which will continue to be felt well into the 2020-2021 fiscal year, and perhaps beyond that. The impact of these events will take time for us to fully digest. Working with our stakeholders, we will take the time to react appropriately to these challenges.

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.

VALUES:

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

Our visions, mission and values 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

These components form the basis of our 2018-2022 Quadrennial Plan. A strategic plan development framework has been prepared and, in the summer of 2020, we will kick-off the process of developing the strategic plan for the 2022-2026 quadrennial cycle.



2019-2020 SCORECARD

Each year, Skate Canada tracks its performance relative to the yearly goals it has set for each year of the quadrennial. Twice a year the organization takes stock of its progress towards these goals followed by a year-end review of our overall performance. This information is reviewed by our Board of Directors and our year-end results are shared through the Annual Report.

 Achieved

 Within Acceptable Range to Achievement

 Not Achieved



FISCAL RESPONSIBILITY



Balanced budget



RISK IDENTIFICATION & MANAGEMENT



90%

Percentage of identified risks with implemented controls



100%

Percentage of foundational policies implemented



25%

Percentage of foundational procedures implemented



BRAND & MARKETING

2.4M

Number of viewers for televised events

[2.1M]

900K

Number of live streaming viewers for streamed events



95%

Ticket revenue achievement against budget

[92%]



BRAND AWARENESS

47% ↑

Skate Canada program awareness

[42%]

21% ↑

Perceived Gold Standard Learn-to-Skate program

[19%]

2019-2020 SCORECARD



SKATE FOR LIFE

185,840	Number of registrants	[183,563]
6,014	Number of coaches in good standing	✓
60%	Percent of clubs reporting compliance with STAR 1-5 delivery standards	✓
100,450	Number of achievements by STAR skaters	[93,530]
5,050	Number of participants in synchronized skating	✓
7,500	Number of volunteers supporting our programs and events	[7,361]
15%	Conversion rate to figure skating programs	[10%]



SKATE TO WIN

43	Number of international medals won (Nov., Jr., Sr., Synchro)	✓
4	Number of entries in the Grand Prix Final (Jr. & Sr.)	[2]
21	Number of world championship entries all disciplines (Jr., Sr., Synchro)	✓
-	Number of medals won at the 2022 Olympics	



DELIVERY CAPACITY

7,516	Number of course accessed and completed	✓
6	Number of club/school training modules developed	[2]
-	Percentage of clubs/schools achieving recognition	



QUALITY METRICS

82.5%	Club/school satisfaction level with training programs and resources	✓
85%	Coach/official satisfaction level with training programs and resources	[79%]
75%	Parent/participant satisfaction level with value of program	✓

STATEMENT OF REVENUE AND EXPENSES

Statement of Receipts & Expenditures

\$	2020	2019
Revenue	20,705,238	22,203,505
Total Revenue	20,705,238	22,203,505
Organizational Costs	18,175,369	16,343,124
General & Administration Costs	3,987,198	4,058,390
Total Expenditures	22,162,566	20,401,514
Increase (Decrease) in Net Assets	(1,457,328)	1,801,991
Administration Overhead as a % of Revenue	19%	18%

Revenue Sources

	2020		2019	
Sponsorship, TV & Marketing	1,168,401	6%	1,168,272	7%
Merchandising	121,794	1%	120,567	1%
Membership & Tests	9,155,686	44%	7,966,952	36%
Investment Income	(782,700)	-4%	1,200,037	5%
Government and Other Grants	3,166,460	15%	2,937,437	13%
Events & Development Competitions	3,795,341	18%	6,467,309	29%
Worlds Revenue	2,618,741	13%	585,149	3%
Safe Sport Fee	568,983	3%	581,469	3%
Other	942,533	5%	716,283	3%
Total	20,705,338	100%	22,203,505	100%

SKATE FOR LIFE

Programming

Skate Canada hosted the “Skate for All” event in Toronto for skaters with physical differences from Canada and Iceland along with observers from the United States. This event, held in July 2019, was a test of a classification system that Skate Canada is developing that allows athletes with disabilities to compete alongside able-bodied skaters and receive comparable scores.

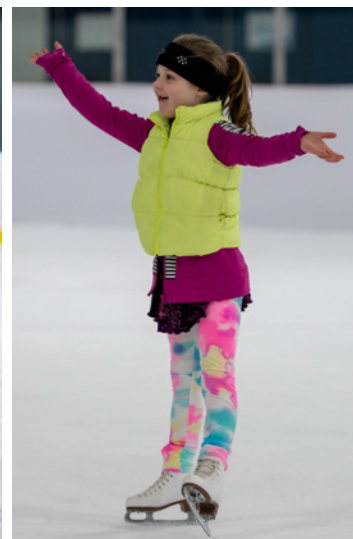
The Special Olympics Canada Winter Games took place in Thunder Bay, Ont. in February 2019. The athletes for the Special Olympics World Winter Games 2021 will be chosen from those skaters who competed in Thunder Bay.

Skate Canada’s core programs, CanSkate, CanPowerSkate and STAR 1-5 were successfully executed by clubs and skating schools across the country once again in 2019-2020. A key focus for Skate Canada for the year was on STAR 6-Gold. Several eLearning courses were created to deliver education on the new standards and assessment procedures for both coaches and officials. This was the first-time coaches and officials were provided the same training to increase standardization and transparency.

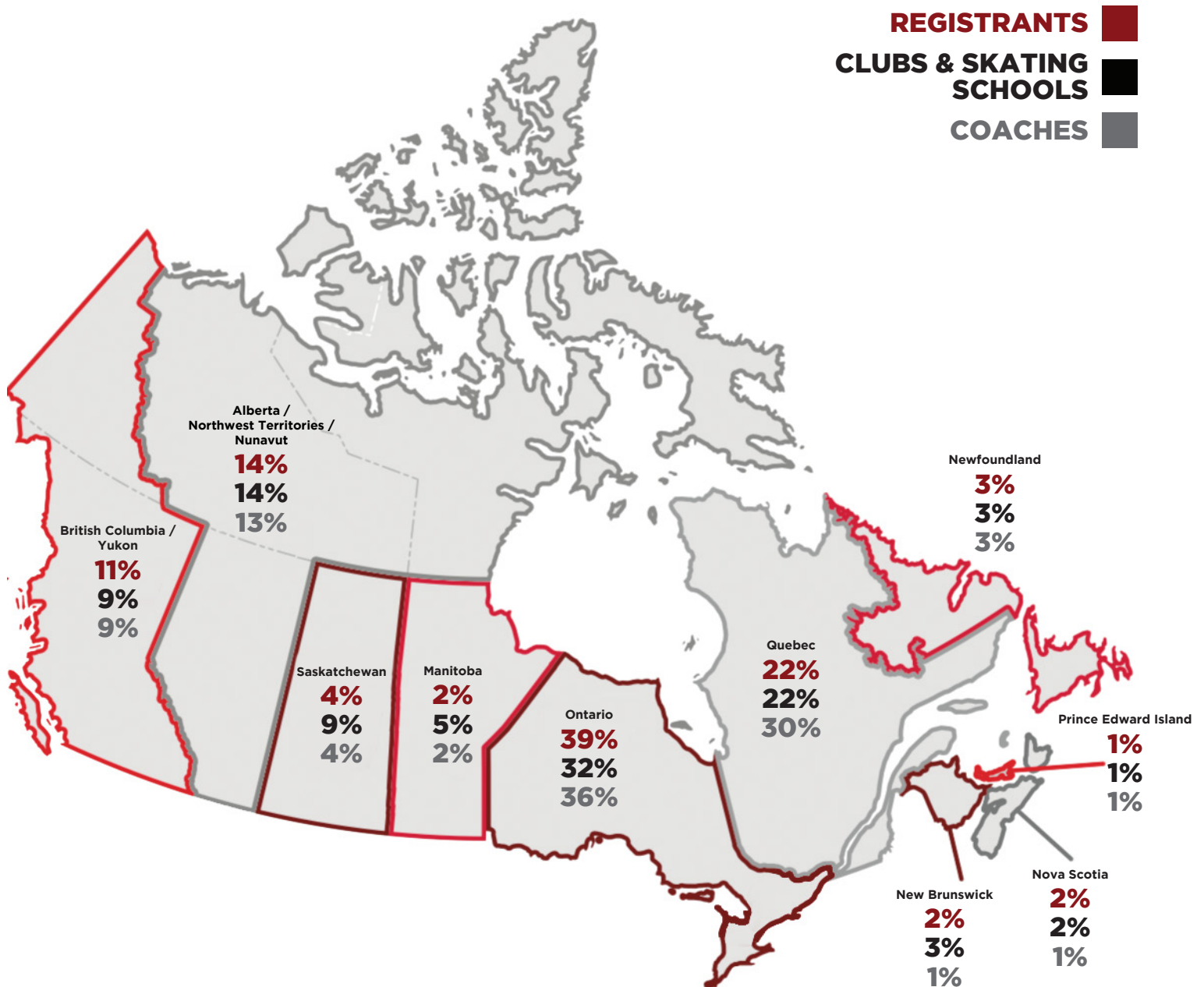
Based on significant feedback received from our stakeholders, we paused on the roll-out of STAR 6-Gold Training at the end of 2019 and undertook a comprehensive review of the resource materials and examinations. Stakeholders from across the country, including all sections, came together to consider the feedback received and provide guidance and suggestions for improvement. Skate Canada is grateful for the incredible cooperation of all involved and looks forward to fully rolling out the STAR 6-Gold Training for the 2020-2021 season.

Pathways were revised for evaluators to align with STAR 6-Gold training and created for Coach Assessors for the discipline of Skills only. Learning Facilitators were trained for the revised training for new evaluators. This is now a one-day course and incorporates training and awareness on communication as well as feedback strategies.

The revised CanPowerSkate program was launched in September 2019 and CanPowerSkate Coach Evaluators have been trained and supported through a new submission and evaluation process enabled by our eLearning site. We were also pleased that the CanPowerSkate coach pathway has been given final approval by the Coaching Association of Canada and is now recognized and accredited through the NCCP.



REGISTRANTS, CLUBS AND SKATING SCHOOLS AND COACHES



Timeframe: April 1, 2019 - March 31, 2020

SKATE TO WIN

Skate Canada saw an increase in results on the ISU Grand Prix events this season, with the following skaters earning medals: Nam Nguyen and Roman Sadovsky in men's, Lubov Ilyushechkina and Charlie Bilodeau in pairs, and two medals in ice dance for Laurence Fournier-Beaudry and Nikolaj Sørensen. Our women had a strong showing on the ISU Challenger events this season and we look forward to them making further advances in the season ahead.

The ice dance team of Piper Gilles and Paul Poirier won their first Grand Prix gold medal at Skate Canada International followed by a silver medal at the Rostelecom Cup in Moscow. These results qualified them for the ISU Grand Prix Final where they placed fifth, and they followed this up with their first Canadian title in January and a silver medal at the 2020 ISU Four Continents Championships. The pairs team of Kirsten Moore-Towers and Michael Marinaro had another strong season, earning silver medals at both Skate Canada International and NHK Trophy which qualified them for their first ISU Grand Prix Final where they placed fifth. They captured their second Canadian title in January and placed third at the 2020 ISU Four Continents Championships.

Canada's synchronized skating teams continued to achieve success this season, winning five medals on the international synchronized skating competitive circuit. The season ended with Canada's NEXXICE Junior placing fifth and Les Suprêmes Junior placing sixth at the ISU World Junior Synchronized Skating Championships® 2020. Unfortunately, our senior synchronized skating teams saw their season cut short with the cancellation of the 2020 ISU World Synchronized Skating Championships. We know that they would have done us proud, with NEXXICE and Les Suprêmes ranked third and ninth respectively in the ISU World Standings at the end of the season.

Our Canadian athletes and coaches continue to push the limits to deliver world-class performances on the international stage. Skate Canada has stayed committed by putting valuable resources into the integration of sport science and including sport medicine in the daily training environment. Coupled with strong financial and development support from our funding partners, our coaches and skaters have a clear path to success.



NEXTGEN PROGRAM

During the 2018-2019 season, a total of 58 athletes from across the country participated in the NextGen program. The 2019-2020 NextGen program continued many previous season initiatives which were focused on LEARNING with an emphasis on goal setting and self-discovery. Yearly planning meetings with skaters, their coaches and their respective sections continued and the format has evolved to create more accountability. In addition, competition monitoring with a formal debriefing process continues at some domestic and all international events.

International Competitive Performances

A total of 50 Junior skaters were named to represent Canada at international competitions: nine men, nine women, seven pairs teams, nine ice dance teams. Canada achieved medal performances in all disciplines. As was the case in 2018-2019, 76% of the skaters representing Canada achieved a performance and score comparable (within 10%) to performances achieved domestically.

In cooperation with sections, twelve Novice skaters participated in the 2020 Bavarian Open. The primary purpose of this event was to provide selected talented skaters with an opportunity to experience their first international competition and the challenges it can bring so that they are better prepared for future international competitions.

As in the previous year, Skate Canada and US Figure Skating collaborated to continue the series of Novice level competitions called North American Series. These competitions were held in conjunction with already existing competitions; Skate Milwaukee (Singles), Lake Placid International Ice Dance and Wild Rose (Singles and Pairs). Each country selected and named skaters to these competitions.

Congratulations to the following athletes who achieved medals at international competitions:

JUNIOR

MEN	LADIES	PAIRS	ICE DANCE
Aleksa Rakic Joseph Phan Stephen Gogolev (2)	Kaiya Ruiter Madeline Schizas	Gabrielle Levesque / Pier-Alexandre Hudon Kelly Ann Laurin / Loucas Ethier	Emmy Bronsard / Aissa Bouaraguia (2) Nadiia Bashynska / Peter Beaumont Natalie D'Alessandro / Bruce Waddell (2)

NOVICE

MEN	LADIES	ICE DANCE
Brendan Wong	Michelle Lee Amy Shao Ning Yang Sara-Maude Dupuis Audreanne Foster	Emma Goodstadt / Michael Barsoum Hailey Yu / Brendan Giang



INTERNATIONAL MEDAL COUNT 2019-2020



EVENTS	GOLD	SILVER	BRONZE	TOTAL
ISU Grand Prix series	1	4	4	9
ISU Junior Grand Prix series		3	2	5
ISU Four Continents Figure Skating Championships®		1	1	2
Senior Internationals	3	1	7	11
Junior Internationals	4	3	1	8
Novice Internationals	2	2	3	7
Senior Synchronized Internationals			3	3
Junior Synchronized Internationals			2	2
TOTAL	10	14	23	47

2019 AUTUMN CLASSIC INTERNATIONAL CHAMPIONS

September 12 - 14, 2019
Oakville, Ont.

This senior international figure skating competition is a stop on the International Skating Union's (ISU) Challenger Series and featured events in men, women and ice dance. Tickets sold out quickly and the arena was filled with over 3,600 fans from Canada and around the world. Canada sent two entries in each discipline. Piper Gilles and Paul Poirier won gold in ice dance and Keegan Messing earned bronze in men.



Yuzuru Hanyu
Men - JPN



Rika Kihira
Women - JPN



Piper Gilles & Paul Poirier
Ice Dance - CAN

2019 SKATE CANADA INTERNATIONAL CHAMPIONS

October 25 - 27, 2019
Kelowna, B.C.

Over 23,000 fans traveled to Kelowna, British Columbia, the second competition in the annual ISU Grand Prix of Figure Skating series. The other events were held in the United States (Skate America), France (Internationaux de France), China (Cup of China), Russia (Rostelecom Cup) and Japan (NHK Trophy). Canada sent eighteen skaters and Ice Dancers Piper Gilles and Paul Poirier earned their first career victory on the ISU Grand Prix circuit. Silver was added for Kirsten Moore-Towers and Michael Marinaro in pairs and Nam Nguyen in men.



**Aleksandra Boikova
& Dmitrii Kozlovskii**
Pairs - RUS

Yuzuru Hanyu
Men - JPN

Alexandra Trusova
Women - RUS

**Piper Gilles &
Paul Poirier**
Ice Dance - CAN

2020 SKATE CANADA CHALLENGE CHAMPIONS

Nov. 27 - Dec. 1, 2019
Edmonton, Alta.

Over 500 skaters qualified to compete at this competition by advancing through their local sectional championships. This event is the only qualifying event for novice, junior and senior skaters to earn entries to the 2020 Canadian Tire National Skating Championships. This event also crowned the 2020 Pre-Novice National Champions in men, women, pairs and ice dance.

SENIOR



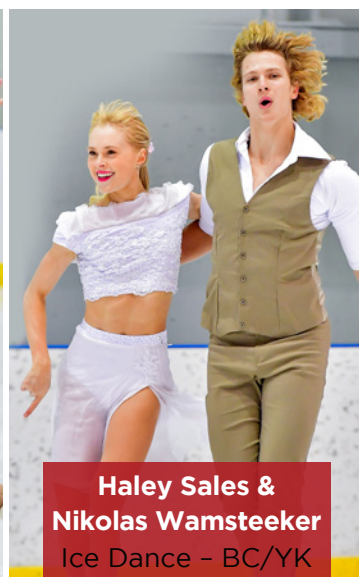
**Evelyn Walsh &
Trentt Michaud**
Pairs - ON



Nam Nguyen
Men - ON

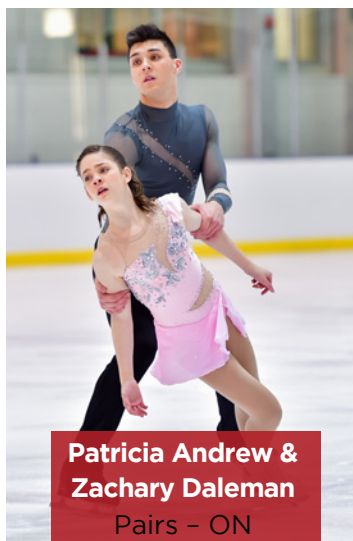


Madeline Schizas
Women - ON

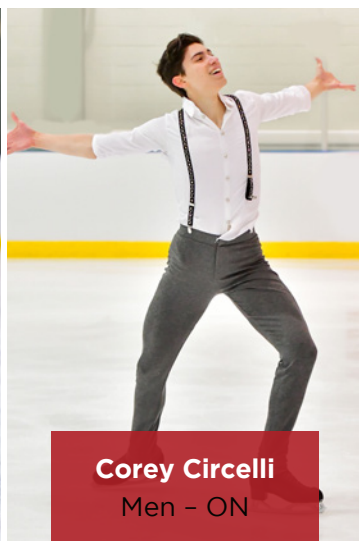


**Haley Sales &
Nikolas Wamsteeker**
Ice Dance - BC/YK

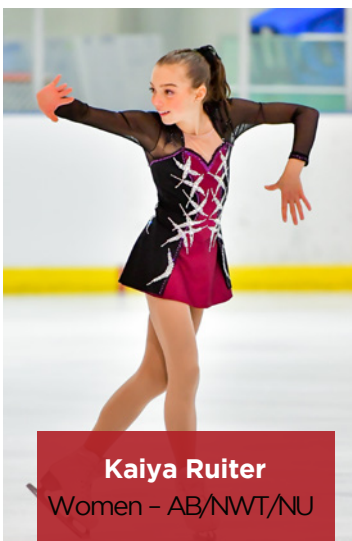
JUNIOR



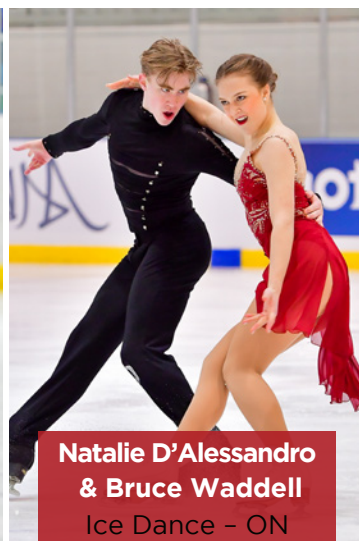
**Patricia Andrew &
Zachary Daleman**
Pairs - ON



Corey Circelli
Men - ON



Kaiya Ruitter
Women - AB/NWT/NU



**Natalie D'Alessandro
& Bruce Waddell**
Ice Dance - ON

2020 SKATE CANADA CHALLENGE CHAMPIONS

Nov. 27 - Dec. 1, 2019
Edmonton, Alta.

NOVICE



**Ashlyn Schmitz &
Tristan Taylor**
Pairs - SK



Maksim Chelmaev
Men - QC



Sara-Maude Dupuis
Women - QC



**Sandrine Gauthier &
Quentin Thieren**
Ice Dance - QC

PRE-NOVICE



**Melyna Dagenais Guay
& Anthony Vézina**
Pairs - QC



Grayson Long
Men - ON



Rose Théroux
Women - QC



**Emma Yu &
Daniel Yu**
Ice Dance - AB/NWT/NU

2020 CANADIAN TIRE NATIONAL SKATING CHAMPIONSHIPS CHAMPIONS

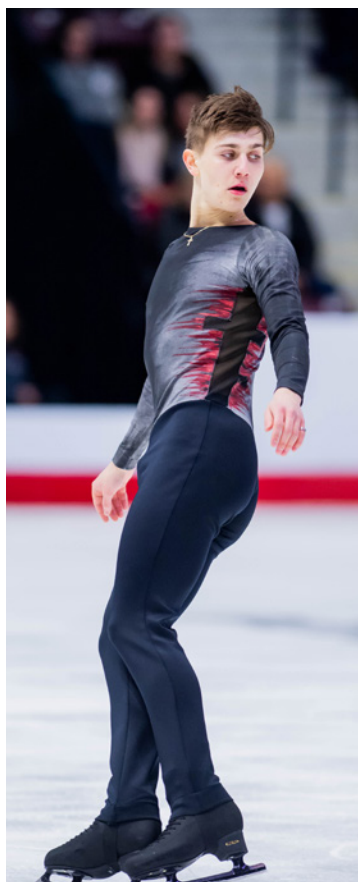
January 13 - 19, 2020
Mississauga, Ont.

The nation's best figure skaters travelled to compete at the Paramount Fine Foods Centre in Mississauga, Ontario. Over 18,500 fans cheered the 234 skaters in the men, women, pairs and ice dance disciplines competing at three levels: senior, junior and novice. Top senior skaters were named to compete at the Four Continents Figure Skating Championships 2020 in Seoul, South Korea. The Senior and Junior teams for the ISU World Figure Skating Championships 2020 in Montreal, Canada and the ISU Junior World Figure Skating Championships 2020 in Tallinn, Estonia were partially named after the national championships.

SENIOR



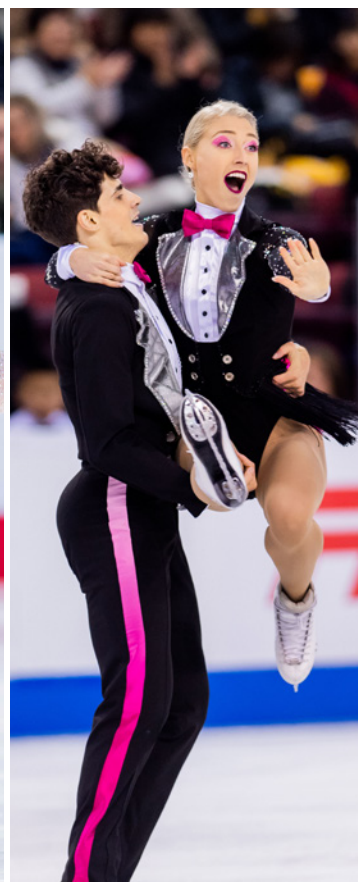
**Kirsten Moore-Towers
& Michael Marinaro**
Pairs - ON



Roman Sadovsky
Men - ON



Emily Bausback
Women - BC



**Piper Gilles
& Paul Poirier**
Ice Dance - ON

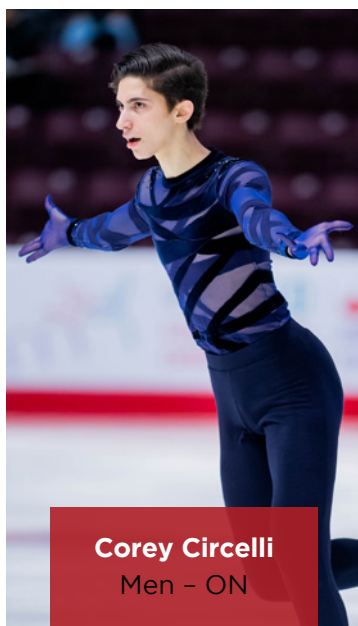
2020 CANADIAN TIRE NATIONAL SKATING CHAMPIONSHIPS CHAMPIONS

January 13 - 19, 2020
Mississauga, Ont.

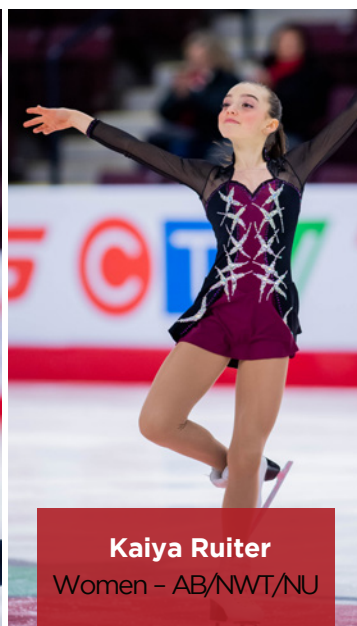
JUNIOR



**Patricia Andrew &
Zachary Daleman**
Pairs - ON



Corey Circelli
Men - ON



Kaiya Ruiter
Women - AB/NWT/NU



**Emmy Bronsard &
Aïssa Bouaraguia**
Ice Dance - ON

NOVICE



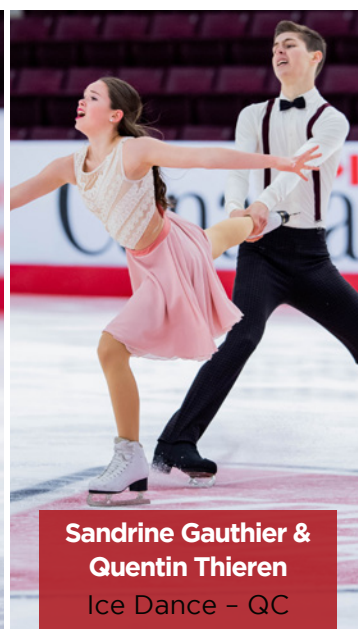
**Lily Wilberforce &
Aidan Wright**
Pairs - ON



John Kim
Men - ON



Amy Shao Ning Yang
Women - BC/YK

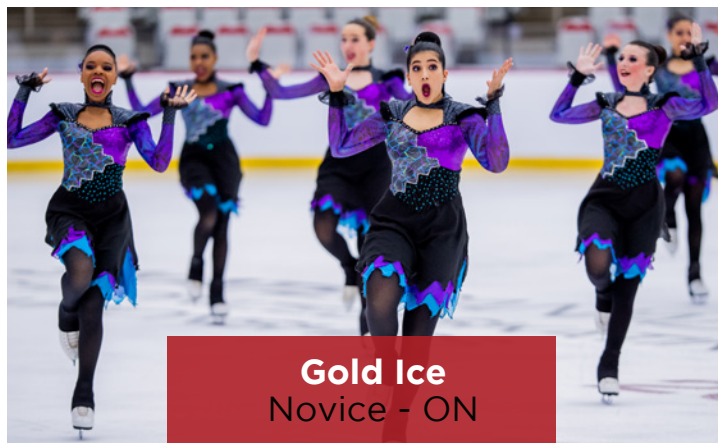


**Sandrine Gauthier &
Quentin Thieren**
Ice Dance - QC

2020 SKATE CANADA SYNCHRONIZED SKATING CHAMPIONSHIPS CHAMPIONS

February 21 - 23, 2020
Calgary, Alta.

The country's best synchronized skating teams descended upon Winsport in Calgary, Alberta. There were 49 teams and 866 skaters who competed for titles in senior, junior, novice, intermediate and open categories and were supported by over 6,400 enthusiastic fans. Senior and Junior teams were named to compete at the ISU World Synchronized Skating Championships in Lake Placid, USA and the ISU Junior Synchronized Skating Championships in Nottingham, Great Britain.



ISU WORLD FIGURE SKATING CHAMPIONSHIPS® 2020

This premier sporting event was to be held in Montreal, Quebec at Centre Bell from March 16-22, 2020 and would have marked Canada's 11th time hosting figure skating's crown jewel event. Unfortunately, due to COVID-19, the Government of Quebec cancelled the world championships on March 11, 2020.

Marketing and Ticketing

A comprehensive marketing campaign was developed to increase awareness of the world championships and to promote ticket sales. The dynamic marketing campaign was divided into five phases and targeted the domestic Canadian market, US market and key international markets.

Demand for tickets was consistently strong from the launch of tickets in May 2019. By early spring, ticket revenue exceeded plan and this event was the highest grossing revenue in Skate Canada history without the benefit of walk-up ticket sales due to the event cancellation.



Communications

A robust communications plan was developed and implemented to support the world championships. The communications plan's objectives were to encourage ticket sales, promote athletes, generate awareness of the event in the Montreal/Quebec market and increase engagement with fans. Tactics such as press releases, media advisories, press conferences, newsletters, media interviews, social media campaigns and PR activations were included.

Things Montreal 2020 would have brought us

Skate Canada was proud to offer fans the opportunity to experience the Joie de Vivre of these unforgettable championships. Planned highlights for the week included:

- ISU World Figure Skating Championships® 2020 Fan Festival. This free festival located outside the venue planned to offer meet & greets, historical memorabilia and a Gaming & Kids Zone.
- In-Venue Experience. Enhanced fan and athlete experiences through videoboard presentations, on-ice projection system and NHL-game presentation lighting. In-venue commentary was planned through a smart bug device in both French and English.
- School Program. As part of the Quebec Legacy Fund, hundreds of local students were expected to experience the official practices and Fan Festival.
- Opening Ceremony. Members of the 2018 Olympic Winter Games gold medal team and other legendary Canadian skaters were scheduled to perform as well as other notable acts.
- Mental Health Initiative. A special activation supporting mental health was planned to pay homage to the passing of Sylvain Guibord, a Skate Canada Board member and an ISU Official.
- ISU Skating Awards & Red Carpet. The debut of the ISU Skating Awards in seven categories and a star-studded pre-show Red Carpet event. Plans included gala performances from newly crowned World Champions, medallists and live musical acts.

Future Plans

Skate Canada is looking forward to the opportunity to submit a bid to the ISU to host a World Figure Skating Championships in the coming years. The planning work accomplished for this world championships is extremely beneficial to the next bid and will serve us well when we next have an opportunity to host this prestigious event.

NATIONAL PAIR INITIATIVE

Skate Canada embarked on a new initiative to minimize the gap noted following the 2018 Olympic Winter Games regarding pair skating in Canada. The National Pair Initiative (NPI) was created to help support our Skate to Win strategic imperative goal to rebuild pair skating to 2022 and beyond. This initiative is a two-year plan and receives funding support from Own the Podium.

The NPI is a robust coaching and training infrastructure that offers individualized coach mentorship support and technical expertise to a targeted group of Next Generation and High Performance pair skating coaches. Led by Richard Gauthier, one of Canada's World-Olympic coaches with established national and international success, the NPI aims to develop a stronger domestic pairs infrastructure. Integral to the success of this initiative is our attempt to keep sought-after technical intelligence within our domestic system as we make available world-class technical and tactical athlete development support to emerging pair skating coaches.

For the 2019-2020 season the NPI offered the following to participants:

- Two in-person training seminars targeting emerging pair skating coaches and athletes
- In-person and virtual technical lessons/monitoring provided by Richard Gauthier throughout the season
- Tracking of targeted skill development throughout the competitive season

To advance coach education in our sport, a first-of-its-kind video series with advanced technology has been produced. The NPI Beginner Pairs Video Series has been completed and was initially provided to a targeted group of coaches throughout Canada. The upcoming season will see the completion of the NPI Advanced Pair Video Series. These new resources set a new standard for Skate Canada technical coach education materials.

The first year of the NPI saw an impressive 29% increase in the number of pairs teams competing at the 2020 Skate Canada Challenge Event.



COACHING AND OFFICIALS

Coach Development

In conjunction with the 2019 NextGen Camp in Alliston, Ontario, Skate Canada offered several professional development workshops to coaches and advisors including: Sport Science Education, Coach Wellness and Mental Health, The Olympic Quadrennial Process, and a keynote on High Performance Coaching and Technical Leadership.

Skate Canada was pleased to support two coach apprenticeship programs this season offered in conjunction with the 2020 Skate Canada Challenge and the 2020 Skate Canada Synchronized Skating Championships. Thank you to the Alberta/NWT/Nunavut Section for their ongoing support and excellent work on these coach development initiatives.



Plans were underway for an International Coach Apprenticeship Program to take place in conjunction with the 2020 ISU World Figure Skating Championships®. The program was to include a variety of sessions and guest speaking engagements with Canadian and international coaches, choreographers, and officials. Skate Canada is grateful for the partnership support offered by sections with participating coaches and looks forward to offering this development opportunity in the future.

The 2018-2020 Skate Canada Mentorship Program cycle concluded on March 31, 2020. Areas supported through individualized coach development plans included: mentor support with athlete development and parent education, mentor visits for international competition readiness, IST awareness, sport science project in the area of biomechanics, and technical leadership, goal setting, career and business development planning, coach wellness and mindfulness. The 2020-2022 Mentorship Program cycle will run from May 1, 2020 to March 31, 2022.



Thank you to all the coaches who have participated in these initiatives!

Officials Development

During the 2019-2020 season Skate Canada saw an increase in ISU and international level officials: three ISU Referees; three ISU Judges; three International Referees; and four International Judges. Increasing the number of officials at the international and ISU level is beneficial to athletes, coaches and fellow officials by furthering the level of technical expertise and knowledge of figure skating in Canada.

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 to all stakeholders. Although we established metrics by which to measure our success on this strategic imperative in 2018, feedback from our stakeholders suggests it is time to reconsider how to best advance this imperative.

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 individual users continues to be high and the number of courses accessed and completed this past year has grown when compared to the previous year. A total of 172 courses are available and 14,865 users have completed eLearning courses in 2019-2020. In addition, the Skating Development video library was accessed by many stakeholders throughout the year with the number of subscribers increasing over 80% from the previous year.

We set a goal of creating six club and skating school training modules in 2019-2020 but fell short, achieving only two. In addition, we delayed the creation of our planned club and skating school recognition program. These decisions were made following receipt of feedback from our stakeholders suggesting that the priority focus for the year should be on further advancing the National Safe Sport program.

As the final two years of the quadrennial unfold, additional consultation will take place across the skating community to determine the best way to achieve this strategic imperative in the future.

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!



RISK IDENTIFICATION AND MANAGEMENT

Risk identification and management applies to all of Skate Canada's activities and operations. The Skate Canada Annual Scorecard contains a series of metrics to further our objectives around the identification and management of risks and implementation of controls, policies and procedures. All metrics were achieved in 2019-2020.

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.

Safe Sport

Over this last year Skate Canada has dedicated a large number of resources to further advance the Safe Sport portfolio. The safe sport team has been working with a team of expert consultants to finalize the new National Safe Sport Program with supporting framework, policies and procedures. This critical project involved stakeholder feedback from all 10 sections and also included two in-person consultation meetings.

Skate Canada is dedicated to being a leader in safe sport by creating a safe, respectful, and inclusive environment. The National Safe Sport Program further advances Skate Canada's commitment to this important initiative. The successful implementation of the project requires all levels within the skating community to work together in partnership to ensure a safe sport environment for all our participants.

The new National Safe Sport Program will take effect at the beginning of 2020-2021 season with a comprehensive launch and communications plan to support it.

Concussion Education

In September 2019, we launched the Skate Canada Concussion Education app. The app was developed by Parachute Canada's team of experts and then customized for skating. This educational app provides users with best practice, interactive resources and tools regarding how to prevent, recognize, manage and track concussions. The app also includes return to sport guidelines.



Skate Canada Concussion Ed app provides a method to track signs and symptoms of concussion, and then following a diagnosis, enables the user to track symptom duration and severity. The app pairs proven scientific research with fun, engaging material to ensure that the information is accessible to everyone, whether you are an athlete, parent, educator or coach.

The Skate Canada Concussion Ed app is available for free in English and French through the **App Store, Google Play** and available via a **web-based** version for Blackberry and Windows users.

In conjunction with the Concussion Ed app we published and communicated the skating-specific concussion protocol and resources. These resources should be used by all our clubs, skating schools and coaches. Some materials are also appropriate for parent/athlete education and awareness.

Respect in Sport

We will continue to provide the Respect in Sport training free of charge to coaches, officials, national team athletes, team leaders, club board members and skating school administrators for another three years. This season it was made mandatory for all senior national team members to take the training.

Since the launch of the Respect in Sport – Activity Leader Program 3 years ago over 8,400 registrants and members are currently certified in this program.

Body Positive Guidelines

To further education around safe sport topics we are working with the sport science team to develop a set of Body Positive Guidelines and have also partnered with academic researchers to develop this resource.

All athletes, coaches, families, judges/officials and support staff should have a training and work environment where all bodies are spoken to, spoken about and treated with care and respect. The language we use about and towards our bodies, and the bodies of others can have a significant impact on self-esteem, performance and quality of life in both the short and long term. These guidelines aim to set boundaries on what is acceptable language and behaviour when working with athletes of all ages, genders and training levels. A first draft has been completed and is scheduled to be released for the 2020-2021 season.

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

The development of a new robust Communication Strategy was undertaken and completed this season.

Skate Canada's communications strategy leverages and celebrates 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

Further progress was made to the Crisis Communications Plan. It 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 issued 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 which 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 161 press 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: pre-event athlete conference calls, world championship grassroots PR campaigns, and athlete ambassador launches for all events.

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: several world championships features and campaigns, Inside Edge Facebook Live Desk, good luck videos, concussion app campaign and CanSkate campaign.

Key Social Media Metrics

Total Impressions: 43.9 M

Total Engagements: 2 M

Total Followers: 189 K

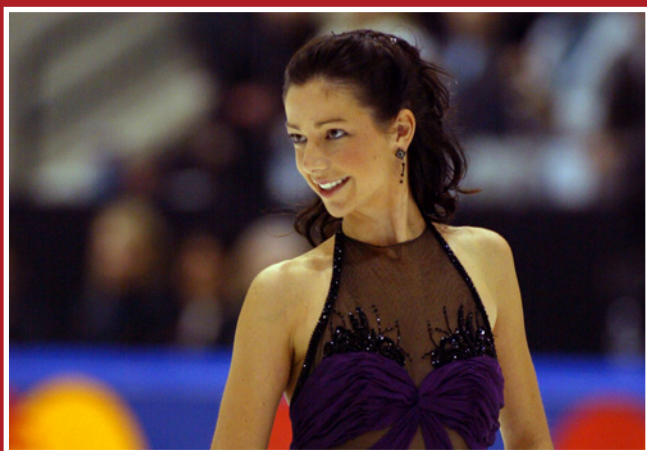
The data reflects the metrics for Twitter, Facebook, Instagram only.

Website Traffic:

Domain	Visits (Unique)	Visits (Total)	Page Views (Total)
SkateCanada.ca	908,300	1,948,634	3,508,247
Montreal2020.com	248,831	399,370	862,304

SKATE CANADA HALL OF FAME

The Skate Canada Hall of Fame was developed in 1990 to pay tribute to athletes, coaches, builders and officials who have made a significant impact on Canadian figure skating. A maximum of eight inductees are honoured in each Olympic quadrennial. Often, the induction ceremonies are held in conjunction with the national championships, but may also occur at other competitions and Skate Canada events. While there is no permanent home for the Hall of Fame, the archives at the Skate Canada National Service Centre house many different historical artifacts, some of which are on display. The Skate Canada archives were created to collect, preserve, study and interpret archival materials that are historically significant to figure skating in Canada. More than 12,000 photographs, 10,000 videotapes, as well as trophies, plaques, textual materials, medals, pins and skates comprise the current collection. The collections are available for consultation by appointment with the archivist. The following are the inductees honoured during the 2019-2020 season:



Jennifer Robinson

Jennifer Robinson takes her rightful place in the Skate Canada Hall of Fame in the Athlete Category.

The native of Goderich, Ontario is a six-time Canadian champion and represented Canada at the 2002 Olympic Winter Games in Salt Lake City, Utah, and finished seventh.

Over a career that spanned ten seasons, Robinson competed eight times at the ISU World Figure Skating Championships® with top-10 finishes in 2000, 2002, and 2003. In her ten appearances at the Canadian championships, Robinson never missed the podium with six gold, one silver and three bronze medals. She also captured the Canadian junior crown in 1994.

Since her retirement, Robinson has remained a role model in her community, giving tremendous amount of time to World Vision, supporting communities in need and inspiring others to follow in her footsteps.

Jennifer Robinson: Class of 2017 – Officially inducted into the Skate Canada Hall of Fame (Athlete Category), January 2020



Steve Milton

One of Canada's most influential figure skating journalists enters the Skate Canada Hall of Fame in the Builder Category.

Steve Milton, an award-winning journalist with the Hamilton Spectator, has covered sports for more than four decades through print, radio and digital media. He began writing about figure skating in 1979, and has attended numerous Olympics, ISU World Figure Skating Championships® and countless Canadian championships throughout his career. He is viewed as a great source of information on figure skating, from historical facts to the judging system.

Milton, who is also enshrined in the Canadian Football Hall of Fame, has authored or co-authored 25 books, including "Tessa and Scott" and "A Skater's Life", an autobiography on Brian Orser.

Steve Milton: Class of 2017- Officially inducted into the Skate Canada Hall of Fame (Builder Category), January 2020

2019-2020 BOARD OF DIRECTORS, STANDING COMMITTEE CHAIRS AND SECTIONS

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Jacqueline Gauthier

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Skate Canada Sections

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skateabnwtun.ca

British Columbia/Yukon

Chair: Hilary Quick

skatinginbc.com

Manitoba

Chair: Donna Yee

mbskates.ca

New Brunswick

Chair: Marc Robichaud

skatenb.org

Newfoundland and Labrador

Chair: Bev Power

skatenl.com

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Chair: Sheila Beard

skatecanada.ns.ca

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skateontario.org

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skatecanadapei.ca

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patinage.qc.ca

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Chair: Carla Laevens

skatecanadasaskatchewan.com



SKATECANADA
THANKS OUR PARTNERS

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OFFICIAL SUPPLIER



Event\Technology

SKATE CANADA EVENTS 2020-2021

EVENTS	DATES	LOCATION	ARENA
2020 Autumn Classic International	September 17 - 19, 2020	Oakville, ON	Sixteen Mile Sports Complex
2020 Skate Canada International	October 30 - November 1st, 2020	Ottawa, ON	The Arena at TD Place
2021 Skate Canada Challenge	November 23 - 29, 2020	Edmonton, AB	Terwillegar Community Recreation Centre
2021 Canadian Tire National Skating Championships	January 11 - 17, 2021	Vancouver, BC	Doug Mitchell Thunderbird Sports Centre
2021 Skate Canada Synchronized Skating Championships	February 19 - 21, 2021	Sherbrooke, QC	Palais des sports Léopold-Drolet
2021 Ice Summit	May 27-29, 2021	Ottawa, ON	Ottawa Marriott



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