



**2020 Skate Canada AGM
President and CEO Report
Leanna Caron / Debra Armstrong**

Leanna Caron:

In keeping with today's theme of coming together, I invite Debra Armstrong to join me in delivering our joint President and CEO Report.

Consistent with the rest of the meeting, our report will be done in English only, with simultaneous translation into French.

As I mentioned in my earlier remarks, these are unprecedented times for all of us. As the past season progressed, I do not think anyone could have envisioned just how much the world around us would change. This current situation not only transcends our organization and the entire sporting world, but our everyday lives as well. During this incredible adversity of the global COVID-19 pandemic, our goal is to emerge as an even more resilient organization and skating community.

As arenas and training facilities re-open across the country programming will resume, albeit with adjustments, and our athletes will re-engage in their on-ice training. As we have heard from many of our elite athletes, the pandemic impacted them personally and caused them, and all of us, reason to pause and think. Without a doubt, this re-set, or growth, will be evident in their performances in the seasons ahead as they continue to represent our country with pride and determination.

Debra Armstrong:

This is new for all of us. There is no playbook to refer to, nor a road map to follow. But one thing we do know, we will get through this.

On behalf of Leanna and all of us at Skate Canada, I would like to thank you for taking the necessary precautions and doing all you can to limit the spread of this virus. This is literally in our hands. What we do now, as an organization and as neighbours, will allow us to get back to a sense of normalcy as soon as possible.

We are a strong, resilient organization both on and off the ice. We have adjusted to the current environment with compassion, understanding, and flexibility and will continue to do so for as long as we have to. Remember, to grow stronger one must, at one time, overcome adversity as we are faced with now.

Leanna Caron:

As mentioned, the cancellation of the World Figure Skating Championships was an unforeseen and disappointing end to a successful season.

We know the work that was put into the preparation for the world championships, and it is disappointing that all the hard work did not result in the hosting of what would have been one of the most memorable World Championships ever. While at the time, the decision to cancel was heartfelt, in reality the cancellation of the event was the only decision that could have been made. We know the role so many of you played leading up to this one-of-a-kind event, and your efforts are truly appreciated. The skating world knows this would have been an unforgettable event as we engaged with all of them in the lead-up. The silver lining is we are in a favourable position to host the world championships in the near future.

Debra Armstrong:

Financially, we were expecting to use revenue from the worlds event to pave a legacy for the future. We will have to rethink our plans and develop a strategy that allows us to do all we were hoping to do without the benefit of that revenue. It is the reality of our world right now.

Despite our best efforts to recover from the last-minute cancellation of Worlds 2020, and the incredible disruption in the financial markets in March, the organization will suffer a financial loss for this fiscal year. But it could have been significantly worse.

As Leanna mentioned, we are hoping to be awarded another World Championships in the next few years which could replace, at least in part, the financial legacy we were expecting to receive from the 2020 World Championships in Montreal. That said, no one knows what the landscape will look like once this is over; we remain optimistic, but cautious.

There are not many organizations in this country who could withstand such a revenue loss. Because of strong governance, membership revenue, and a robust investment strategy, we are financially stable. But it would be irresponsible of us if we did not take a long, hard look at how we run our business in the coming weeks and months. Now more than ever, we need to operate efficiently and effectively. We will make the changes we need to make to ensure our future success is preserved. We are not yet in a position to know what changes might be required, but we will continue to monitor the reopening of the economic landscape in the coming weeks.

Leanna Caron:

Since 2015, we have significantly progressed by way of governance and ensuring that we can support our operations on an annual basis without the need to rely on large international events like the World Championships.

As we stay true to our vision of inspiring all Canadians to embrace the joy of skating, tighten our belt, prioritize what is core to the organization, and how to appropriately resource such, we will continue as a world leader in the sport. The three imperatives of Skate To Win, Skate For Life, and Delivery Capacity will hopefully continue to resonate with you, our stakeholders. While these imperatives will certainly evolve, they stand to remain part of our core.

As we review our scorecard metrics for the past year, which can be found in the 2020 Annual Report, we are proud to report that most targets were met. Looking at the Skate To Win imperative, we met the target for number of international medals won, as well as the number of entries for the World Championships.

Debra Armstrong:

At the grassroots level, we achieved 98.5% of our registration target of 185,840, and our coach and volunteer bases remain strong. We fell just short of our test achievements target, and that shortfall was primarily the result of the suspension of programming due to the onset of the global pandemic.

We exceeded the STAR 1-5 delivery standards target, indicating our clubs, schools, and coaches are committed to providing best-in-class programming to our registrants. The parent and participant satisfaction target was also exceeded.

Our stakeholders continue to embrace our online learning platforms, and the number of courses accessed greatly exceeded our goal. Clubs and school satisfaction with these resources also achieved its target.

Ticket revenue and live streaming viewership targets were met, although we did come up short in our program awareness goal.

As we move forward in our strategic plan, we will continue to build on our successes while giving more attention to those objectives where targets were not met. We remain committed to constant optimization of delivery and continued improvement of programs, technology, and educational tools.

Our athletes performed extremely well on the international stage this season, and we are pleased with the continued collaboration of section technical directors and coaches as we strive to enhance our elite skating programs. While we are certainly in a transitional phase, we can all be excited knowing that we are in good hands, and the future is bright.

Leanna Caron:

Skate Canada remains one of the strongest, if not the strongest, figure skating body in the world. We are committed to soliciting input and feedback directly through various channels as

we kick off our new strategic planning cycle. This past year, the Board reviewed and approved 21 new or significantly enhanced policies and procedures. We meet regularly, and have an open, transparent dialogue with management about organizational requirements. One such need was to advance our position in safe sport, bringing additional clarity and protection to our members.

Debra Armstrong:

Through collaborative dialogue across stakeholder groups, the Board of Directors recently approved new National Safe Sport policies and procedures which will be rolled out in the coming months. Our Safe Sport team also released the Skate Canada Concussion Ed App to promote education and awareness for clubs, schools, coaches, and parents. The safety of our participants is paramount, and we will not waver from this.

Every year as we address our stakeholders, I say the same thing: *the only constant in life is change*. Today, that seems truer than ever before. We must continue to adapt to changing times and make the decisions needed for continued organizational growth and prosperity. As we start to see light at the end of the tunnel, you can be assured we will continue to work with you and adjust our business practices as needed.

To those of you joining us today (i.e. the coaches, choreographers, officials, physiotherapists, sports psychologists, office staff and volunteers) you all play a fundamental role in the success of our organization and we thank you for helping inspire all Canadians to embrace the joy of skating at every level. It is what we do. What you do truly matters, and you are making a difference.

Leanna Caron:

In closing, both Debra and I want you to know we have a solid organization, and we are committed to returning to the ice stronger than ever.

We look forward to seeing everyone soon. Until then, stay safe.

