



08 Strategic Plan 2015-17

8.1 Summary

Figure Skating is an Olympic sport. Australia competes in singles, pairs and ice dance at the Winter Olympics but also competes internationally in synchronized and Theatre on Ice skating.

Ice Skating Australia Incorporated is the peak body in Australia representing figure skating. In each State and Territory (except Northern Territory) there is an association that is the peak body. In the ACT it is the ACT Ice Skating Association Inc (ACTISA).

8.2 Vision and Mission Statement

8.2.1 Vision

“To create an environment where all members can strive to reach their full potential within the sport of figure skating”

8.2.2 Mission Statement

“To promote and encourage participation in figure skating, and to pursue a model for skaters and officials which allows people of all ages, abilities and backgrounds to achieve their potential.”

8.3 Core Values

8.3.1 The core values for ACTISA members will be promoted as their **mantra**;

<i>Fun</i>	We believe in sport being fun.
<i>Fairness</i>	We believe in fairness on and off the ice, characterised by equality, integrity and trust.
<i>Friendship</i>	We believe that regardless of whether an individual seeks volunteer work, competition or recreation through figure skating; sport is a medium, which embodies human spirit and allows people to share experiences and form friendships.
<i>Participation</i>	We believe that everyone has the right to be involved in figure skating regardless of gender, race or social status.
<i>Cooperation</i>	We believe that the sport of figure skating engenders a spirit of teamwork.
<i>Health</i>	We believe that, regardless of age, figure skating is an activity that assists with maintaining and increasing achievable levels of fitness and health.
<i>Personal Development</i>	We believe in the right of all people to pursue their personal goals through figure skating.



8.4 Objectives and Strategies

8.4.1 Objectives

The long-term sustainability of figure skating in the ACT and region is dependent on fostering and maintaining people's interest in the sport.

To ensure we have an environment where all our members can strive to reach their full potential within the sport of figure skating, ACTISA must achieve more than just winning national titles and having athletes represent Australia. We must create an image (brand) that incorporates our core values so that it attracts all people—any age, gender and ability—to figure skating.

The five main objectives of ACTISA for this strategic plan (2015-17) are:

1. Promote and develop the sport of figure skating in the ACT and surrounding regions.
2. Promote and develop healthy individuals within the sport of figure skating.
3. Increase participation in figure skating in the ACT and surrounding regions.
4. Support and, where possible, assist members in reaching their goals.
5. Be a cohesive, proactive and committed organisation.

ACTISA believes that through the successful achievement of these objectives we can help our officials, members and skaters achieve their own personal visions in figure skating.

8.4.2 Strategies

The strategies listed below have been developed by ACTISA for achieving their five main objectives. These strategies will have a time span of three years and will remain flexible to meet changes in figure skating in the ACT and its region.

The following strategies for ACTISA to reach their objectives listed in clause 8.4.1 are:

Promote and develop the sport of figure skating in the ACT and surrounding regions

- 1a Establish an effective promotion network in the ACT; print, radio, TV, internet (investigate social networks and YouTube).
- 1b Communicate the benefits of figure skating to the ACT community.

Promote and develop healthy individuals within the sport of figure skating

- 2a Engage an individual or business to assist with aspects of healthy figure skating.
- 2b Incorporate development programs from ISA and ISU and/or best practice into our programs.
- 2c Promote the health benefits of figure skating to all ages and skill level.



Increase participation in figure skating in the ACT and surrounding regions

- 3a Conduct a regular information and education session for the public and ACTISA members once a year, with skating demonstrations, Q&A, brochures, fundraising and costumes.
- 3b Develop a plan to promote figure skating to specific target groups; such as, boys and men, and adults.
- 3c Upgrade the existing website and rink notice board.

Support and, where possible, assist members in reaching their goals

- 4a Develop a plan to travel as a team to an interstate competition.
- 4b Assist with the setting of goals for all ACTISA members (skaters, officials, committee members, volunteers).
- 4c Communicate all relevant and up to date information on the boards at the rink and on the website.
- 4d Develop a plan for providing assistance for skater development in the following divisions:
 - Aussie Skate (Free Skating levels)
 - Adults
 - Preliminary to Pre-Primary
 - Primary to Novice
 - Junior to Senior
- 4e Investigate grants and opportunities for ACTISA committee officials to attend courses relevant to their duties on the committee.

Be a cohesive, proactive and committed organisation

- 5a Promote the organisation's roles and skills, tests and athlete development programs, through its presence in community activities and outreach programs.
- 5b Promote and establish the ACTISA brand and its core values in the ACT and then nationally, through promotion channels and advertising.
- 5c Communicate ACTISA's policies.
- 5d Promote communication with members by being a responsive organisation, with open discussions, and quick and accurate transparency.
- 5e Provide up to date information to all volunteers and gather feedback at the end of each year.

ACTISA will review these strategies at the end of each 12-month cycle, from implementation of the Strategic Plan 2015-17.



8.5 Stakeholders

ACTISA acknowledges the following stakeholders for the development of this Strategic Plan 2015-17:

- All ACTISA members
- Skaters at all levels and their families
- Recreational skaters
- Existing sponsors
 - Tradies@Woden
 - Quality Inn, Woden
- Potential sponsors
 - Local businesses within Woden/Phillip
 - ACT sporting businesses
 - ACT corporations; for example ActewAGL
- ACT Government (including Sport and Recreation Services)
- ACT Academy of Sport
- Rink Management
- Coaches
- Ice Skating Australia
- Australian Olympic Committee
- Olympic Winter Institute of Australia

8.6 Figure Skating

8.6.1 History

Ice-skating in the ACT commenced over 30 years ago at a small rink called the Paradise Ice Rink, then located at the Canberra Showground (now known as Exhibition Park). The original centre was destroyed by fire. The Phillip Ice Rink was constructed in 1980 and opened in October of that year, with the official opening held in May 1981.

The first organisation to represent the sport of ice-skating in the ACT was the Paradise Skating Club, which was renamed Canberra Ice Skating Club (CISC) in 1981. ACTISA was formed as the peak body for the sport in 1982 and was incorporated in 1983.

The amateur figure skating represented and administered by ACTISA includes singles, pairs, ice dance, synchronised, Theatre on Ice and recreational skaters.

With declining numbers in figure skating, an aging rink, limited funding and an increase in other sporting pursuits, the original clubs established under ACTISA no longer exist. As a result ACTISA has taken on the responsibility and roles of a club in a very demanding environment.



8.6.2 Figure skating in the ACT

1973 (approx) – small ice skating rink established at the Canberra Showground (now Exhibition Park in Canberra), moved to a larger pavilion within the showground and named the Paradise Ice Rink.

1980 – Phillip ice rink constructed, opened in October. Existing ice rink at showground destroyed by fire.

1981 – Official opening of Phillip ice rink. First organisation to represent figure skating in the ACT was the Paradise Skating Club (PSC). PSC renamed Canberra Ice Skating Club (CISC).

1982 – ACTISA named peak body for amateur figure skating in the ACT.

1983 – ACTISA incorporated with CISC as the affiliated ice skating club.

1983 – First figure skating team to represent ACT at the Australian National Championships being held in Mirrabooka, Perth. Team members: Nicholas Tsiros, Danielle Clark, Debbie McGee, Lindy Payne, Jacki Bird.

1984 – Inaugural *Autumn Trophy* competition. The first ACTISA-run technical competition that is open to interstate competitors. Always held in autumn and still a major competition on the ISA calendar

1987 – ACTISA is joint host of the Australian National Figure Skating Championships for the first time.

1988 – ACTISA is joint host of the Australian National Figure Skating Championships for the second time.

1989 – First ACT skater, Jacki Bird, to be selected in the Australian Team. Represented Australia at Winter Universiade, Sofia, Bulgaria.

1989 – First ACT skater, Miriam Manzano, to become Australian National Champion (Intermediate ladies).

1991 – ACTISA hosts the full Australian National Championships for the first time.

1993 – First ACT Precision Skating (Synchronised) team, *Knightmoves*, to become Australian Champions (Junior level).

1994 – First ACT male skater, Craig Coghlan, to become Australian National Champion (Novice men).

1995 – ACTISA hosts the full Australian National Championships for the second time.

1999 – Inaugural *Reg Park Artistic Trophy* competition, which was established to honour ACT's distinguished coach Reg Park, who has dedicated his life, since the early age of 11, to the endeavour of artistic performance on ice.

2001 – Inaugural *Federation Cup* (now known as *National Federation Challenge*), established to celebrate the centenary and provide a National competition for skaters not at Championship level.

2001-06 – Miriam Manzano is Australian National Senior Ladies Figure Skating Champion



2011 – Inaugural *Gwen Peterson Theatre on Ice Trophy* competition incorporated into the National Federation Challenge, in recognition of Gwen’s involvement in figure skating in Canberra, specifically as coach to the 1993 Australian Junior Champion Synchronised (Precision) Team, *Knightmoves*.

2011 – ACTISA President, Angelique Clyde-Smith awarded *Trophylink Volunteer of the Year Award*.

- First ACT official to qualify for Senior National and International Figure Skating Competitions
- Passed ISU Judging exam for Synchronised Skating, now qualified to judge at World Synchronized Skating Championships
- One of only two officials in Australia qualified to judge internationally in Singles, Pair, Ice Dance and Synchronized Skating.
- ACTISA Life Membership 1999.
- Level 1 Ice Skating Coach 1992.
- National Operational Director for Synchronized Skating for Ice Skating Australia (since 2006).
- ACT Delegate to ISA since 1996

2012 – ACTISA Life Member, Coach Reg Park inducted into the ACTSports’ *ActewAGL Sports Hall of Fame*

2012 – Three ACTISA officials acknowledged at the ACT Government’s Sport and Recreation Services 2012 Thanks Awards; President, Angelique Clyde-Smith received *Outstanding Contribution Volunteer Award*; Vice President, Greg Ash and Event Convener, Nina Johnson both received *Excellent Contribution Volunteer Awards*.

2013 – Inaugural *Manzano Aussie Skate Artistic Trophy*, incorporated into the Reg Park Artistic Competition, in recognition to the Manzano family’s contribution to figure skating in the ACT.

2013 – ACTISA Life Member, skater Miriam Manzano, inducted into the ACTSports’ *ActewAGL Sports Hall of Fame*

Up to 2013 – 19 years of ACT skaters representing at the Australian National Championships

National Champions

1989	Miriam Manzano	Intermediate Ladies	Mirrabooka, Perth WA
1990	Miriam Manzano	Junior Ladies	Canterbury, Sydney NSW
1991	Ashley Wilson	Junior Men	Phillip, Canberra ACT
1992	Ashley Wilson	Junior Men	Bendigo, Bendigo Vic
	Miriam Manzano	Junior Ladies	
1993	Miriam Manzano	Senior Ladies	Acacia Ridge, Brisbane Qld
	Knightmoves	Junior Precision	
1994	Nicole Lamson and Stuart Beckingham	Primary Ice Dance	Canterbury, Sydney NSW
	Craig Coghlan	Novice Men	
1997	Steven Deans	Intermediate Men	North Ryde, Sydney NSW
2001	Miriam Manzano	Senior Ladies	Macquarie, Sydney NSW
2002	Miriam Manzano	Senior Ladies	Boondall, Brisbane QLD



2003	Miriam Manzano	Senior Ladies	Boondall, Brisbane QLD
2004	Miriam Manzano	Senior Ladies	Canterbury, Sydney NSW
2005	Miriam Manzano	Senior Ladies	Coburn, Perth WA
2011	Justine Thornton	Intermediate Ladies	Boondall, Brisbane Qld
2013	Endillion Kenyon	Novice Ladies	Icehouse, Melbourne Vic
2014	Callum Bradshaw	Intermediate Men	Boondall, Brisbane Qld

Up to 2014 – Eight ACT singles skaters and one ACT synchronized skating team, *Knightmoves*, have represented Australia at International Competitions.

Singles skaters – Jacki Bird, Ashley Wilson, Miriam Manzano, Kacie Shelley, Stuart Beckingham, Jacinta Greenwood, Eiland Kenyon, Endillion (Dilli) Kenyon.

Knightmoves Precision Team - Alison Seal, Angelique Clyde-Smith, Andrew McGlashan, Hayley Odgers, Jan Moon, Julie Moon, Julie Patterson, Kim Langdown, Lucy Pilsbury, Maria Karellas, Melissa Deans, Micah Johnson, Victoria Lewis, Rachael Johnson, Rebecca Thompson, Rowena Smith, Sarah-Davida McDonald, Shelley Patterson, Steven Deans, Vicki Binos.

Up to 2014 – ACTISA has six National level officials and one international official.

International level official – Angelique Clyde-Smith

National level officials – Angelique Clyde-Smith, Emelia Ash, Heidi Freeman, Meg Monteleone, Rebecca Wells, Samantha Quimby.

8.7 LIFE MEMBERS

Greg ASH	Lorraine BIRD
John BOOY	Eileen BOOY
Marijan CAVLOVIC	Angelique CLYDE-SMITH
John COGHLAN	Judith DEANS
Ann HAMER	Jim JACKSON
Wendy LANGTON OAM	Margaret LEWIS
Miriam MANZANO	Joe MANZANO
Don McKNIGHT OAM	Marjorie MITCHELL
Reg PARK	Jennifer PATTERSON
John PATTERSON	Pauline REDMOND
Suzanne SHELLEY	



8.8 SWOT ANALYSIS

SWOT Components:

Strengths:	• Senior, junior and novice skaters (role models).
	• Access to National and International qualified officials.
	• Experienced coaches.
	• Availability of private coaching sessions.
	• Location of facilities.
	• Good access to sport services.
	• Willing volunteers.
	• Access to larger events interstate.
Weaknesses:	• Figure skating can be easy to promote to media as it is different.
	• Lack of local competition for national level skaters.
	• Large drop out rate.
	• Expensive lessons/equipment.
	• No permanent office location, just a PO Box in Woden.
	• No storage facilities at the rink for equipment and no cheap storage alternative close to the rink.
	• No permanent employed administrator/s (totally reliant on volunteers).
	• Ice sports not mainstream in Australian culture.
Opportunities:	• Lack of financial resources.
	• Poor facilities to train in.
	• Yearly information session at rink.
	• Government grants for equipment, development of committee, strengthening committee succession etc.
	• Travel to an interstate event as a full team.
	• Partner with local and interstate event managers.
	• Summer - escape the heat advertising campaign.
Threats:	• Seminars.
	• Sponsorship.
	• School physical education program.
	• Lack of facilities.
	• Rink closure.
	• Substitute sports eg ballet, gymnastics and callisthenics.
	• Reduced ice time.