

FSP 4003: Field Service Project

Singapore Ice Skating Association: Vision 2025 Strategic Plans



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EXECUTIVE SUMMARY

Vision 2025 serves as a strategic blueprint for the Singapore Ice Skating Association (SISA), focusing on elevating the quality of the competitive ice skating scene in Singapore. Poised to launch in 2017, Vision 2025's main objective is to ensure the subsistence of high-performance athletes as well as increase the quality and participation base of these sports. Vision 2025 comprises of two main segment, the *incipient* segment, which focuses on immediate and actionable plans in preparation for the South East Asian (SEA) Games 2019, while the *posterior* segment would embody the aspirations of SISA to enable Singapore's ice skating to scale greater heights by the Asian Winter Games 21/25.

Incipient plans involve focusing resources to develop ice skating towards a performance-centric course. Refinement on current frameworks, logistics and administration would facilitate SISA's role in our athletes' development trajectory. High performance-centric development has always been a cardinal objective for SISA, hence the incipient segment would not have much deviation from SISA's current pathway. It advocates the distribution of resources to be focalized in the performance-centric course, in place of SISA's conventional two-pronged approach which attempts to balance emphasis on both mass participation and high performance. Since funding and resource allocation are significantly dependent on the performance of athletes in international competitions, the incipient plans could be viewed as a bid to increase the bargaining power of SISA to request for added resources in areas such as funding and training facilities — a cog in the intendment of Vision 2025.

The posterior segment steers SISA towards elevating the sport in Singapore, in terms of participation and level of competency. Recommended initiatives aim to increase the participation base of ice skating, aiding in the expansion of our talent pool as well as ensuring the long-term subsistence of potential national athletes.

Development of this sport hinges on the community and integration of critical stakeholders, therefore the alignment of stakeholders' interest and goals is crucial. Vision 2025 would also be exploring ways to strengthen the building blocks of an integrated community within SISA. Improving communication and building trust are the salient components in fostering a tightly knitted ice skating fraternity.

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1. CURRENT ICE SKATING LANDSCAPE IN SINGAPORE

1.1 CURRENT OUTLOOK

With its inception as an official sport in the 2017 SEA Games, ice skating is slowly gaining traction and recognition in the local sporting scene. However, winter sports are still deemed to be highly unconventional sports in Singapore, given the unaccommodating weather and lack of prior national participation in the sport. Constraints in facilities result in cost and accessibility issues that create high barriers of entry. From the precedence of Singapore's first Olympics gold medalist Joseph Schooling¹, it seems that the amount of personal funding required to develop a world-class athlete in Singapore remains astronomical, even for a perceivably less expensive sport such as swimming; the chasm towards world-class standards appears to be even wider for winter sports. Undoubtedly, the amount of financial resources and commitment required to develop a winter sports athlete have attenuated the pool of willing participants, hindering the development of the competitive winter sports scene in tropical Singapore.

1.2 CHALLENGES

Among the myriad of obstacles en route to elevating the competitive ice skating scene in Singapore, the conventional exigent challenges such as financial constraints and training facilities are circumstantial. These challenges present a chicken-and-egg problem, as funding from the government is dependent on the success of the sport in the international sporting scene and the level of emphasis placed by Statutory Boards, yet the lack of funding by the government hinders success. Drawing resemblance to the national skating associations in other Asian countries such as Japan and Korea, it appears that there is an implicit correlation between the amount of funding and performance of skaters. In line with Vision 2025's intent to provide a strategic direction for SISA, it is imperative to identify the macro challenges of Singapore's ice

¹ Low, L.F. (2016), "*Joseph Schooling calls for better support for local athletes*". Today Online. Retrieved from: <http://m.todayonline.com/sports/joseph-schooling-calls-better-support-local-athletes>

skating scene. Based on the results of our primary research², Singaporeans generally associate ice skating to be *expensive, exclusive and unsuitable* for Singapore. Changing the public's perception of ice skating remains a salient problem. On the level of the masses, public perception would directly influence the level of acceptance, popularity, participation base, spectatorship, recognition and hype of the sport. These factors in turn affect the establishment of new facilities, corporate sponsorships, revenue of sporting events and bargaining power of SISA.

In order to achieve a holistic development for the ice skating fraternity, it is crucial to obtain the support of all critical stakeholders. This includes The Rink (JCube) as it is the only Olympic-sized ice rink in Singapore and provides SISA members with training facilities and ice time. However, during the formulation of Vision 2025, repeated attempts to liaise with The Rink was rejected by its management. The lack of cooperation on their part have led to major challenges remaining impasse. Vision 2025's strategies attempt to work around this massive roadblock.

1.3 LOOKING FORWARD

The issues that have been plaguing Singapore's ice skating scene cannot be solved easily within a short time frame. However, actions are still required to set the solution plans in motion. Molding the future of ice skating is a long and arduous process, given the inadequate support in Singapore's competitive sporting scene. Expectations would need to be managed, since such plans might require a longer time horizon to yield tangible benefits. Due to the difference in scale and physical constraints, it would be impossible to emulate the successes of Asian ice skating giants such as Korea. Vision 2025 was intricately crafted with the Singapore context in mind.

² Annex Survey 1: Public Q20 - How would you rate ice skating in Singapore based on the following attributes

2. PRIMARY RESEARCH

2.1 OBJECTIVES

The main aim of the primary research is to firstly, gain insights on the pain points experienced by the ice skating community and secondly, gauge the public's general perception of ice skating in Singapore. The results of the survey would be used to identify the areas of improvement within the internal environment of SISA and the inertias of engaging in ice skating and deliberation before committing in a particular sport (the consumer decision-making process). These would be used in exploring effective avenues that would be utilized in initiatives targeted at increasing the efficiency of SISA's internal structure and participation rate, respectively.

2.2 DATA COLLATION METHODOLOGY

2.2.1 Public Survey

A primary survey was carried out as a descriptive research method. A mixed method of both quantitative and qualitative data was collected in the survey. The aim is to understand the feelings and thoughts about ice skating in Singapore, which necessitates a qualitative segment so as to refrain from setting boundaries to the subjects' answers. This information cannot be converted directly into numerical data such as *the positivity of the general perception of ice skating in Singapore*, as there are nuances to be explored within the answers, and numerical representation would be meaningless. The quantitative segment of the survey is going to measure numerical data to analyze effective means of promoting participation, as well as factors which affect the willingness to participate. This data would provide insights and substantiation for strategy formulation.

A total of 123 completed surveys were collected. Individuals without any affiliations to SISA were deliberately chosen as survey subjects, as it is possible that individuals who are affiliated with SISA would not be able to accurately depict the general public's opinion; therefore, this survey would err on the conservative side. The survey was conducted on adolescents and young

adults as they are the primary target audience for mass participation initiatives. Adults, who are about to start a family or have young children, were also considered as their opinion would be crucial to gain a deeper understanding in the factors affecting their willingness to allow their child to commit to ice skating.

2.2.2 Focus Groups

Two focus group discussions were carried out, with parents of speed skaters and figure skaters, to gain deeper understanding on their perspectives as parents and the pillars of support for the skater. A total of 19 participants were involved in both sessions. The focus group was conducted to glean insight on the various issues of concern involving SISA – obstacles encountered in their child's skating journey and other issues of contention in areas (E.g. ice time, coaching, the Learn-to-Skate program, skating clubs, volunteering and issues of governance etc.).

Apart from parents, it is also important to understand the views of other stakeholders such as the skaters and coaches of short track and figure skating. Skaters will, ultimately, be most affected by the policies of SISA, rink conditions and training issues. Coaches, on the other hand, have technical expertise and vast knowledge of the sport, understand best the capabilities of the SISA skaters and have regular interaction with skaters, parents, SISA and The Rink. Thus, their opinions are valuable to shine light on functional, technical and operational perspectives. Given the importance of understanding the perspectives of both skaters and coaches, focus group discussions were organized with these subjects. Despite numerous endeavours to schedule the focus group discussions, the team was unsuccessful in arranging face-to-face meeting with all stakeholders as desired due to participants' non-responses or no-shows. In order to combat this shortcoming, respective surveys were designed and sent to these groups.

2.2.3 Targeted Surveys

An ex-ante and ex-post group survey were distributed to parents as supplements to the focus groups. Given the anonymity of these surveys, focus group participants were freed from

influences like peer pressure, which may be present in an open discussion such as that of a focus group discussion. The first survey was designed to gauge the general inclination of the parents and solicit information so as to facilitate focus group discussion. The second survey was sent to the participants to obtain quantitative and qualitative data as well as round up any unsaid thoughts.

For the other stakeholders, namely, the coaches and skaters, respective surveys were designed to obtain their views on the issues mentioned above. These surveys served to communicate the different points of view of the major parties involved and allowed for the assessment of the receptivity and feasibility for proposed solutions. In total, 12 responses were received for the survey specific to parents, 40 from the survey involving skaters and 2 from the survey targeting coaches.

2.3 LIMITATIONS

While the public survey was specifically targeted at adolescents and young adults, older middle age adults and retirees tend to be neglected in representation. In certain countries, such as South Korea, the middle to old age strata represent a substantial number of ice skaters. However, as the ice skating scene in Singapore is still in its infancy stage, participative solutions targeted at these demographics should be of second priority as more efforts is required to engage their participation. In future, similar surveys can be conducted to target these groups of individual in order to understand their views of engaging in ice skating and thereby, develop relevant participative initiatives.

The responses from the survey meant for the SISA community, comprising of parents, skaters and coaches, may also not be an ideal representation of the community due to the low response rates. While the small sample size might not provide a full representation of SISA members, the recurring theme in their responses served to highlight a few salient points. The insights gained

from these results were ultimately useful in determining the direction and improving the fit of the formulated strategies which will be discussed in the sections below.

3. ENVIRONMENTAL & INTERNAL ANALYSIS OF SISA

3.1 INTERNAL ANALYSIS: SWOT

INTERNAL FACTORS	
STRENGTHS (+)	WEAKNESSES (-)
<ul style="list-style-type: none"> • Sole governing body of ice skating in Singapore • NSA and IPC status • Expertise and knowledgeable personnel • Passionate community • Increasing number of promising skaters 	<ul style="list-style-type: none"> • Lack of funds • Manpower strain • Internal organisational issues within SISA • Underutilisation of resources • Misalignment of stakeholders goals and needs • Poor collaboration with stakeholders • Inability to attract world-class coaches • Weak influence over Learn-to-Skate programme
EXTERNAL FACTORS	
OPPORTUNITIES (+)	THREATS (-)
<ul style="list-style-type: none"> • Budget 2017: Expansion of (i) Sports-in-Precinct (ii) Sports donation dollar-for-dollar matching. • First-time inclusion of ice-skating in SEA Games • Schools' emphasis on non-academic areas • Increase in Corporate Social Responsibility (CSR) • Paradigm shift towards healthier lifestyle 	<ul style="list-style-type: none"> • Lack of bargaining power against facilities provider • Uncertainty when organisation is too open and reliant on external funds

3.2 EXTERNAL ENVIRONMENT ANALYSIS: PEST

3.2.1 Political Factors / Legal Factors

Following Joseph Schooling's unprecedented achievement at the 2016 Olympics, the Singapore government is pumping an additional S\$100 million over the next five years to ensure the country continues producing champions (Tan, 2017)³. \$50 million will be pumped into the High-Performance Sports (HPS) system over the next five years. Spearheaded by Sport Singapore, this fund will be channeled towards "improving the capability and capacity of

³ Tan, J. (2017). *S\$100 million to produce champions*. Business Times. Retrieved from: <http://www.businesstimes.com.sg/government-economy/singapore-budget-2017/s100-million-to-produce-champions>

coaching, technical and high performance support staff that surround the athletes” (Lim, 2017)⁴. The other \$50 million is allocated to match sports donations dollar-for-dollar to the Sports Singapore Vision 2030 Fund (MCCY, 2017)⁵. In light of the government’s growing focus on high performance sports and encouragement of corporates and the public in supporting athletes, Vision 2025 recommends that SISA capitalizes on the funding available by liaising with Sport Singapore, applying for the relevant grants and embarking on efforts in sourcing for external sponsors and donors to secure maximum funding for its high-performance athletes.

3.2.2 Economic Factors

Singapore has been enjoying favourable economic conditions, such as increasing GDP per capita, over the years. (Singapore Department of Statistics, 2017)⁶ This suggests greater disposable income amongst Singaporeans and signals how individuals are now better able to afford engaging in leisure activities like ice skating. Hence, the tendency and possibility of the public in partaking in such activities increases.

3.2.3 Social Factors

With growing concern on health matters and interest in sports, Singaporeans are today, leading a healthier and increasingly active lifestyle, engaging in more sports activities as compared to the past. (The Straits Times, 2016)⁷ This heightened sensibility towards fitness and in maintaining an active lifestyle increases the feasibility and participation of sports events which SISA could implement in future for the sake of garnering greater interest in ice skating. Additionally, under the influence of this health-and-fitness-conscious environment which promotes the inculcation of sports habits and activities within the everyday life, families are now more open in allowing

⁴ Lim, S.H. (2017). *Singapore sports receives huge financial boost*. The New Paper. Retrieved from: <http://www.tnp.sg/sports/team-singapore/singapore-sports-receives-huge-financial-boost>

⁵ Ministry of Culture, Community and Youth. (2017). *MCCY COS 2017*. Retrieved from: <https://www.mccy.gov.sg/~media/MCCY-corp/COS/2017/COS2017-Factsheet-3-A-Confident-Nation.pdf>

⁶ Singapore Department of Statistics. (2017). *Gross Domestic Product*. Retrieved from: <http://www.tablebuilder.singstat.gov.sg/publicfacing/partialDisplay.action>

⁷ The Straits Times. (2016). *Singaporeans now more active*. Retrieved from: <http://www.straitstimes.com/singapore/health/singaporeans-now-more-active>

their children to partake in regular sports while still schooling, providing opportunities for increased participation in ice skating.

3.2.4 Technological Factors

Singapore is the top mobile app economy in Asia (e27, 2016)⁸. Leveraging on the extensive usage and receptivity of mobile applications in Singapore, it is recommended that SISA makes use of existing applications to help improve communication between coaches and students in the Learn-To-Skate programme and beyond. This will be further elaborated in the sections below.

3.3 STAKEHOLDERS MANAGEMENT

Through the primary and secondary research conducted, it can be observed that some stakeholders conceptualise SISA as a collection of various internal and external constituencies, with each constituent pursuing their own objectives. According to Hayes (2002)⁹, proponents of this perspective contend that power and influence of stakeholders determine the outcome of the decision process, resulting in the inadvertence of logic and rational arguments. This serves as an admonition that individuals who are responsible for managing change should be mindful not to neglect issues of power and influence.

Hence, in relation to the strategies and changes SISA aims to implement in view of Vision 2025, certain measures need to be taken by SISA to manage the stakeholders such that strategies can be smoothly implemented. Using Haye's (2002) Stakeholder Grid (refer to Figure 1), SISA may first classify existing stakeholders accordingly to better analyse and understand their relation to the organisation. The Stakeholder Grid organises stakeholders based on two dimensions: Attitude (positive or negative attitude toward the strategy/change) and Power (high or low power in influencing the outcome). The same stakeholders may hold different positions on the grid as their attitude and level of power may differ depending on the change to be implemented.

⁸ McSpadden, K. e27. (2016). *Singapore tops mobile app economy, but for how long?* Retrieved from: <https://e27.co/singapore-tops-mobile-app-economy-long-20160226/>

⁹ Hayes, J. (2002). *The Theory and Practice of Change Management*, pp.105. ISBN:0333987969

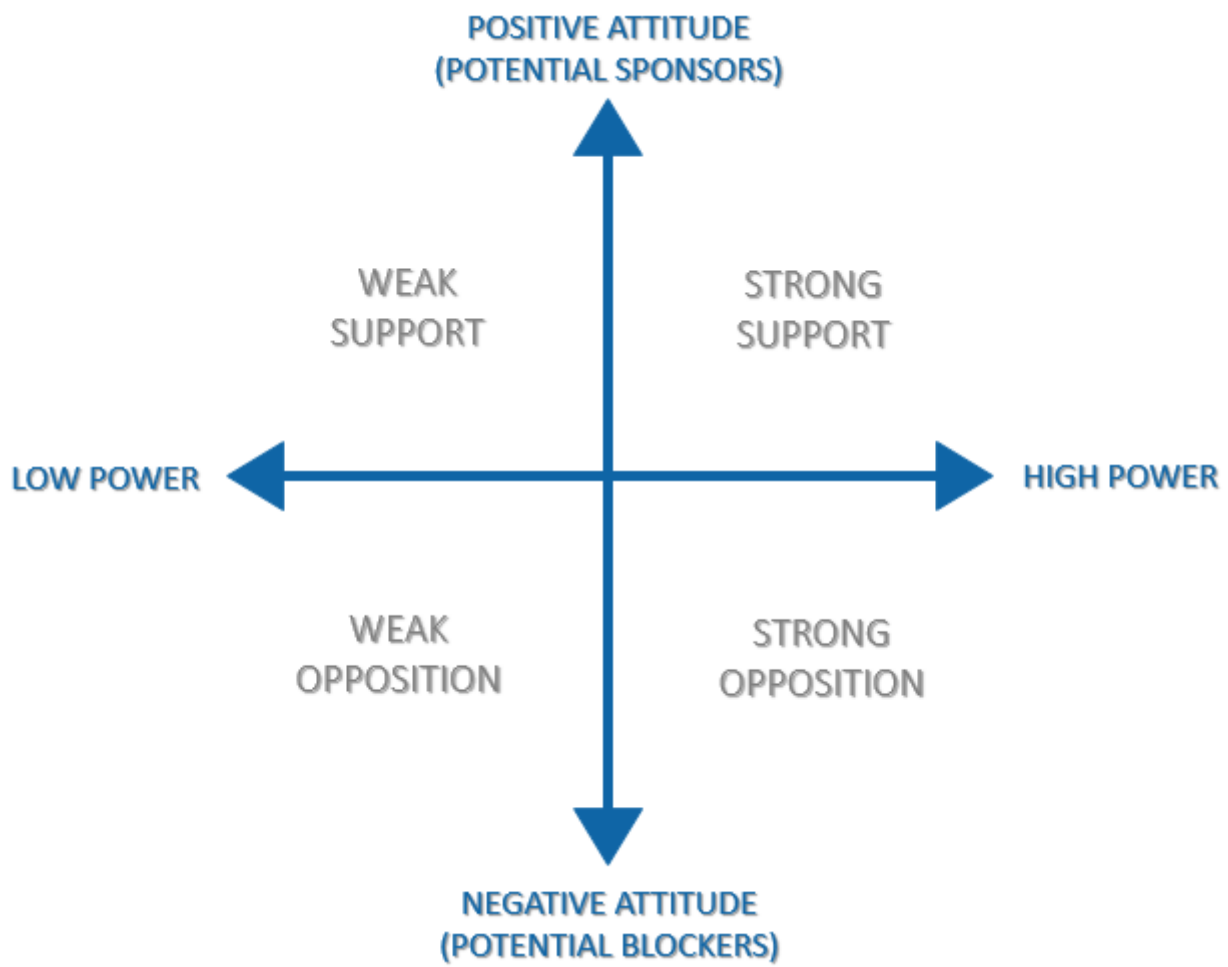


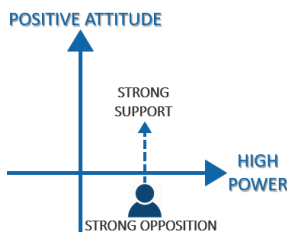
Figure 1: Stakeholder's Grid

Power (horizontal axis) maps out the influence of the stakeholder in altering decisions and outcomes of the change to be implemented while Attitude (vertical axis) maps out the degree to which stakeholder will support SISA's proposition. The four movements indicated in the stakeholder grid above represent the steps SISA can take to manage the various stakeholders depending on their position in the grid, encouraging potential sponsors (stakeholders with positive attitude represented by the upper half of the vertical axis) to support their cause and preventing potential blockers (stakeholders with negative attitude represented by the bottom half of the vertical axis) from obstructing their cause.

3.3.1 Four Methods to Manage Stakeholders (Hayes, 2014)¹⁰

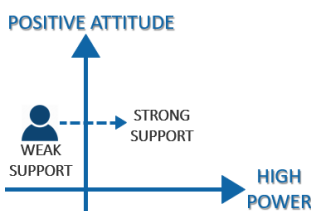
Method 1: Winning the support of those who oppose the change and have power to influence the outcome

The Rink (JCube) is an example of a stakeholder who opposes SISA's intervention in various issues not limited to rink-sharing and the Learn-To-Skate programme. To win the support of the management, SISA can attempt to provide them with more information that will serve to change their perception. For instance, by substantiating their case for the abovementioned issues with a public survey that shows supportive results, it will help to convey the feasibility and potential benefits of SISA's recommendations through a voice other than SISA's own. This objectivity may then increase JCube's willingness to listen and subsequently understand the rationale behind the proposed plans. Another approach can be for SISA to engage in bargaining with JCube, by allowing them to be a part of the profit-sharing scheme or by giving them greater control over the outcome. In any case, it is always important to try and understand standing issues from the blocker's point of view in order to garner their support.



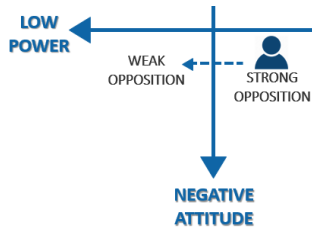
Method 2: Increasing the influence of already supportive stakeholders

Many members within SISA are supportive of the changes and implementations that SISA executes. This is evident in their participation in SISA-organised activities and volunteering of their time to implement projects and activities. To increase the influence of these individuals, SISA can work to secure the appointment of these supportive members to decision making groups such as volunteer groups and the Executive Committee, empowering them with legitimate authority and the impetus to execute programmes and drive change.



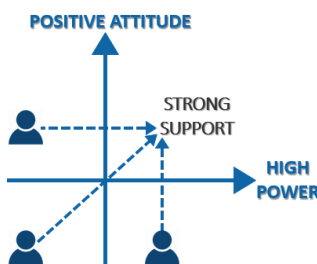
¹⁰ Hayes, John (2014), *"The Theory and Practice of Change Management"*, Palgrave Macmillan. ISBN: 1137289023, 9781137289025 pp. 205

Method 3: Reducing the influence of powerful blockers



One example of a powerful blocker is the rink management at The Rink (JCube), who has high power and negative attitude towards SISA's operations and strategy. One way SISA can reduce the JCube management's influence is to lobby for the distribution of JCube's decision-making power among the other authority-welding stakeholders such as the Singapore Ice Hockey Association, SISA itself, Sport Singapore and JCube.

Method 4: Building a coalition of supportive stakeholders who will be prepared to work together to support the change



be involved

This can be done through centralizing the volunteer system and having different functions such as marketing, sponsor seeking, event planning etc. where individuals can pick the areas where they have more expertise in, allowing them to work together with each other to support the various functions of the organisation. In addition, stakeholders such as the public can

be involved through the creation of more collaboration opportunities, such as the mascot designing competition, to help bring stakeholders together to support SISA's strategies.

4. IMMEDIATE ACTIONABLES

4.1 REVIEW OF ORGANISATIONAL DIRECTIVES

Immediate actionables should be resource-lite strategies targeted at rectifying issues pertaining to the internal workings of SISA. These issues should be tackled before embarking on long term plans as it is imperative to align the ice skating community's interests. With stakeholders on the same page, it would better facilitate future strategies which require collaboration from all parties.

4.1.1 Review of Mission

“SISA is the national governing body for figure and speed skating in Singapore, providing recreational and competitive programs and athlete development pathways as well as organizing local and international competitions, seminars and clinics for all levels of athletes, coaches and officials in order to promote, nurture and develop the sport. SISA is dedicated to developing personal excellence and sportsmanship through participation in skating.”

Current Mission Statement:

The mission of an organization states the fundamental purpose for the organisation's existence and what the organization is providing to society (Wheelen et al, 2014).¹¹ SISA's current mission defines the role of SISA as well as its “offerings”, includes its supportive functions to athletes and touches on its promotional arm regarding garnering greater local interest in the sport. However, its loquaciousness does not succinctly capture SISA's unique personality and value propositions, as well as the sense of vibrancy required to inspire action. In light of the strategic plan highlighted in this report, the mission should also be revised to reflect the resultant emphasis placed on high performance and mass participation.

¹¹ Wheelen, T. L., Hunger, J. D., Hoffman, A. N. and Bamford, C. (2014). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Pearson, (14/eth Edition). ISBN:9781292060811

“SISA is the national governing body for figure and speed skating in Singapore. We are dedicated to carving out a pathway for athletes to scale greater heights in the international ice skating scene, while transforming ice skating into a mainstream sport in Singapore.”

Vision 2025 suggested Mission Statement:

4.1.2 Review of Vision

“To cultivate an ice skating culture in Singapore, to participate in major international competitions within the next decade and develop Singapore as a center of excellence in ice sports in South East Asia, while providing opportunities for all (from toddlers to seniors) to learn to skate in a safe and fun environment.”

Current Vision:

An organisation’s vision statement defines the ideal state of the organization in the future. (Wheelen et al, 2014) ¹² Such a statement should consist of broad goals and aspirations. SISA’s current vision does successfully address the goals it wishes to achieve in the long run. However, it could be communicated in a more succinct and compelling manner in order to paint an image that members and the public could look forward to and relate to.

Vision 2025 suggested Vision:

-
- **Develop Singapore into a regional hub for ice skating in Southeast Asia**
 - **Nurture a pool of athletes who are able to represent Singapore on international scale**
 - **Cultivate ice skating as a mainstream sport in Singapore, providing all individuals with an opportunity to experience it in a safe and enjoyable environment.**
-

¹² Wheelen, T. L., Hunger, J. D., Hoffman, A. N. and Bamford, C. (2014). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability*. Pearson, (14/eth Edition). ISBN:9781292060811

4.1.3 Review of Core Values

- **Sportsmanship**
 - **Integrity**
 - **Discipline**
 - **Respect**
 - **Commitment to Excellence**
-

SISA's current core values represent the characteristics of a model sportsman. This helps to guide current skaters and groom them into better athletes of the future. To align with Sport Singapore's vision, SISA could consider including an element of teamwork or community spirit through the addition of "camaraderie" as a core value.

4.2 COMMUNITY BUILDING

4.2.1 Communication

Communication is a crucial factor in fostering a close-knit community. In order to be better equipped to address on-the-ground issues, it is necessary to maintain a two-way communication traffic. As of now, the formal channel of raising an agenda to be included in the Annual General Meetings (AGM) appears to be logistically excessive for ancillary matters. Opinions garnered from the focus groups indicate that the main intent of Quarterly Meetings is for SISA to update stakeholders, allowing inadequate time for meaningful discussions on other issues. 60% of the respondents from the Parent's Survey indicated that they would welcome the implementation of an online feedback channel.¹³ Vision 2025 proposes a new feedback channel to facilitate exchange among SISA members and management. This feedback channel could materialize in the form of an invitation-only forum on SISA's website, providing all SISA members and personnel with a platform to interact and discuss any matters of concern.

¹³ Annex Survey 2: Parents, Q11 - What other platform would you wish to have to share your opinions?

This is in response to SISA's current state of citizen participation within the organisation. Based on Arnstein's ladder of participation (2007)¹⁴, communication within SISA operates on a largely 'tokenistic' mode, revolving around the rungs of 'informing' and 'consultation'. This signifies that while the opinions of members are invited, there is no assurance that citizens' inputs and views will be considered, unless consultation is supplemented with other modes of participations. This view is supported by parents involved in the survey conducted in which 50% of respondents¹⁵ noted that some of their suggestions were considered and worked on. Hence, SISA could attempt to increase citizen participation within the community by improving two-way communications through the proposed online feedback channel. Additionally, SISA should also move towards the upper rungs of 'delegating power' and increasing ownership through measures like volunteer-initiated projects, which will be discussed later in this report.

4.2.2 Transparency and Accountability

To address issues of transparency and accountability, members of SISA should have rights to information. This would include the right, but not obligation, to have access to the proceedings of the Annual General Meeting (AGM). During an Annual General Meeting (AGM), agendas which were submitted before the AGM would be discussed and voted upon. The appointment of the Executive Committee is also carried out during an AGM. As such, an AGM could signify a new turning point for the organization and have a huge impact on the daily operations of the organization, thereby, affecting their members. Members should be given the option to attend such meetings in order to be present when big decisions are made. This would ensure transparency behind typical closed doors and protect SISA from any unfair accusations regarding communication with members and the decision-making process.

¹⁴ Arnstein, S. R. (2007). *A Ladder of Citizen Participation*. Journal of the American Institute of Planners, 35:4, 216-224, DOI: 10.1080/01944366908977225

¹⁵ Annex Survey 2: Parents, Q8 – Have all your suggestions or views been considered and suitable actions taken?

Currently, SISA is willing to allow members to attend its AGMs, however, these members will have to make an official request to be present at such meetings as an observer. While this seems fair and reasonable, the survey results from the parent group of SISA suggests that parents are not familiar with such procedures and may be under the impression that they are not able to attend such meetings. 50% of parents have indicated that they would like to be given the option to attend future AGMS.¹⁶ Thus, SISA can actively disseminate this information to members, ensuring that members are aware of this procedure.

4.3 PROPOSED CHANGES TO EXECUTIVE COMMITTEE (EXCO)

SISA governs both the speed and figure skating disciplines, facing the challenge of balancing resource allocation in a fair, just and efficacious manner. Besides fulfilling the due diligence required of a National Sports Association (NSA) to uphold accountability to the public, ensuring fairness and transparency within the organisation is critical towards building an integrated community. To ensure the interests of both sides are well represented, Vision 2025 proposes the following changes:

4.3.1 Oversight

SISA's Executive Committee (EXCO) has actively worked to ensure a proportionate balance in resource allocation between both sports. Fair resource allocation has been reflected in the FY17 Resourcing Plan, yet this information remains privy to position holders. Through the focus groups conducted with the parents, a small group of individuals have voiced issues of *perceived biasness* in terms of resource allocation between the two sports. Even though this could be brushed off as a baseless claim amongst a small number of individuals, this approach might result in repercussive effects – paving the way for more speculation and erosion of credibility and transparency. Based on Adams's Equity Theory (1965)¹⁷, individuals are motivated by a sense of fairness in their interactions. This perceived sense of fairness is a result of the social

¹⁶ Annex Survey 2: Parents Q13 - Would you like to be given the option to attend SISA's AGM?

¹⁷ Adams, J. S. (1965) *Inequity in social exchange*. In L. Berkowitz (Ed.), *Advances in experimental social psychology*, Vol. 2, pp. 267-299.

comparisons one makes. Perceptions of created tension drive individuals to undertake actions that will reduce deemed inequity. Thus, while SISA might not be obligated to disclose internal accounting statements, such disclosure could be perceived as an act to patch any miscommunication between stakeholders, building trust and transparency in its operations.

SISA could also consider appointing an independent oversight role which would only be involved during budgeting and resource allocation matters. Insertion of such role into the EXCO would not be effective as a single vote would not be perceived as having the capabilities to produce a *swing vote* result, coupled with the requisite that EXCO members ought to have intimate knowledge of the sport, which would then dilute their objectiveness. Thus, it is proposed that the Oversight Committee would be granted line-item veto power, which allows them to nullify or propose changes if the Committee deems that a certain provision¹⁸ favours one sport over the other, out of reasonable proportion. This maneuver could be viewed as *tokenism* in the form of placation to deflect any accusation of biasness. (Arnstein, 2007)¹⁹

In order to yield the full benefits of this proposal, it is imperative that SISA propagates the role of the Committee, as well as emphasize on the independent body having no vested interest in either sports. This would signal SISA's attempts to foster an integrated community spirit within the ice skating fraternity and their willingness to address difficult issues to uphold accountability.

4.3.2 EXCO Discipline Spread

Upon a review on the composition of the EXCO, it appears that the roles and responsibilities carried out by the members are adequate and effective given the limited resources and manpower available to SISA. Hence, the job scope does not require revision. However, some standing issues do exist on the subject of EXCO composition. 70% of the skater respondents²⁰

¹⁸ With the exclusion of Event Neutral budgeting and allocation

¹⁹ Arnstein, S. R. (2007). *A Ladder of Citizen Participation*. Journal of the American Institute of Planners, 35:4, 216-224, DOI: 10.1080/01944366908977225

²⁰ Annex Survey 3: Skaters Q19 - Do you think there should be a mandate on the make-up of EXCO to comprise fairly of both individuals from both figure skating and speedskating?

indicated that they feel the need for the EXCO to evenly comprise of representatives from figure and speed skating. To prevent any opportunities for concerns regarding the fairness of representation in the EXCO, Vision 2025 recommends that SISA introduce a mandate which requires a minimum of one member each from both the figure skating and speed skating disciplines. The basis underlying this recommendation is the acknowledgement that both functions ultimately differ in their experiences and problems faced in the pursuit of their sport, inevitably resulting in varying opinions on certain subject matters unique to their sport. By enforcing representation, SISA can ensure that the views and opinions from each function are well conveyed at the decision-making level, bridging the knowledge gap between ground and EXCO levels which would facilitate informed decision-making at meetings. This also consequently puts away any concerns from either group regarding resource distribution or interest recognition. In addition, any views or complaints from either group may be raised formally during meetings in an official and centralized manner through a representative, improving the channels of communication between members and the EXCO, as well as between speed and figure skating. This enables both disciplines to have a stake in the decision-making process, while facilitating a platform for them to come to consensus, realigning their goals for mutual understanding and holistic progression. Consequently, such an arrangement would minimise any chances for the occurrence of misunderstandings or miscommunications.

4.4 REVIEW ON AFFILIATE MEMBER CLUBS

According to our primary survey, the main functions of the affiliated clubs of SISA are generally perceived to be rudimentary – organize club races and events, relay information from SISA to club members, collectively represent their members' voices and for administrative purpose in gaining entry into SISA.²¹ During the focus group discussions, several members have brought up the point that these clubs serve no specific roles in their ice skating journey, apart

²¹ Annex Survey 2: Parents Q15 - In your opinion, what roles and purpose do you think the clubs serve towards you and the ice skating community?

from the sole purpose to allow membership into SISA. When surveyed about their satisfaction about the current process of gaining SISA membership through affiliated clubs entry, 62% of the parents were extremely satisfied with the current membership system. On the other hand, 60% of the skaters were indifferent about the current membership system²². Thus, this can be interpreted that slightly more than half of SISA members are generally contented with the membership structure of SISA which requires them to join an affiliate club before gaining membership in SISA. Members were indifferent to the proposal of an alternative membership model – in which entrants are allowed to join SISA before choosing to enter an affiliate club. 54% of the parents²³ did not find this proposed system to be better than the current structure, while 57% of the skaters²⁴ generally felt indifferent to the new system. Henceforth, Vision 2025 recommends the continuity of the current membership programme whereby skaters enter an affiliate club before gaining entry into SISA. However, it is recommended that SISA makes available several suggestions on guidelines and duties of these affiliate clubs, to expand the role and consistency of these clubs in serving a greater purpose for the ice skating fraternity. This is in response to the general views of skaters who responded in the survey conducted where mentions of *‘clubs serving no particular purpose’* and *‘mainly for administrative functions’* were common. Such duties should revolve around participation in the organization of events and training workshops, aimed at developing stronger bonds, skating capabilities and motivating club members, functions which are essential in supporting the members’ ice skating journey.

The current procedures required for the establishment of an affiliate club as well as the gaining of membership into an affiliate club are lax, leaving the system vulnerable to exploitation. To prevent future misconducts by individuals who may wish to take advantage of this lenient process (E.g. gaining voting rights in the AGM and swaying decision making in their favour),

²² Annex Survey: 3 Skaters Q15 - How satisfied are you with the current system to becoming a SISA member? | Annex Survey 2: Parents Q14 - How satisfied are you with the current system to becoming a SISA member?

²³ Annex Survey 2: Parents Q16 – Do you think joining SISA first as a member before joining a specific club would be a better option to gaining membership into SISA?

²⁴ Annex Survey 3: Skaters Q16 – Do you think joining SISA first as a member before joining a specific club would be a better option to gaining membership into SISA?

there is a need for precautionary measures. A robust establishment framework needs to be implemented to ensure that clubs are governed with integrity and purposed for the benefit of the members. SISA can begin by analysing the qualifications and backgrounds of potential club presidents in order to assess their fit with SISA, as well as their interest in ice skating and rationale for establishing a club. SISA can also publish membership guidelines with prerequisites to the entry of clubs to ensure only verified members with interest are allowed to vote. Such stringent processes and controls are necessary to ensure the legitimacy of clubs and their accompanying votes.

4.5 VOLUNTEERING SYSTEM

4.5.1 Sign Up Portal

The current volunteering system operates on an ad-hoc, network basis. An individual (leader) would accept the assigned task at hand, before seeking out fellow SISA members within his/her network to form a group of volunteers to tackle the assignment. While this might be logistically favourable for SISA, the current model could result in untapped resources and the demotivation of certain parties to participate. Members beyond the leader's network would miss out on the chance to be recruited as volunteers even though they might be able to provide professional expertise on certain matters. The leader would also have a disproportionate amount of responsibility placed on him/her trying to liaise with individual parties and make decisions with little division of labour. This method limits the opportunity for volunteering to a certain pool of individuals, places the responsibility on a single chairperson, and complicates liaison and dissemination of information. These sentiments were supported by the survey responses where 57% of parents felt that the current volunteering system has room for improvement.²⁵ 73% of parents also felt that there is a need for a more convenient one-stop volunteer portal.²⁶ Since SISA requires manpower for multiple events periodically, establishing an official system for

²⁵ Annex Survey 2: Parents Q24 - How effective do you think the current volunteering system is?

²⁶ Annex Survey 2: Parents Q25 - Do you think there is a need for a more convenient and transparent one-stop portal for volunteering-related affairs?

volunteers would allow signing up for volunteering to become a much smoother and more attractive process, reduce the strain placed on a single 'leader' and ultimately create a more effective recruitment system for SISA. This would be instrumental in generating manpower to facilitate the activities proposed in our long-term plan. Vision 2025 proposes the implementation of an online volunteer sign-up portal. This could be accessed via the SISA website, in the form of a shared Google Sheet or dedicated website (proceed to <https://tinyurl.com/SISAVolunteers> for concept²⁷). This would allow the recruitment to be extended to all members, and participants could sign up for leadership roles. Breaking away from the conventional event-based volunteerism, Vision 2025 recommends that volunteers should be departmentalized so as to utilize their expertise and experience. Individuals with extensive network or specific expertise would be able to offer their efforts more readily to the respective departments which best suits their capabilities and interest. These departments could comprise of sponsorships, public initiative, administrative, logistics etc. Parents with potential sponsor contacts can join the Sponsorship Division and tap on their personal networks and contacts. With easy access to volunteering information and the active search for volunteers in specific departments, SISA members are now more aware of various opportunities and may be more inclined to start looking within their personal circle for resources such as sponsors. Given the paucity of SISA's corporate sponsorship, it would be ideal if there could be a volunteer task force to source for corporate sponsors, be it for long term athlete development or single events. Such initiatives would allow SISA more resources to increase their publicity and awareness. The establishment of sub-divisions within the volunteer group also means that a ready pool of specialized volunteers is available when the situation calls for it. For instance, if SISA were to hold a competition and requires accompanying fringe activities, SISA can tend turn to volunteers who had previous experience in organizing such events.

²⁷ Annex 11.2: Screenshot for SISA Volunteer Portal

In addition to that, Vision 2025 suggest tapping on previously unexplored sources, such as targeted members of the public, to procure volunteers. This could be done by approaching schools and the relevant clubs or faculties, presenting volunteering opportunities as chances for students interested in subjects such as ice skating, sports planning, events planning or design to participate in these events. Apart from personal interest, these students would also be motivated by the opportunity to accumulate experience for future work purposes as well as the chance to accrue school credits in terms of Community Involvement Programme (CIP) points. Ultimately, this suggestion would benefit SISA by expanding its potential pool of volunteers, targeting those who have vested interest and are therefore comparatively more motivated to the cause.

4.5.2 Proactive Roles

Given the numerous duties required of SISA, the organisation could extend several of these volunteering opportunities to include collaborations on a regular basis rather than on an ad-hoc timeframe, tapping on these volunteers as a resource to take on a proactive role for initiatives. SISA could provide volunteers with the autonomy to initiate end-to-end projects such as public/school outreach events, which encompasses tasks from capital sourcing to execution. Specializing in a specific function will encourage better performance over time and help develop stronger relationships with fellow members and external parties, both of which will be beneficial for SISA in conducting future initiatives.

In line with this new direction to manage manpower to become more sustainable and less provisional, the establishment of internships should also be considered as a way to source for manpower. Given that requests for Sport Singapore to fund new full-time permanent staff may not be accepted, internships can serve as an alternative, since it is more cost-effective and does not come with the commitments attached with hiring a full-timer. Interns may help out with administrative tasks, relieving the burden on the current SISA personnel, or be provided with specific implementation projects to do with executing SISA's strategic plan, such as marketing

initiatives, events, or liaising with external collaborators. Such short-term roles bring forth diversity and fresh perspectives, both of which might be beneficial in the long term. The establishment of such roles should be conditional on the availability of financial resources and grants.

5. NEAR TERM ACTIONABLES

5.1 HIGH PERFORMANCE CENTRIC

The near-term actionables involve focusing resources to develop ice skating along a performance-centric course. High performance-centric development has always been a cardinal objective for SISA. Vision 2025's short term plan would not deviate much from SISA's current pathway. One departure, however, is that it advocates resources to be focalized in performance-centric course, in place of SISA's conventional two-pronged approach that balances emphasis on mass participation and performance-centric. It also attempts to foster a greater sense of collective identity and achieve alignment of goals between the speed and figure skating function, through the understanding that achievements in one sport creates significant positive externalities that would benefit the other. Hence, it would serve the different stakeholders well to focus on the long-term success of the skating ecosystem in Singapore rather than the current interests of any one group.

Salient events (e.g. winning Olympics gold medal) influence the decision-making process through association (Tversky and Kahneman, 1975)²⁸. This is particularly evident in the case of Singapore as illustrated by the increase in media coverage on medal-winning sports, as well as accompanying surge in participation (Calvin Yang, 2016)²⁹. To frame availability heuristics in a sporting context, parents are more eager to allow their children to participate in medal-winning sports.

²⁸ Tversky, A. and Kahneman, D. (1975). *Judgment under uncertainty: Heuristics and Biases*. Science, New Series, Vol. 185, No. 4157, pp. 1124-1131.

²⁹ Yang, C. and Teng, A. (2016). *Swim schools gain from 'butterfly effect'*. The Straits Times. Retrieved from: <http://www.straitstimes.com/singapore/swim-schools-gain-from-butterfly-effect>

Considering the constraint in resources, it would be prudent for SISA to embark on a performance-centric route and reap the subsequent benefits of medal-winning publicity to boost participation and spectatorship, as opposed to dividing resources in both aspects with limited success. The following proposals are Vision 2025's recommendation to strengthen SISA's performance centric capabilities:

5.2 OFFSHORE TRAINING FACILITIES

The high costs and unfavourable timings of SISA's ice time at The Rink (JCube), Singapore's only Olympic-sized rink, is a major issue that has surfaced throughout most discussions with SISA's stakeholders. Skaters often have to train early in the mornings (0545h to 0900h) or late at night, after public rink hours, due to the high premium charged for regular hours. Given the fact that most skaters are of schooling age and need to attend school on these training days, many parents and skaters commented that it is taxing for the young skaters to train with these hours. In addition, most groups were also vocal on the high costs involved in purchasing ice time. Hence, there is a need to explore other potential offshore training facilities in order to secure better infrastructural support for the athletes in their skating journeys. Keeping in mind that travelling across borders is required, a mix of variables need to be considered in order to analyse whether this would be an appropriate alternative. The chosen facilities have to fulfil certain criteria, namely, offer cheaper ice time rates, greater ice time flexibility, meet Olympic-sized dimensions, be fitted with real ice cover and maintain an acceptable geographical distance from Singapore. As such, the search was narrowed to the nearest country of Malaysia, as its proximity to Singapore would serve to minimize disruption to the skaters', parents' and coaches' schedules. Furthermore, in comparison to other existing overseas training locations which SISA skaters currently travel to train at, Malaysia is more accessible and affordable. When asked about this option during the focus group, most, if not all parents expressed openness to this idea. With this proximity, it would also allow for parents to travel with the skaters, since parents are typically concerned for their children's training due to issues such as safety. This familial

support is an important factor considering the young age of most skaters. Such views were supported by respondents in the survey³⁰ whereby 40% of the skaters prefer Malaysian rinks more as a regular training facility as compared to further rinks in countries like Korea, while only 23% are against the idea. In contrast, only 8% of the parent respondents³¹ indicated interest in such proposal. However, the reasons cited were mainly due to Malaysia's lack of expertise in ice skating training, which could be solved with the chaperone of local coaches. In the focus group discussion, some parents voiced concerns over the sustainability of such an arrangement with the Malaysian rinks as well as the existence of a competent training program equipped with able coaches. These factors may explain why they are not as receptive to the idea of training in Malaysia. However, it is key to note that when considering the possibility of Malaysian offshore training facilities, such sites are meant to function as alternatives to regular SISA ice time training at The Rink (JCube) in Singapore and not replace the intensive overseas training camps that some attend during the holidays, since that is contingent upon the provision of a comprehensive athlete training program which most regular rinks do not offer.

Two main areas in Malaysia have been considered, namely, Johor Bahru (JB) and Kuala Lumpur (KL). JB is conveniently located merely an hour away from Singapore. There are several options available in getting to JB including direct shuttle buses to specific malls, making travelling to JB highly accessible via land transport. Given this close proximity, athletes still schooling would not face much disruption in their school life as they could opt to train in JB during the weekends. The capital of Malaysia, KL, was also another city that was considered. Since Malaysia's main international airport is located there, KL is easily accessible via airplane where major and budget airlines serve multiple flights to KL on a daily basis.

³⁰ Annex Survey 3: Skaters Q5 - How much would you prefer having to train in Malaysia as compared to the current overseas training sites like Korea?

³¹ Annex Survey 2: Parents Q3 - How much would you prefer having your child to train in Malaysia as compared to the current overseas training sites like Korea?

A total of six ice skating rinks were shortlisted and contacted. Three of these rinks are located in JB while the remaining are found in KL. The technical specifications and rates for each of these rinks can be found in Annex 11.3. Ice quality and conditions can only be determined by conducting a field study to these rinks. In summary³², there are only two Olympic-sized rinks found, both of which are located in KL. However, as the rink managers have yet to respond at the time of completion of Vision 2025, their level of interest in collaborating with SISA as well as their specific ice time rates has yet to be confirmed. As such, in future, should SISA wish to continue exploring offshore ice skating rinks as a regular training facility, SISA could liaise with these rinks through the respective contact points as listed. Any further information received by the NUS task force would be handed over to SISA for follow up. Given that a majority of rinks do not fulfill the dimension and ice type requirement, Vision 2025 recommends the use of the Paradigm Mall rink in JB as its rink size is the closest to that of the official Olympics size, and it is laid with real ice cover instead of synthetic ice. This rink may be used for regular training by the athletes who do not require the full Olympic-sized rinks for the practice of certain techniques. Vision 2025 proposes that under the new volunteer system (Section 4.5), SISA could organize a task force to explore the options of nearby ice skating rinks, mentioned above.

5.3 RINK SHARING: OPTIMIZING RINK USAGE

SISA has been trying to push forth the idea of rink-sharing between the public and figure skaters, as well as speed and figure skaters, in order to maximize member skaters' ice time availability. Kallang is an example of rink-sharing success, where figure skaters practise alongside public skaters with little problems, aided by rink marshals and the minimal use of safety cones. Unfortunately, safety and other unidentified concerns have been crippling the implementation of rink-sharing between speed and figure skaters, as well as public and figure skaters in The Rink

³² Annex 11.3 Potential offshore training facilities

(JCube). In the survey, 78% of skaters³³ were confident in sharing ice rinks with leisure skaters so long as necessary support such as cones placement and signage are implemented. Such sentiments were echoed by coaches surveyed³⁴, in which all of the respondents viewed rink-sharing to be safe so long as precautionary measures are implemented. From the perspective of the general public, 66% of the respondents³⁵ were open to the idea of rink sharing with professional skaters (speed and figure). As attempts to conduct discussions with The Rink (JCube) has been unsuccessful, this angle has become impasse. However, such survey results could be used as substantiation for any future proposal to The Rink (JCube) with regards to rink-sharing.

Sharing of the ice rink would also lower the cost of ice time per skaters. With this as an incentive, SISA could solicit parents who are interested in such a proposal. 53% of the skater respondents³⁶ surveyed were open to sharing rinks between figure and short track skaters, with most indicating that the proper management of shared rink and rink rules established are crucial components in implementing a shared rink. For instance, there should always be a safety buffer zone between both groups of skaters. Among the coaches surveyed, all of the respondents³⁷ were open to the idea of a shared-rink between figure and short track skaters. Due to the limitation of training area, sharing of rink could be extended to skaters that belong to the beginner spectrum who require smaller areas for less technical moves and are training at a slower speed. Successful implementation could be used as antecedents to expand such sharing option to more advanced skaters in later stages.

³³ Annex Survey 3: Skaters Q2 - How do you feel towards a shared use of the rink i.e. professional skaters training in the center while leisure skaters skate around the perimeter?

³⁴ Annex Survey 4: Coaches Q6 - How do you feel towards rink-sharing between the public and the skaters?

³⁵ Annex Survey 1: Public Q24 - Currently the rink at JCube does not allow shared use of the rink (professional skaters training in the center while leisure skaters skate around the perimeter). However, many overseas rinks do allow shared use of the rink. How do you feel about this matter?

³⁶ Annex Survey 3: Skaters Q3 - How do you feel towards shared training sessions with both figure and speed skaters?

³⁷ Annex Survey 4: Coaches Q7 - How do you feel towards rink-sharing between the figure and speed skaters?

5.4 LEARN-TO-SKATE PROGRAMME

Learn-To-Skate is a progressive skating programme developed by SISA for beginner skaters to acquire basic skating skills and is currently executed independently by The Rink (JCube). According to the focus group, one main point of contention regarding the execution of the program is the failure to maintain quality and control of the program due to The Rink's (JCube) possession of the program and their reluctance to purchase collaterals, including certification and lesson cards, from SISA. The Learn-To-Skate programme plays a salient role in the short-term plan as it represents the initial stage of the funneling process to produce and discover high performers capable of going professional. Hence, it is recommended that SISA assists skaters and coaches under the programme to ensure the quality and effectiveness of its execution, with the broad goals to increase the intake of students, the skill-level of skaters as well as programme graduation rates.

One suggestion is to improve communication channels between coaches and skaters with regards to training feedback. When asked on the importance of getting access to a personal grading or feedback book written by the coaches to record lesson notes, most skaters expressed in the survey³⁸ that it is important and beneficial. Coaches have also expressed similar views during the focus group discussion and the survey³⁹. Hence, while attempting to keep discussions with The Rink (JCube) regarding the purchase of collaterals open, SISA can concurrently recommend that coaches and skaters use an application service to function as lesson cards. Harnessing the convenience of mobile applications, coaches can note feedback in the application after the lesson or during breaks, while skaters and parents can readily access this feedback to remind them of key areas to focus on, such as the mistakes they commonly commit. This would serve as a guide during their own skating practices and allow them to train more effectively during self-practices. Being able to view themselves executing moves and training is also

³⁸ Annex Survey 3: Skaters Q21 - With regards to the Learn-to-Skate programme, how important is it for you to have access to a personal grading/feedback book written by the coaches to record your lessons?

³⁹ Annex Survey 4: Coaches Q11 - With regards to the LTS programme, how important is it for students and parents to have access to a gradebook and feedback book to record lessons and coaching sessions?

important for skaters to understand their areas for improvement. In overseas training rinks, mirrored walls are usually built-in at the rink for that purpose. However, with the lack of this implementation in Singapore, coaches can instead take videos of students executing particular maneuvers during lesson time using the application, enabling skaters to evaluate their performance and better understand the feedback that coaches are giving. One application that could be considered is Hudl Technique⁴⁰, where coaches and skaters can record videos and insert notes and comments, analyze the video using various functions such as slow-motion, comparing two videos side-by-side, using drawing tools to measure the skater's form, track the skater's progress over time, and share videos with coaches, skater or the group. The role of SISA is important in making this application available and known to all coaches and skaters in the programme. This would encourage uptake and ensure consistency in the way lessons are conducted.

As mentioned above, the Learn-To-Skate programme has ceased the distribution of collaterals due to cost problems. Skaters and parents value collaterals as it is perceived as a certification of milestones on their ice skating journey. A probable solution would be to issue soft copies of collaterals and charge a convenience fee for skaters who wish to obtain the hardcopies.

5.4.1.1 Learn-To-Skate Curriculum

Another area of improvement for the Learn-To-Skate programme is the programme syllabus. 68% of skaters⁴¹ rated the programme average and below when asked how satisfied they are with the Learn-To-Skate program curriculum. The opinion that there is room for improvement was also echoed by coaches in the survey conducted⁴². Upon reviewing the program and feedback, five overarching objectives were developed as guidelines to improve the existing

⁴⁰ <https://play.google.com/store/apps/details?id=com.ubersense.app.production&hl=en>

⁴¹ Annex Survey 3: Skaters Q22 - How satisfied are you with the LTS programme (at the time you were enrolled in) in terms of the curriculum?

⁴² Annex Survey 4: Coaches Q14 - How satisfied are you with the LTS programme in terms of the curriculum?

syllabus, in line with Vision 2025's recommendation to pursue high-performance development.

The five objectives are as follows:

i. Maximise average skater skills

Apart from ensuring that coaches are sufficiently knowledgeable and capable to conduct lessons, other improvements such as the feedback application mentioned above and the provision of an off-ice training programme (to be expanded later in Section 5.5) should be provided to supplement the existing programme and ensure that all members have access to these tools that could help improve their skating skills.

ii. Identify target pool of high potential skaters

Given that skating is a sport that requires early exposure and specialization, the ability to identify high potential skaters early is important in order to develop a strong pool of high performance athletes in the future. Drawing reference to Skate Canada's Long Term Athlete Development Plan (Skate Canada, 2014)⁴³, there is a window of optimal trainability that is based on specific physiological factors. These factors must be introduced and developed through specific programming and coaching, and in accordance with age and gender.

- Quality Basic Skating Skills ("golden age": 8-12)
- Speed (female: 6-8; male: 7-9)
- Suppleness (Flexibility) (female/male: 6-10)
- Stamina (at the onset of PHV-Peak Height Velocity)

Hence, the age and gender of particular skaters should be taken into consideration when identifying potential high performance skaters, and the lesson plans for these identified skaters should take into account this window of optimal trainability. In addition, other existing characteristics to identify high performers, such as body type, expressiveness, skating skills,

⁴³Skate Canada. (2014). *Skate Canada's Long Term Athlete Development Plan*. Retrieved from: <https://skatecanada.ca/wp-content/uploads/2014/09/Skate-Canada-LTAD-Model-EN.pdf>

mental and emotional strength are equally important decision factors that coaches should keep a lookout for.

iii. Increase commitment and minimise dropout rate

In order to create an environment that fosters commitment and involvement, skaters must feel that they are a part of a community that they enjoy being in. Hence, activities to foster bonds between the skating community should be encouraged. These activities could include organising group performances, skate camps and the development of a “buddy” system for more experienced skaters to interact and help out newer skaters. In addition, it is important to keep the lines of communication open, through the forum mentioned above (Section 4.2.1), where members can bypass the boundaries of age, position and hierarchy, leaving comments and exchanging opinions freely and cordially. When the bonds to the social group are strong and members feel like they have a stake in the organisation, commitment will be strengthened.

iv. Defined passing requirements for each level

Given that there are existing guidelines for progression to different skating levels, the issue of inconsistent passing requirements stems from an agency problem, where individual coaches are more lenient or strict than others. To solve this issue, guidelines should be made clearer and include more detailed requirements for passing, so the problem of differential interpretation can be avoided. In addition, another coach apart from the existing coach could be asked to evaluate the skater’s proficiency, making the evaluation more objective.

v. Clarifying the roadmap to speed and figure skating

Currently, the roadmap and prerequisites to specialising in speed or figure skating is fuzzy and ill-defined. Such sentiments were supported by the participants of the focus group, where it was discovered that many parents and skaters encounter issues when trying to plan ahead, transition from one sport to another, or select a specialisation. Hence, SISA should publish a revised roadmap where progression is clear and optimized for skaters. Both speed and figure skaters

should be able to have a clear view of the steps and lessons they have to take in order to progress in their respective sports. Lastly, transition between both speed and figure skating could also be facilitated, where children could try out both sports in introductory lessons before choosing the one they enjoy the most.

5.4.1.2 Framework and Ownership

The Learn-To-Skate programme currently serves the rudimentary and intermediate level before advancement to competitive stream and SISA's Figure Test System. From the focus groups and primary survey conducted on skaters⁴⁴, 43% felt that the current Learn-To-Skate framework is not clearly defined. The main area for improvement lies in the lack of clear advancement pathway for Learn-To-Skate students. Clear advancement framework would allow students to envision a progression roadmap against which they could track their progress. This would also resolve any uncertainty about the pre-requisite for progression in the Learn-To-Skate curriculum and reduce any overlap in training.

It is recommended that SISA take legal steps to retract the Learn-To-Skate copyright to ensure the quality of this program. Third party entities might not be as vested in this program for the development of ice skating, but purely for monetary purposes. If logistics prove to be a challenge for running the Learn-To-Skate programme, SISA could allow continuation of the Learn-To-Skate by The Rink (JCube), conditional on SISA's right to amend the end-to-end process as it deems fit. On the axiom of The Rink (JCube)'s refusal to withdraw as the Learn-To-Skate provider, SISA should leverage on their role as governing body to enforce regulations with regards to the quality of the Learn-To-Skate programs. Retraction of endorsement for the Learn-To-Skate might serve as a deterrence for The Rink to comply with the regulations.

⁴⁴ Annex Survey 3: Skaters Q11 - How satisfied are you with the LTS programme?

5.5 COLLABORATION WITH OTHER SPORTING DISCIPLINES

Both speed and figure skaters often require supplementary training outside of on-ice training as part of their training program. Currently, there is no centralized way to organize these programs to effectively cater to the needs of the skaters. Hence, it would be incentivizing for SISA to develop an official off-ice training program for existing skaters, through collaboration with external sports disciplines and studios.

For instance, the United States Figure Skating Association highlighted that figure skaters would be much aided with additional conditioning in ballet, dance, plyometric and aerobics training⁴⁵. Speed skaters, on the other hand, supplement their on-ice training with off-ice track, plyometric, in-line skating to name a few. Hence, SISA could incorporate off-ice training into the holistic development plan for skaters of different levels or age, collaborating with current coaches, outside studios and gyms to formulate a program that would meet the exclusive needs of skaters. SISA could liaise with these entities to develop a profit-sharing scheme, where a percentage of fees would go back to SISA or be rebated back to skaters in the form of subsidized fees.

Apart from potentially generating income for SISA, this program would also serve to improve skaters' physicality and performance at different levels of their progression. Furthermore, it would also provide them with an avenue to interact with other skaters, allowing them to motivate and help each other along the way.

5.6 SINGAPORE SPORTS SCHOOL ATHLETE PATHWAY PROGRAMME

Presently, ice skating is not offered as an Academy Programme or Individual Programme in the Singapore Sports School (SSS). By including ice skating in the SSS as a non-core academy, skaters will be able to enjoy greater support in their ice skating journeys and a better balance between their academic life and ice skating commitments. These are crucial components in

⁴⁵Excerpt from US Figure Skating's website content retrieved from www.usfigureskating.org/content/office-trng.pdf

increasing competitive participation. Furthermore, given the athlete-friendly and sport-focused academic programme fostered by SSS, a conducive environment is created in grooming future talents in the sport of ice skating.

As such, SSS was contacted to survey their interest regarding the inclusion of ice skating in their institution. Response from the SSS are as follows. The Academy sports that are offered at SSS are decided at the Ministry level. As for the Individual Programme sports, the SSS is open to considering sports that are currently not offered in the Academy programme, including ice skating. However, one crucial factor that was highlighted in their recruitment of student-athletes under the Individual Programme is the relevant NSA's support. Youth athletes are required to be in at least the national youth teams and supported by their NSA. SISA will also need to support the athlete interested in entering the SSS by providing their sports training, as well as competition plans and arrangements. The SSS may then consider the athlete if SISA supports and recommends the athlete. Other criterions to be factored in this admission includes one's academic ability, conduct, social and emotional adaptation to a new environment.

Vision 2025 understands that there have been two enrollments of SISA skaters into the SSS in its 2017 admissions. This is extremely crucial in paving the way for future skaters to becoming student-athletes of the SSS. SISA should continue to identify and recommend athletes to the SSS by developing a set of framework and rubrics to assess the capabilities and fit of potential student-athletes of the SSS. This should then be accompanied by training plans for the selected athletes. By embarking on a new systematic structure to promote athletes to the SSS, it allows for a fair system of selecting skaters into the schools and also, increases the chances of acceptance by SSS. The capabilities-fit framework of skaters will also create better awareness on the necessary skills and techniques needed for one to be enrolled in the SSS, providing tangible milestones for skaters and serve as a motivation, encouraging them to strive harder in their skating journeys; enabling SISA and SSS to groom greater talents.

5.7 KEY PERFORMANCE INDICATORS AND MONITORING

To ensure consistency and identify areas for improvement, it is imperative to monitor the tangible results of these strategies. Gabčanová (2012)⁴⁶ proposes that the formulation of any Key Performance Indicator (KPI) should be tagged to strategies initiated.

It is recommended that if overseas training in Malaysia is implemented, SISA should solicit constant feedback from the participants after a certain period to identify any existing pain points. These feedbacks should be used to improve the current strategy or serve as a checklist for any future scouting of training facilities. Cost-benefit analysis should also be conducted to identify any ancillary hidden cost, so as to monitor the long-term sustainability of the strategy.

Improvements to the Learn-To-Skate programme could be quantified through an ex-post survey used to gauge the satisfactory level of participants. The student body statistics could also apprise metrics such as the percentage rate of advancement or the time taken for skaters to advance to competitive streaming. Additionally, the performance of the current batch of students under the new and improved programme should be measured against previous batches to identify if there are notable improvements in the retention rate and the skaters' capabilities.

The off-ice training programmes organised for the skaters should also be monitored regularly. Pre and post-timings for short track skaters can be monitored to assess the benefits of collaborating with other sport discipline for the purpose of off-ice training. Opinions of both groups of skaters should be sought upon the completion of these programmes to evaluate its effectiveness and make appropriate adjustments to its curriculum. Insights from the coaches should also be gathered.

KPIs for the Athlete Pathway Programme should be conducted in conjunction with Singapore Sports School. Besides simple metrics such as enrolment rate, SISA should also focus on

⁴⁶ Gabčanová, I. (2012). *Human Resources Key Performance Indicators*. Journal of Competitiveness, 4 (1), 117-128. <http://doi.org/10.7441/joc.2012.01.09>

athletes that failed to secure a spot in SSS to identify reasons for rejection. This would aid in fortifying the Athlete Pathway Programme to increase its success rate in future.

The presence of KPI injects a specific aim in any SISA's future strategies, allowing a clear direction and end-goals.

6. FUTURE ACTIONABLES

The proposed future initiatives are directed, mainly, towards generating greater interest in the sport of ice skating within Singapore. This is crucial for developing a larger pool of skaters and increasing the possibility of identifying new skating talents. With greater public involvement in ice skating, it also creates greater buzz around the sport which helps in increasing SISA's bargaining power for resources like funds and facilities. Additionally, the increasing interest in ice skating in the general public also translates into greater support for the national skaters, motivating them in their ice skating endeavours; all of these factors contribute to the long-term sustainability of ice skating. Eventually, the aspiration is for these initiatives to enable Singaporeans from all walks of life to have a chance to experience ice skating - a direction that is aligned with the Ministry of Culture, Community and Youth's vision to encourage active participation in sports, on both leisure and competitive levels.

6.1 MASS PARTICIPATION

Raising the awareness of ice skating in Singapore and nurturing greater interest in the sport is a critical aspect of SISA's longer-term vision. Not only does it create an expansion of the sports scene in Singapore, drawing more attention to winter sports, it also draws new blood to ice skating, creating more opportunities for participation and develops the talent pool for potential professional skaters.

Regarding mass participation, proposed marketing initiatives are targeted towards specific groups including children, teenagers, young adults, parents, schools and individuals who have

an interest in the sport. Although inclusivity should still be encouraged among the other groups not mentioned here, these target groups are given additional emphasis as Vision 2025 aims to change the current perception of ice skating in Singapore, starting with the young, and consequently nurture a new generation of ice skating enthusiasts. With a dominant focus on the abovementioned target groups, initiatives have been identified to develop and nurture a positive attitude towards the sport and a critical mass of ice skating participants. Vision 2025's efforts are focused with the goal of attaining a critical mass of participants such that the rate of adoption becomes self-sustaining in the long run. This critical mass should be defined by the steady stream of participation of public skaters and an initial goal of a five percent organic growth in people who visit the rink. Since there are currently only two major rinks, The Rink (JCube) and Kallang Ice World, ice time availability would likely be the bottleneck, and the ideal number of participants should be calculated with the availability of ice time in mind. The number of schools taking up ice skating as a permanent activity should also be considered, since schools ideally provide a continuing cycle of participants with every year of new intake, generating a sustainable amount of skating participants over time. With this goal in mind, initiatives should be executed in a concentrated time frame towards a focused target group to penetrate the market more effectively. It should be noted that selected initiatives require the cooperation of external stakeholders such as The Rink (JCube) and Sport Singapore. Under such circumstances, SISA's role should mainly be to advocate these ideas, seek out opportunities for collaboration, and coordinate efforts and relationships between the various stakeholders.

According to the mass survey conducted, over 49% of participants expressed past interest to take up ice skating sports but only 6% of respondents actually acted on it.⁴⁷ This finding communicates two important messages, first being that there is high potential for the adoption of ice skating in Singapore and that focus should be placed on how to transition this interest into

⁴⁷ Annex Survey 1: Public Q9 - Have you ever been interested in taking up any of these ice skating sports (figure skating/speed skating/ice hockey)?

actual participation, minimizing these lost opportunities for a grander local skating scene. Through the insights derived from the survey as well as secondary research, Vision 2025 has devised a suite of recommendations which addresses the critical factors cited by survey participants, in a bid to reach out to target groups in the most effective and feasible ways.

The high costs associated with ice skating training have been a primary concern of the community, with the price of ice time being the main culprit. Lowering the *cost of ice time per individual* boils down to the simple mathematical manipulation of either negotiating a better price with The Rink (JCube) or increasing the number of skaters in all levels; of which the former is deemed rigid and subjected to further discussion with The Rink. This leaves SISA with the latter, increasing the number of participants to split the cost burden. A larger base would allow SISA more flexibility in their tier pricing for skaters of different levels, where a portion of the revenue from beginner skaters could be used to subsidize the cost of ice time for high performance skaters⁴⁸.

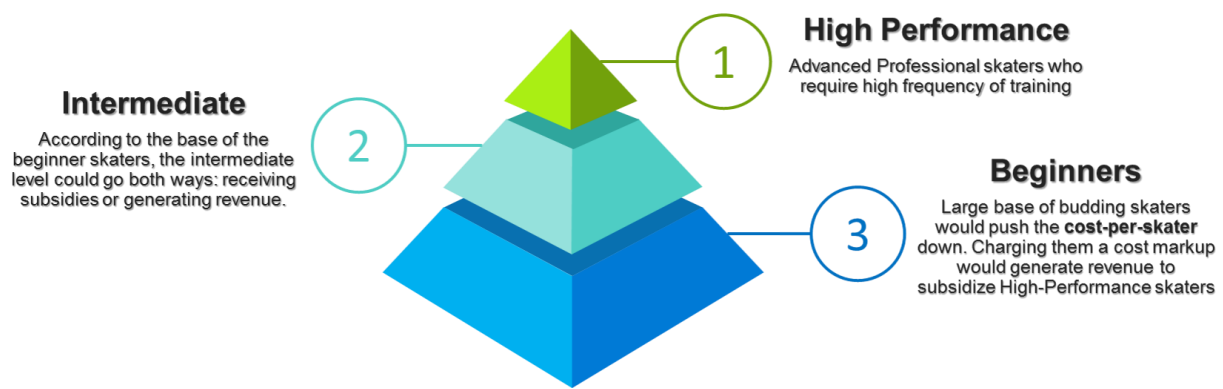


Figure 2: Participation Pyramid

Instead of charging a fee according to the number of skaters during a single session, SISA could lump the revenue across all tiers of skaters. With a larger base in the beginner spectrum, SISA could apportion part of this revenue to subsidize the cost high frequency training for higher tier athletes. (Refer to Figure 2)

⁴⁸ Refer to Annex 11.1: Example of Participation Cost Transfer

It is crucial to maintain an optimal body of active participants to ensure the sustainability of ice skating. However, due to physical constraints and limited resources, SISA should ensure that the community grows at a sustainable rate and overcrowding does not occur, as this might result in higher bargaining power for facilities provider and pushing up prices of ice time.

6.1.1 ActiveSG Credits

ActiveSG is a nationwide sports movement, established by Sport Singapore in 2014, to offer individuals the opportunities to engage in and experience new sports. Members of ActiveSG will enjoy \$100 worth of credits which can be used for payment of swimming complexes and gym admissions, sub-payment of ActiveSG programmes and activities, and the booking of ActiveSG sport facilities. Since the introduction of the ActiveSG programme, it has experienced tremendous success, achieving nearly one million sign ups within one year of its launch. (Today Online, 2015)⁴⁹ In 2015, approximately three in five ActiveSG members have utilised their free ActiveSG credits to book a sports facility or sign up for a sports programme. This number is expected to increase overtime as the Ministry for Culture, Community and Youth has indicated plans to expand the range of ActiveSG for greater participation (MCCY, 2015)⁵⁰.

With the favourable results obtained from the ActiveSG scheme, it is well-reasoned to ride on its success to further promote less conventional sports in Singapore such as that of ice skating, and to encourage an active lifestyle in general. In the mass participation survey conducted, an open-ended question⁵¹ was posed to the respondents regarding their motivating/demotivating factors for ice skating. The cost of ice skating was frequently cited as the main reason, which goes to prove that this is, indeed, a huge deterrent in engaging in ice skating. This was

⁴⁹ Today Online. (2015). *More time for Singaporeans to use free ActiveSG\$100 credits*. Retrieved from: <http://www.todayonline.com/singapore/more-time-singaporeans-use-free-activesg100-credits>

⁵⁰ Ministry of Culture, Community and Youth. (2015). *Expanding range of ActiveSG programmes for greater sports participation*. Retrieved from: https://www.mccy.gov.sg/en/news/Parliamentary/2015/Jul/ActiveSG_membership.aspx

⁵¹ Annex Survey 1: Public Q7 - What is the main reason for your frequency in ice skating?

reinforced by subsequent questions in which 56% of respondents⁵² selected “High cost” as a reason for their disinterest in the sport of ice skating. 83% of the respondents⁵³ thought that price was a critical issue when questioned about factors that would influence their decision to participate in the sport. When asked to rate ice skating in Singapore based on its affordability, 70% of the respondents⁵⁴ selected the option of ‘relatively expensive’. This question was accompanied by a complementary question based on the actual admission rates of The Rink (JCube), in which 61% of the respondents⁵⁵ were relatively unwilling to engage in ice skating, based on the current rates offered by The Rink (JCube) of \$21.50 for a 2-hour session, inclusive of equipment rental. These results imply that actions are required to reduce the cost of ice skating in order to garner greater interest in the sport. As such, Vision 2025 recommends SISA to collaborate with the organising committee of ActiveSG (Sport Singapore) to include ice skating introductory programmes in its list of ActiveSG-approved programmes and/or allowing partial or full coverage of the admission costs of The Rink (JCube), using the scheme’s credits. Given that Sport Singapore has a certain degree of influence on The Rink (JCube), this recommendation is likely to be feasible. Through our survey, the opinions of respondents on the issue of including ice skating programmes and ice rink admission fees under the ActiveSG scheme were also assessed. From the survey results, 93% of respondents⁵⁶ reacted favourably to ice skating if partial/full admission cost could be subsidized by ActiveSG credits. Hence, listing ice skating classes and ice rink admission tickets under ActiveSG list of approved facilities/programmes will provide greater opportunities and exposure to a variety of less conventional sports which results in increased participation and interest in ice skating over time.

⁵² Annex Survey 1: Public Q10 - Which of the following are your reasons for disinterest in ice skating?

⁵³ Annex Survey 1: Public Q26 - Please rank the following factors in terms of their level of importance in influencing your decision to participate in ice skating

⁵⁴ Annex Survey 1: Public Q20 - How would you rate ice skating in Singapore based on the following attributes

⁵⁵ Annex Survey 1: Public Q21 - Given the cost of admission, what would be your level of willingness to engage in ice skating as a leisure activity?

⁵⁶ Annex Survey 1: Public Q27 - If the partial/full cost of ice skating could be paid using ActiveSG credits, would you be willing to go ice skating?

6.1.2 Collaboration with Public Schools

6.1.2.1 Co-Curricular Activities (CCA) & Interest Groups

Schools are one of the most efficient channels to generate interest in sports as they possess a wide reach to the target pool of school-age individuals. These students are at the optimal age to embark on their ice skating journey whether leisurely or competitively (Section 5.4.1.1). In particular, Co-Curricular Activities (CCA) in schools have long served as a budding ground for Singapore's athletes, providing a platform for individuals to explore and experience sports on both recreational and competitive levels. Hence, the CCA student body provides a ready avenue for talent discovery.

Commitment is also one of the key benefits of this system as students have lower propensity to switch CCAs. The regular and mandatory nature of CCA trainings also provide a reliable schedule and a structured environment, creating the ideal conditions for the steady acquisition of skating skills. Learning under such circumstances will increase skater commitment to training as they not only have time set aside from the academics, but there is also a sense of camaraderie as they learn the ropes together with their peers. Facing the absence of inclusion as an official CCA in most public schools in Singapore, the ice skating scene is unable to realize the connoted benefits brought by the CCA system. This predicament had resulted in a chasm in a newcomer's development towards being a professional athlete, since most existing skaters have to pursue skating as an additional external activity on their own. An intuitive conjecture is that students might be more willing to pursue sports that are readily available as CCAs in their present school. Vision 2025 has identified CCA as one of the key aspects in SISA's bid to promote mass participation. Such views are supported by the results of our survey conducted, in which 72% of

the respondents⁵⁷ indicated interest in partaking in ice skating, should the sport be introduced as a CCA.

In addition, schools own the resources and expertise to coordinate and execute sports activities in larger groups. Such resources include teacher chaperones, parent volunteers, transportation, past experience in organizing group sports and activities and funding from the government. Furthermore, the support of schools is important for existing skaters to coordinate their training programs such that it complements other school-based requirements such as CCA credits. Despite these impetuses, evidently, numerous obstacles still render the adoption of ice skating as a mainstream CCA a challenge. The lack of accessible rink locations would necessitate parent/teacher chaperone and funding for round-trip transportation. The amount of subsidies provided for students remain an uncertainty as schools have complete autonomy over CCA budgeting among numerous competing clubs, and a lack of financial support from the schools would inevitably present a high barrier to students. While it is necessary to work out these impediments, the survey with parents has shown encouraging results in which 67% of the parents⁵⁸ have indicated keen interest in assisting and allowing their child to spearhead interest groups and CCA formation in their respective schools. Skaters are also willing to contribute to this movement, as supported by the survey results where 78% of skaters⁵⁹ are willing to push forth ice skating as a CCA in their schools.

New developments such as modular CCAs⁶⁰ (under Performing Arts: Aesthetic) and structured sports program have presented new alternatives for students to explore different sports, as compared to the conventional system (Shanmugaratnam, 2004). Under this new scheme, schools are able to incorporate a variety of sports into their offerings. This offers SISA with an

⁵⁷ Annex Survey 1: Public Q31 - If ice skating was introduced as a CCA when you were in school, would you be interested to take it up as your official CCA?

⁵⁸ Annex Survey 2: Parents Q32 - How willing are you to work with your child to legitimise skating as an official CCA?

⁵⁹ Annex Survey 3: Skaters Q8 – On a scale of 1-5, how willing are you in pushing forth ice skating as an official CCA in your school?

⁶⁰ Example of Modular CCA framework: <http://xingnanpri.moe.edu.sg/programmes/physical-n-aesthetics/modular-cca>

alternative avenue for students to attempt ice skating under a commitment-free framework, and students who are genuinely interested could pursue the sport further outside of school. A similar proposal would be to proactively offer ice skating as a potential activity for school's field trip and post-examinations activities, which is eligible for grants under the Sports Education Program. Details regarding such day activities will be covered in Section 6.1.2.2. The formation of a task force, comprising of volunteers and official personnel, would allow SISA to take a proactive stance in proposing the abovementioned strategies to public schools.

The Ministry of Education (MOE) was contacted, via e-mail, in order to gauge the Ministry's stance on setting up sports such as Ice Skating as a CCA in Primary and Secondary schools, as well as, to better understand the process of the current CCA system. With regards to starting new CCAs in schools, the individual schools have full discretion to decide on the types of CCAs they choose to have, since they have autonomy in the allocation of the school's funds meant for such programmes. Schools have a fixed programme fund allocated by the MOE and they may utilize it as they deem fit.

With that in mind, schools will have to be contacted individually in order to promote the sport of ice skating as an official CCA. Since one of the main deterrence to students adopting ice skating as a sport is accessibility in terms of location, a recommended starting point could be to source out schools located in the vicinity of the ice rinks (The Rink (JCube) and Kallang Ice World), to reduce the inertia driven by inaccessibility. Vision 2025 has identified two key groups of schools to focus the push of ice skating interest group programs, namely within Kallang and Jurong clusters. A total of 35 Primary and Secondary schools⁶¹ in these two estates have been

⁶¹ These schools include Fuhua Primary School, Jurong Primary School, Yuhua Primary school, Shuqun Secondary School, Jurongville Secondary School, Crest Secondary School, Commonwealth Secondary School, Boon Lay Garden Primary School, Corporation Primary School, Frontier Primary School, Jurong West Primary School, Juying Primary School, Lakeside Primary School, Pioneer Primary School, Rulang Primary School, Shuqun Primary School, West Grove Primary School, Westwood Primary School, Xingnam Primary School, Yuhua Secondary School, Yuan Ching Secondary School, Westwood Secondary School, River Valley High School, Juying Secondary School, Jurong West Secondary School, Jurong Secondary School, Hua Yi Secondary School, Hong

contacted. One particular school has shared their keen interest in promoting ice skating to their students. Hua Yi Secondary School is interested to start an ice skating interest group for its student population. This is a huge step in promoting ice skating in the public schools as there are currently very few schools which has ice skating as an official CCA. Regrettably, discussion has not reached a conclusive stage at the time of this report as the team does not have authority to negotiate with the schools regarding the details of execution. However, the information was passed on to SISA personnel and any follow-ups received would be handed over to SISA as well.

Another method to explore is to have the current skaters of SISA (who are still schooling) to become skating ambassadors in their respective schools and getting them to coordinate with the school to set up these interest groups. Given the prominence of peer influence, having seen or heard their friend's skating journeys may entice the friends of these skaters to develop interest in the sport. Furthermore, having a skating enthusiast who possesses knowledge of the sport and is able to share personal experiences helps to get the ball rolling. Having a zealous existing participant in the sport increases the possibility of the school agreeing to start a related interest group. These ambassadors will have to showcase the values inculcated through ice skating such as building camaraderie, integrity and resilience, which ties in with the values public schools tend to advocate for. If the interest group is successfully formed, SISA parent volunteers can provide support as chaperones to usher the students down to the rink. This further increases the buy-in of the school since a common problem schools face is the lack of teachers/support group to accompany students to events outside of the school compound. Such an arrangement would not require much time and trouble for the parent volunteers since it would likely start off as a monthly or fortnightly activity, and if their skater child is a part of the group, the parent may just view it as the regular accompaniment of their child to their training session.

Apart from reaching out to schools located nearby the two skating rinks in Singapore, SISA can also liaise with schools which currently have somewhat similar CCAs such as rollerblading. As the foundations of both rollerblading and ice skating are fairly alike, students who are enrolled in the rollerblading CCA are likely to be interested in ice skating too, providing much needed proof of interest in the student population, enhancing the probability of the school being open to setting up ice skating as a CCA or interest group.

6.1.2.2 Field Trips. Post-Examinations and Day Activities

The team has also contacted the same group of schools to assess their interest in holding field trips and day activities at the rinks as a post-exam activity or as part of the learning journey week. West Grove Primary School, has highlighted their interest in having ice skating as a post-exam activity for the students. It is the hope of Vision 2025 that the successful implementation of the post-exam activity and interest groups in the respective schools will garner greater interest among their student body, encouraging individual students to continue ice skating on their own, or galvanizing the school to adopt ice skating as a permanent activity or CCA. Thus, in order to assist the two schools in their respective implementations, further action has to be undertaken by SISA to contact these schools and provide more information regarding the resources and support SISA can provide. The contact persons for each school are found in Annex 11.4.

6.1.3 Collaboration with Private/International Schools

The team has also reached out to 19 international schools⁶² in Singapore to advocate for ice skating as a CCA. As international students hailing from places with temperate climates such as Canada, Korea, Japan, North America and the European nations are more familiar with and tend to better identify with the sport of ice skating, Vision 2025 takes the view that there is a higher

⁶² These schools include the Canadian International School, Saint Joseph's Institution International School, GEMS World Academy (Singapore), Singapore American School, Stamford American International School, Dover Court International School, Dulwich College (Singapore), EtonHouse International School, German European School Singapore, Hillside World Academy, Integrated International School, Nexus International School (Singapore), Swiss School in Singapore, Tanglin Trust School, The Australian International School, St. Joseph Institute International (High School), Anglo-Chinese School International, Avondale Grammar School, United World College (South East Asia).

chance of adoption in ice skating as an interest group within international schools. However, similar to the response by the local schools, a majority of international institutions have yet to respond, at the time of completion of Vision 2025. Any further information received will be subsequently handed over to SISA. Schools which has replied such as the Saint Joseph's Institution International School, have no current plans to set up such activity or interest groups. That being said, the Canadian International School, which had previously organised skating activities and still has interest in running ice skating as an after-school activity, has raised the issue of the lack of teachers to chaperone the students is one main deterring factor of holding ice skating activities. This validates our argument in the previous section (Section 6.1.2.1), that the lack of manpower remains a challenge which most schools face. Allowing SISA parent volunteers to accompany the students to the rinks, in supplement to parent and teacher volunteers, can resolve this long-standing issue, allowing the continuity of such activities in future.

6.1.4 Collaboration with Performance Organisers

As the only body overseeing ice skating in Singapore, it is only natural for SISA to work with other organisations which are privately bringing forth ice skating related activities. For instance, SISA could collaborate with organisers of ice performances such as Disney on Ice and Swan Lake on Ice. Such ice performances do play a huge role in influencing and inspiring children and the public to attempt ice skating and spectate ice events. Thus, it is beneficial for SISA to partner with such organisers to boost interest in ice skating. Derdenger and Vineet (2011)⁶³ have identified a possible marketing method - engaging in mutually beneficial product bundling. Local rinks could collaborate with these organisers to introduce an offering which consist of tickets to the performance with a 2-hour ice skating session, creating positive synergies for both organisations. Since discounts and costs are notable factors that Singaporeans take into

⁶³ Derdenger, T. and Vineet, K. (2011). *The Dynamic Effects of Bundling as a Product Strategy*. Harvard Business School.

consideration, they may view the bundle as a ‘good deal’ and are more motivated to purchase when the items are bundled together with a discounted price. Additionally, having watched the performances, the ability to try out the sport for themselves would help to cement the audience’s newfound interest in ice skating. For this recommendation, SISA will have to work with The Rink (JCube) or Kallang Ice World to discuss the product bundling opportunities. The survey results also support this proposal, in which 73% of public surveyed⁶⁴ are in favour of attending a short performance by professional skaters, before granted discounted entry. This is feasible given rinks are usually operating below full capacity and hence, working with SISA through this partnership will increase their usage rates and revenue earned. Through this experiential package deal, SISA is able to align its objective of increasing interest and mass participation in ice skating.

6.1.5 Partnership with Corporations and NGOs

For the sake of breeding a larger pool of talent and increasing mass participation, there is a need to raise greater awareness of the sport of ice skating in Singapore. However, due to the financial constraints faced, such public events tend to be sidelined. In order to supplement the limited funding received from Sport Singapore, SISA may explore the use of sponsorships and collaboration with external corporations and non-profit organisations. Currently, SISA plays a more passive role with regards to seeking of sponsorships. Hence, it is recommended that SISA reach out to the abovementioned parties to discuss possible sponsorship or collaboration opportunities.

Firstly, SISA may source for sponsorship funds from private corporations in order to fund future public initiatives. Corporations which SISA could start with are those which are known sponsors

⁶⁴ Annex Survey 1: Public Q29 - How would the following events influence your interest in attempting/engaging in ice skating

for major events such as sporting events and the National Day Parade. 28 of such companies⁶⁵ were contacted in order to determine their interest in sponsorship opportunities with SISA. Amongst the replies received, the most commonly cited reason for rejection is due to other sponsorship commitments already agreed upon and budgeting constraints. SISA might have a higher chance of success if they were to contact these companies before their respective budgeting period.

SISA should also actively source for grants offered by Sport Singapore or private organisations in order to improve their operations through the provision of additional financial support. While SISA had previously applied for ad-hoc funding such as the Capability Development Grant, SISA could also consider applying for or recommending the relevant members to apply for numerous others grants such as those offered by Sport Singapore - the High-Performance Sports Support⁶⁶, SG-Coach Development Grant⁶⁷, and those from the private sector like the Singapore Press Holdings Foundation⁶⁸. These grants focus on various functions such as supporting individual athletes financially, improving coaching expertise and knowledge, and promoting public sporting initiatives, respectively.

Capitalising on the volunteer task force (Section 4.5.2), SISA could explore other one-off events targeted at the less fortunate segments. Community outreach program could extend to orphanages, underprivileged children or the mentally disabled, through the organisation of ice skating activities for the less privileged, by working with various non-governmental organisations (NGO). Events could be volunteer-initiated, collaboration with community service clubs from tertiary education institutions or with private organisations, as part of their corporate

⁶⁵ These companies include HSBC, DBS, Deutsche Bank, Decathlon, F&N, Pocari Sweat, LG, , NTUC Income, Wrigley, Singtel, AlkaOne, Cosmoprof, Meiji, Mr Bean, Sunshine, Nestle, Tiger Balm, UICCP, Scape, Starhub, Jean Yip, ZA, L'Oréal, Sephora, OSIM, OCBC, Capitaland and Yeo's (Yeo Hiap Seng).

⁶⁶ <https://www.sportsingapore.gov.sg/athletes-coaches/singapore-sports-institute/high-performance-sports/high-performance-sports-support>

⁶⁷ <https://www.sportsingapore.gov.sg/athletes-coaches/coaches-corner/funding/sg-coach-development-grant>

⁶⁸ <https://www.sportsingapore.gov.sg/athletes-coaches/singapore-sports-institute/high-performance-sports/high-performance-sports-support>

social responsibility (CSR) programmes. Such events are aligned with Sport Singapore's vision of fostering community spirit and inclusiveness through sporting activities. Companies do execute their own CSR activities that might be related to ice skating. For instance, investment banking group, Goldman Sachs, previously gathered a team of professionals and university students to host an ice skating event for the less fortunate students of the Students Care Service Hougang Centre⁶⁹. Entering into a partnership with private corporations will allow SISA to foster ties with potential sponsors, provide an opportunity for SISA and SISA members to give back to community, and generate greater exposure for the sport without requiring much financial input. A list of NGOs which SISA can partner with has also been collated.⁷⁰ These NGOs mainly provide assistance to young children and teenagers, who are at the age where they are interested in sports like ice skating but are unable to enjoy the sport due to disabilities or financial challenges. Based on previous initiatives implemented by SISA, it was noted that a large amount of funding is allocated to transportation. In order to minimize the burden of transportation costs, SISA could also look specifically to potential transportation partners and sponsors to provide transportation sponsorships or concessions. These partners may include the GrabShuttle/GrabCoach and the ComfortDelgro Bus. GrabShuttle/GrabCoach was contacted, via e-mail, to assess their interest in collaborating with SISA to provide free or subsidized transportation. However, the task force is still in the midst of discussions with Grab. Any further information received will be subsequently handed to SISA. The contact information for the Grab correspondent can be found in Annex 11.5. Aside from transportation, volunteers are also another important resource required for the initiation of community outreach programmes. SISA members can sign up for these volunteering opportunities through the volunteer portal as mentioned in Section 4.5. Skaters and coaches can contribute by being a buddy to the

⁶⁹Singapore Community Teamworks Day: Fun with Ice Skating taken from [https://goldmansachs.tal.net/vx/lang-en-GB/mobile-0/brand-2/xf-427bd97573c9/candidate/so/pm/1/pl/3/opp/8753-Singapore-Community-Teamworks-Day-Fun-with-Ice skating/en-GB](https://goldmansachs.tal.net/vx/lang-en-GB/mobile-0/brand-2/xf-427bd97573c9/candidate/so/pm/1/pl/3/opp/8753-Singapore-Community-Teamworks-Day-Fun-with-Ice-skating/en-GB)

⁷⁰ These NGOs include Sportif Youth, Melrose Home Children's Aid Society, Canossaville, AG Home, Singapore's Children Society and the Movement for the Intellectually Disabled of Singapore (MINDS).

beneficiaries and teaching them the basics of ice skating. SISA can also welcome students and the general public to volunteer at such events, helping with logistical demands, administrative duties, being a buddy and so on. By actively giving back to the community, it also allows SISA to build a good reputation and enhance its public relations, ultimately, creating greater awareness of the association and the sport of ice skating. The team has also raised the possibility of future partnerships with the abovementioned companies through its CSR opportunities. However, these companies have yet to respond at press time. Any information received from these companies will be subsequently sent to SISA. Likewise, SISA can continue sourcing for other corporations and reach out to them before the period of budgeting for their next financial year.

6.1.6 Holiday Camps

SISA can also arrange holiday skate camps for beginners to experience the sport. The curriculum of such camps and coaches involved should be arranged by SISA, with the focus on creating a fun and interactive experience through which beginners can learn the basics of the sport, bond with peers and develop interest in skating. In order to secure participants, SISA may target parents from various schools through collaboration with such schools, including international and local schools. In addition, SISA may provide incentives in the form of rebates when parents sign more than one child up or if the child signs up with a friend.

6.1.7 Media Outreach

Vision 2025's media outreach efforts adopt a two-pronged approach to tackle the critical need for heightened awareness and public relations management. The first approach focuses on identifying and establishing key symbols which the public can develop strong and positive associations with, and it will be implemented through the appointment and marketing of *sports ambassadors* and the development of a unique *SISA mascot*. The second approach is based upon actively reaching out to the public and the target groups through effective media channels,

including social media and influencers, as well as other forms of media engagement such as traditional media, events and talks.

6.1.7.1 Sports Ambassadors

The purpose of identifying a sports ambassador is to generate buzz and awareness, attract participants and contribute to the shaping of the image of ice skating in Singapore through the use of a public persona. It involves identifying an individual best able to represent the sport, through considering factors such as competitive achievement on the international level, public following and personal qualities including the ability to inspire and personal conduct. The lack of popular and strong North American skaters representing figure skating in recent years has been pinpointed as the reason why spectatorship and attention paid to the sport are dwindling today, a far cry from its glory days. David Raith, the executive director of U.S. Figure Skating, stated that "For North America, you need homegrown stars, homegrown personalities, homegrown winners," (Keatings, 2013)⁷¹. Looking at Asian countries, namely, South Korea, the popularity of figure skating has increased tremendously over the past years and many have attributed this to the success of South Korean skater Kim Yuna, who is viewed as a celebrity or a national hero in South Korea (Palk, 2010)⁷². Hence, it is important to acknowledge the value an ambassador can bring to the sport. Since ice skating consists of two segments: speed skating and figure skating, it is appropriate that an ambassador for each of the segments are appointed to fulfill the outreach needs and reach out to the respective target groups of both sports. Having identified the optimal candidate(s), SISA may then work closely with the individual to coordinate promotion efforts in a concentrated, agenda-driven manner.

The appointment of ambassadors is a long-held tradition in sports. The ambassadorship is usually attached to a specific competition but in the case of Singapore, the sports ambassador

⁷¹ Keatings, S. (2013). *Figure skating: Kim unable to lift sagging interest at worlds*. Reuters. Retrieved from: <http://www.reuters.com/article/us-figure-skating-worlds-kim-idUSBRE92H0QT20130318>

⁷² Palk, S. (2010). *Kim Yuna: South Korea's queen of ice*. CNN. Retrieved from <http://edition.cnn.com/2010/WORLD/asiapcf/10/21/south.korea.kim.yuna/>

will serve to promote ice skating in its entirety since the local-level competitions do not currently possess a reach equivalent to those in international competitions. Hence, the role of the sports ambassador is to function as the face of ice skating in Singapore, with the job scope of being featured in publications, participating in media outreach and social media activities. In addition, he/she would assist SISA's efforts in encouraging young people to take up the sport in Singapore, as well as motivate existing skaters to strive for better achievements. He/she should have the capacity to attract members of the public to gain an interest in his/her sporting life as a Singaporean ice skating athlete, thus directing their attention by association to the sport.

The process of appointment should involve nomination of ambassadors by SISA members, followed by final voting by the Executive Committee.

6.1.7.2 Mascot

Sports mascots are useful in representing associations with a common public identity which the masses can best identify them with. The choice of mascot for SISA is important as it symbolizes the spirit of the skating community and helps to build engagement with the public more effectively. In addition, with the target group being children and young adults, mascots would appeal to their love of and familiarity towards characters.

One way to get the public more invested in the mascot is to engage them in the designing and voting of the mascot. SISA can conduct a mascot designing competition, harnessing the creativity of the open community to gather ideas, and consequently develop a greater sense of inclusivity and involvement in the mascot. Apart from posting it from the SISA's online media platforms, SISA could also target students by sending out the information to schools with design-related curriculums and Co-Curricular Activities. SISA can also actively advertise for this competition at the two rinks in Singapore and reach out to like-minded individuals. Through the implementation of a mascot design competition, SISA is also able to gain publicity, garnering greater awareness on the sport of ice skating in Singapore.

6.1.7.3 Social Media Influencers

Establishing a presence on social media is necessary to reach out to the public, especially the technologically savvy new generation. In the public survey conducted, participants were asked about the types of platforms they turn to when looking for ideas on activities to engage in with their social circle. The top two platforms participants chose are social media (82%), followed by word of mouth (77%)⁷³. Hence, in order to capture the target group, SISA needs to attune promotion efforts to their social media preferences.

One of the rising trends in social media marketing points to the use of "influencers". Influencers are users on social media platforms who have established a large online following and can influence other users with their wide reach and credibility. Harnessing the popularity of influencers, SISA can spread awareness in the sport and encourage new adoptees. This is done through the basis of collaboration, rather than advertisements, since the latter has a commercialized connotation and requires more monetary investments. Instead, SISA can sponsor the influencers with complimentary tickets to skate at the rink, or introductory lessons with a certified, volunteer coach. In turn, the influencers would post pictures, videos or articles on their social media platform to their large following, engaging the masses. The influencers can be selected using specific criteria such as reach, target group and image. To meet the first criteria of audience reach, SISA can consult online publications or award categories that periodically list the top influencers for certain audiences (Teenage Magazine, 2016)⁷⁴. To supplement the choice and narrow the scope, SISA may also conduct a survey among existing skaters of the target age group, as well as parents to identify influencers that are popular among their peer or social groups. Lastly, to meet the criteria of a suitable image, SISA can consider

⁷³ Annex Survey 1: Public Q32 - What kind of platforms do you turn to when looking for ideas on activities with your social circle?

⁷⁴ Teenage Magazine. (2016). *List of Local Instagram Influencers Teenage*. Retrieved from <http://teenage.com.sg/entertainment/15-local-instagram-accounts-you-should-be-following/>

narrowing down the choices based on their relevancy to factors such as health and fitness, parenting and child-friendliness.

In order to translate this exposure to actual skating participation at the rink, SISA may collaborate with The Rink (JCube) to provide discounts to visitors who quote the influencer's names. The amount to be subsidized may draw reference from the maximum price majority are willing to pay (i.e. according to our survey, 37% of the respondents⁷⁵ are willing to pay up to a maximum of \$11 to \$15 while 41% of participants are willing to pay \$16 to \$20). By recording the volume of discounts claimed via this method, SISA or The Rink (JCube) would also be able to calculate the conversion rate of views or likes to actual purchases. This marketing method is relevant as it combines the use of social media, word of mouth and promotional discounts, three of the most cited avenues that respondents find most attractive to them from the survey conducted.

6.1.7.4 Media Engagement

Apart from social media, other forms of media engagement can be achieved through the channels of print media such as magazines and newspapers in the sports, parenting and teenagers' genre. This requires contacting the relevant media publications to publish skating-related content or promote SISA athletes. For instance, SISA may contact publications with a sports or local athlete segment to do features on national skaters, such as the Sunday Times' Sports section, 8 Days Magazine, Men's Health and Shape Magazine's sports and athlete features.

In light of the existing news pieces written on SISA, it is recognized that SISA's visibility has increased from before, where local publications have started paying more attention to SISA athletes and ice skating sports. To complement this shift, it is recommended that SISA reaches out to publications and news outlets more actively, especially in line with upcoming major

⁷⁵ Annex Survey: Public Q23 - What is the maximum price you are willing to pay for a 2-hour ice skating session?

competitions such as the SEA games, where public and media interest in athletes and games coverage are heightened.

Apart from collaborating with media companies, SISA can also design their own campaign to reach out to more schools. As part of the plan to encourage schools to adopt ice skating as a formal CCA and for students to learn more about the sport, SISA can recommend skaters and the selected SISA ambassadors to give assembly talks at schools on the subjects of skating and being an athlete in Singapore. This can be conducted in lieu of the upcoming SEA Games and Winter Games as complementary efforts to attract greater interest in the ice skating competitions. In the survey targeting skaters, 78% of respondents are receptive to pushing forth ice skating as a CCA in their school, with 68% of them expressing extremely strong interest.⁷⁶ Hence, SISA can contact skaters and assist them to spread the word, either in their own schools or other institutions.

6.1.8 Co-Organise Events with Tertiary Institutions

Tertiary education institutions such as polytechnics and universities commonly source out activities and locations for group bonding and event celebrations. An example is the annual "Bizad on Ice" (Figure 3) event organised by the NUS Students' Business Club for occasions such as the annual orientation camp or Valentine's Day.

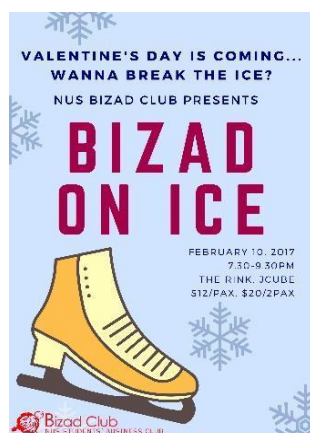


Figure 3: Bizad On Ice Advertorial

⁷⁶ Annex Survey 3: Skaters Q8 - How willing are you in pushing forth ice skating as a CCA in your school?

Tertiary institutions' community service clubs also commonly organise sports-based community outreach events for the less fortunate. These events present an opportunity for SISA to collaborate with these parties to encourage participation in ice skating. Since tertiary level students tend to have more autonomy and financial resources to partake in such activities as compared to primary/secondary institutions, the marketing efforts may be directed to the students themselves and the school-based clubs and associations. In line with the proposal of developing subdivisions within the pool of SISA volunteers, a volunteer-based task force within SISA can also be established to actively seek out new opportunities and collaborations with school-based clubs within the numerous tertiary institutions in Singapore. (Section 4.5) The role of this department will include coordinating with clubs and facilities providers i.e. rink managers, as well as meeting logistical demands, to ensure the successful organisation of such events.

7. BARGAINING POWER FOR NEW ICE RINK

Given the physical and financial constraint faced at Singapore's only Olympic-sized rink in JCube, Vision 2025 also explores the possibility of constructing an additional Olympic-sized rink in future. The Facilities Master Planning Division of Sport Singapore was contacted to find out about future plans in the construction of ice rink and the proposal channels for such development. Vision 2025 understands that there is no plan to construct any future ice skating rink under the Sports Facilities Master Plan. Any proposal to use government funding to construct a sports facility should be supported by relevant feasibility study including the demand and supply analysis, costs-benefits analysis, proposed location, environmental/traffic impact analysis, financial viability, etc. However, if there is an investment from a private developer, it will then constitute as a commercial decision, such as Kallang Ice World. Any proposal, together with its feasibility study, should be submitted to Sport Singapore for assessment and consideration.

Based on the feasibility criteria, it is unwise for SISA to submit a proposal for the construction of another ice rink in the near future. From the survey conducted, 51% of public respondents⁷⁷ were uninterested in ice skating sports. On a larger scale, it can be generalised that Singaporeans are uninterested in the sport and thus, the two rinks in Singapore are sufficient and demand for another facility will hence, be low. This makes it extremely unlikely for the proposal of another rink to be successful. However, with the implementation of numerous performance-enhancing initiatives to improve Singapore's competitive standing in the ice skating landscape, coupled with the comprehensive list of mass participation initiatives mentioned earlier (Section 6.1), a projected increase in the public interest and participation in such sports is to be expected. This, thereby, raises demand for another ice skating facility due to possible crowdedness at existing rinks, hence, increasing the feasibility of successfully championing for a new rink, considering all other criteria to be adequately met.

8. DESIRED OUTCOMES

Vision 2025 aims to create shared value amongst its numerous main stakeholders, namely, SISA members, Sport Singapore, The Rink (JCube) and the general public. This means that through the initiatives proposed in Vision 2025, not only does it aid SISA in its goals, strengthening the capability means of SISA, it also seeks to simultaneously achieve greater communal benefits. In doing so, it better aligns the stakeholders to work towards an optimized goal, creating and capturing value for the entire ecosystem. Shared value is created through the three main methods of reconceiving offerings and markets, redefining productivity in operation, and allowing for local cluster creation. (Porter and Kramer, 2011)⁷⁸ The suggested actionables help identify potential new markets which were previously neglected such as exploring offshore rinks, collaborating with ActiveSG and schools. Proposals made in the review of organisation

⁷⁷ Annex Survey 1: Q9 - Have you ever been interested in taking up any of these ice skating sports (figure/hockey/speed)?

⁷⁸ Porter, M. E. and Kramer, M. R. (2011). *Creating Shared Value*. Retrieved from <https://hbr.org/2011/01/the-big-idea-creating-shared-value>

directives help better allocate resources within SISA to ensure greater efficiency and productivity. Building a supportive network of local clusters in the larger society can be achieved through proactively collaborating with private organisations and better stakeholder management. In turn, this helps to fill the gaps in which SISA falls short of, such as, financial pockets. Thus, through such means, SISA will be empowered to enhance its operations extensively, while generating value for the society through implementing and participating in initiatives to serve the less fortunate, nurturing high performance athletes to increase Singapore representation in the global competitive skating scene, create access to ice skating sports, as well as promote a healthier lifestyle through encouraging participation in sports. By creating value within the society, it sets the precedence for other external parties to be motivated to engage in meaningful future collaborations with the organisation.

The strategies proposed in Vision 2025 are first off, directed at creating a tightly-knitted community within SISA. Section 4 of Vision 2025 aims to improve the internal structure and organisation of SISA. In doing so, it leads to increasing efficiencies in the organisation and the generation of greater involvement by the members. This eventually establishes a greater sense of community and belonging. Members who feel valued are more willing to go the extra mile for the organisation. A united organisation can then work together, towards a common goal, firstly, focusing on high-performance centric measures and initiatives (Section 5). Success gathered from such initiatives can then be directed to implementations to enhance mass participation in ice skating by the general public (Section 6.1). The mass participation initiatives aim to change the general public perception of ice skating sports by actively increasing awareness, accessibility, attractiveness and therefore, increase participation rate of the sports. Initiatives are focused towards the target group of the younger generation, in the hopes that the adoption of ice skating at a young age as well as interest in ice skating sports and spectatorship will become a common practice in the near future. It is the hope of Vision 2025 that the successful

implementation of the proposed strategies will result in unity within SISA, sporting excellence in ice skating and greater interest in the sport on a national level.

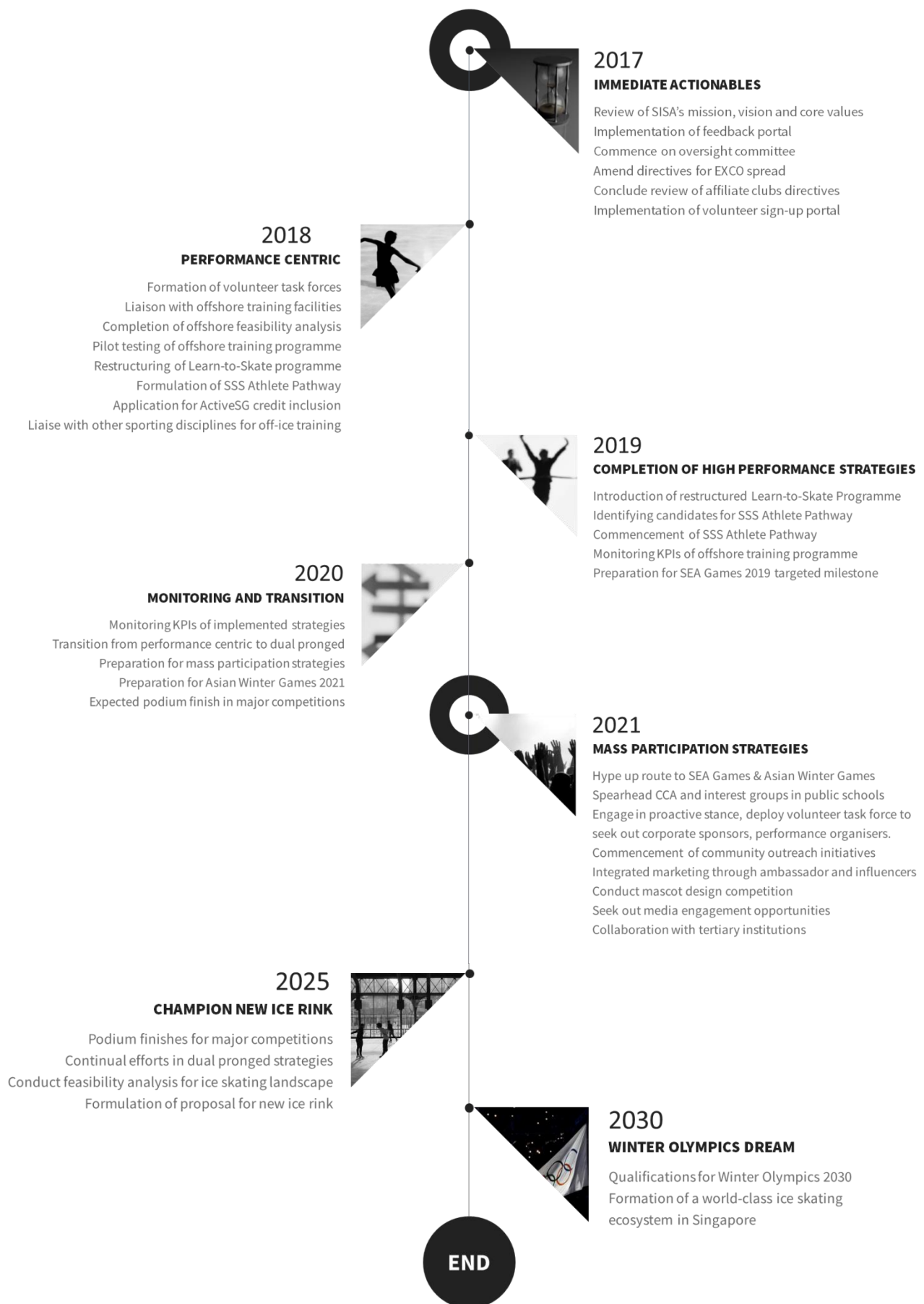
9. TARGETED MILESTONES

Vision 2025 proposes the following targeted milestones in consideration of the proposed strategies. The Sport Singapore High Performance Sports carding level⁷⁹ is used as a proxy for athletes KPI as it allows easy categorization of performance level. In addition, by achieving these carding levels, the corresponding athletes are poised for high performance athlete funding, which would aid in their ice skating career. These KPIs are proposed at the time of Vision 2025, and subsequent targets are relative. Should any milestones be achieved earlier or later, subsequent goals should be adjusted accordingly to reflect SISA's ambitions.

Time Frame	Goals
2019 (SEA Games)	<ul style="list-style-type: none">• At least 2 national athletes at a minimum of L3 carding level.
2021 (SEA Games and Asian Winter Games)	<ul style="list-style-type: none">• At least 1 national athlete at a minimum of L2 carding level.• At least 2 other national athletes at a minimum of L3 carding level.
2025 (SEA Games and Asian Winter Games)	<ul style="list-style-type: none">• At least 2 national athletes at a minimum of L2 carding level.• At least 2 other national athletes at a minimum of L3 carding level.
2030 (World Championship & Olympics Games)	<ul style="list-style-type: none">• At least 1 national athlete at a minimum of L1 carding level.

⁷⁹Taken from <https://www.sportsingapore.gov.sg/athletes-coaches/singapore-sports-institute/high-performance-sports/high-performance-sports-support>

VISION 2025



10. RESOURCING PLAN

The resourcing plan provided in this section is conducted in a per-event basis. A year-on-year resourcing plan would not be meaningful in this case as there are uncertainties with regards to the strategies that SISA would undertake. Furthermore, most of the strategies proposed are resource-lite plans, with selected few that requires budgeting. Therefore, the resource planning proposed here could be considered as a turnkey budget that could be incorporated directly into SISA's financial projections.

Resourcing Plan (Per-Event Basis)	
Community Outreach Events (Expected Turnout of 30 for 2-hour sessions) Inclusive of: Ice time Ad-hoc bus transportation Equipment rental	\$4,000
Social Media Influencer Campaign (Projected marketing through minimum of 10 influencers within 15,000 to 30,000 followers) Inclusive of: Fee for sponsored posts ⁸⁰ Sponsored ice skating sessions	\$1,600
Sports Ambassador Campaign Inclusive of: Fringe advertising fees Convenience fees	\$2,000
Mascot Designing Competition Inclusive of: Prize money Fringe advertising fees	\$200
Mobile Application Usage Scheme Corporate Solution Scheme with up to 10 Coaches Account Inclusive of: Yearly subscription fee	\$350

⁸⁰ Sources from Shout.sg – Breakdown of local influencers fees in Singapore. Taken from <http://shout.sg/monetising-your-instagram-account/>

11. ANNEX


11.1 EXAMPLE ON PARTICIPATION COST TRANSFER

Given two separate training sessions – one high performance skaters (10 skaters) and one beginner skaters (20 skaters), at \$1000 per hour. Given the conventional way of ice-time pricing, the cost for high performance skaters would be \$100 per skater, while the cost for beginner skaters would be \$50 per skater.

If the number of beginner skaters increases to 50, the new cost for beginner skaters would be \$20 per skater. However, if SISA charges them at \$25, this would bring the total revenue to \$1,250. The surplus of \$250 could be channeled to subsidize high performance skaters, lowering their cost to \$75 per skater.

This example illustrates the importance of maintaining a large participation base to ensure sustainability. This is crucial for high performance skaters due to their high frequency of training sessions, which could chalk up a considerable bill. Similarly, it is imperative to increase the base of beginner skaters and maintain the cost at an affordable rate to prevent beginner skaters from being turned away by the high cost of training,

11.2 SCREENSHOT OF SISA VOLUNTEER PORTAL



SINGAPORE
ICE SKATING
ASSOCIATION

Contact OrganizerWelcome

SISA Volunteers

Sat Sep 1, 2018

Please sign-up in in respective areas where you have experience in.

Please sign up below:
Already signed up? [Click here to view/edit](#)

+ Share This Invite

All SpotsMy Spots (0)Swap

☐ Hide Full Spots☒ Hide Past Spots

+ Administralative Matters

Filled: 0 of 5

(0)

Sign Up!

+ Community Outreach

Filled: 0 of 5

(0)

Sign Up!

+ Coordinating

Filled: 0 of 5

(0)

Sign Up!

+ Corporate Sponsors

Filled: 0 of 5

(0)

Sign Up!

+ Event management

Filled: 0 of 5

(0)

Sign Up!

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11.3 POTENTIAL OFFSHORE TRAINING FACILITIES

Location: Johor Bahru			
	Paradigm Mall (Blue Frost Ice Rink)	Austin Heights (Team Max Sporting)	Sutera Mall (Team Max Sporting)
Point of Contact	Aizarudin Idrus (Operations Manager) aiza@bluefrosterink.com	Nathan Chow (Director) Nathan.chow@austinsport.com.my	Nathan Chow (Director) Nathan.chow@austinsport.com.my
Website	http://www.bluefrosterink.com/ (Rink constructor) http://www.paradigmleaseasing.com.my/intro-jb (Paradigm Mall)	https://www.funtime.my/explore-us-sport-leisure-park	https://www.facebook.com/skating.rink.sutera.mall/
Rink Cover	Real Ice	Synthetic Ice	Synthetic Ice
Rink Dimensions	Not Olympic-sized 45m x 25m	Not Olympic-sized 34.15m x 18.15m	Not Olympic-sized 32m x 8.6m
Ice Time Rates	TBC (Internal discussion to be held on their end)	Peak period: RM1600 per hour Non-peak period: RM800 per hour Maximum capacity: 130 skaters	Peak period: RM600 per hour Non-peak period: RM300 per hour Maximum capacity: 48 skaters
Availability of Wall Padding	No	Undetermined. An onsite review is recommended	Undetermined. An onsite review is recommended
Additional Comments	<ul style="list-style-type: none"> Only available for rental after 10pm Construction of mall has yet to be completed (supposedly due to open in 2016) 	<ul style="list-style-type: none"> Peak periods: Friday to Sunday, Public Holiday (including Eve and replacement) Non-peak periods: Monday to Thursday Synthetic ice is made of ice hockey competition grade 	<ul style="list-style-type: none"> Peak periods: Friday to Sunday, Public Holiday (including Eve and replacement) Non-peak periods: Monday to Thursday Synthetic ice is made of ice hockey competition grade

Location: Kuala Lumpur				
	The Royale Chulan Damansara Hotel (Royale Ice Skating Rink)	IOI City Mall (Icescape Ice Rink)	Empire City Damansara KL (Ice Business)	Sunway Pyramid Mall (Sunway Pyramid Ice)
Contact Person	Shazfinas Hashim (Assistant Manager) shazfinas@trcd.com.my	Phua Hong Yee (Manager) hyphua@ioigro-up.com	office@icebusiness.de	Lim Jit Hau (Assistant Manager) limjh@sunway.com.my
Website	https://www.facebook.com/RoyaleIceSkatingRink/	http://www.ioicitymall.com/attraction.php?pid=5	http://www.icebusiness.de/empire-city-project-malaysia-2/ (Rink Constructor) http://empirecitykl.com/project-info/ (Empire City)	https://www.sunwaypyramidice.com/
Rink Cover	Undetermined	Real Ice	Real Ice	Real Ice
Rink Dimensions	Not Olympic-sized 15.2 m x 27.5 m	Olympic-sized 30m x 60m	Olympic-sized 30m x 60m	Not Olympic-sized 39m x 22.5m
Ice Time Rates	Undetermined	TBC	TBC	TBC
Availability of Wall Padding	Undetermined	TBC	TBC	TBC
Additional Comments	NIL	NIL	Rink supposedly to be used for the upcoming SEA Games in Malaysia	NIL

11.4 POINT OF CONTACT: INTERESTED SCHOOLS

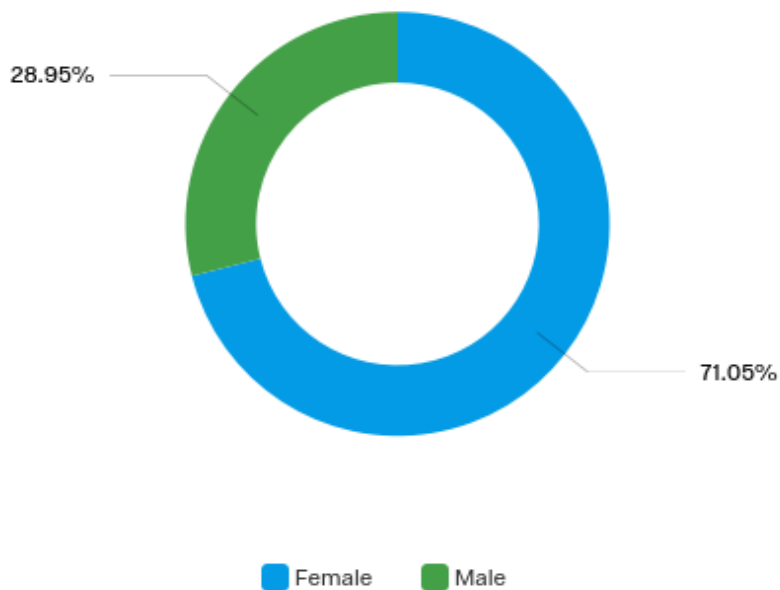
	Hua Yi Secondary School	West Grove Primary School
Contact Person	Sivagnanam Rameswaran sivagnanam_rameswaran@moe.edu.sg 90057890	Abdul Wahid B Badron abdul_wahid_b_badron@moe.edu.sg
Scope of Interest	Introducing ice skating as an interest group	Ice skating as a post-exam activity
School Location	Jurong	Jurong

11.5 POINT OF CONTACT: GRAB

Name	Melissa Wong
Position	BD, GrabCoach & GrabShuttle
Email	melissa.wong@grabtaxi.com
Contact Number	+65 9138 4246

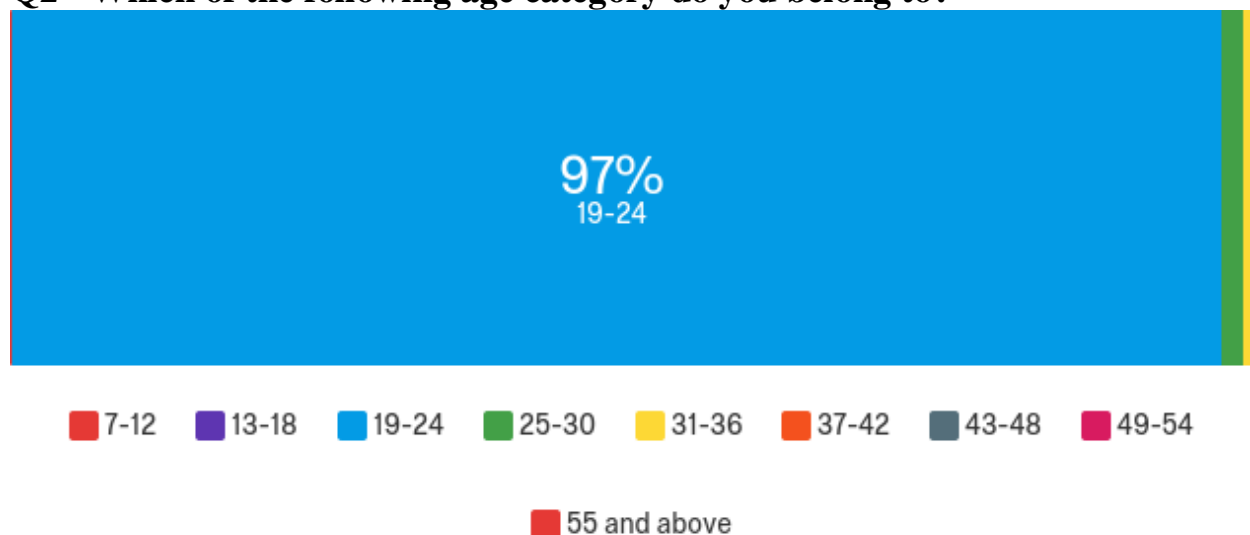
11.6 SURVEY 1: PUBLIC

Q1 - What is your gender?

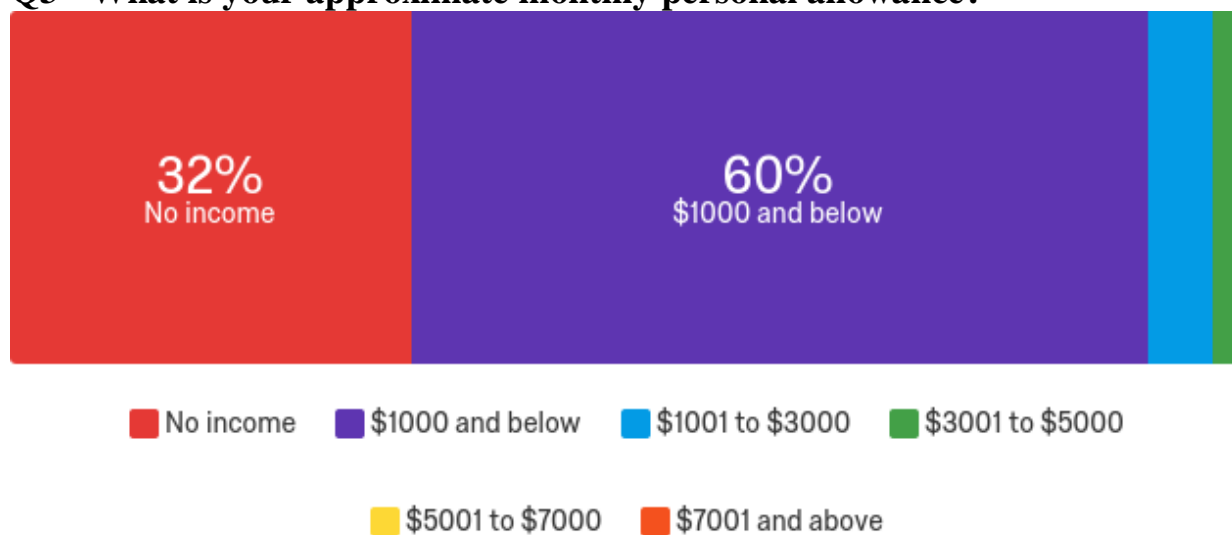


#	Answer	%	Count
1	Female	71.05%	81
2	Male	28.95%	33
	Total	100%	114

Q2 - Which of the following age category do you belong to?

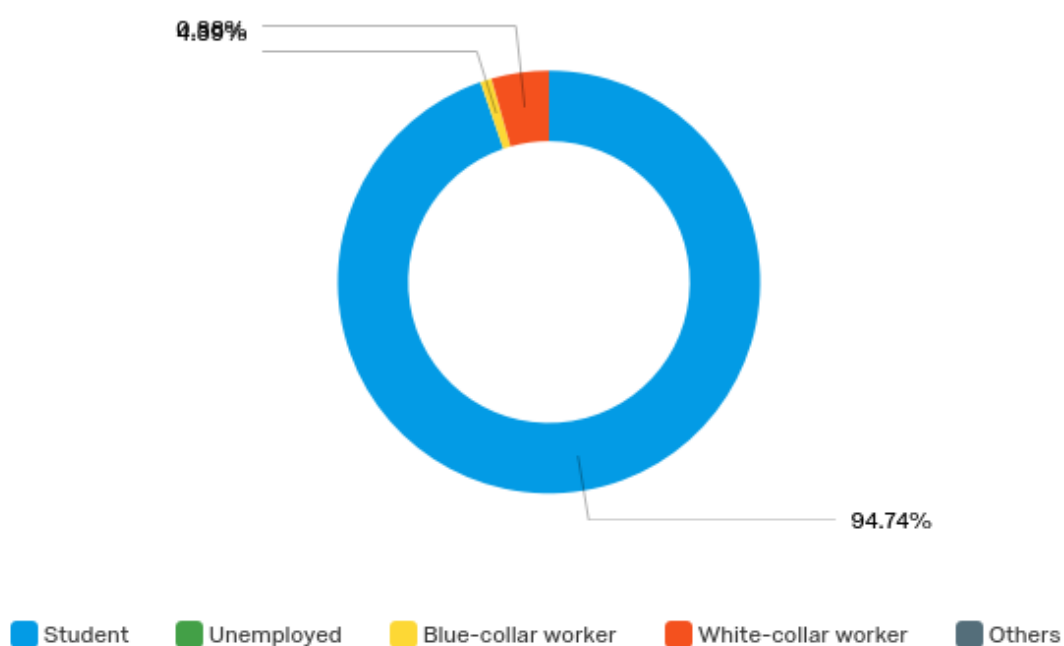


Q3 - What is your approximate monthly personal allowance?



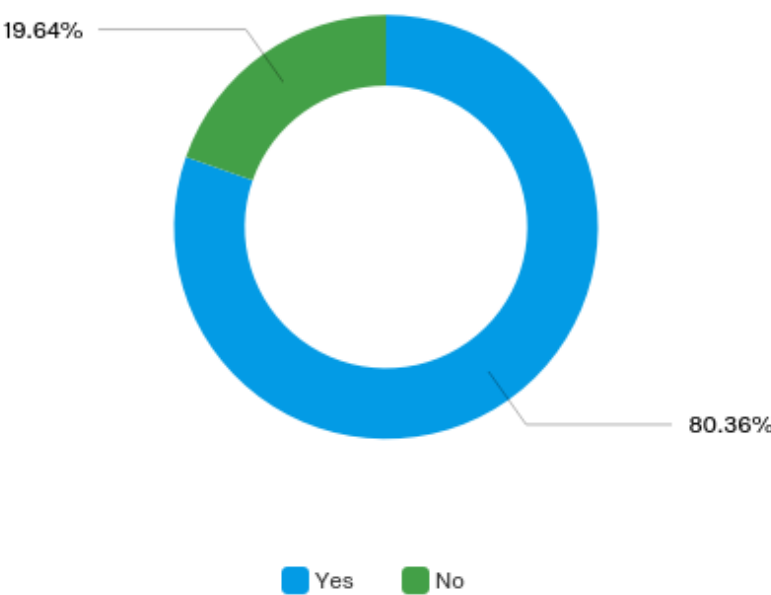
#	Answer	%	Count
1	No income	32.46%	37
2	\$1000 and below	59.65%	68
3	\$1001 to \$3000	5.26%	6
4	\$3001 to \$5000	1.75%	2
5	\$5001 to \$7000	0.88%	1
6	\$7001 and above	0.00%	0
	Total	100%	114

Q4 - What is your occupation?



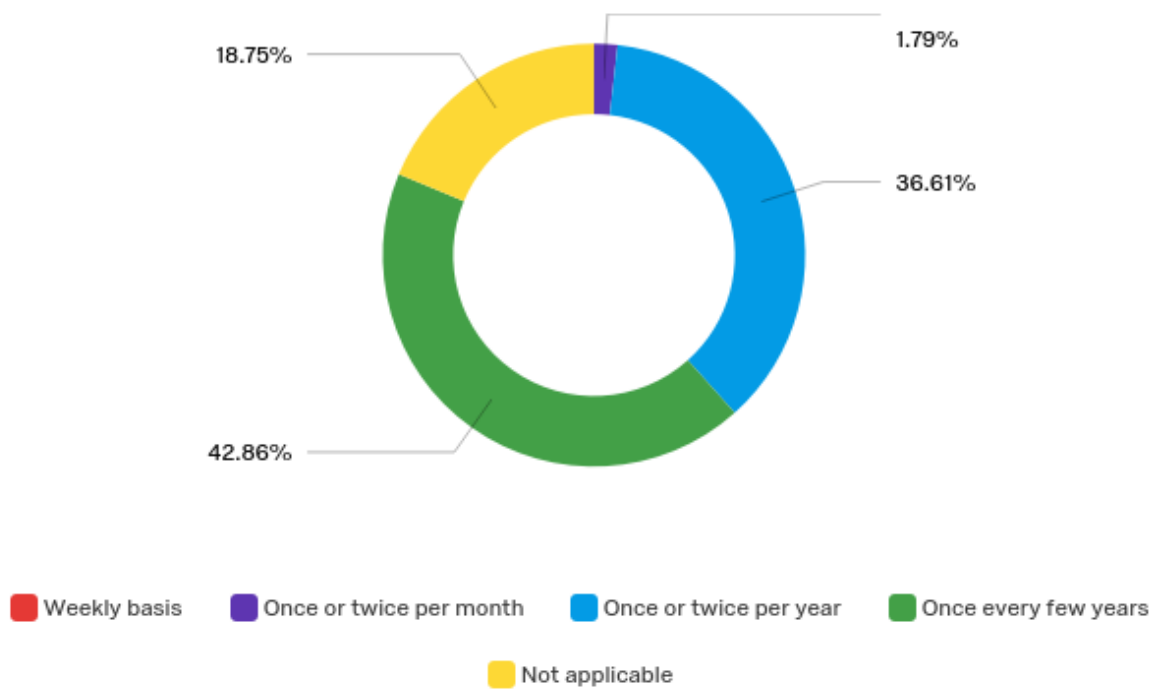
#	Answer	%	Count
1	Student	94.74%	108
2	Unemployed	0.00%	0
3	Blue-collar worker	0.88%	1
4	White-collar worker	4.39%	5
5	Others	0.00%	0
	Total	100%	114

Q5 - Have you ever tried ice skating in Singapore?



#	Answer	%	Count
1	Yes	80.36%	90
2	No	19.64%	22
	Total	100%	112

Q6 - How often do you ice skate?



#	Answer	%	Count
1	Weekly basis	0.00%	0
2	Once or twice per month	1.79%	2
3	Once or twice per year	36.61%	41
4	Once every few years	42.86%	48
5	Not applicable	18.75%	21
	Total	100%	112

Q7 - With regards to your answer to "[QID2-QuestionText]" What is the main reason for your selected frequency in ice skating?

With regards to your answer to "[QID2-QuestionText]" What is the main reason...

I am a figure skater

Skating rinks are not conveniently located

Only skated twice in my entire life

Not very interested in the activity

NIL

Not a habit

Initially wanted to pick up ice skating but don't really have the time these days

I have never done ice skating.

No time for ice skating and it doesn't come in mind when planning outings with friends. (Used to skate on a weekly basis as a child when I took ice skating lessons though.)

No interest

Not an established scene here.

Only when there's special occasion with friends, then we might consider going skating.

I do not know how to ice skate. Thus, occasions when I go for ice skating will be when my friends have organized to go ice skating together.

Only when friends ask me to go.

No time.

I enjoy skating and have taken lessons in the past but no longer do so I skate recreationally now, although not as much as i would like to.

NA

Not located near my home.

When my friends initiate this idea for outing

Expensive

Distance from home and busyness from school

Gatherings with friends or when I feel like it.

Expensive and inconvenient location

A little expensive, crowded, too few rinks

It is not a popular activity in SG

No interest No occasion Far away from house

Did not manage to pick it up successfully.

No time and too far

it is far.

I don't take up ice skating as a professional sport, but do enjoy it a lot! :) I prefer going with a friend though and not many of my friends like it so I go about once or twice per year when an occasional friend asks if I want to go :)

Not all of my friends know how to skate. Plus, they rather watch a movie than skate.

Ice skating is expensive

Skate with friends but skating is too expensive to do tegularly

Can't really ice-skate, not many locations

Want to do something special that we don't do often

Location and availability of skating rinks in Singapore. Entry price into the rink is also very expensive. It is more fun to ice skate with friends than doing it alone, but getting everyone together is quite difficult too.

Take ice skating as a leisure activity to do on outings with friends. However, such outings are not often as the prices are relatively expensive.

Expensive

It's fun!

Don't know how to skate

Only when friends are willing to go

Peer influence

-Venue too far -Other activities to do -Ice skating rink too small, just going in circles.

Too far away and the cost of it

Depends on mood

Don't know how to ice skate

It's expensive and ice rinks are relatively inaccessible

I can't skate. Just go with friends because of peer pressure

I enjoy it, but I find it too pricy to do it regularly.

I have never ice-skated before

Inaccessibility of ice skating rings

Will only think of ice skating if there is a marketing promotion going on, usually it does not come up as an activity to do

When friends invite me to ice skate with them.

not experienced

No occasion to iceskate

not popular with friends

Friends barely ice skate

Friends don't usually go ice skating

Price/ Friends

Quite expensive and also not many places have skating rinks

It's expensive

Expensive and outings do not always suggest skating

Gathering with friends.

No ice skating rinks near me

It isn't that fun when you're not good

Was not really interested in the skating rink in Singapore given the crowd and space constraints of the rink.

Expensive and far away, if not I would skate more often

friends are not interested in skating

not interested. only when friends suggest

Too expensive

rather expensive compared to other sports (no cost/ less than \$10)

Price

No desire to ice skate

Price and convenience

Not very good at skating, will consider when looking for something "different" to do with friends.

Disinterest

Gatherings

Never try before

whether i am free, whether i can spare the money

Don't really know how to skate so only go skating when friends invite me

It is expensive and limited locations

too inconvenient to get to a rink

I don't know how to skate

Not keen in the sport.

No interest

Not skilled

I can't skate

Lazy. Didn't feel like doing it

Don't know how to ice skate so I only go when my friends invite me

Interest in ice skating as a recreational activity, but not available to head down as often

With friends and family or when I feel like it

Group occasions/celebrations

Expensive

Hard to arrange with friends to go ice skating together. I think it is also a bit boring to just skate in circles again and again.

Outing with friends, dating

Expensive and not conducive environment

I don't really know how to ice skate well, and the rates are quite expensive

Far and expensive

It's tiring.

Never learnt before

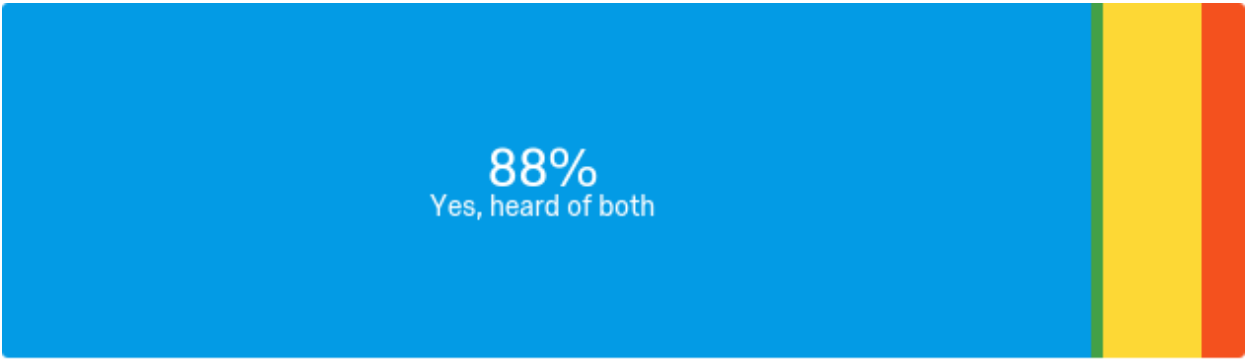
The exorbitant prices that they charge. :(

Not much interest

Too expensive

The boots hurt my leg, so I don't like to skate

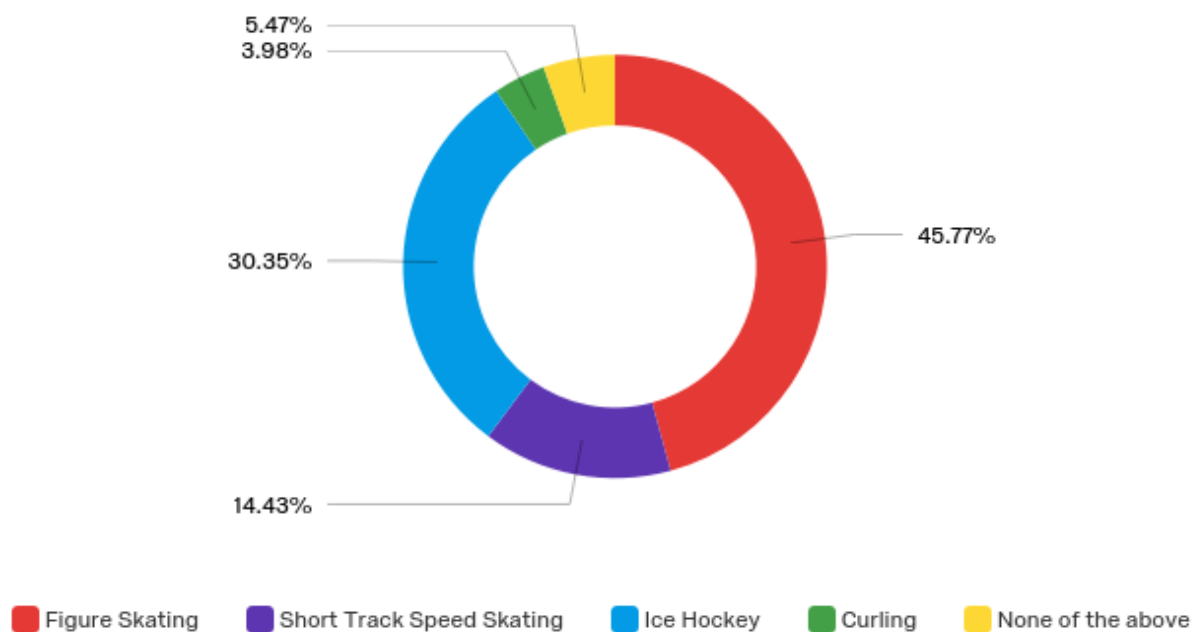
Q8 - Are you aware of the 2 major ice rinks in Singapore, namely Kallang Ice World and JCube The Rink?



- Yes, heard of both
- Only heard of Kallang Ice World
- Only heard of JCube The Rink
- No, never heard of both

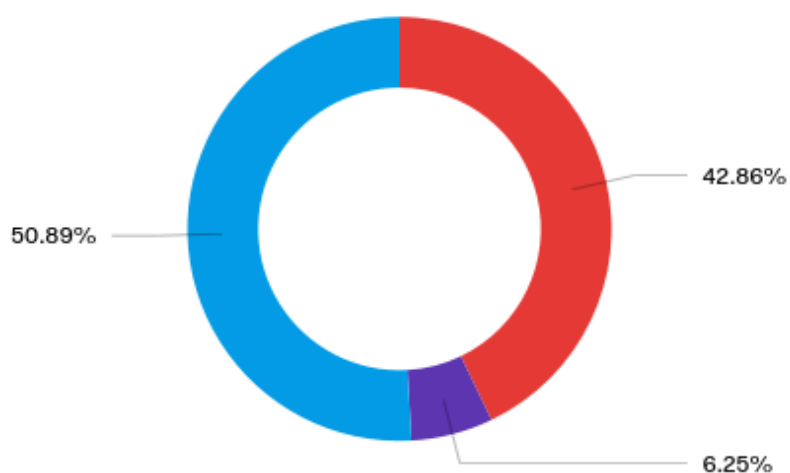
#	Answer	%	Count
1	Yes, heard of both	87.50%	98
2	Only heard of Kallang Ice World	0.89%	1
3	Only heard of JCube The Rink	8.04%	9
4	No, never heard of both	3.57%	4
	Total	100%	112

Q8 - To the best of your knowledge, which of the following ice skating sports currently exist in Singapore? (Allowed to select more than 1 option)



#	Answer	%	Count
1	Figure Skating	82.14%	92
2	Short Track Speed Skating	25.89%	29
3	Ice Hockey	54.46%	61
4	Curling	7.14%	8
5	None of the above	9.82%	11
	Total	100%	112

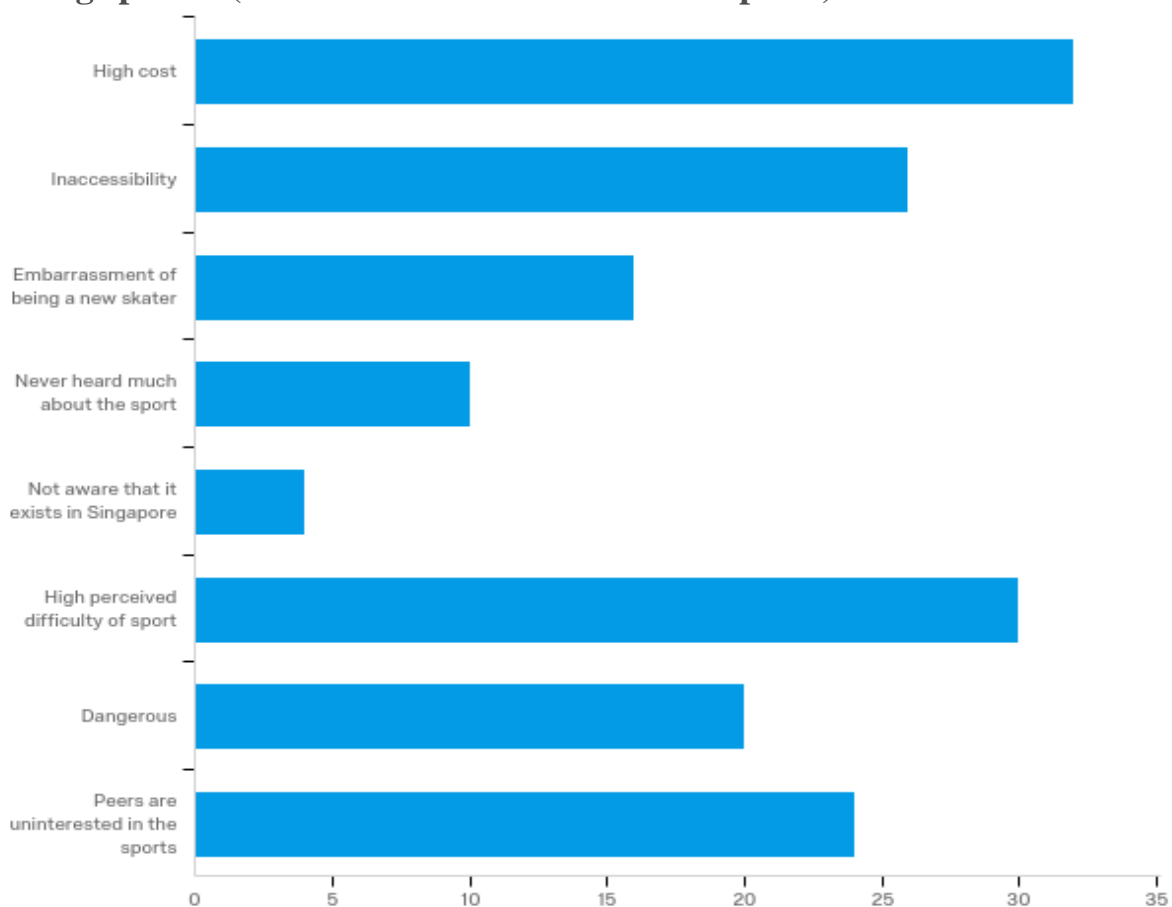
Q9 - Have you ever been interested in taking up any of these ice skating sports (figure/hockey/speed)?



■ Yes, I was interested but I did not take it up
 ■ Yes, I was interested and I took it up
 ■ No, I have not had interest in taking up these ice skating sports

#	Answer	%	Count
1	Yes, I was interested but I did not take it up	42.86%	48
2	Yes, I was interested and I took it up	6.25%	7
3	No, I have not had interest in taking up these ice skating sports	50.89%	57
	Total	100%	112

Q10 - Which of the following are reasons for your disinterest in the ice skating sports? (Allowed to select more than 1 option)



#	Answer	%	Count
1	High cost	56.14%	32
2	Inaccessibility	45.61%	26
3	Embarrassment of being a new skater	28.07%	16
4	Never heard much about the sport	17.54%	10
5	Not aware that it exists in Singapore	7.02%	4
6	High perceived difficulty of sport	52.63%	30
7	Dangerous	35.09%	20
8	Peers are uninterested in the sports	42.11%	24
	Total	100%	57

Q11 - What is the main reason for your interest in the ice skating sports mentioned above? (Eg. I tried it and liked it, I was motivated by the skaters I saw, word of mouth etc)

What is the main reason for your interest in the ice skating sports mention...

Motivated by skaters I saw

I like how it incorporates both the element of a sport and grace

Knew a family friend who did ice skating and decided to try it out.

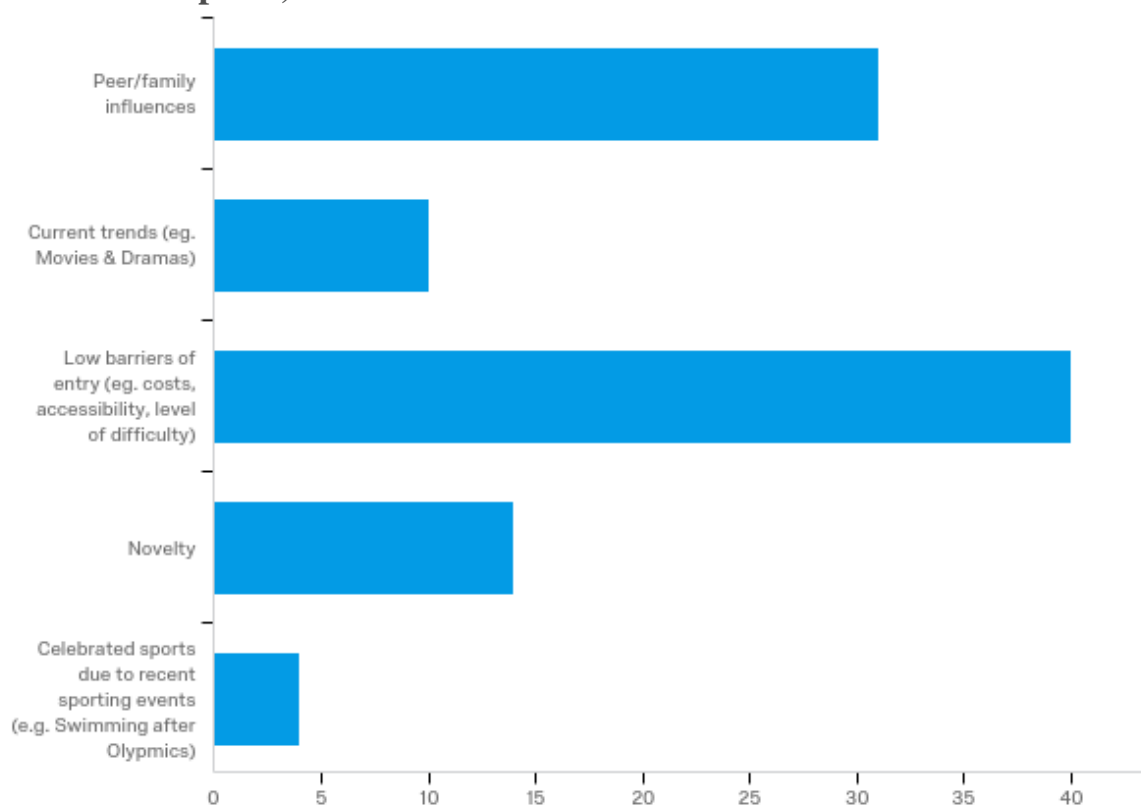
It is different from other sports and is special, it looks beautiful and is challenging and fun, allowing me to exercise without feeling like i have to, and i was also inspired by other skaters on the ice

I tried it and i liked it

It looks graceful and fun

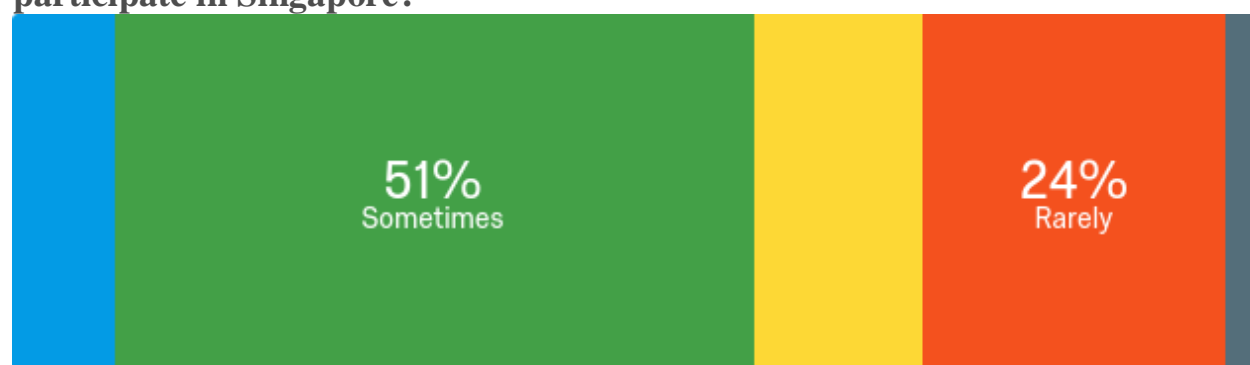
Different, unique, fun

Q12 - What would motivate you to engage in a new sport? (Allowed to select more than 1 option)



#	Answer	%	Count
1	Peer/family influences	65.96%	31
2	Current trends (eg. Movies & Dramas)	21.28%	10
3	Low barriers of entry (eg. costs, accessibility, level of difficulty)	85.11%	40
4	Novelty	29.79%	14
5	Celebrated sports due to recent sporting events (e.g. Swimming after Olympics)	8.51%	4
	Total	100%	47

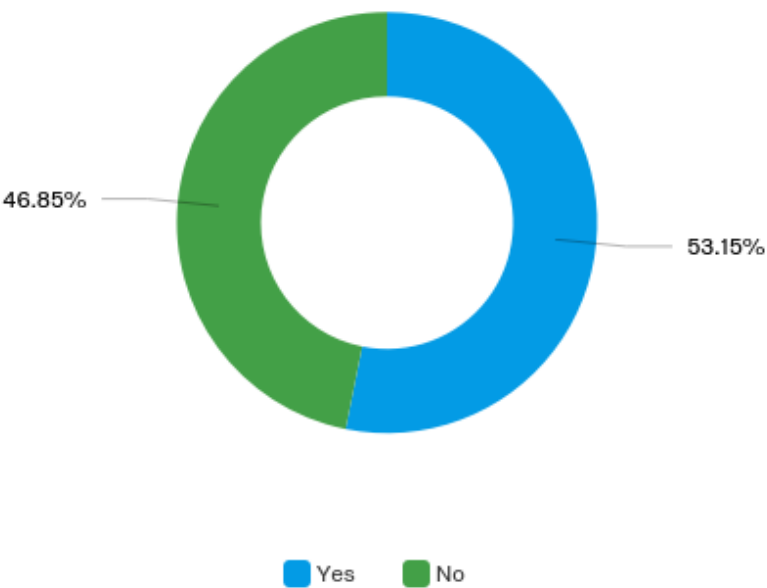
Q13 - Do you find yourself actively looking for new activities/sports to participate in Singapore?



■ All the time
 ■ Sometimes
 ■ Neutral
 ■ Rarely
 ■ Never

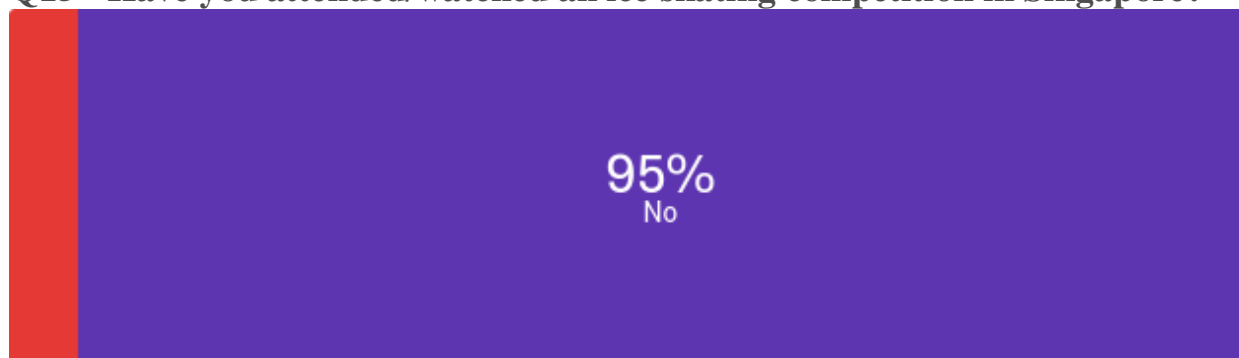
#	Answer	%	Count
1	All the time	8.11%	9
2	Sometimes	51.35%	57
3	Neutral	13.51%	15
4	Rarely	24.32%	27
5	Never	2.70%	3
	Total	100%	111

Q14 - Are you aware of the existence of a competitive ice skating scene in Singapore?



#	Answer	%	Count
1	Yes	53.15%	59
2	No	46.85%	52
	Total	100%	111

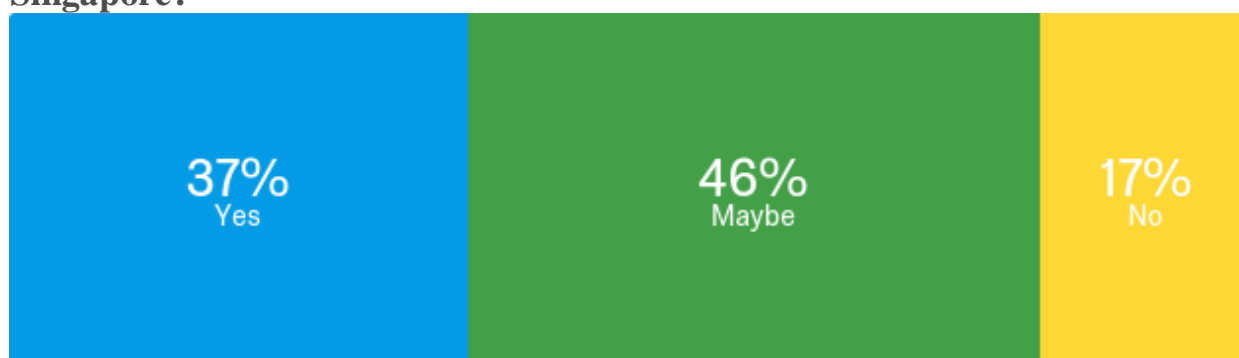
Q15 - Have you attended/watched an ice skating competition in Singapore?



Yes No

#	Answer	%	Count
1	Yes	5.41%	6
2	No	94.59%	105
	Total	100%	111

Q16 - Would you be interested to spectate an ice skating competition held in Singapore?



Yes Maybe No

#	Answer	%	Count
1	Yes	36.94%	41
2	Maybe	45.95%	51
3	No	17.12%	19
	Total	100%	111

Q17 - With regards to the previous question "[QID8-QuestionText]" What is the main reason for your unwillingness to spectate such a competition?

With regards to the previous question "[QID8-QuestionText]" What is the mai...

No time

Not particularly interested in the sport

no interest

No interest

Not much interest nor hype

No time.

Not a fan of skating

No interest in the sport

have no time

no passion for the sport

not interested. singaporeans are not good enough

No interest or knowledge about the sport

Not really interested in the sport enough to physically be at the location to spectate. Alright with just watching on TV

Disinterest

hard to pick up

not interested in the sport

No interest.

Not interested in ice skating in general

Unwilling to pay

Q18 - With regards to the previous question "[QID8-QuestionText]" Which aspects of such a competition interests you in being a spectator?

With regards to the previous question "[QID8-QuestionText]" Which aspects o...

figure skating

Being able to watch an ice skating performance live

I think I would appreciate the performance by figure skaters. I have only watched it on tv so I think the experience of watching it live would be great!

it is beautiful to watch and its interesting to see singapore skaters engaged in a sport usually associated with more foreign skaters, it will also inspire me to want to skate and improve my skills

The whole show

Thrill and gracefulness of the skater

International competition

The novelty and the thrill

Seeing stunts being executed on ice; they're all very elegant and impressive to spectate!

Figure skating

Watching people do stunts

How interesting the gameplay is and how strong the teams are

Supporting local sportsmanship

The performance and skills of the ice skaters

The level of difficulty

I like competition

I enjoy watching the sport, especially figure skating.

Players

I like watching people perform interesting stunts on ice

Seeing them ice skate

the exciting performance

hockey

Performance

Performance and showmanship of figure skaters, and also cos it's not very common in Singapore and there are little opportunities to see such showcases of ice skating

International. Sportsmen & sportswomen from other countries.

The talent figure skaters have - the amazing tricks, turns and flexibility displayed while making it seem so easy

The beauty of ice skating routines and choreography

The execution of the athlete in their moves perhaps.

Nice to watch

the moves of the skater

Gracefulness

Something new

Novelty for me

Interested in watching figure skating

It is something different and interesting to watch

Engaging choreography

Their prowess

Like to watch figure skate

Witnessing a challenging skill played out beautifully

Just like to see and be part of the crowd

The performance

Q19 - [QID8-QuestionText] What would be the deciding factor that would influence your decision?

[QID8-QuestionText] What would be the deciding factor that would influence...

Cost

If there are famous skaters attending

TIME

Maybe. I follow international figure skating competitions (mostly in the singles division), so I am rather interested in watching a competition in real life. However, I'm not very interested in the athletes from Singapore currently.

Venue and cost

Friends

Friends and Family

Depends on the identity of the participants for the ice skating competition

If I have friends competing

Famous skaters

Cost of ticket

Quality of skaters

Price, competitors

affordability

Maybe - just to check it out

Renown skating guest

Time

Whether I have time.

Schedule

Maybe. Depends on ticket price and level of competition

Hectic schedule

Interesting

Ticket price

Peer/family influence. Marketing and publicity of the event to hype it up.

Price of ticket

Whether it is free or how much is the price

Price

Price and if I have the time

If my friend is competing

Price, location

Level of competitiveness, peer influence

Possibility of getting tickets

convenience of watching

convenience of spectating the competition (price of ticket, location, timing etc.)

Presence of friends

Company of friends

Parties that are participating

Level of competition.

-

Cost of tickets

?

Price, company and competitors

Cost

Accessibility

Day and time and live commentary

Knowing the competitor

Yes, price and accessibility

cost and time

Dependent on my time

Cost

The people competing

[QID8-QuestionText] What would be the deciding factor that would influence...

Cost

If there are famous skaters attending

TIME

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Price, location

Level of competitiveness, peer influence

Possibility of getting tickets

convenience of watching

convenience of spectating the competition (price of ticket, location, timing etc.)

Presence of friends

Company of friends

Parties that are participating

Level of competition.

-

Cost of tickets

?

Price, company and competitors

Cost

Accessibility

Day and time and live commentary

Knowing the competitor

Yes, price and accessibility

cost and time

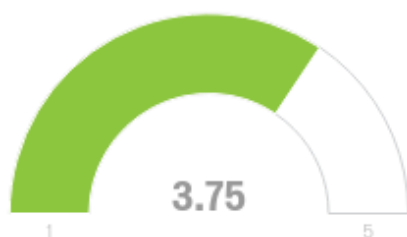
Dependent on my time

Cost

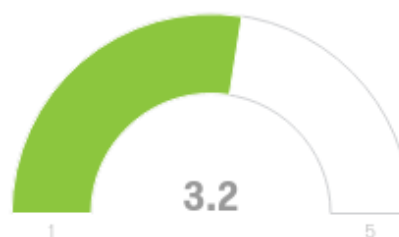
The people competing

Q20 - How would you rate ice skating in Singapore based on the following attributes

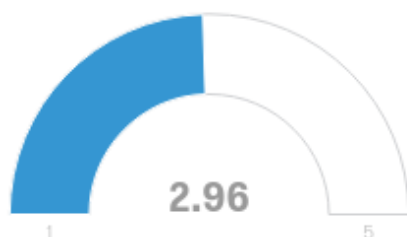
Affordability (1=Cheap, 5=Expensive)



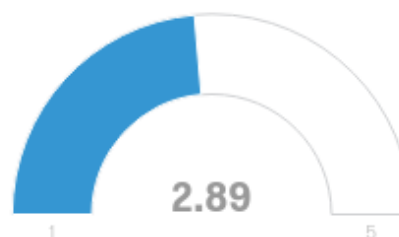
Accessibility (1=Accessible, 5=Inaccessible)



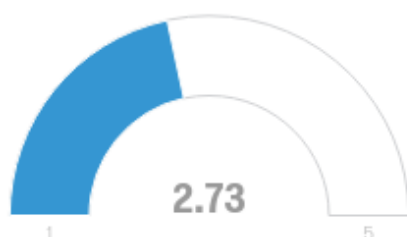
Popularity in Singapore (1=Popular, 5=Unpopular)



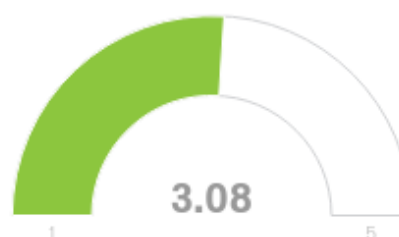
Enjoyability (1=Enjoyable, 5=Unenjoyable)



Safety (1=Safe, 5=Unsafe)

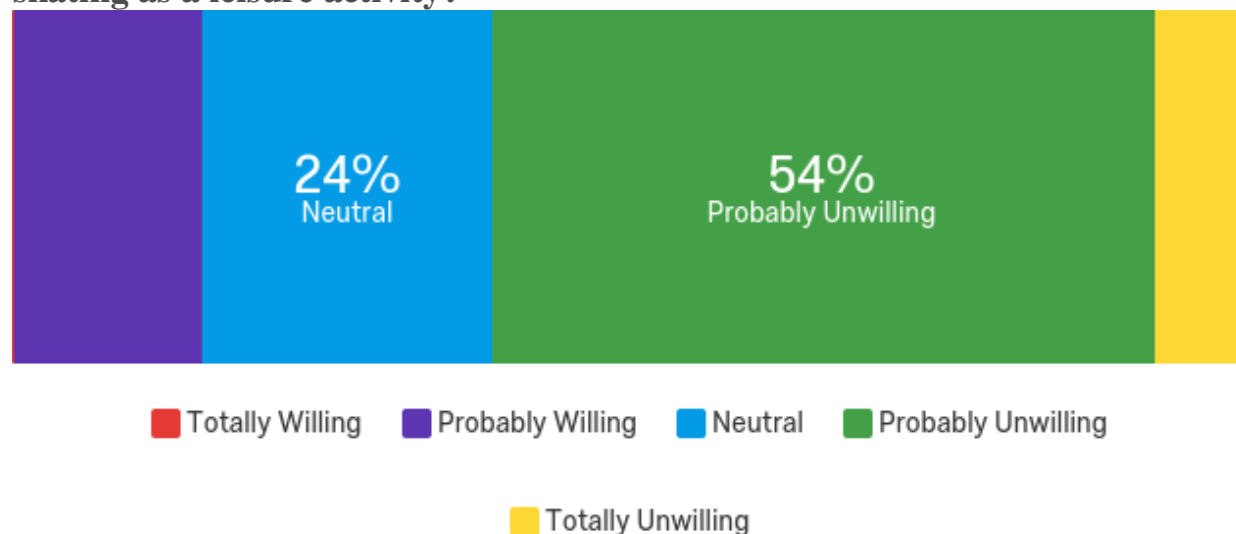


Perceived level of physical demand (1=Demanding, 5=Relaxed)



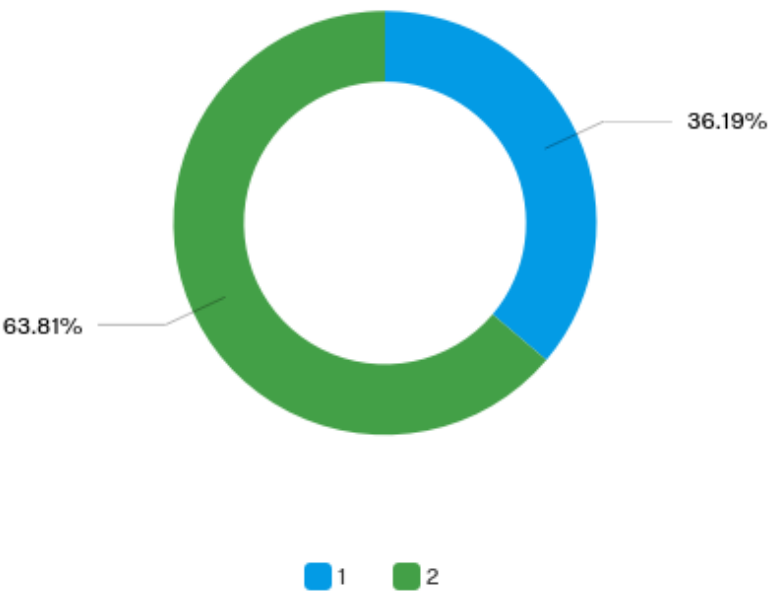
#	Field	1	2	3	4	5	Total
1	Affordability (1=Cheap, 5=Expensive)	4.72% 5	6.60% 7	17.92% 19	50.00% 53	20.75% 22	106
2	Accessibility (1=Accessible, 5=Inaccessible)	6.60% 7	26.42% 28	20.75% 22	33.02% 35	13.21% 14	106
3	Popularity in Singapore (1=Popular, 5=Unpopular)	2.83% 3	28.30% 30	44.34% 47	18.87% 20	5.66% 6	106
4	Enjoyability (1=Enjoyable, 5=Unenjoyable)	9.43% 10	30.19% 32	30.19% 32	22.64% 24	7.55% 8	106
5	Safety (1=Safe, 5=Unsafe)	15.09% 16	25.47% 27	35.85% 38	18.87% 20	4.72% 5	106
6	Perceived level of physical demand (1=Demanding, 5=Relaxed)	0.94% 1	23.58% 25	48.11% 51	20.75% 22	6.60% 7	106

Q21 - Given that the cost of admission, including rental of equipment, is \$21.50 for 2 hours, what would be your level of willingness to engage in ice skating as a leisure activity?



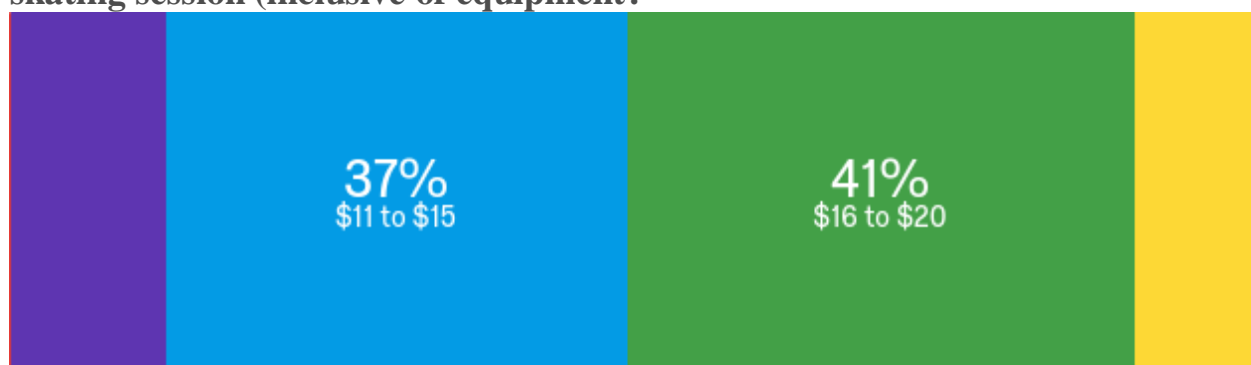
#	Answer	%	Count
1	Totally Willing	0.00%	0
2	Probably Willing	15.09%	16
3	Neutral	23.58%	25
4	Probably Unwilling	53.77%	57
5	Totally Unwilling	7.55%	8
	Total	100%	106

Q22 - Which of the following rates (inclusive of equipment) would you prefer, if you were to go ice skating?



#	Answer	%	Count
1	1	36.19%	38
2	2	63.81%	67
	Total	100%	105

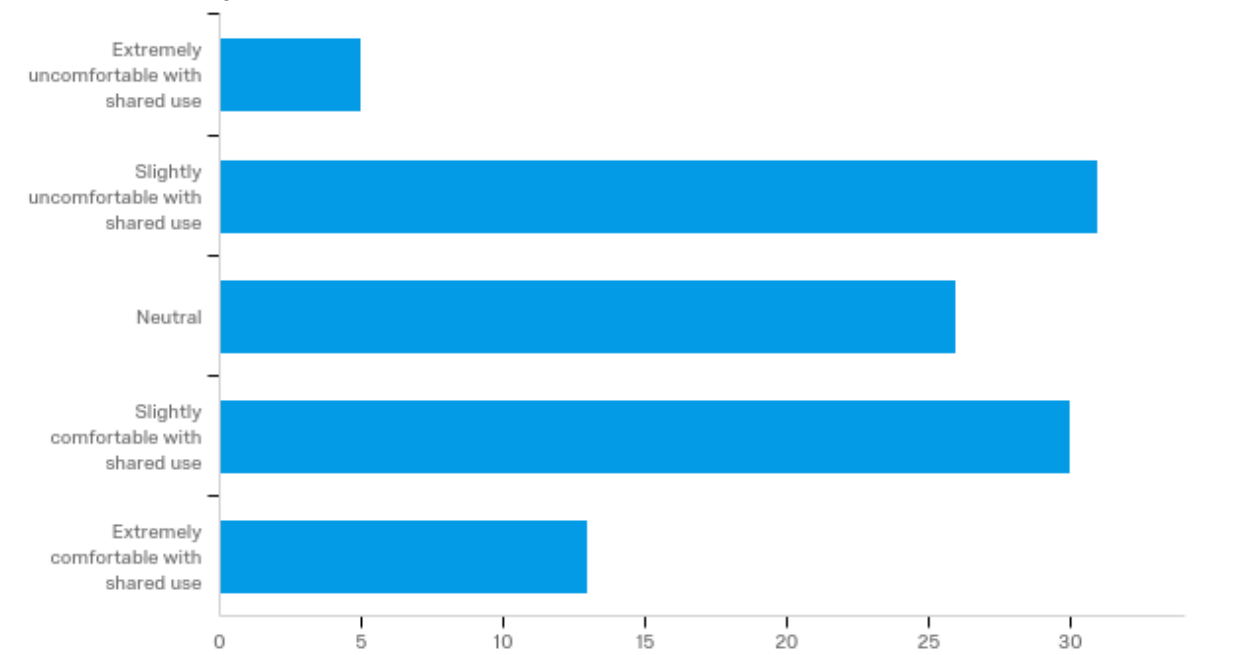
Q23 - What is the maximum price you are willing to pay for a 2-hour ice skating session (inclusive of equipment)?



■ Not willing to pay at all
 ■ \$5 to \$10
 ■ \$11 to \$15
 ■ \$16 to \$20
 ■ \$21 to \$30
■ \$31 to \$40
■ \$41 to \$50
■ Above \$51

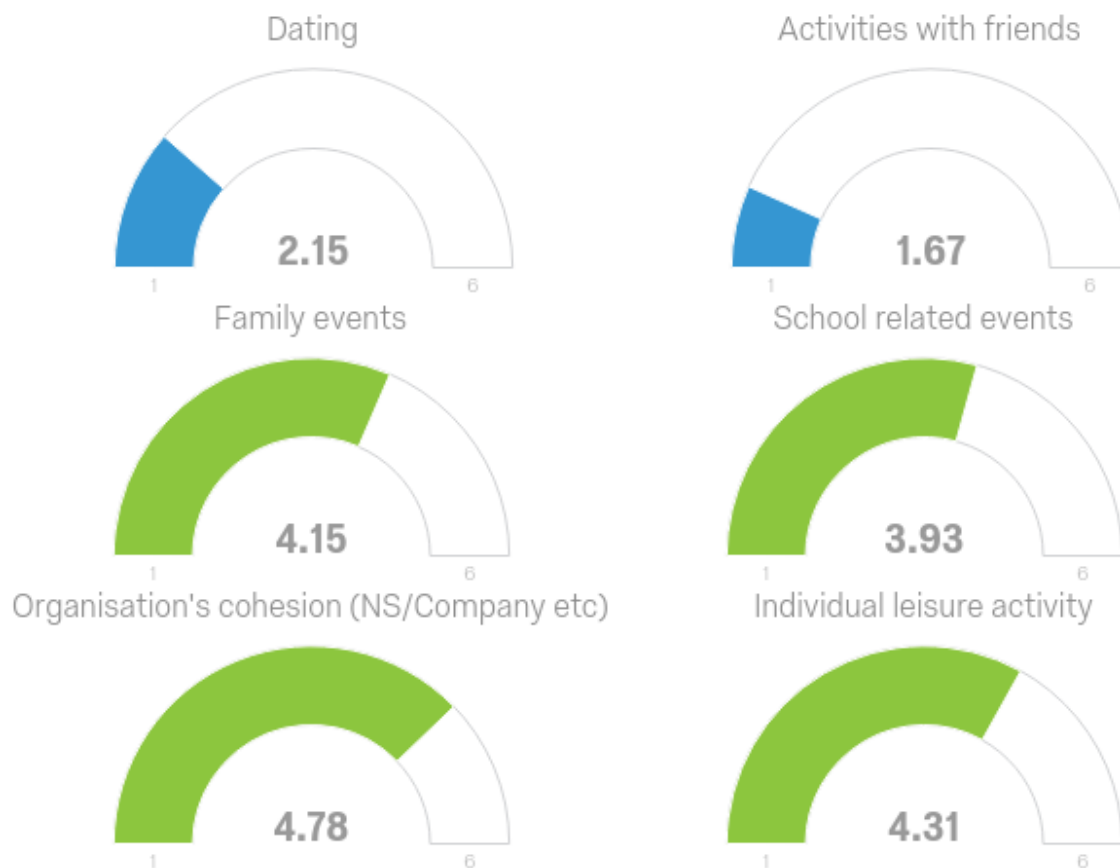
#	Answer	%	Count
1	Not willing to pay at all	0.00%	0
2	\$5 to \$10	12.26%	13
3	\$11 to \$15	36.79%	39
4	\$16 to \$20	40.57%	43
5	\$21 to \$30	9.43%	10
6	\$31 to \$40	0.94%	1
7	\$41 to \$50	0.00%	0
8	Above \$51	0.00%	0
	Total	100%	106

Q24 - Currently, The Rink at JCube does not allow shared use of the rink (professional skaters training in the middle while leisure skaters skate around the circumference). However, many overseas rinks do allow shared use of the rink. How do you feel about this matter?



#	Answer	%	Count
1	Extremely uncomfortable with shared use	4.76%	5
2	Slightly uncomfortable with shared use	29.52%	31
3	Neutral	24.76%	26
4	Slightly comfortable with shared use	28.57%	30
5	Extremely comfortable with shared use	12.38%	13
	Total	100%	105

Q25 - Please rank the suitability fit of ice skating with the following activities:[1] being most suitable, [6] being least suitable *Ranking is done by "drag-and-dropping" of options*



#	Field	1	2	3	4	5	6	Total
1	Dating	35.85% 38	37.74% 40	13.21% 14	5.66% 6	3.77% 4	3.77% 4	106
2	Activities with friends	50.00% 53	37.74% 40	8.49% 9	2.83% 3	0.94% 1	0.00% 0	106
3	Family events	1.89% 2	6.60% 7	18.87% 20	31.13% 33	30.19% 32	11.32% 12	106
4	School related events	3.77% 4	6.60% 7	21.70% 23	35.85% 38	24.53% 26	7.55% 8	106
5	Organisation's cohesion (NS/Company etc)	0.94% 1	4.72% 5	16.04% 17	12.26% 13	25.47% 27	40.57% 43	106
6	Individual leisure activity	7.55% 8	6.60% 7	21.70% 23	12.26% 13	15.09% 16	36.79% 39	106

Q26 - Please rank the following factors in terms of their level of importance in influencing your decision to participate in ice skating.[1] being most important, [4] being least important *Ranking is done by "drag-and-dropping" of options*

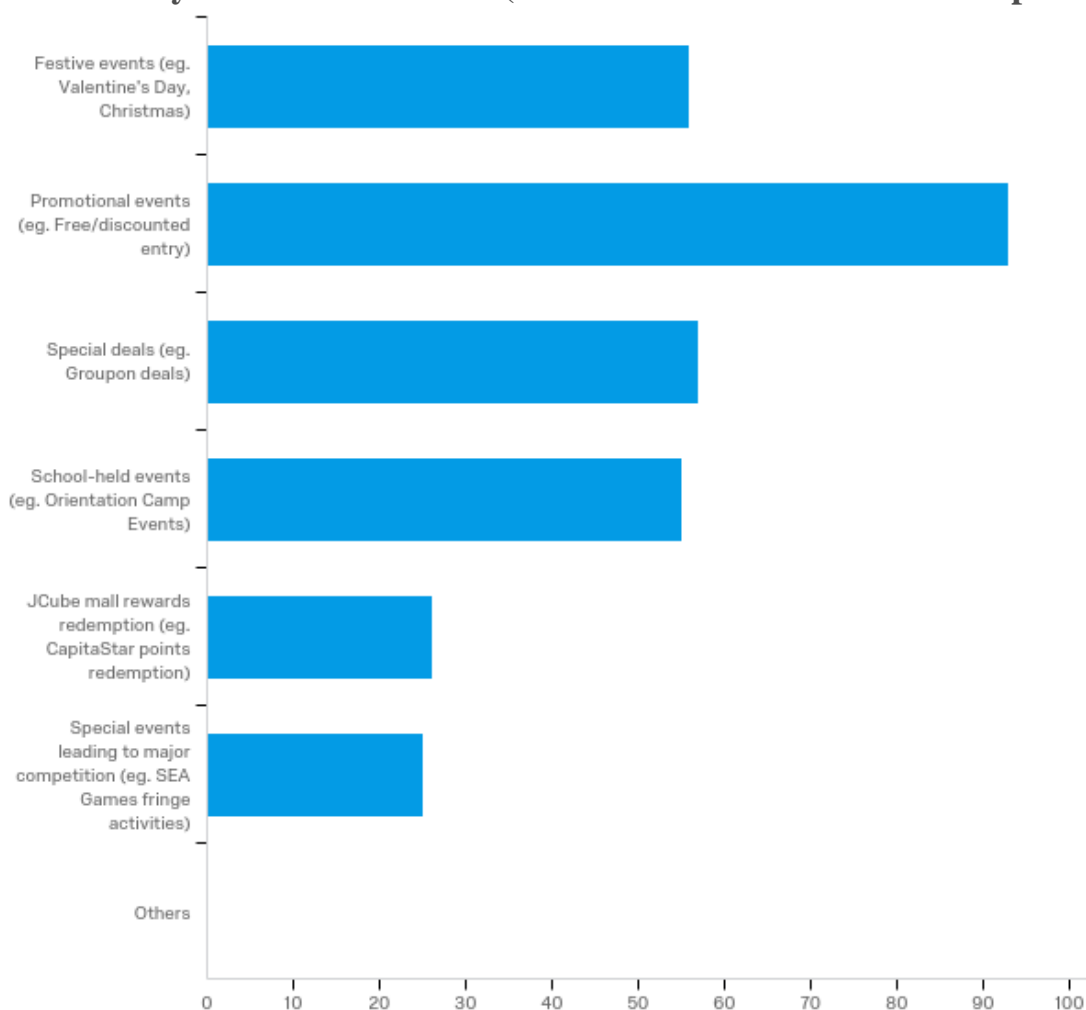


#	Question	1		2		3		4		5		Total
1	Price	60.38%	64	22.64%	24	11.32%	12	4.72%	5	0.94%	1	106
2	Location	2.83%	3	31.13%	33	35.85%	38	19.81%	21	10.38%	11	106
3	Safety	3.77%	4	9.43%	10	13.21%	14	34.91%	37	38.68%	41	106
4	Peers/Family influences	11.32%	12	15.09%	16	16.98%	18	27.36%	29	29.25%	31	106
5	Personal interest	21.70%	23	21.70%	23	22.64%	24	13.21%	14	20.75%	22	106

Q27 - ActiveSG Credit Scheme In 2014, \$100 worth of free ActiveSG credits were awarded to Singaporeans to encourage an active lifestyle. It could be used for the following purposes: -Swimming complexes and gym admissions- Payment for ActiveSG programmes and activities (up to 30% of the programme price)-Booking of ActiveSG sport facilities (excluding Dual-Use-Scheme / MOE facilities)-Purchase of MyActiveGYM™ and MyActiveSWIM™ schemes

#	Question	Yes		No		Total
1	Have you heard of ActiveSG credits before?	83.96%	89	16.04%	17	106
2	Have you ever used your ActiveSG credits?	48.11%	51	51.89%	55	106
3	If the partial/full cost of ice skating could be paid using these credits, would you be willing to go ice skating?	93.40%	99	6.60%	7	106
4	Would you rather use your ActiveSG credits for other purposes (eg. booking of badminton court) rather than for ice skating?	60.38%	64	39.62%	42	106

Q28 - Which of the following proposed promotional activities held at the ice rink would you be interested in?(Allowed to select more than 1 option)



#	Answer	%	Count
1	Festive events (eg. Valentine's Day, Christmas)	52.83%	56
2	Promotional events (eg. Free/discounted entry)	87.74%	93
3	Special deals (eg. Groupon deals)	53.77%	57
4	School-held events (eg. Orientation Camp Events)	51.89%	55
5	JCube mall rewards redemption (eg. CapitaStar points redemption)	24.53%	26
6	Special events leading to major competition (eg. SEA Games fringe activities)	23.58%	25
7	Others	0.00%	0
	Total	100%	106

Q29 - How would the following events influence your interest in attempting/engaging in ice skating?

#	Field	Interested		Probably Interested		Neutral		Probably Uninterested		Uninterested		Total
1	A 15 minutes short performance by professional skaters, followed by a discounted rate of admission cost for the next 2 hours	20.00%	21	53.33%	56	15.24%	16	6.67%	7	4.76%	5	105
2	Weekly different themed ice-skating sessions (E.g. Disco night, Frozen, Disney etc.)	20.95%	22	35.24%	37	20.95%	22	14.29%	15	8.57%	9	105
3	Student/Senior Citizens discounted rates	56.19%	59	37.14%	39	3.81%	4	2.86%	3	0.00%	0	105
4	Ticketed performance (1 to 2 hours show) (E.g. Ice ballet)	15.24%	16	34.29%	36	25.71%	27	18.10%	19	6.67%	7	105
5	One-off discounted introductory class	16.19%	17	36.19%	38	22.86%	24	16.19%	17	8.57%	9	105

Q30 - Do you have any other suggestions on how to promote ice skating in Singapore?

Do you have any other suggestions on how to promote ice skating in Singapor...

Strong marketing

more marketing like yuna kim?

Advertisement on television, or broadcasting the event in the Winter Olympics (e.g. the upcoming one in 2018). Instead of just on the large screen at JCube.

Encourage it as a family activity. Inculcate it as a habitual routine. Make it cheaper.

NIL

Not really

We can have a drama serial on tv on ice skating to raise awareness on the sport in Singapore.

focus on word of mouth and peer to peer marketing

NA

nil

NIL

Make it more affordable

NIL

Have telecast of some of the competitions on television

More promotions to students

-

Based on what I've been hearing from other friends it's mainly about the cost. Many aren't willing to fork about \$16-20 for a 2 hour session. Perhaps offer pair/group rates for skating sessions or discounted entry/equipment rental rates, especially for students as we're normally on a budget.

NIL.

-

Buddy pack or group discount since ppl normally go in groups

Encourage secondary schools and JCs to set up ice skating CCAs or teach students ice skating as part of PE curriculum.

Nil

Set up at more locations

Centralised recreational club when you can rotate around a couple of sports every week,

Cheaper classes for kids

Through universities and corporate events

Nope

Free entry

No

No

Organize more ice skating related events (performances or competitions etc)

Introduce it as a competitive CCA in secondary schools and JCs

-

Promote it alongside other more mainstream sports to raise awareness of its presence in Singapore

Not really

promotion in schools

nil

Nil

Reduce entry price, make some variations to the rink, have more rinks, limit the number of people on the rink at any one time, Instructors can be around to teach, provide rental of protective equipment

Have more rinks; a few free trial classes; promotion; make learning iceskating more accessible

Have specific time slots and themes for specific groups of people, e.g Disney's frozen for kids and teens and disco night for adults

Classes

-

NIL

-

Incorporate more product and services offerings like meals to go along etc.

Group discount like back in the days before JCube was renovated

-

have an ice skating CCA

-

Nil

Cheap classes!

No

Promo code

Make it more accessible in terms of coaches, locations, price

open more rinks. e.g. tampines hub is very big

Have classes for beginners so it will be less embarrassing for new joiners to the activity.

NA

-

No

Hold more ice skating competitions and market it well

Influencer Marketing or Broadcasting iceskaters videos in public places (MRTs, Buses, Malls)

-

Lower cost

Cheaper price and more central location

Learn from Korea on how the price of indoor ice skating can be so cheap (it costs about SGD 4-6 per hour)

Ice ring in christmas market

Free /discounted lessons to teach beginners who might want to skate but are scared to take the first step

-

as a legit school cca

Nil

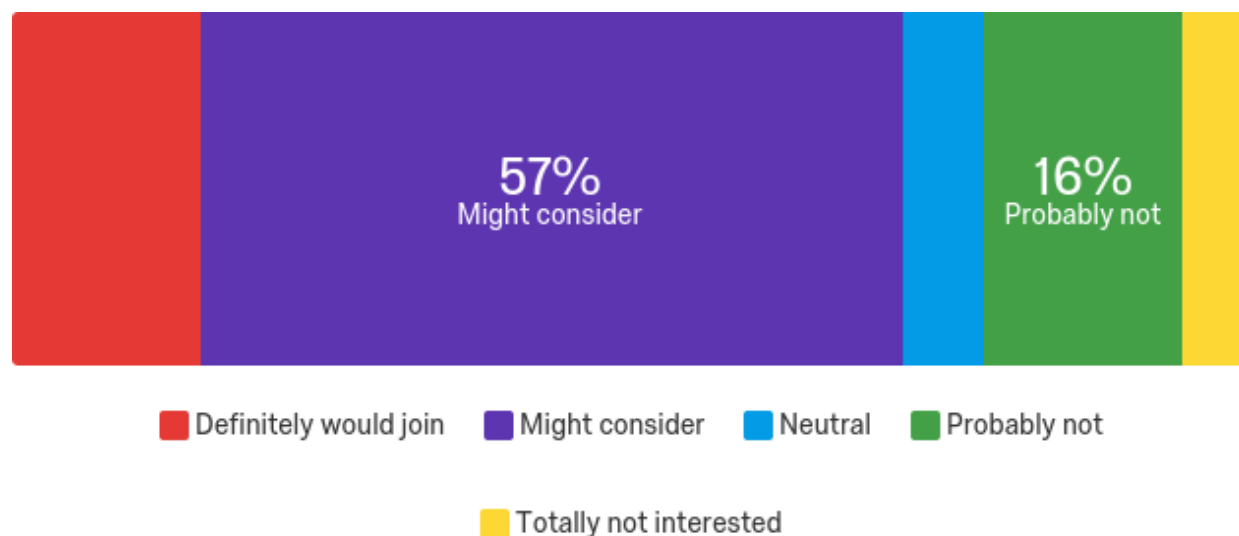
NIL

Free short period (eg 30 mins) ice skating trials

It's just not accessible for most people and not a known sport in general

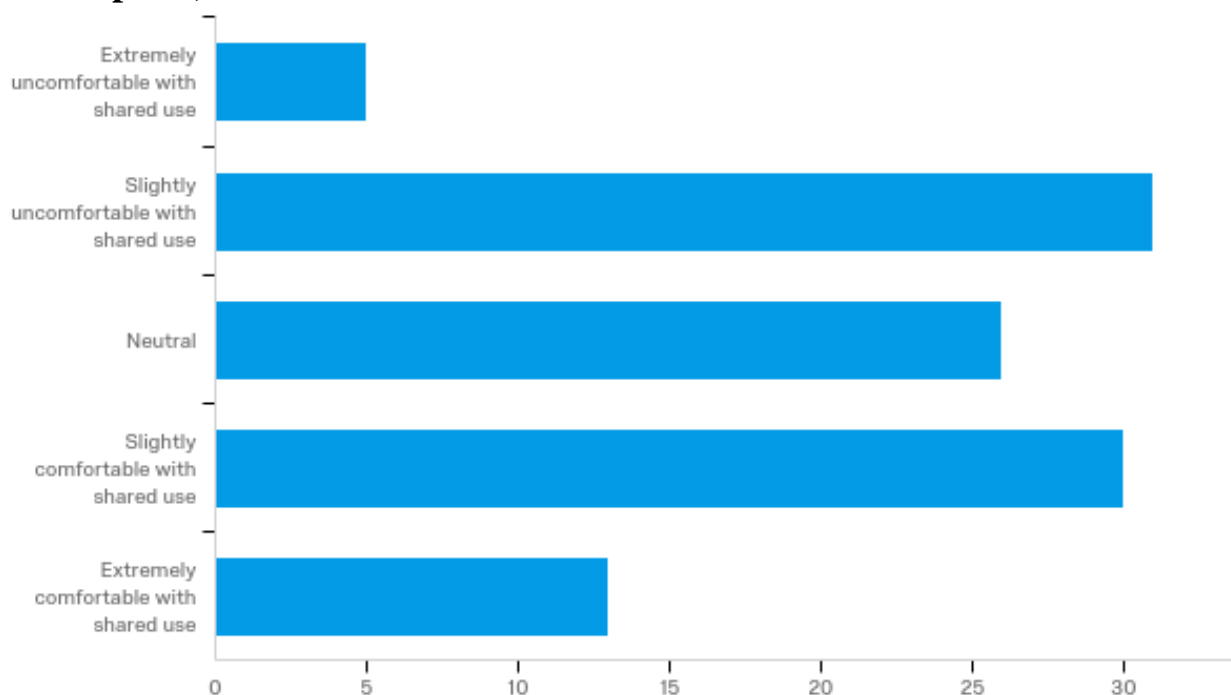
Promotion should be done other than on the TV. Work with schools and companies to promote awareness

Q31- If ice skating was introduced as a CCA when you were in school, would you be interested to partake it as your official CCA? (Costs of training would be partially self-paid, roughly \$50 per month)



#	Answer	%	Count
1	Definitely would join	15.09%	16
2	Might consider	56.60%	60
3	Neutral	6.60%	7
4	Probably not	16.04%	17
5	Totally not interested	5.66%	6
	Total	100%	106

Q32 - Generally speaking, what kind of platforms do you turn to when looking for ideas on activities with your social circle?(Allowed to select more than 1 option)



#	Answer	%	Count
1	Social media (eg. Facebook, Instagram)	82.08%	87
2	Blogs (eg. thesmartlocal)	46.23%	49
3	Search engines	48.11%	51
4	Word of mouth	77.36%	82
5	Digital/Print advertisement	20.75%	22
6	Discount/Deal websites (Eg. Groupon)	41.51%	44
7	Follow what is trending (Eg. movies, K-drama etc)	20.75%	22
8	Others	0.94%	1
	Total	100%	106

11.7 SURVEY 2: PARENTS

Q1

What are your general mid/long term ice skating goal(s) for your child/children?

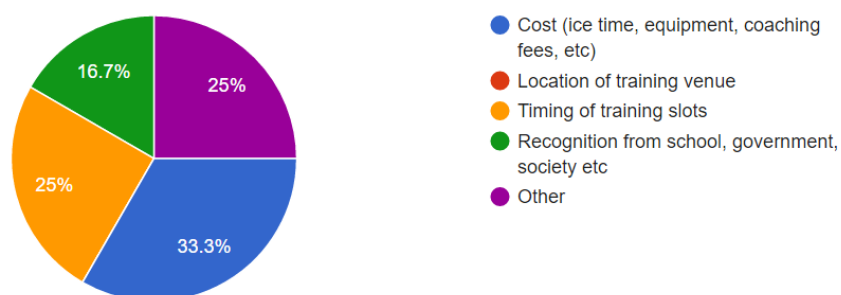
(12 responses)

To unleash maximum potential for my child in this sports
Participation in World Junior or Youth Olympic Games.
Mid term goal is to participate in World Junior competitions. Long term goal is to represent Singapore and compete in world class competitions like World Cup, World Championship and Winter Olympic.
My child wishes to be a competitive skater and I am here to support him.
To compete in the international level
ISU Junior world level skating
Competing at Winter Olympics
National team
SEA Games
Join the national / development team, go for competitions
Compete in major games
National Sport

Q2.

Thinking back on the entire period, what do you think is the largest obstacle in your child's ice skating journey, for you as a parent?

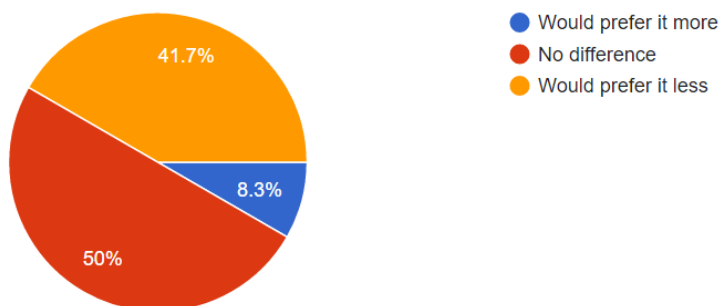
(12 responses)



Q3.

We are currently exploring the possibility of having the skaters to train in nearby countries such as Malaysia on a regular basis. In your opinion, how much would you prefer having your child/children train in Malaysia as compared to the current overseas training sites like Korea?

(12 responses)



Q4

(Continued) Please explain your choice in the previous question. (12 responses)

Location does not quite matters, end of the day would depends on cost. Korea has been a favourite site as most Koreans emerged as Champs

Malaysia may have the cheaper facilities but no expertise in training Short Track like Korea

Lower currency exchange rate.

There is currently no program from SISA to support and help figure skaters to train at overseas location.

Inconvenience unless a well thought-out cost effective and time effective arrangement is in place.

More time travelling instead of training

Need more details e.g. Cost of ice, time slots, etc.

Cost and time

Depends on cost and availability of training sessions.

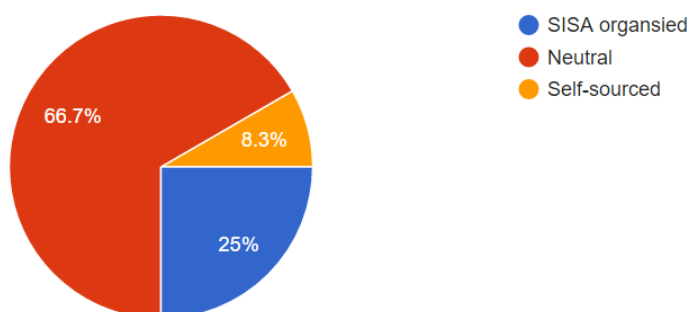
As long as it is cost effective, affordable, experienced and good coaches

Overseas training like Korea has both higher quality facilities and the high level skaters to train with. Hence Malaysia is a good alternative to Singapore instead of a good alternative to Korea.

Q5

Would you prefer if SISA organised official overseas training camps that would be open to all skaters? Or would you prefer the current self-sourced structured?

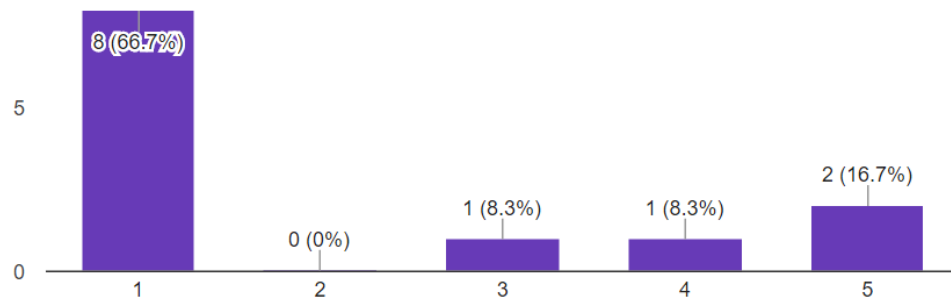
(12 responses)



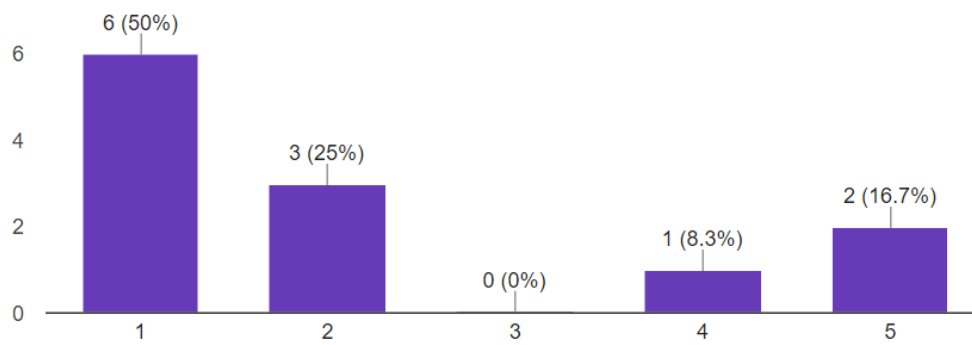
Q6.

On a scale of 1 to 5, please rate the current SISA organisational capabilities:

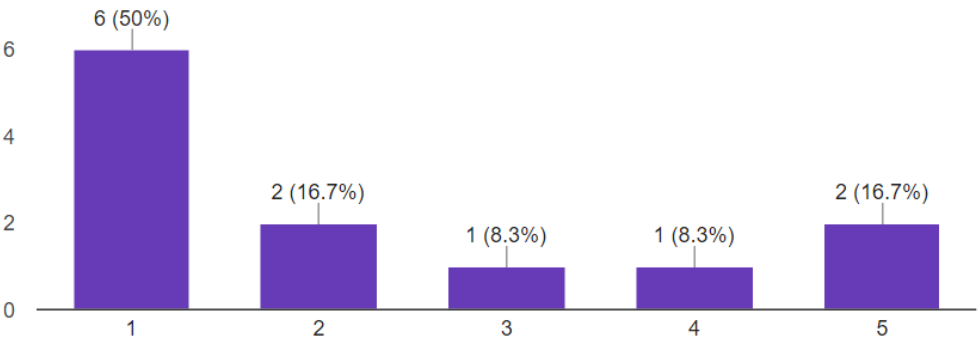
Voting System (12 responses)



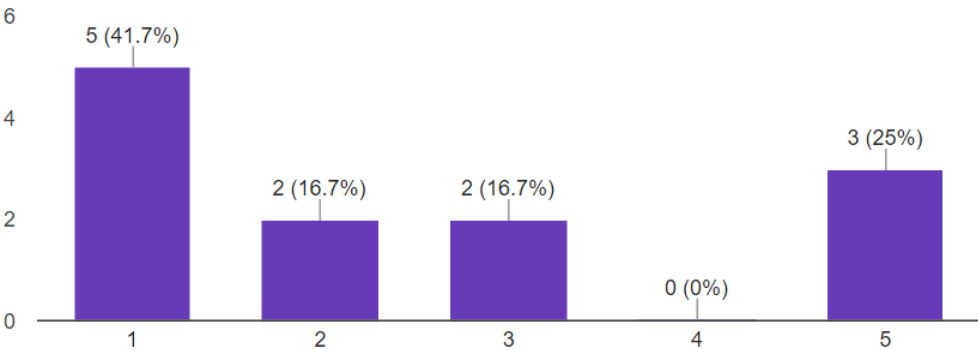
Executive Committee Composition (12 responses)



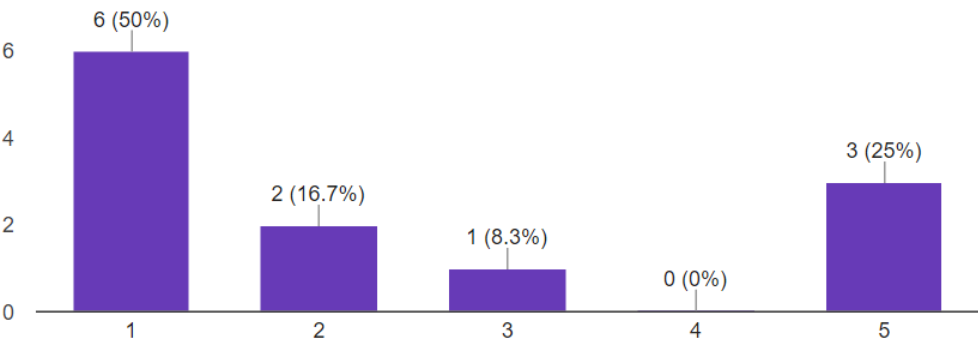
Representation of Opinions (12 responses)



Resource Allocation (Between Figure & Short Track) (12 responses)

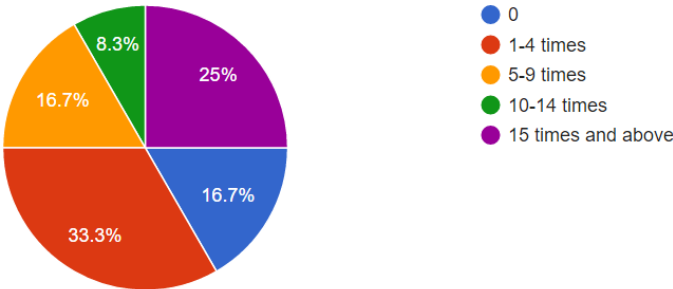


Organisational Governance (12 responses)



Q7

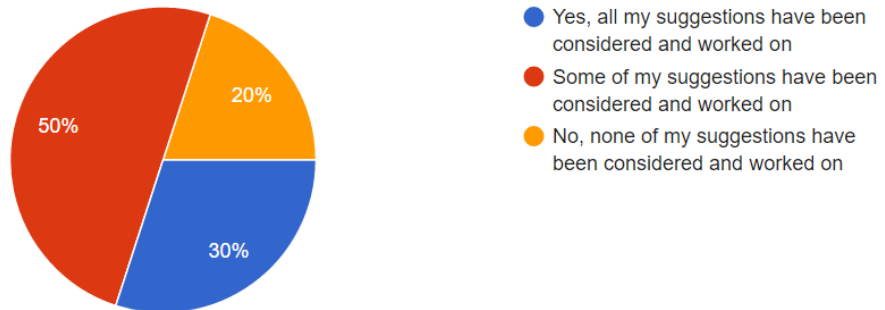
In the past year (2016), how often have you made suggestions or shared your opinions with the management of SISA?
(12 responses)



Q8

Have all your suggestions or views been considered and suitable actions taken?

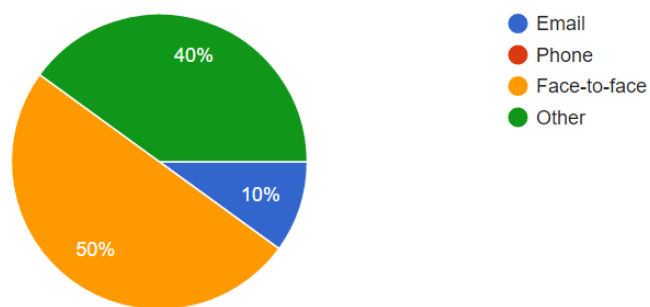
(10 responses)



Q9

Through which of the following channels have you made these suggestions or shared your views?

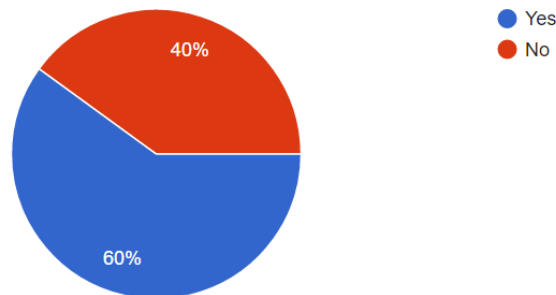
(10 responses)



Q10

Considering the channels listed above, are there enough platforms for you to voice your views and opinions?

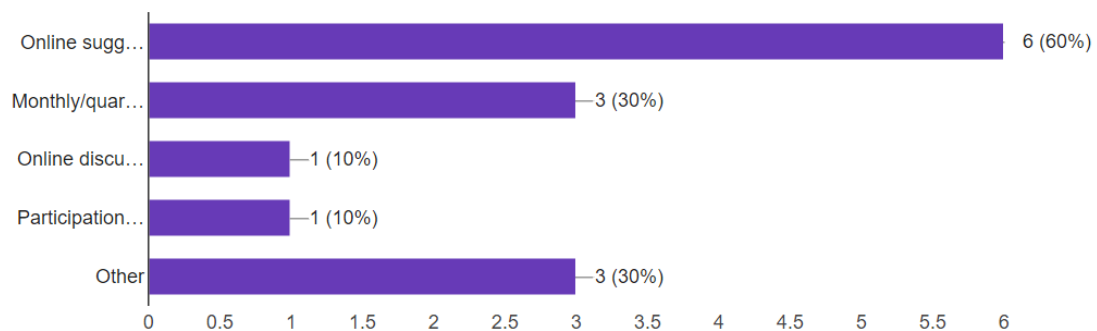
(10 responses)



Q11

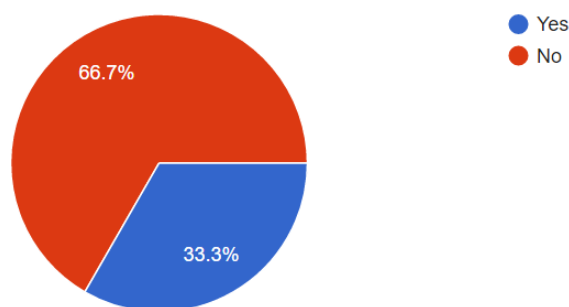
What other platforms would you wish to have to share your opinions? (You may select more than 1 option)

(10 responses)



Q12

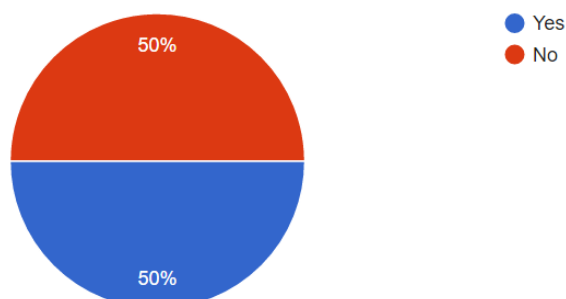
Have you previously attended any SISA Annual General Meeting? (12 responses)



Q13

Would you like to be given the option to attend future SISA's Annual General Meeting?

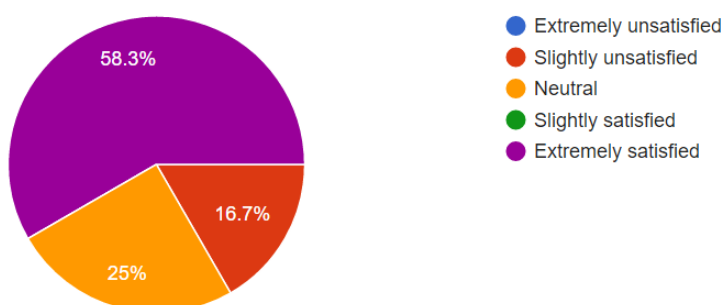
(12 responses)



Q14

How satisfied are you with the current system to becoming a SISA member i.e. joining a club before being a SISA member?

(12 responses)



Q15

In your opinion, what role(s) and purpose(s) do you think the clubs serve towards you and the ice skating community?

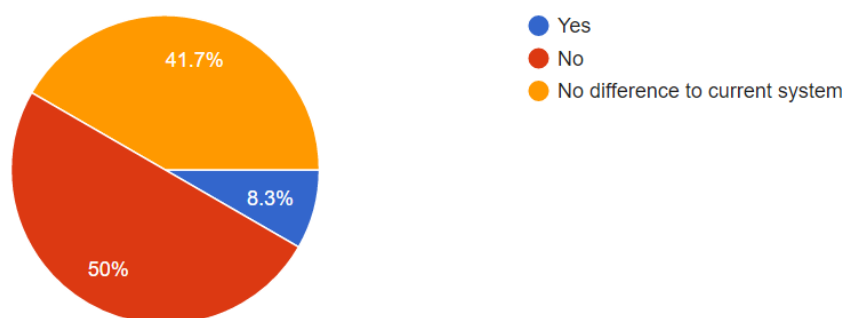
(12 responses)

Nothing
Nothing because community is too small
The representative can voice our concerns to SISA.
My club currently does NOT serve any purpose at all. It does not organize any activities and does not seek out its members' views and opinions on any association matters and issues.
Unity among the community
Basic entry level training
Supporting development of athletes, driving club races and events
Help new skaters
Plan club activities, manage membership, collective voice.
Plan and organise club races and take care of the members
Club activities

Q16

Do you think joining SISA first as a member before joining a specific club would be a better option to gaining membership into SISA?

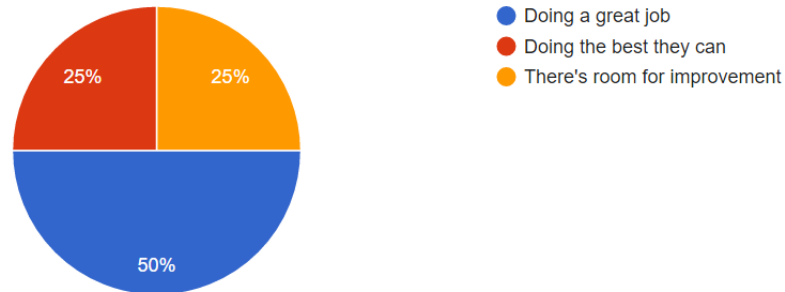
(12 responses)



Q17

How would you assess the capabilities of the current Executive Committee in addressing the needs of the ice skating community?

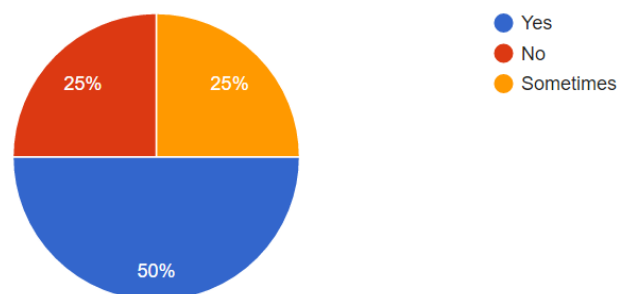
(12 responses)



Q18

In your opinion, do you think the Executive Committee of SISA is objective and impartial?

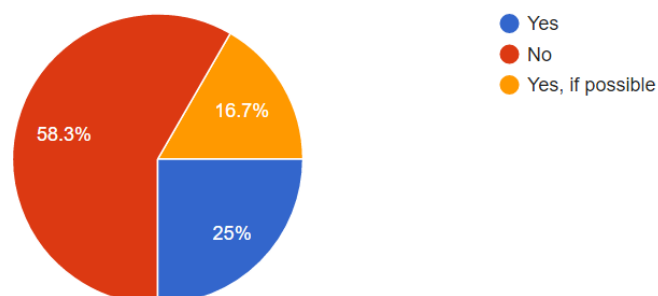
(12 responses)



Q19

Do you think there should be a mandate on the make-up of the executive committee to comprise fairly of both individuals from both figure skating and speed skating background?

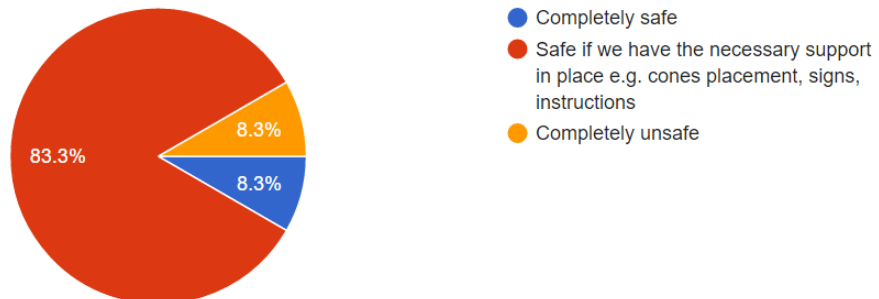
(12 responses)



Q20

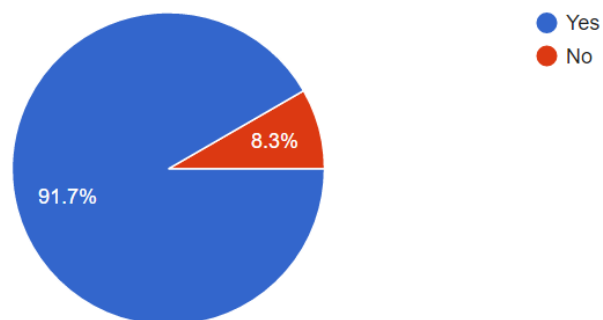
How do you feel towards a shared use of the rink i.e. professional skaters training in the center while leisure skaters skate around the perimeter?

(12 responses)



Q21

Have you volunteered for any SISA event/activity in the past? (12 responses)



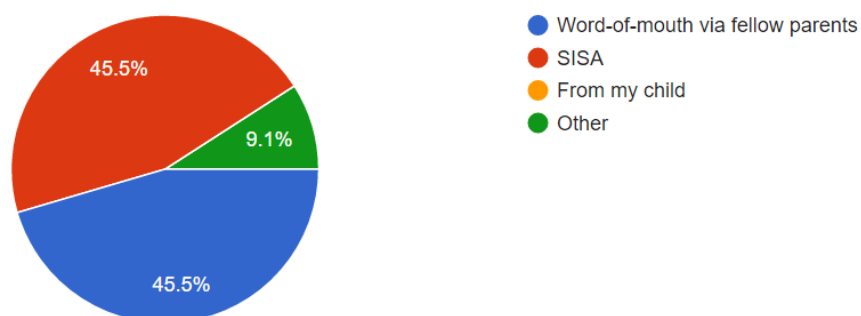
Q22

What kinds of event/activity have you volunteered in? (11 responses)

Competitions
Competitions
Competitions
Exco, helping out at Short track events
Timing steward.
Operation of figure skating sessions and general figure skating matters
Competitions, camps, regular ice sessions
Competitions, marketing
Padding, and logistic assistance during official races
Competition
Competition event

Q23

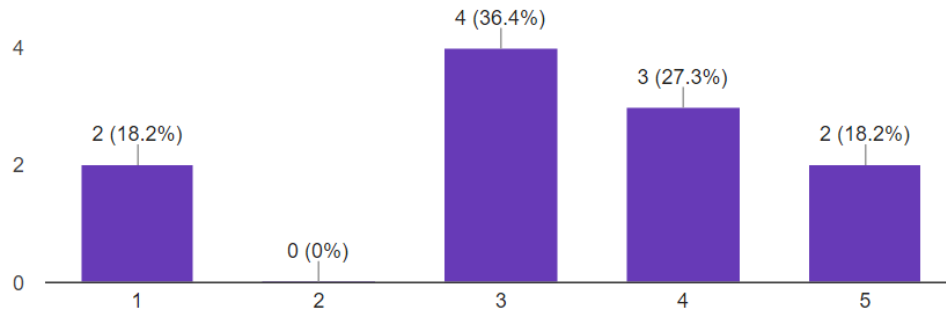
How did you get to know of these volunteering opportunities? (11 responses)



Q24

How effective/efficient do you think the current volunteering system is?

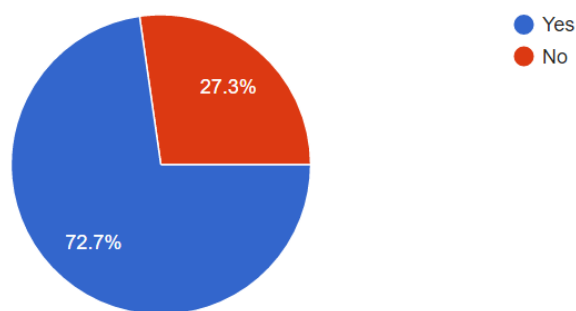
(11 responses)



Q25

In your opinion, is there a need for a more convenient and transparent one-stop portal for volunteering related affairs?

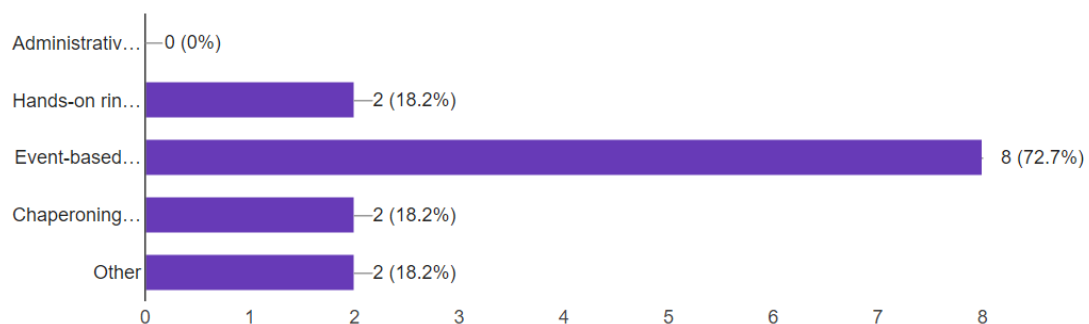
(11 responses)



Q26

What kinds of event/activity would you like to help out with in future? (You may select more than 1 option)

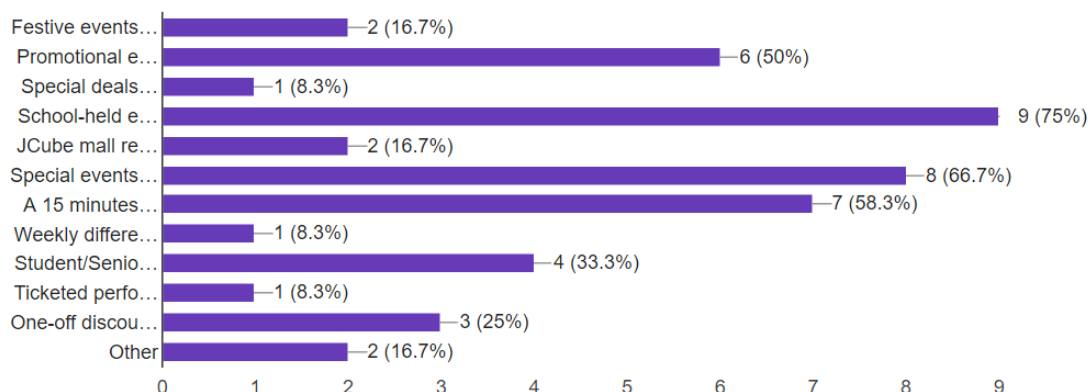
(11 responses)



Q27

Which of the following possible promotional activities do you think will succeed in generating greater interest in the sport of ice skating? (You may select more than 1 option)

(12 responses)



Q28

Do you have any other suggestions on how to promote ice skating in Singapore?

(12 responses)

Best to have professional skaters share training hours with public leisure time, coned up area. That was how my daughter gotten interested in the sports as she was admiring all these elite skaters

School outreach

A major sponsor like SingaporePools to support the national team; The big screen outside JCube to screen skating related competitions; Live TV or TV news coverage when there are overseas competitions involving Singapore skaters;

More figure skating sessions at reasonable hours for students at more affordable pricing.

Free performance, include this sport as one of the CCA, bring regional and international competitions to singapore, reduce ice cost, allow lessons to be conducted during public ice time (a very good trick to stimulate interest in public skaters)

More media exposure

Need better collaboration with The Rink to have events and trial sessions.

No

More competitions on weekends, at peak visible hours, not at 5am!

Organisatio (aka the rink) needs to plan programs and activities and market / promote them aggressively

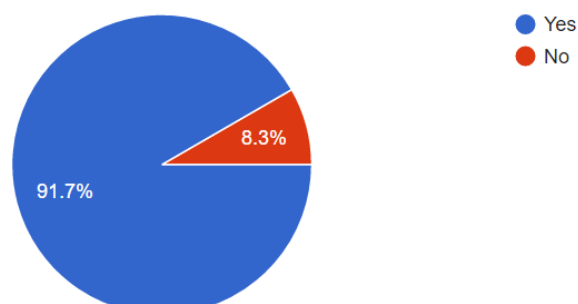
Rink organised competitions, school excursion activities, promote to schools as CCA by organizing transportation and representative to mark attendance.

Tourism.

Q29

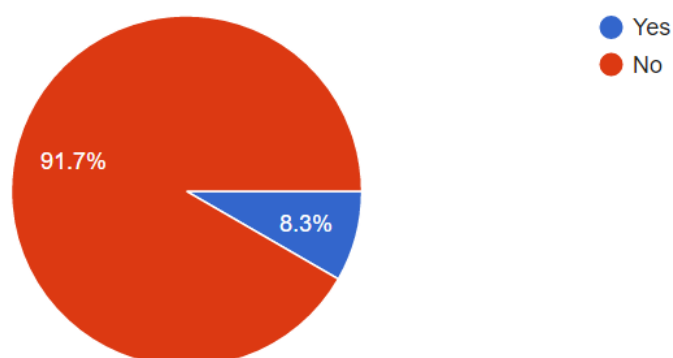
Would you be interested in letting your child promote the sport in terms of promotional videos, talks, interviews etc?

(12 responses)



Q30

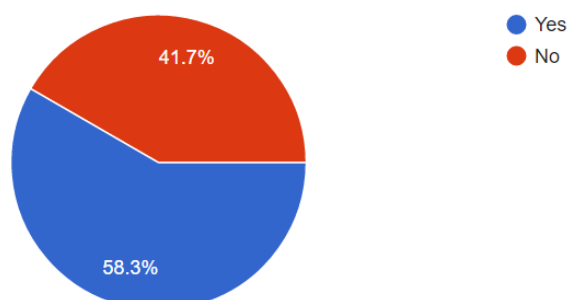
Is ice skating an official CCA in your child's school? (12 responses)



Q31

Are your child's skating accomplishments officially recognised by their schools (i.e. considered as CCA points/achievement points/facilitates DSA and IP when applying for schools)

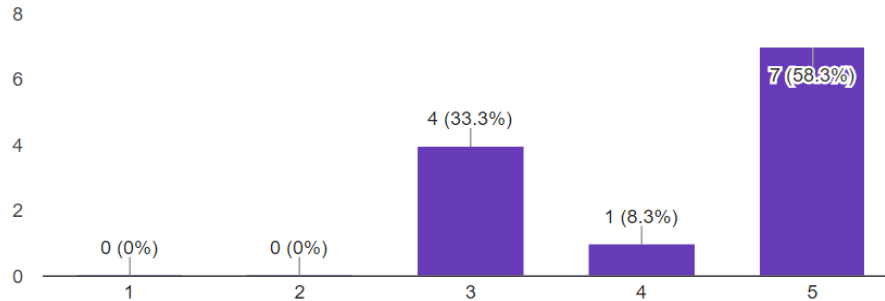
(12 responses)



Q32

How willing are you to work with your child and their school to legitimise skating as an official CCA?

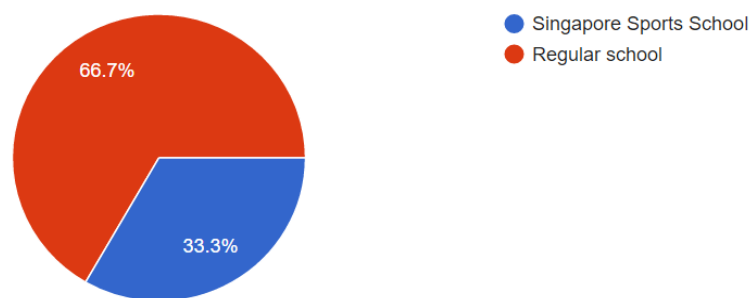
(12 responses)



Q33

Given the choice, would you rather send your child to Singapore Sports School to develop his/her skating potential or regular school?

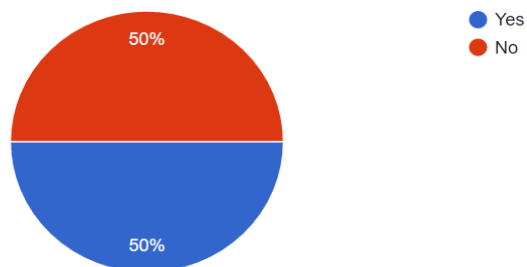
(12 responses)



Q34

Was/Were your child/children previously enrolled in the Learn-to-Skate programme?

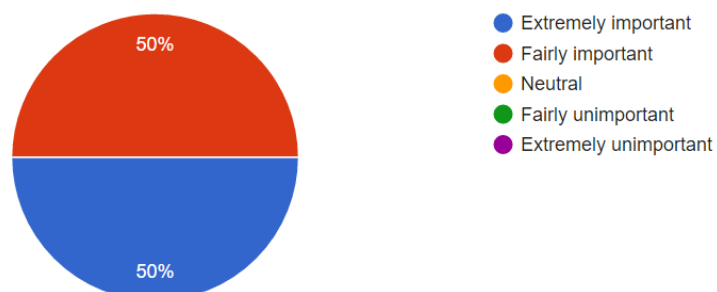
(12 responses)



Q35

With regards to the Learn-to-Skate programme, how important is it for you to have access to a personal grading/feedback book filled in by the coach for your child/children?

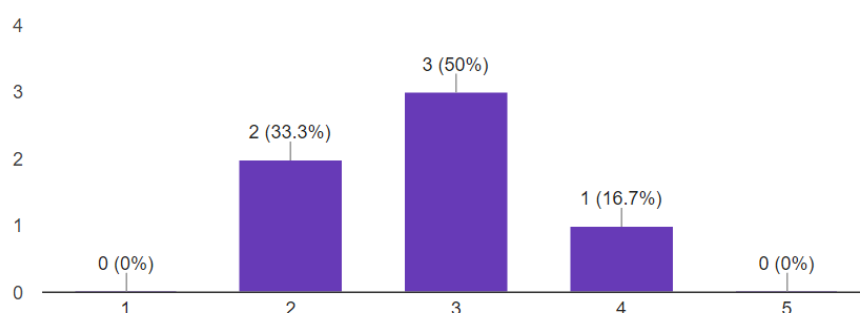
(6 responses)



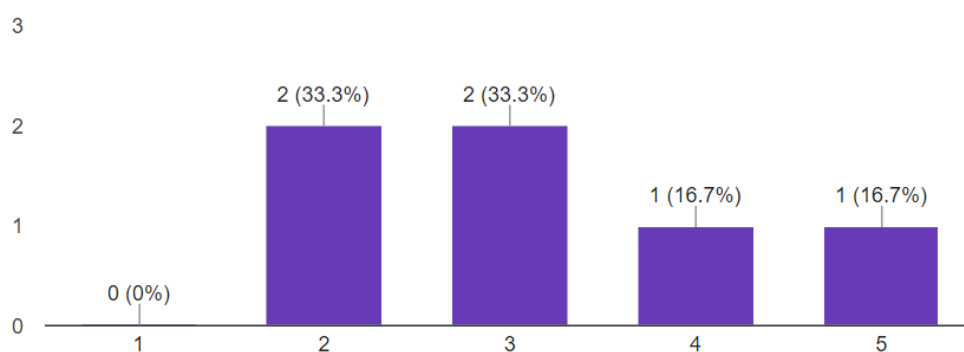
Q36

How satisfied are you with the LTS programme (at the time your child/children were enrolled in) in terms of

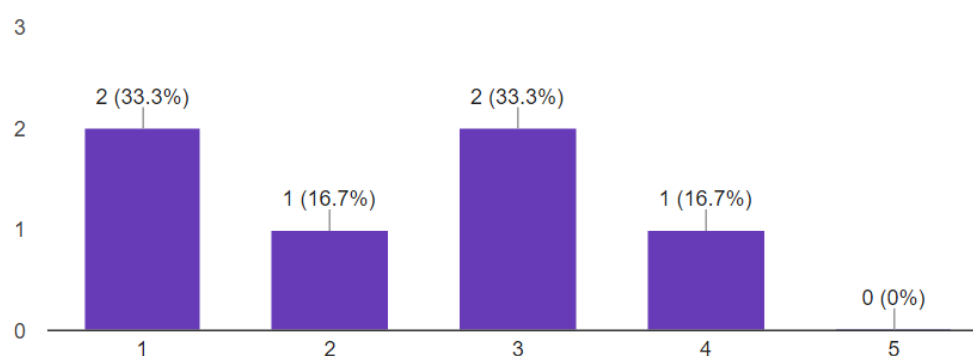
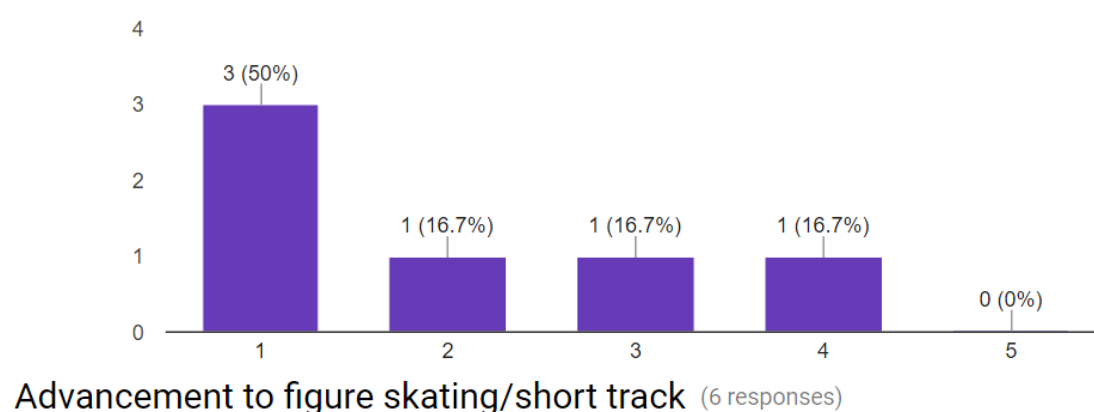
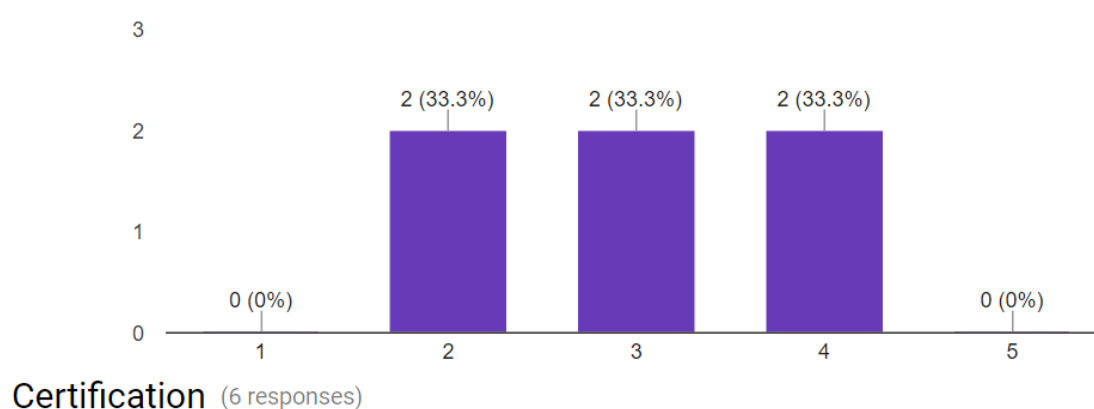
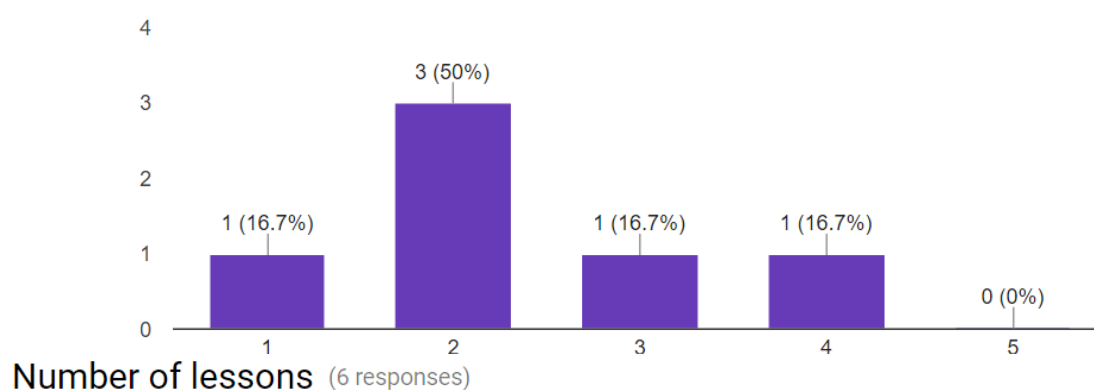
Curriculum (6 responses)



Coaching (6 responses)

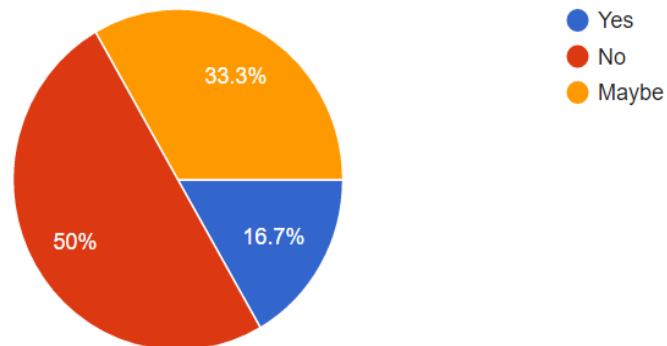


Transparency and clarity in progression/signing up (6 responses)



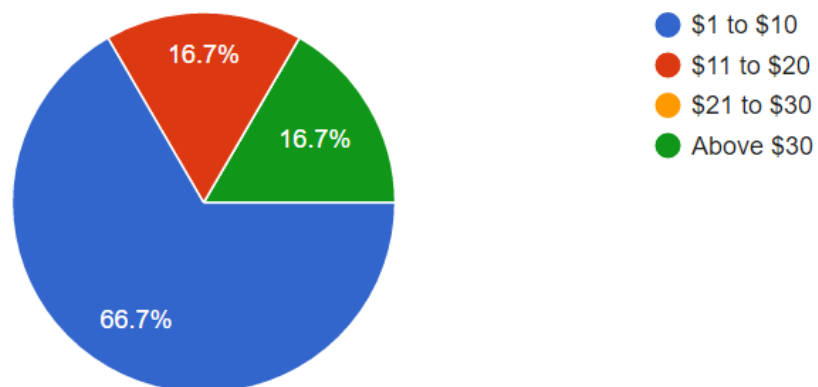
Q37

Would you be willing to pay extra for your child to obtain certificates in LTS?
(6 responses)



Q38

How much would you be willing to pay per certificate? (6 responses)



Q39

What are some possible areas which you would like to improve on with regards to the LTS programme?

(6 responses)

More structured lessons with definitive requirement before advancing to the next level

Discipline of the kids. Too playful or naughty might cause injury to others in the rink.

Clarity of progression

Not all skaters need to go through core blades.

Coaches to provide feedback to students

Admin need to be much better organised. Staff need to know what's going on and how to help people get signed up. Easier for new skaters to get started with speed skating or figure by collecting the participants interest. LTS lessons need to be longer and more affordable.

Q40

Are there any other issues that have not been covered in the above questions that you would like to raise?

(8 responses)

Parents who stand at the sidelines tend to complain that the association is not helping them or Exco is biased towards Short Track. By stepping up to volunteer, makes it easier to understand why certain things cannot be achieved overnight. Complaints against imbalance in Exco are uncalled for when nobody from the figure side volunteers to be nominated. Questions like why they do not volunteer and yet think complaining will get things moving should be asked. None of the existing volunteers and exco are paid and most have existing full time jobs as well. Why is it that these volunteers can dedicate their time and energy to the association at the expense of time with their own children yet others think it's right to blame them when things do not go their way? Being such a small community, all parents should be volunteers if they wish to lift the sport to a higher level; not wait for Exco, or MP or government to do it for them so their child can reach their highest potential in the sport.

1) More ice time for national team skaters. Twice per week is not enough as compare to other countries like Korea. Korean skaters are having 12 ice time per week.
2) More recognitions for our short track national team coach. She did a fabulous job by bringing up the performance of our young skaters.

The SISA Exco needs to more transparent in their allocation of association resources and finances and their decision making process. It needs to put in place a voting process which ensures that the voices of its active skating community is heard and represented.

Transparency in the Association's account.
Conflict of interest of the EXCO members
Inconsistency in the policies within Association
Insufficient external governance of the EXCO and the Association

No. Most important is the collaboration with the Rink which is lacking.

More ice time for training at saner hours! More times a week.

Logistics issues such as ice condition, overall maintenance of the rink (water dripping, worn out mats, etc), storage space, safety due to work out materials, lack of collaboration with the rink / organisation / developer, optimise ice time - allow for training sessions during lull period

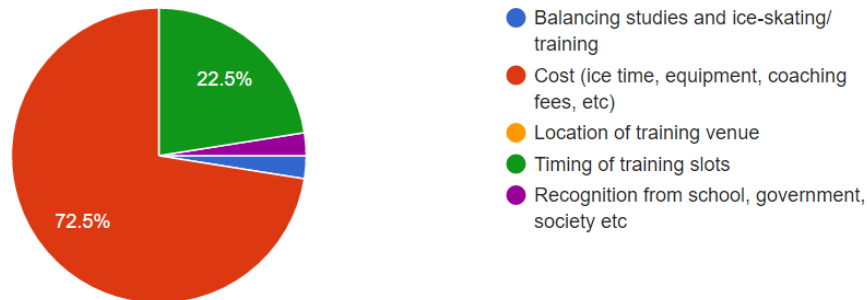
Rink should send their manager and staff for proper training and certification in ice rink management and maintenance so as to improve the level of service, quality of ice, and reliability of equipment. Rink should also encourage coaches and financially reward and recognize them for putting in more effort into activities that promote the sport. This helps inject passion of the sport into the management of the rink. Rink Marketing team should cooperate more with SISA for promotion of the sport and take a longer term view on return on investments as their short sighted views results in many suggestions being turned down due to immediate term cost calculations.

11.8 SURVEY 3: SKATERS

Q1

Thinking back on the entire period, what do you think is the largest obstacle, for you as a skater?

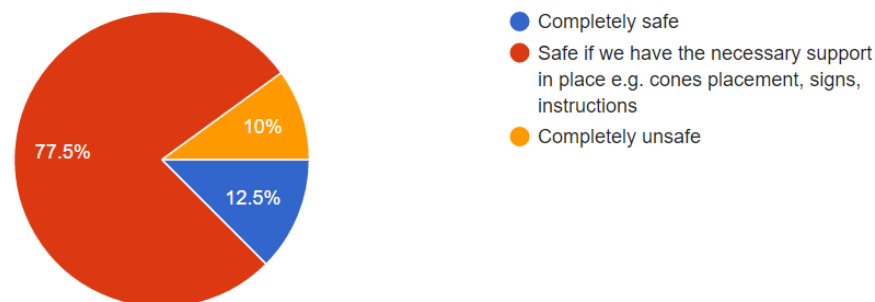
(40 responses)



Q2

How do you feel towards a shared use of the rink i.e. professional skaters training in the center while leisure skaters skate around the perimeter?

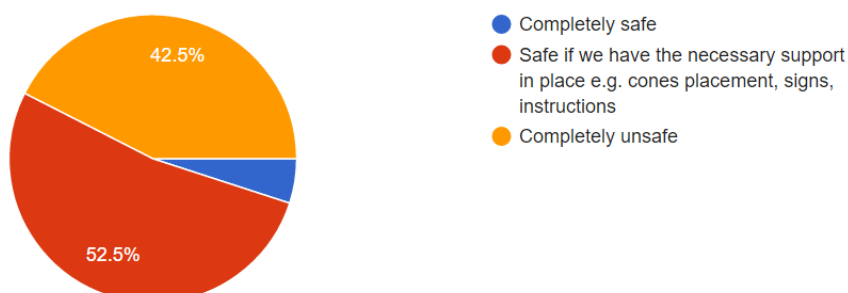
(40 responses)



Q3

How do you feel towards shared training sessions with both speed and figure skaters?

(40 responses)



Q4

What are some possible difficulties that may arise from having a shared use of the ice rink? E.g. Inability for skaters to practise advanced moves, safety issues etc

Doing programmes and higher level elements

It would be slightly different from training on the actual track.

I think higher level skaters will definitely have some challenge with practicing triple jumps and above. But otherwise, I think we all just need to be accommodating towards each other. If we are talking about public shared sessions with figure skaters, the skaters need to take care of the public. Courtesy and spatial awareness. But on the other hand, the public needs to also accommodate the need of skaters to practice. They often go haywire in all direction. So the ice marshalls should ensure both parties are safe and not to treat figure skaters as the source of danger in such session.

Skaters might bump into one another and since both speed skaters and figure skates are both at a fast pace, when both of us collide the consequences is bad. Also, for sharing of public sometimes young kids will run towards the centre and sometimes it's hard for figure skaters to suddenly stop and it might hurt them or us.

Not being able to practice advanced moves (e.g.: jumps are done at a corner), movement becomes very limited even among figure skaters as we are required to travel a distance before executing our spins or jumps

inability to practice properly; and public skaters getting in the way unknowingly and unexpectedly

Public skaters crossing over in the middle - but generally not an issue with cones + warnings Overcrowding: might want to limit slots for skaters through pre-registration and organise sessions by levels

Inability for skaters to practise advanced moves, stupid humans trying to interfere with skaters while they practice.

if the space allocated for figure skaters is too small, we may not be able to prep for jumps completely. we will also still need the full rink to practice programs for competitions and tests.

Minor safety issues

Safety issues

Skaters conditioned to skate slowly and cautiously

That skaters don't get the chance to build up sufficient speed for jumps if they are to take the central portion of the ice. I

Wasted time on the ice waiting for space to execute skills

Taking a longer time to practise advanced moves

what about prams on F1 racing circuits, pure "striking" game murder

Safety would be at stake, and the fact that we would be responsible for all injuries that we sustained during the shared training if the terms and conditions still hold

Limited space for everyone.....

safety issues, public skaters have to be briefed about practicing safe skating, limit number of people on ice, there may be misunderstanding by public thinking their tickets are 'not worth' because the ice surface they can use is smaller etc.

Safety issues - Eg. Figure and speed skaters not being able to fully anticipate each other's movements due to unfamiliarity with the sport.

lack of space, inexperienced skaters bumping into skaters and not moving out of the way

I do Ice Dancing, and we move very fast. We need the entire rink space, and inexperienced skaters tend to get go everywhere - not following the rink rules. I fear of knowing into them, and hurting both myself and the inexperienced skaters.

Skater's environmental awareness. Coach's code of conduct. Coaches need to understand and guide the skater the right behavior in the rink.

Need more coach to be around

Safety issues as speed skaters go very fast and their blades are very long and sharp.

When it's crowded with public skaters there may not be sufficient space for jumps at rink corners

Figure and public is absolutely no problem, it is done every where in the World, it is normal to do it only in SG at the rink this Strange, different and stupid rule is made for unknown reasons. (Probably to make more Money to bad management of rink. It make no sence and figure skaters from all over the World get surpriced because this is not normal. after this they expirience that 1 hour on Ice time in a group Class with 3-4 skaters will cost around 150sgd - SG has the most expensive Ice in the World - the rink is not managed well. And have bad conditions for skaters. No guest come to skate here and reputation is not good. All countries around here allways has visitor skaters, Every single skater in SG above Elementery taking lessons overseas - they have to Money that with better prices could stay inside Singapore skater often here go to Bangkok, Malaysia, Beijing, Shanghai, Manilla, Indonesia only for skate. And even you pay flight, hotel etc you get more Ice for less. If SG had better conditions

maybe SG could have visitors from other places as well and more Money could flow. If speed and figure share Ice, it should be divided in half with barriere as speedskaters can't stop Or the middle should be extra protected so it under no circumstances is possible for a figureskater to leave the middle of rink for water or toilet in middle of session - cones are not enough.

Safety issues preventing high level skaters from performing advanced moves.

safe if we have necessary support in place. I worry about the rink management and coaches lack relevant experience to guide skaters in shared sessions. They may need trainings at first place.

mostly safety issues and the question of who has the right of way

There is No padding because no space- cannot train speed.

As stated above, speed skating at high levels requires the entire rink as skaters require more space. when using shared ice, we have to go slow which means training drills will also be limited. However, i feel that if there are a set of rules in place for shared ice and if these rules are as followed with safety as a priority, shared use of ice rink would have less difficulties

safety issues because competitive athletes need more space for training

Lack of space with too many skaters

Can't go fast

Can't go fast.

Skaters who are doing higher level jumps need to use the corners of the rink to execute some of the jumps, it may be dangerous if they fell and glided into the path of oncoming speed skaters

Lack of understanding and communication

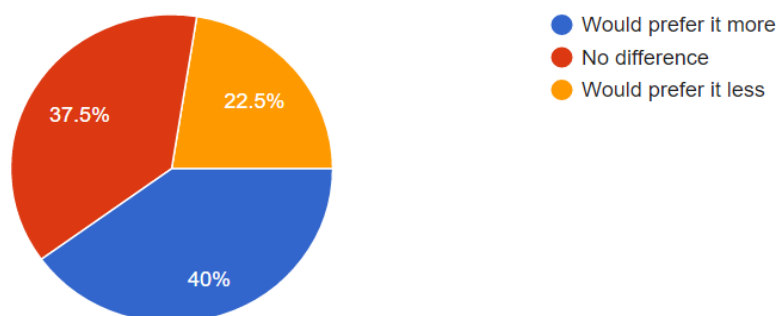
safety issues, inability to practise program

None

Q5

We are currently exploring the possibility of regular training in nearby countries such as Malaysia. In your opinion, how much would you prefer having to train in Malaysia as compared to the current overseas training sites like Korea?

(40 responses)



Q6

Please explain your choice in the previous question.

Cause their rinks are always crowded

It would depend on the facility and over variables.

Nearer but ice quality may not be as good.

It's nearer

While Malaysia is less safe, it is more of a quick alternative to solve the lack of ice in Singapore. For Korea, it should more of a training trip, where the purpose is to exchange learning with the skaters there. I don't think they should be considered as not mutually exclusive.

As an adult skater, our goal is to promote active aging and be in line with vision 2020. Hence, what we are looking for in regular training will be different from a super young skater. However, should there be support in promoting

adult skating in Singapore (more adult competitions and professional development, similar to countries such as US, Canada and some European countries), I may not mind training a little more overseas

Pros and cons to both Pros of m'sia: cheaper ice time cheaper lessons Cons: quality of the ice is crap and comparable or worse than home ice overall, for SISA to organize camps to training locations, i feel that the location of choice should provide adequate ice time (min 4 hours on ice for each level of skaters), adequate space on the ice (might want to stagger the skaters like how they do in canada) and reasonable training costs (per hour ice time should be cheaper than SISA ice)

Cheaper.

it is closer to Singapore so it saves travelling time and it costs less to travel there.

Cost issues

Greater accessibility

More accessible

We welcome alternative venues that offer better training timings. Even if travelling is required. However the quality of coaching also needs to be comparable to that of eh. Korea.

It would cost the same if travelling costs are included

Nearer and cheaper although not necessarily safer

I am seriously thinking of buying a week end location there

Either way both options require some form of travelling

Never tried skating in korea or malaysia, therefore cannot compare.

skaters face the same issues of overseas training (residential, not able to attend school locally) as long as they are not in Singapore, so the distance doesn't really make a difference, unless cost is significantly lower (provided the quality of coaching is similar)

Closer and more convenient since it is only nearby (Especially more so when the train is built between SG and Malaysia)

It is closer and is hence a more viable option

Both will incur significant travel time which we can ill afford.

Experience. See difference culture and way of training. Enhance skater knowledge and remind skaters, we need constantly upgrade ourself.

not inconvenienced

It is closer but it depends on whether the coaches or the ice are good.

Malaysian rink ice is poorer and the support and expertise of coaches and experienced skater is less.

Depending on price

Depends on availability of good coaches

Neither is feasible.

more cost-effective. However, it also doesn't necessarily make much difference to me as my parents probably won't support me training overseas.

As long have ice session, off ice session, good experienced coaches and ice everyday, affordable - location wont matter,

Currently, Korea has more coaches with high levels of experience in coaching and thus, would be able to understand the needs of the skater better as well as implementing necessary steps to help our skaters improve faster. Thus as compared to Malaysia , training in Korea may be more advantageous, however if we are able to get more training time in Malaysia, its still good.

my parents are currently funding my overseas training and there is no support from SISA

Lower cost

No difference

Depends on costs and time.

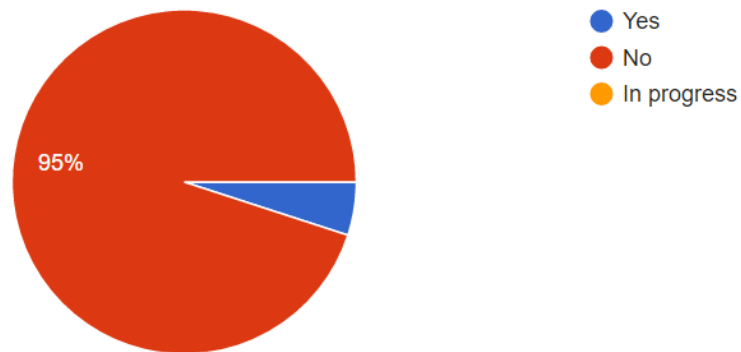
It's the coach we engaged that makes a difference not the venue.

Unless there is a structured training program with good coaches , the pull factor to commute to Malaysia for training will be weak

high costs (travel, accommodation) ; not practical to keep travelling as time is limited to weekends

Q7

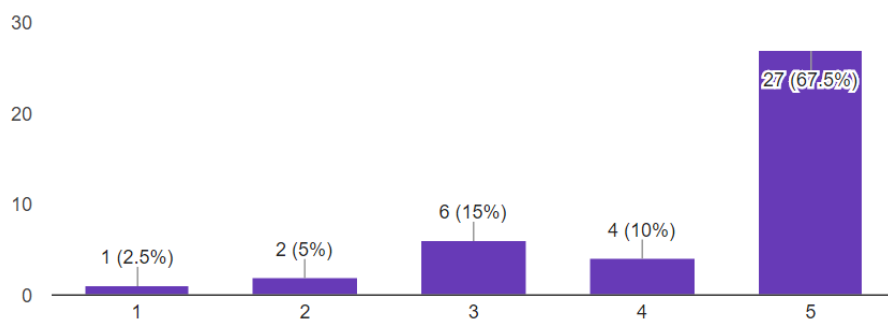
Is figure skating/speed skating a CCA in your school? (40 responses)



Q8

On a scale of 1 to 5, how willing are you in pushing forth ice skating as a CCA in your school

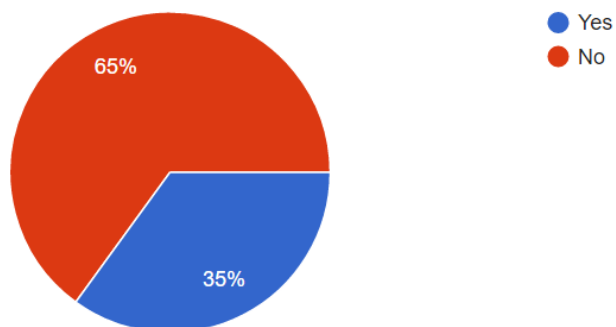
(40 responses)



Q9

Have you reached out to the school with regards to skating as a CCA?

(40 responses)



Q10

If yes, please elaborate on the school's reactions.

Declined.

they allowed me to take it as an external sport but have no intentions of opening up new CCAs (with TICs and resources and funding) due to smaller batch intakes (hence smaller lower demand for CCAs) as well as lowered funding (budget cuts). they would prefer to maintain previous CCAs rather than open new ones

my school does not mind me participating in figure skating as an external CCA, but will not recognize it and I still have to join one of my school's formal CCAs

Absolute no way

They are open to skating as my CCA however do not recognise it for DSA admission into Secondary school.

Are you joking where and on which time slots, go back to the first answer

I am currently doing it as external cca in school. the school has stopped accepting figure skating as a cca unless skater is in national team, which is understandable but :(

Cost

The school understood my reasoning but were unable to do so due to the LEAPS 2.0 system that they implement.

School sat no

Supportive. In fact 1st figure skater to enter sports school

This was before I graduated; but the school (JC) was reluctant to recognise skating as a CCA because they a) already had an abundance of CCAs, b) didn't think it was cost-effective c) didn't see an opportunity to add it to their list of accolades

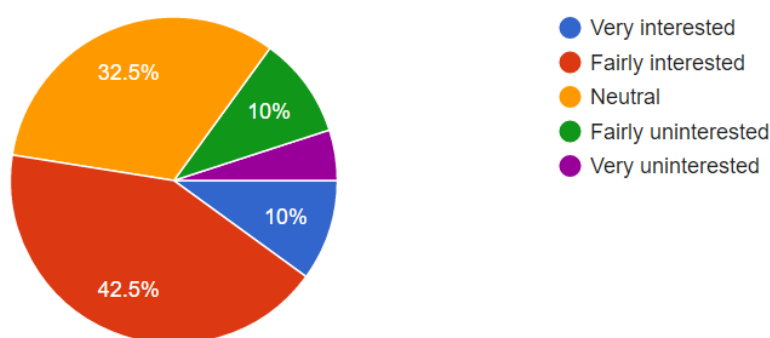
Unsupportive, slow to respond

School said we do not want to offer ice skating as we do not have a ice rink in school. Ice Skating as a CCA was completely disregarded due to reasons such as it is costly to send students to the ice rink for lessons as well as booking transportation (Bus) for students. School is also unwilling to let students travel to the ice rink on their own due to safety purposes. Moreover, cost of skating in Singapore is really expensive, causing potential students who might want to skate to deter from the idea.

Q11

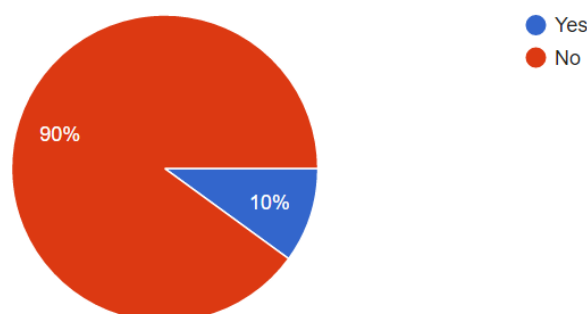
How would you rate the level of interest in ice skating of your peers?

(40 responses)



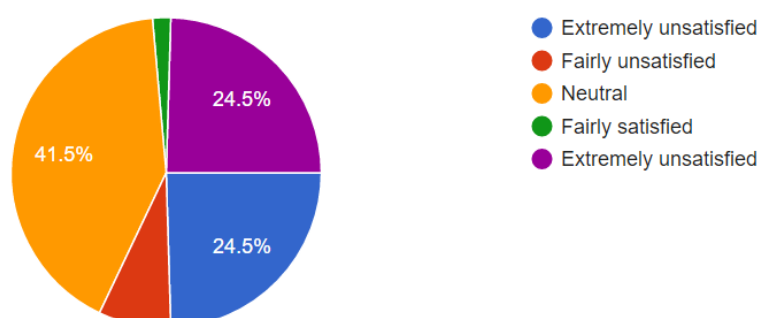
Q12

Were there any past ice skating field trips held by your school? (40 responses)



Q13

How satisfied are you with the current voting system in SISA? (40 responses)



Q14

In your opinion, what role(s) and purpose(s) do you think the clubs serve towards you and the ice skating community?

They try to club ice and bring overseas coaches for other sports related matters (eg sports injury courses)

Nothing in particular.

I don't really know much. But there are often events organised by the club. But currently it feels like clubs are there only to enable skaters to join sisa.

Sense of belonging

Unsure - more of an administrative purpose?

to provide ice time

they do nothing lol but recently the newer clubs have been organizing stuff which can be expanded on! generally: why can't clubs simply be removed? in the states, clubs exist as each club is tied to a home rink and everyone in the club is close because they train together. in singapore, skaters skate in both rinks due to the proximity, hence there isn't the same competitive element between clubs.

Money

they organize events and our ice practice sessions

Outreach to community and opportunities to compete

Merely a categorization of skaters. Clubs serve no essential purposes.

Coordinating ice time

The clubs are not a good & fair representation for the community. The community is distrusting of the openness of the executive committee.

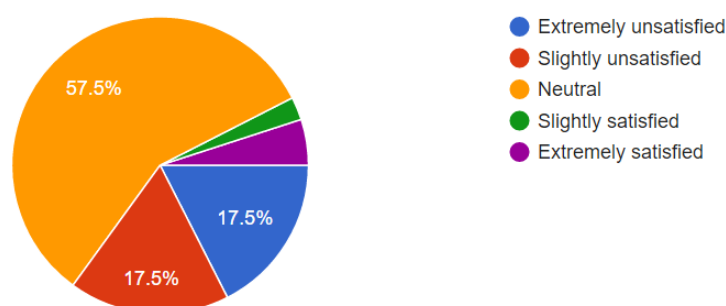
NA

promoting and creating awareness in the general public, securing full rink time
Protecting CAPITALAND KPI (PPP)
Support and encourage current and future skaters
A channel to competitions, guests coaches or courses by guests coaches.
source of information, sense of belonging?
To understand and take into consideration our concerns in the skating community
to be honest i feel that the clubs do not serve any purpose
Ensuring the voice of the skater are heard.
No a active participant
provide more information
There are hardly any club activities for the community. I thought skating clubs were supposed to serve and represent skaters? It's just an extra step to join a club before joining SISA.
Relay of information and managing SISA ice time and competitions
That there are a hope that we one day will have a fair and good enviroment - doing figure skating a social sport like most other places - have clubs means that there are still hope.
For admin purpose
Nothing significant.
Nothing much; just an added cost honestly.
Platform to share suggestions, improvements, concerns etc
In my opinion for speed skating, the roles and purposes for the clubs have not been properly developed yet. Even though some skaters may be from different skating clubs for speed skating, training sessions and dry-land training are all still done together. If Skating clubs were to serve a more definite purpose, i feel that, for example, holding regular competitions between skaters of each club as a form of motivation for skaters of each club to skate better than others.
my club has no activities and meetings and do not know what I need from my perspective
None
Plan club races and take care of members
Inter-club races, membership matters.
A good support and a sense of belongings.
It should represent all skaters fairly, Ensure all voices are being heard , unbiased
currently there is no role except to facilitate joining SISA. Role can be established and expanded if clubs are really needed.
They help us pursue skating further.

Q15

How satisfied are you with the current system to becoming a SISA member
i.e. joining a club before being a SISA member?

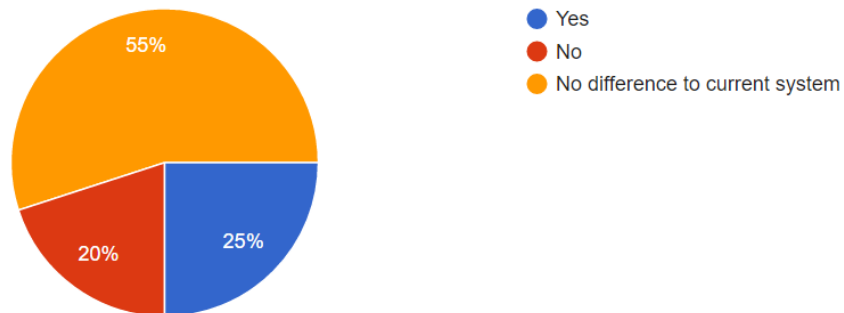
(40 responses)



Q16

Do you think joining SISA first as a member before joining a specific club would be a better option to gaining membership into SISA?

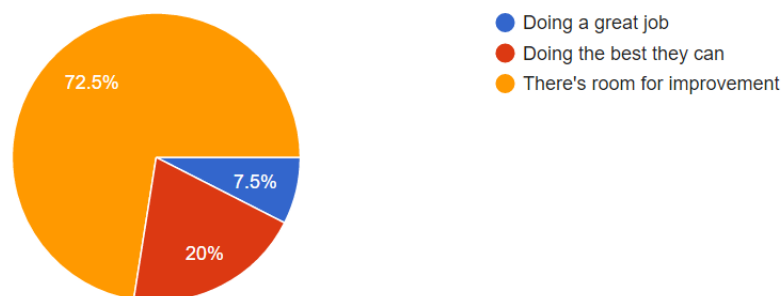
(40 responses)



Q17

How would you assess the capabilities of the current Executive Committee in addressing the needs of the ice skating community?

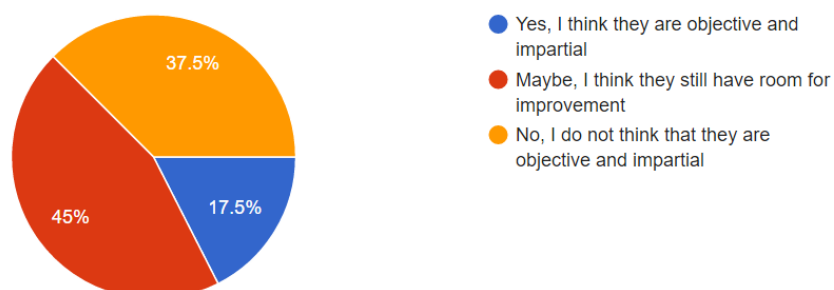
(40 responses)



Q18

In your opinion, do you think the Executive Committee of SISA is objective and impartial?

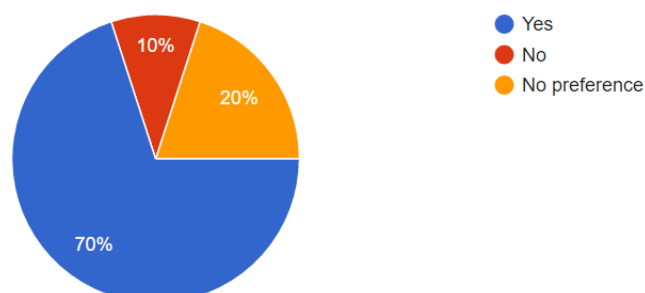
(40 responses)



Q19

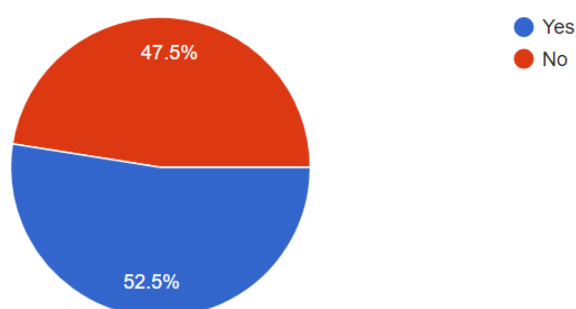
Do you think there should be a mandate on the make-up of the Executive Committee to comprise fairly of both individuals from both figure skating and speed skating background?

(40 responses)



Q20

Were you previously enrolled in the Learn-to-Skate programme? (40 responses)



Q21

With regards to the Learn-to-Skate programme, how important is it for you to have access to a personal grading/feedback book written by the coaches to record your lessons?

Very important

Very important

I think it is good to know if I have already done something right after a session or if I need more practice on that specific area.

Personally, not important at all. But could be useful to younger learners, or adult learners wanting to learn from scratch (i.e.: no experience at all), to help them master the basics required for higher level skills.

Not important

Very important to be able to see what I need to improve on

NIL

ok

-Nil-

will be beneficial

I am neutral to this however, it can be observed that a lot of people would say that such written feedback is extremely important

Ok

The coach does make a difference.

Yes, important

New system is needed

Feedback on performance. Grading is stressful.

its important for skaters to have excess to personal grading and feedback so that new skaters are able to focus on certain aspects of their skating ability and improve them accordingly

It's good practice

Very important

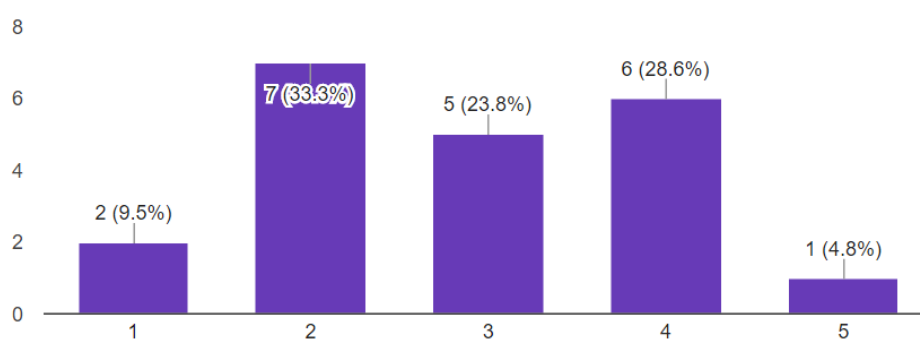
Yes

Yes

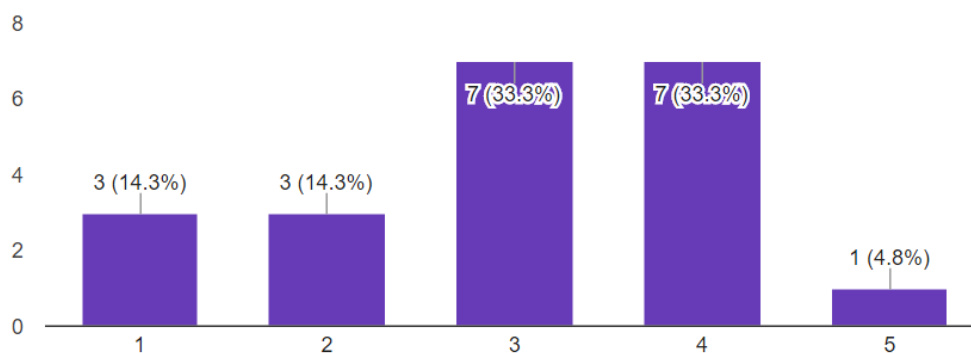
Q22

How satisfied are you with the LTS programme (at the time you were enrolled in) in terms of

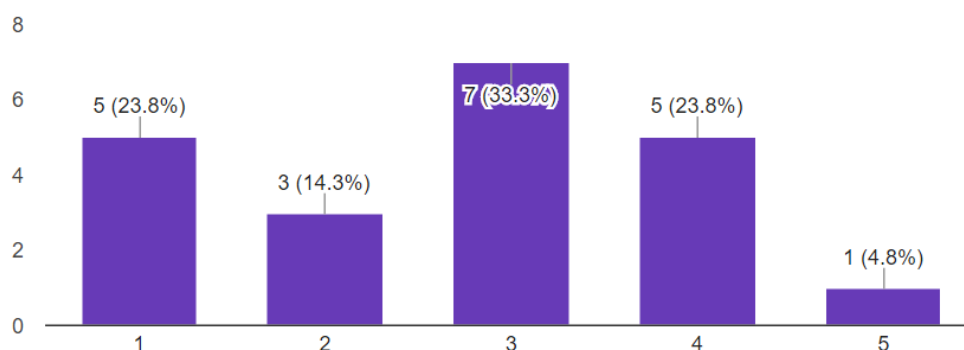
Curriculum (21 responses)



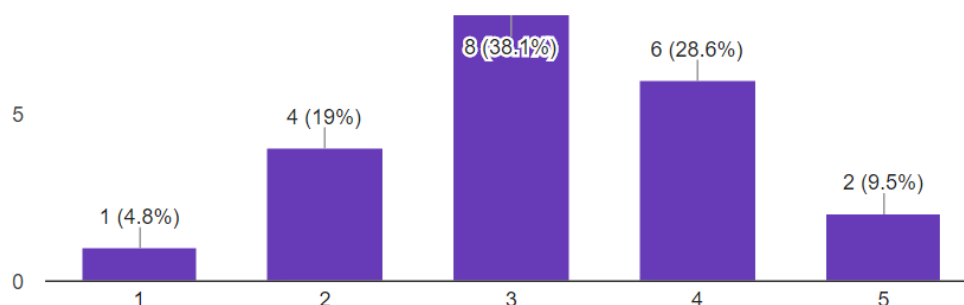
Number of lessons (21 responses)



Certification (21 responses)



Advancement to figure skating/short track (21 responses)



Q23

What are some possible areas which you would like to improve on with regards to the LTS programme?

-
-

Conducted over longer periods of time (6 weeks instead of 4 maybe?) so that the lessons are not too rushed.
more learning areas

Letting people try out both figure and short track to see which one they prefer better, as many eventually just join figure skating without much thought. (Possibly also because that figure skates are more accessible than short track)

To have more covered in the higher LTS level

Cheaper

Nil

NIL

Do not use it as a Kid catching ground for SS

-Nil-

The passing standards of the LTS programme - I feel that it is getting progressively lower

Problem with LTS is after the half hour, we cannot really practice during the open sessions. Crew will stop us for practicing spins or certain moves...which end p we don't practice the advance skills needed to move on to more serious skills.

Too expensive

more training slot for selection

A new system - sign up for a semester with same coach - look what is done in places and countries where they produce good skaters and where the social activities is part of an individual sport too

The organisation need to be more organised, processes streamlined, responsive to feedback and being pro active (instead reacting when request).

Lesson time for LTS should be increased slightly. Practice time for LTS should also be increased as skating is not a skill that can be learnt easily. with each LTS lesson (45 mins) accompanied with about an hour of skating practice time (total 2 hours) time is really limited for new skaters who would want to do skating. New skaters will be unable to practice as much as they would like and hence it takes longer for skaters to move up to the competitive level

More venue

Clearer progression. Start with short track LTS instead of wasting time on core blades.

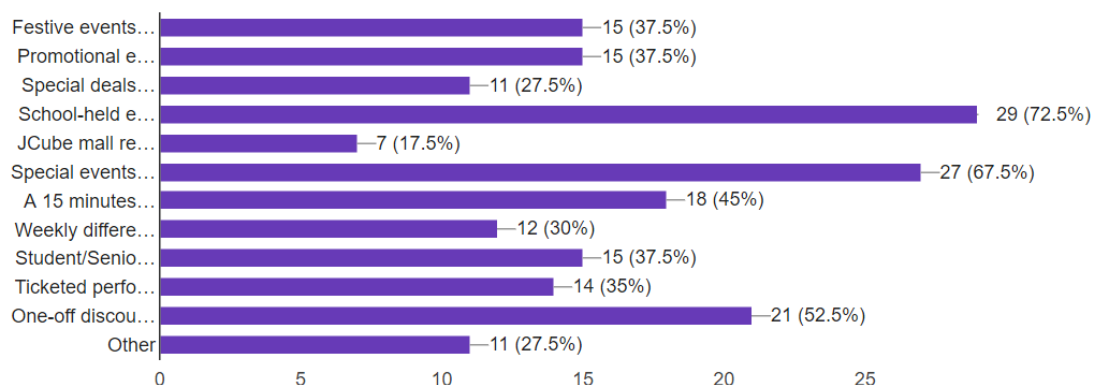
No need to have core blades

Coaches capability need to be improved, things were very much different when Stuart was around.

Q24

Which of the following possible promotional activities do you think will succeed in generating greater interest in the sport of ice skating? (You may select more than 1 option)

(40 responses)



Q25

Do you have any other suggestions on how to promote ice skating in Singapore?

More accessible ice time. Lower priced freestyle ice sessions (Sisa ice). Allow spins and jumps during public sessions with proper monitoring (ie: skate in the middle), and let public skater skates around the perimeter.

Have more rinks around Singapore as the only Olympic ice rink is at the west and another is at south so it's quite inconvenient to travel for people who wants to skate.

Raise more awareness - that it is possible to excel in the sport, if given the opportunity.

To have preferential rates for skaters who are taking lessons

there is a need to lower the long term costs faced by serious skaters instead of trying to garner more new skaters. our skaters face high ice time costs and awful training timings which is a double whammy. even for new skaters to reach a competitive level, these barriers need to be removed to allow them to progress. ultimately, the long term cost is staggering and repels skaters who are talented but financially unable to continue with the sport.

Make it cheaper

hold more competitions/ shows

School CCA

More involvement from sport council regarding current business model of The Rink

Provide a good national coach to bring up the overall standard of the sport. One that can unite & educate our existing coaches/ students & community.

Allow figure skaters to practise on public ice time

Keep LTS in the Rink, build a "SISA" training rink and stop bleeding cash to CPLD

Give talks to schools to suggest ice skating as a healthy sport

Given the fact that Jcube has substantial amount of coaches available, you should Give figure skating sessions around the clock,.....with us taking lessons , doing spins and jumps, the public would be inspired to enquire for lessons to give it a go.

imho discounting tickets for public does not make ice skating more appealing, it lowers the reputation of skating as a unique sport/recreational activity and makes it akin to a trip to the movies etc. idk how to describe it but i think people get more inspired by watching performances rather than be motivated to skate just because there are cheap tickets

Focus on cost since that it is one of the main problems that I have heard from a lot of people as a reason for not wanting to skate.

make the lessons cheaper

The sport should really encourage seniors to take up the sport. They influence the younger generation, and many a times, I am told I inspire them to do better.

Having more ice time and reduced cost for learner skater

need more ice field and more professional coach from oversea

Figure skating in many other countries such as Japan Korea and china are way less costly. Figure skaters are allowed to go on public ice to practice and lessons come with complementary entries (on Sisa we have to pay entry and ice fee and coach ice fee). There are very few safety issues that arose from sharing.

Many :)

More to recognize ice skating as cca

SISA can work together with both jcube and kallang ice world as many considers travel distance and timing are obstacles.

Introduction to ice skating at a young age through the various primary schools; and perhaps again at the secondary school level? (also in terms of having a structured skating program and various local competitions will make the sport more like to be recognised by the SSC & the schools) // having the sport recognised as a CCA (if it's external) by the SSC will help boost participation in the sport I think, especially via the schools :)

Need to have year long plan of activities / programs, special sessions with guest such disney on ice

Holding competitions during normal hours of the day to attract a bigger audience , allowing the audience to have a feel of what ice skating is, arousing their interest in the sport.

the cost needs to lower for regular and competitive figure skaters so that the competitive figure skaters in Singapore can afford to have more ice time and become more successful, this will create more interest in figure skating

More collaboration with schools to organise intro program

More competitions.

More competitions. Free lessons.

Yes!! Create awareness, let public be associated with the different discipline. Let them see for themselves skaters in action

Proper training program for development team, training funds, reduce the cost of ice skating (ice time, lessons)

Promote it in schools so students can start younger

Q26

Are there any other issues not mentioned in the questions above that you would like to raise?

There many, many new adult learners who realised their passion for figure skating later in life. As figure skating is a sport that requires skaters to learn from young, we may have missed out the golden period to learn. However, I believe we are just as passionate about the sport as the younger and better skaters. As a lot of information is still kept exclusive to those with better skills, would it be possible to oragnise programs that could help develop the adult learners skills, targeted specifically for our age (late teens, young adults)? For example, off-ice exercises/gym exercises that could complement our training on-ice, or even intensive programs that could help us make up for the time loss, with hopes that we might eventually be able to return to the mainstream ISU competitions, rather than taking part in adult categories.

i think that allowing advanced skaters to practise in the middle of rinks coupled with continuing SISA ice is an option we should consider for skaters in the long run. some rules to consider can include not allowing program runthroughs during public sessions, and keeping within the cones. also, as a temporary measure, SISA can consider introducing simulation sessions once a week before nationals/other competitions to ease the strain of overcrowding during normal SISA sessions. simulation sessions allow skaters to have the full ice in order to do a

proper runthrough of their program without being blocked/distracted, and is something that they do in Canada. Each skater pays \$15 CAD a session and gets feedback from the head coach, or in our case, maybe Robi, our SISA figure skating director.

Because ice skating is not a team sport, individual skaters do not learn the community-centric culture to nurture a healthy competitive environment. Learn-to-skate and other group training programs help to forge community spirit. Our kids are already very challenged by the school academic system. Keen and talented skaters in the past depended on family support more than anything else to achieve their goals. Having a governing body create opportunities & provide a comprehensive support system for the sport, would make the most out of the talent we have.

No

Give back stroking only Sunday 7 to 8AM. Let ALL coaches train on "Rink slots"

The ice is too expensive especially since it's in the wee hours of the morning where it is unlikely public skaters will use the rink

The survey only takes care of young skaters. There is little or no consideration for Seniors who are also taking the sport. In fact, this is a totally ignored and abandoned group of citizens that is not considered by SISA and Exco, and in this survey. Really pity that this is the case here. Look at more developed countries...and don't forget, we all will grow old too. If you want to be ignored, join SISA and Skating.

The rink is poorly managed. The rink manager has no interest and passion to manage the rink well. Time to time ice rink is more like a swimming pool than an ice rink. This can be really dangerous for public skaters and learner skaters

no

No.

Many :)

The steep cost makes figure skating unaffordable to most families including middle class families. Without a bigger pool of talents, it's difficult to further develop the sport in Singapore.

SISA's coach ice time cost doesn't make sense... I think the stumbling blocks to current skaters is the cost of the sport as well as the lack of appropriate training time slots for skaters on the full ice. It's a tough balance, but I think there can be room for improvement. Thank you for gathering feedback though :)

Logistics arrangements such as padding, storage of padding, availability and efficient / optimum use of ice rink (btw public sessions vs training sessions), condition of ice (ice surface, quality of ice) and cost of ice session.

I feel that discounted/ free entry into the rink as well as coupon deals is not a queue for entry, causing overcrowding in the rink. Ice condition became extremely poor, making it difficult for professional skaters to practice as well as increasing the danger of sustaining injuries whilst skating with many people. This high stress on the ice rink will also cause the rink to break down easily, making promoting and training ice sports in Singapore harder. Special deals and promotional events also just increase the participation rate of ice skating, not sustaining people's interest in skating (i.e. since there's a deal and ice skating is a sport, people might just come to skate recreationally and might not invest in skating long term). Another issue is that ice conditions at the rink currently may be suitable for recreational skaters, however for professional skaters, Singapore's ice cannot be compared to the ice of other countries such as Korea/ Australia.

There should be more figure skating sessions which fit into student's school schedule

More ice time.

Need more ice time for training.

Explore the possibility of organizing major regional competitions for Figure like what Short Track is already doing. Transparency on how finances are being managed in the association esp for figure skating. Lack of support from the rink to further develop our skaters

Key issues e.g. financials raised by SISA members should be addressed. These remain unresolved for the past 1 1/2 years

11.9 SURVEY 4: COACHES

Q1

Within the next 5 years, what are the potential milestone(s) which Singapore's ice skating scene could achieve?

Sea Games medal

Could? meaning within the limits that exist? We SHOULD have an Olympic skater by then but with the current situation, that is not a realistic expectation.

Q2

We are currently exploring the possibility of having the skaters to train in nearby countries such as Malaysia. In your opinion, how would training in Malaysia differ from the current overseas training sites like Korea?

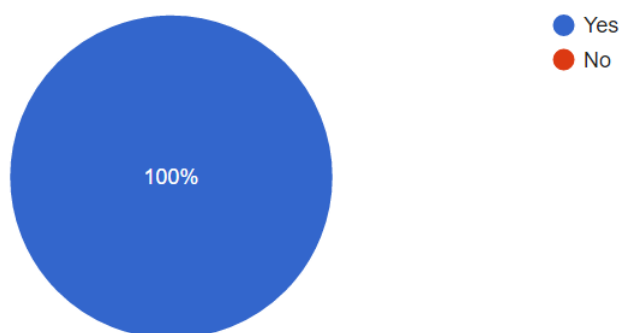
Frequency of training and quality of coaching

Malaysia would definitely be less costly and being more accessible to home, lifestyle of skaters will be less disrupted. Culturally & climate-wise, there would be less adjustment as well. However, coaching is probably better in Korea. Malaysia would be a better possibility if SISA intends to hire more expertise.

Q3

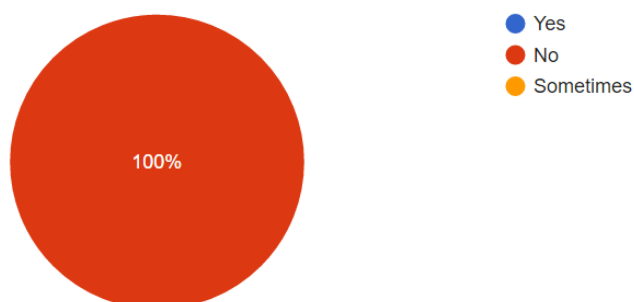
In your opinion, would the availability of a training rink in Malaysia be beneficial for skaters?

(2 responses)



Q4

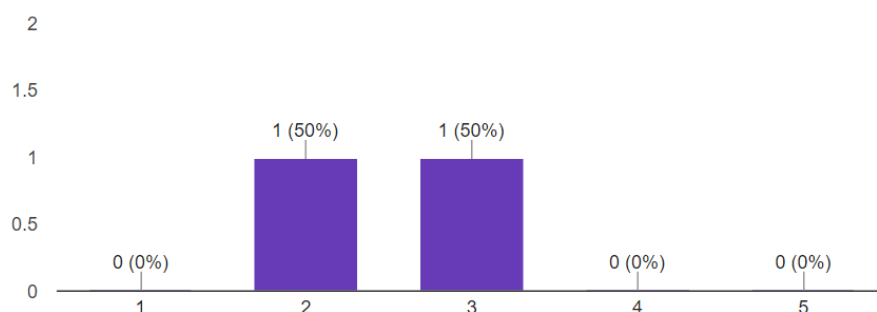
Do you currently travel with students to overseas training camps? (2 responses)



Q5

How willing are you to travel to Malaysia on a regular basis (weekly, bi-weekly) for coaching purposes?

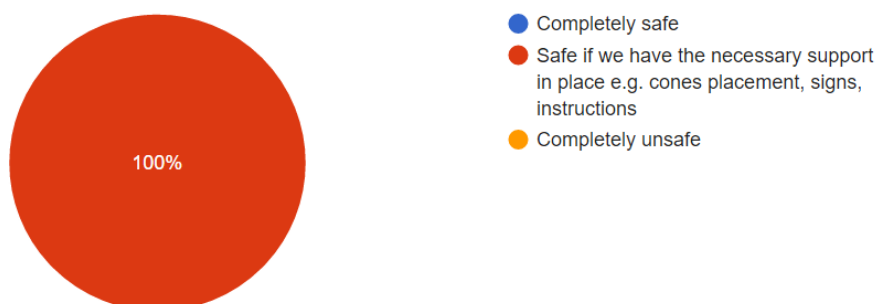
(2 responses)



Q6

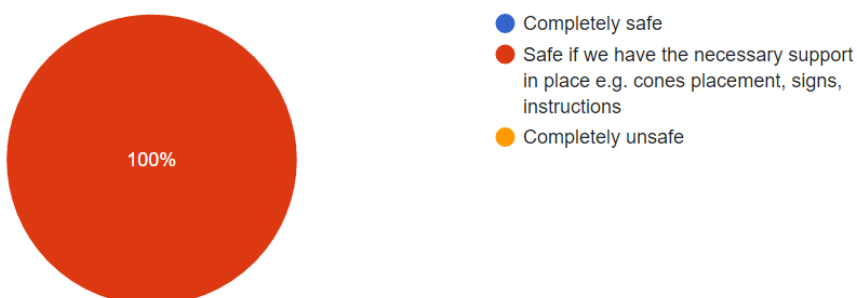
How do you feel towards rink-sharing between the public and the skaters?

(2 responses)



Q7

How do you feel towards rink-sharing of figure and speed skaters? (2 responses)



Q8

What are some possible difficulties that may arise from having a shared use of the ice rink?
E.g. inability for skaters to practise certain advanced moves

Clashing of skaters due to poor awareness of space, inability to practise moves that is deemed unsafe to public, uncooperative skaters who insist right of way

Depending on who shares, safety is one consideration. Public skaters are obviously less aware of other skaters than speed & figure skaters. A shared rink will limit the space available, so certain skills and aspects of figure skating cannot be done on shared ice.

Q9

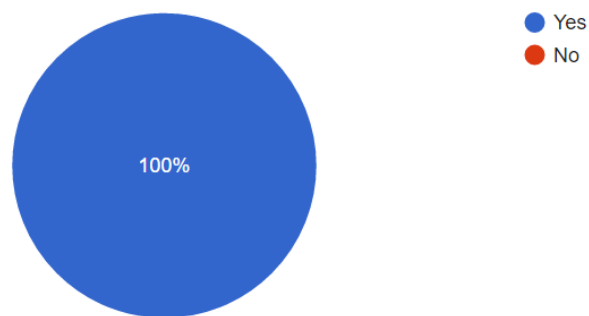
Do you have any suggestions to overcome potential/existing difficulties?

Education of skaters to shift mindset of right of way (including patience and understanding towards other skaters), trial of such shared space with all levels of skating

The current rink operator needs to be willing to support figure and speed skating better. The operations in other countries should be considered when planning ice use, in order to maximise the sole full-size rink we now have. If Sport Singapore has gone to the extent of helping SISA obtain ISU membership by setting up this full-size rink, then why has it put in place such rigid limitations which hinder the development of all levels of figure skaters? I realise this is not a suggestion, but it seems that nobody knows the exact reason why there are so many restrictions at the rink. It has become far more difficult to progress in figure skating now than 40 yrs ago, because there is only a small rink that allows figure skating elements at all times of the day but that rink has hardly any coaches. It seems ironic that the full-size rink that was built to enable ISU membership only allows figure skating lessons on 1/3 ice at a few specific times of the week. Ice time is exorbitant and has created an elite strata of figure skaters - those whose parents can afford to spend thousands of dollars a month on training. While this issue of cost has been brought up before, it has not been satisfactorily addressed by Sport Singapore, since there could be many more children who might be talented figure skaters who have been hindered by the debilitating cost. As a coach, I need to highlight that currently there is no recourse for us regarding employment matters. Although the Singapore Coaches Association has been set up, when a group of us went to them for help, we went around in circle, and after speaking at length to SCA and NTUC, arrived at the same conclusion we were at even before starting our discussion with both organisations - there is nothing in place to help ice skating coaches. We are slightly different from other sports coaches who have a choice of different sport facilities to carry out their trade, because there are only 2 rinks in SG now (one being the full-size rink whc Sport Singapore built; the other being a commercial entity whc refuses to allow coaches to be freelance). Another rink that is not constrained by the above 2 limitations would be a great help.

Q10

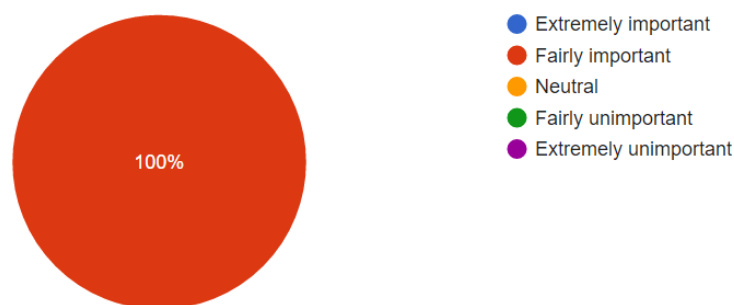
Are you currently coaching for the Learn-to-Skate Programme? (2 responses)



Q11

With regards to the Learn-to-Skate programme, how important is it for students and parents to have access to a grade book and feedback book to record lessons and coaching sessions?

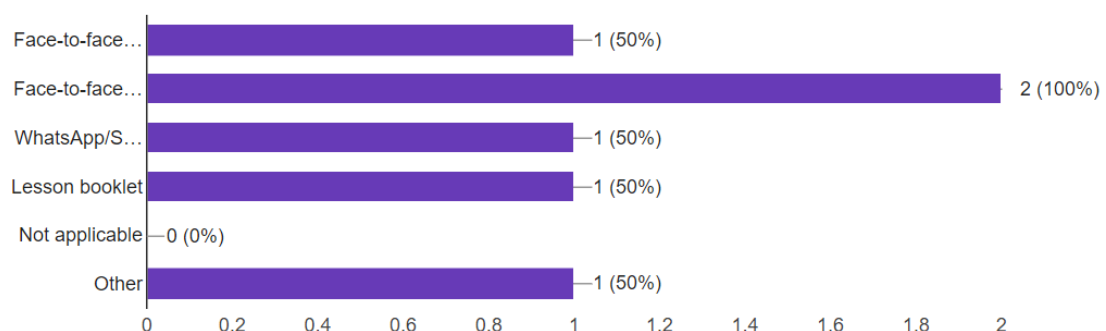
(2 responses)



Q12

How do you currently provide feedback on the areas of improvement to the students and parents? (You may select more than 1 option)

(2 responses)



Q13

In your opinion, what are some possible problems that may arise if SISA were to change the venue of the Learn-to-Skate (LTS) programme to Kallang Ice World while JCube The Rink serves only as the training ground for the advanced skaters?

(2 responses)

Insufficient space to hold large number of group classes, drop in LTS participants due to initial change in venue, drop in number of coaches coaching LTS as right after LTS schedule is individual lessons slots in Jcube (need to travel kallang to Jurong)

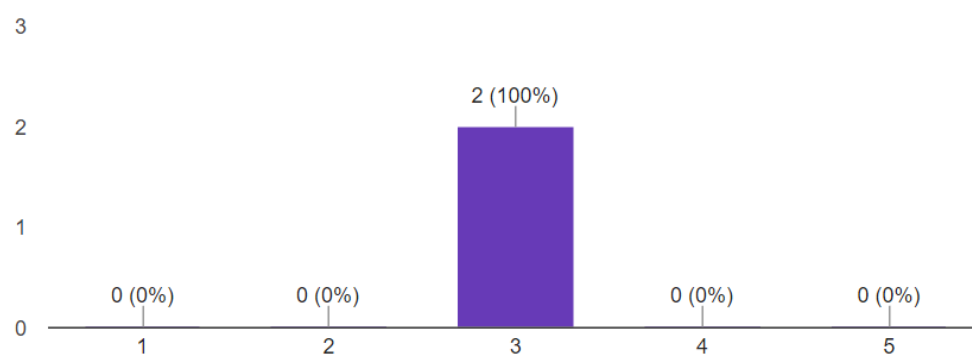
Space at KIW is much smaller.

I would need to know more details to comment further.

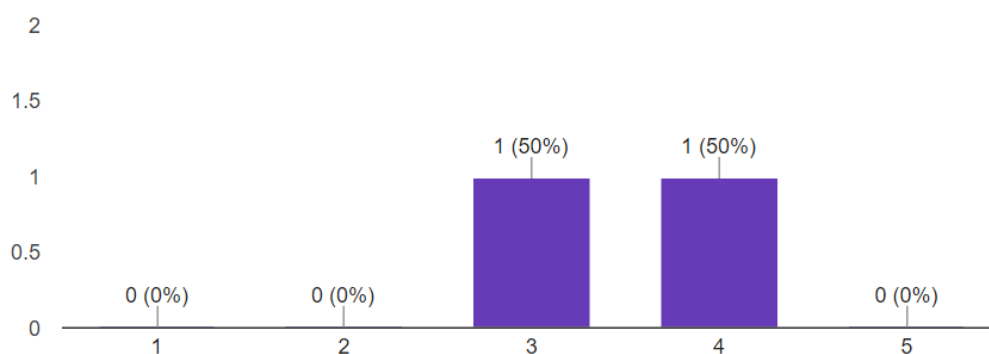
Q14

How satisfied are you with the current LTS programme in terms of

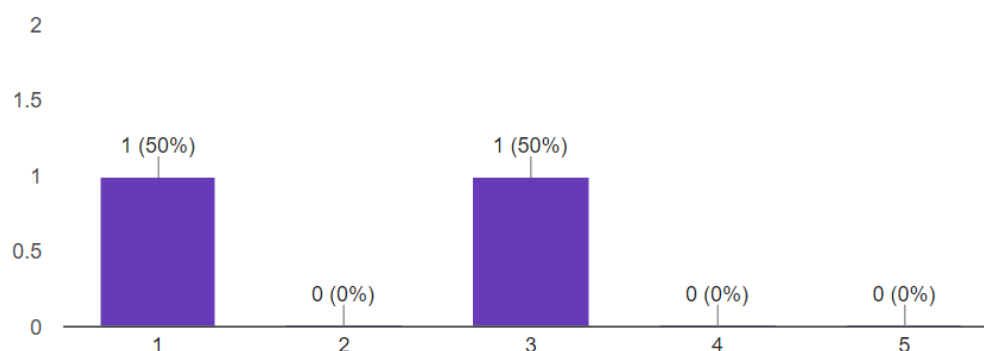
Curriculum (2 responses)



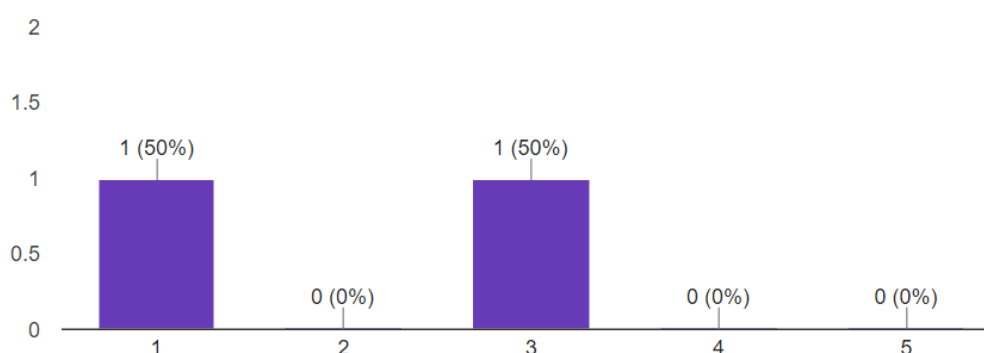
Number of lessons (2 responses)



Certification (2 responses)



Advancement to figure skating/short track (2 responses)



Q15

What are some possible areas which you would like to improve on with regards to the LTS programme?

(2 responses)

More regulation of skaters level (some beginner sign up straight to higher level without going through test for lower levels), updating of the LTS criteria to be on par with other countries LTS program, increase number of instructor by holding instructor certification courses as number of coaches are dropping

Administration in the following areas can be improved:

- Lesson cards must be consistently provided.
- Availability of certificates should be publicised online so that skaters can request them.
- Registration needs to be handled better - a review of the online portal should be carried so that it is clear and easy for customers to register. (eg, parents are submitting their own names and ages when registering for their child!)
- First lesson facilitation should be much better.
- There needs to be more collaboration among coaches and facilitators in order for LTS to be better run.
- A person-in-charge would ease the pressure on coaches in case of unreasonable parents.

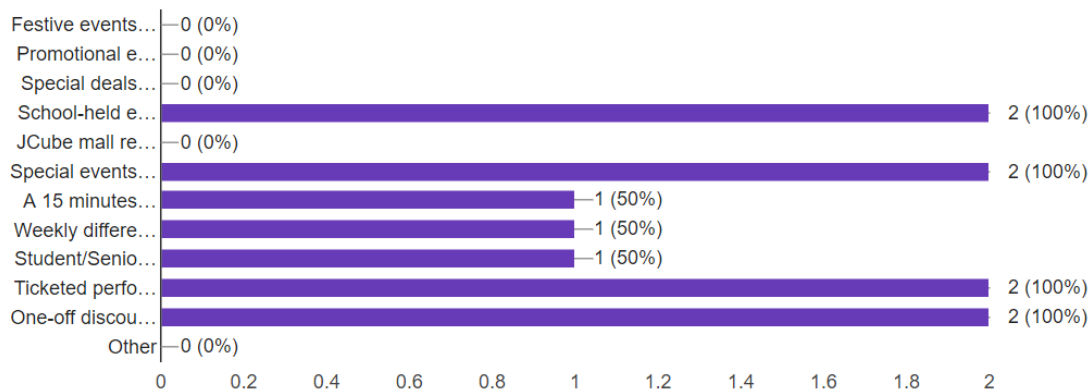
Additionally -

1. Syllabus can be re-looked at (both Core Blades and Figure Blades).
2. Periodic audits should be made to ensure passing levels are adhered to (eg coaches may let border line abilities pass, thus making things difficult for the next level group coach because a particular skater(s) is not up to standard)
3. Current Bridge Program is insufficient - both in duration and space.

Q16

Which of the following possible promotional activities do you think will succeed in generating greater interest in the sport of ice skating? (You may select more than 1 option)

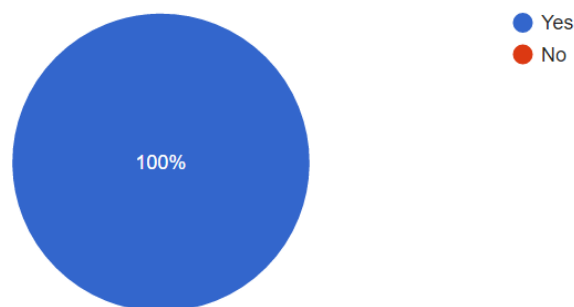
(2 responses)



Q17

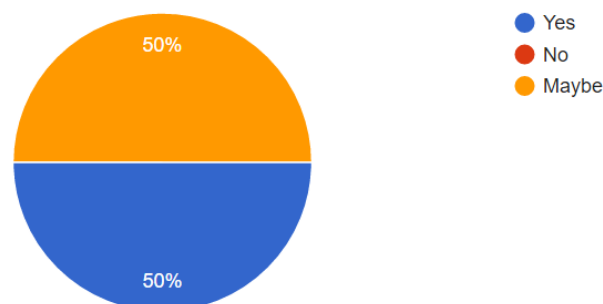
Have you participated in any promotional/volunteering skating activities in the past?

(2 responses)



Q18

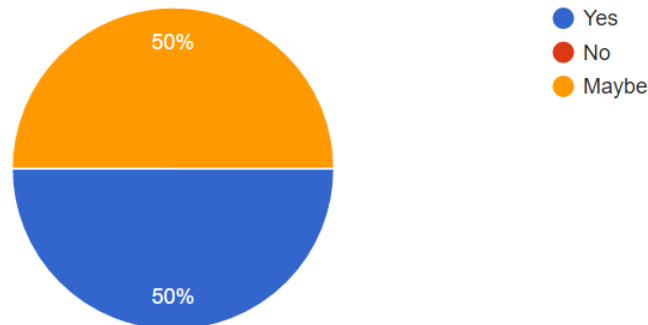
Would you be interested to be involved in promotional activities? (2 responses)



Q19

Would you be interested to participate in volunteering activities? (E.g. Teaching disadvantaged children to skate etc)

(2 responses)



Q20

In your opinion, what is the main factor that is hindering the development of ice skating in Singapore? (both recreational and competitive)

(2 responses)

1) High cost of training fee (Example: Skaters ice fees- ssa member \$54 for an hour ice practice not including coaching fees to coach)

2) Limited training sessions (Usually before rink hours or only few Tuesday and Wednesday evening slots)

Cost and environment

Q21

Do you have any other suggestions on how to promote ice skating in Singapore?

(2 responses)

Refocus on building up the LTS community as the numbers are steeply dropping from before.

There is sufficient interest in ice skating. Just not enough infrastructure to provide for proper learning. Take for eg if the sport was introduced as a CCA (it was mine in 1976!) - there would be no shortage of schools signing up. But it has not been approved by CCAB because there are

1) insufficient rinks

2) insufficient instructors

11.10 SURVEY 4: PRE-FOCUS GROUP SURVEY (PARENTS)