

# 2019 OAS AGM Report

(Draft June 11)



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# SYNCHRO SWIM ONTARIO - ANNUAL MEETING JUNE 23, 2018

Synchro Swim Ontario Office 12-89 Galaxy Blvd., Etobicoke

### MINUTES (Draft)

#### 1. Call to Order

Jill Nelson called the meeting to order at 9:10am.

### 1.1. Presiding Officers & Welcome

Jill Nelson chaired the meeting. Ruth Belcher was the recording secretary.

Jill Nelson introduced and thanked the 2017-18 board of directors and Synchro Swim Ontario staff, consultants and guests, noting who was in attendance. She also thanked Members for attending this year's Annual Meeting and extended her appreciation on behalf of the board and staff to each and every Member for their part in making 2017-18 a very successful season.

### **Board**

Jill Nelson President
Sandra Inglis Vice President
Catrine Klein Treasurer
Ruth Belcher Secretary

Christine Fink Director-at-large Mary-Jane Ling Director-at-large

### Staff

Mary Dwyer Executive Director

Ellen Blainey Coordinator Competitions, Training, Volunteers & Community

Rachel Klein Sport Development Manager

Jennifer Knobbs Coordinator Communications, Office & Member Services

Nancy Parton Bookkeeper

### **Consultants**

Kara Heald Special Projects

### Guests

Steve Indig, Sport Law & Strategy Group
Derek Applebaum, Applebaum, Commisso LLP

### Regrets

Elizabeth Vogt Marketing Coordinator

Karen Seymour Ontario Officials Committee

### 1.2. Attendance & Proxies

### Members (in person)

Burlington Synchronized Swimming Club Tanis Dal Zotto

Durham Synchronized Swimming Club Holly Lundmark & Julia Thornton

Granite Club Synchro Victoria Lee & Sara Ogilvie

Guelph Synchronized Swimming Club Kelli Rice & Catherine Frost Kawartha Trent Synchronized Swimming Club Byron Stoyles & Danielle Smith

K-W Synchronized Swimming Club John Ortiz

London Synchro Club Nadia Facca

Mississauga Synchronized Swimming Assoc. Candace Atherton & Tammie Hook

Olympium Synchronized Swimming Club Susan St. Pierre Sudbury Synchronized Swimming Club Christine Ladouceur

Toronto Synchronized Swimming Club Kate Stewart & Amelie Gundy Variety Village Synchro Club Debra Thomson & Tory Colby

York Synchronized Swimming Club Jessica Zeidman

### Members (attending by conference call)

Chaco Synchro Club Manny Wu

GO Capital Kerstin Virtanen

Markham Synchro Club Hilary Seppanen

Nepean Synchronized Swimming Club Fletcher Cudmore

Regional Training Centre, Ontario Kristin McCoy

Waterloo Regional Synchronized Swimming Club Erika Lindner

### Members not in attendance

**Brant Synchro Club** 

Halton Hills Synchronized Swimming Club

Sault Y Synchro

Toronto Tsunamis Masters Synchro Club

There were no proxies

### 1.3. Review of Voting Procedure

Jill Nelson reviewed the voting procedure.

### 1.4. Review of Document Package

Jill Nelson reviewed the document package provided to Members in advance of the meeting and Members were given a moment to review it. There were no questions.

### 2. Establishment of Quorum

Total Members present or attending by conference call: 19

Quorum was achieved and the 2017 SSO Annual Meeting was found to be duly constituted.

### 3. Approval of Agenda

**RESOLVED** that reading of the agenda is waived and the agenda for the 2018 Annual Meeting is approved as presented.

Motioned by: Tanis Dal Zotto, BSSC Seconded by: Kate Stewart, TSSC

There being no additions, deletions or corrections to the Agenda, the Agenda stands approved.

### 4. Approval of the Minutes of the Previous Annual Meeting

**RESOLVED** that reading of the Minutes is waived and the Minutes of the Annual Meeting of June 24, 2017 are approved as presented.

Motioned by: Candace Atherton, MSSA

Seconded by: Kate Stewart, TSSC

There being no corrections to the Minutes, the Minutes stand approved.

### 5. Business Arising from the Minutes

There was no business arising from the Minutes of the previous Annual Meeting.

### 6. Confirmation of Changes to the SSO By-laws

Jill Nelson referred to the document circulated in advance of the Annual Meeting on this agenda item, noting that the board is requesting that Members confirm changes to the By-laws that were approved

by the Board in September of 2017 together with Temporary By-law No. 1 (Amended By-laws Phased Implementation Plan) that was approved in October 2017. There was not discussion.

**RESOLVED** that the changes to the SSO By-laws and Temporary By-law No. 1 (Amended By-laws Phased Implementation Plan) are confirmed as presented.

Motioned by: Tanis DalZotto, BSSC Seconded by: Jessica Zeidman, YORK

In Favour: 39 Opposed: 0 Abstained: 0

### 7. Approval of SSO Name Change

Jill Nelson referred to the document circulated in advance of the Annual Meeting on this agenda item. Synchro Canada (SC) has put a name change to a vote of its members, which was approved. Their name will change from Canadian Amateur Synchronized Swimming Association (or CASSA) to Canadian Artistic Swimming (or CAS). Synchro Canada's preference is for provinces to use a similar name format to the one they have adopted. As such, the SSO board is requesting that Members approve a change to the Corporation's name from Synchro Swim Ontario to Ontario Artistic Swimming (or OAS)

Tanis Dal Zotto (BSSC) suggested OAS (also Old Age Security) is going to be very difficult to overcome from a branding perspective, particularly as a sport that has difficulty with awareness (e.g., we may never make it to the top of the Google search: Artistic is new and we are now layering on another issue. Mary noted Swim Canada has ownership of anything that is "Swim Canada" or "Swim Ontario" so reversing the order was not an option. Candace Atherton (MSSA) suggested in the context of sport, we should be fine. Sandra Inglis (SSO board) noted marketing campaigns will continue to use both terms. Kate Stewart (TSSC) asked whether the board considered not changing the name. Jill indicated there is some urgency to gaining control of some names and acronyms. Mary noted the rest of the country is comfortable with accepting the SC lead; most of Europe and South Africa have already adopted the name. SC is about to release the branding, including branding for each of the PSOs. SSO didn't want to fall too far behind that. Most of the provinces will end up following SC's lead. Mary did indicate that SSO has no expectations on a timeline of when clubs must make a change.

**RESOLVED** that the change in the name of the Corporation from Synchro Swim Ontario to Ontario Artistic Swimming is approved.

Motioned by: John Ortiz, KWSC

Seconded by: Candace Atherton, MSSA In Favour: 39 Opposed: 0 Abstained: 0

### 8. Presentation of Board and Committee Reports

Jill Nelson noted that the Board and Committee reports were circulated in advance of the Annual Meeting. To expedite business, she proposed that, with the exception of the Finance & Audit Committee report, which would be voted on separately, the Board and Committee reports are grouped

into one action. Members will be asked to receive the Board and Committee reports in a single motion. Once they are received, Members will be given an opportunity to ask questions and discuss the reports. Ms. Nelson asked whether anyone had any concerns with this approach? There were no concerns.

**RESOLVED** that the Board & Committee reports are received as presented.

Motioned by: Tanis DalZotto, BSSC Seconded by: Jessica Zeidman, YORK

In Favour: 39 Opposed: 0 Abstained: 0

Discussion and questions followed.

### 8.1 Finance & Audit Committee

Catrine Klein provided an overview of the financials starting with grants and how they affect revenues and expenses. The grant process changed dramatically this fiscal year. Where we used to get a base grant, the Ministry moved this year to the GameON base grant. SSO had to build its budget based on what we had previously had in our base funding and hope that this would continue into the current year. SSO was the first sport to get its documents in. We had already started our year and made our plans but did not know what our funding would be. Our long-term reserve plan was extremely important in this context as notice of funding did not come in until August 2017, well after the start of the fiscal year on April 1, 2017. Our base grant for the 2-year period is \$178,000, and we received quite a bit more money than anticipated.

Ms. Klein noted the RTC came under the umbrella of SSO to manage the finances in September 2017 and referred Members to income statement highlights in the report.

Ms. Klein noted that when SSO runs programs, all the programs have some subsidy attached to them. SSO is not making a profit from the programs and is not charging the full price. We see our job as to bring programs to athletes in as cost-effective way as possible. For example, RTC athletes do not pay the full cost of what it takes to train at the RTC. The fees are \$16,000 with approximately \$7,500 in sport science grants per athlete. John Ortiz (KWSC) asked where the 2017 numbers in the report on the RTC were. Ms. Klein noted the 2017 numbers are captured in SC's finances as SSO has only managed the RTC finances since September. SSO will be building a reserve for sustainability at the RTC.

Derek Applebaum provided a brief overview of his first review with SSO noting that the prior auditor has retired. Controls are in place and everything is very clean; it was a good review and his firm (Applebaum, Commisso LLP) has provided a clean review opinion.

Ms. Klein indicated SSO wants to be self-sustaining, but we don't want to be much higher than where we are currently at about 30% of total revenues. Our reserve plan is to have approximately 2 years of our base grant. Unlike certain other sports, SSO was able to proceed with programs this year in spite of delays in receiving notice of its base grant. Ms. Klein noted she is hopeful that we will still get the

second year of our grant in spite of a change in government. Overall SSO is in an excellent financial position.

Tanis Dal Zotto (BSSC) expressed congratulations on the grant; it is something we all benefit from. She suggested SSO should do a better job letting families know what is being subsidized: When fees come out, SSO should make clear what the total cost of the program is and set out explicitly what the grant or subsidy is.

Jill Nelson proposed that given the significance of the Finance & Audit Committee report, we move to APPROVE this report

**RESOLVED** that the Finance & Audit Committee Report is approved as presented.

Motioned by: John Ortiz, KWSC Seconded by: Emily Gundy, TSSC

In Favour: 39 Opposed: 0 Abstained: 0

The remaining reports were discussed briefly in the following order:

### 8.2 Human Resources Committee

Sandra Inglis drew attention to the Organizational Review: It was something the board, Executive Director and Human Resources (HR) Committee thought was important for the organization including a 360 review of staff, to take a look at the health of the organization and identify strengths as well as areas to improve. The outcome is the HR Action Plan that the board now looks at on a monthly basis. Coming from that Action Plan are initiatives like Respect in Sport that will be an organizational focus in 2018-19.

Tanis Dal Zotto (BSSC) noted she was struck by the number of competitive athletes (1200) versus recreational (900). We should be very concerned about the growth of our sport based on these numbers. Mary noted the conversion of Novice athletes from recreational to competitive has distorted the numbers when compared to previous years. Mary acknowledged that as a sport body, we need to recognize that we have work to do to increase our recreational numbers or we will have difficulties in the future.

### 8.3 Marketing & Communications Committee

Sandra Inglis thanked Jennifer Knobbs for her efforts in 2017-18 particularly with the new emphasis on online marketing. In the interest of time she had nothing to add to the written report circulated in advance of the meeting. There were no questions.

### 8.4 Nominations Committee

Jill Nelson indicated that in the interest of time she had nothing to add to the written report circulated in advance of the meeting. There were no questions.

### 8.5 Program Policy Committee

Ruth Belcher indicated that in the interest of time she had nothing to add to the written report circulated in advance of the meeting. There were no questions.

### 8.6 SSO Ontario Officials Committee

Karen Seymour was not present. There were no questions.

### 8.7 President's Report

Jill Nelson indicated that in the interest of time she had nothing to add to the written report circulated in advance of the meeting. There were no questions.

### 8.8 Executive Director Report

Mary Dwyer congratulated Members for the work they are doing noting there has been a lot of work and activity at all levels: This is likely the busiest year SSO has ever had. She indicated that in the interest of time she had nothing to add to the written report circulated in advance of the meeting. There were no questions.

Several Members expressed concern about the timeliness of delivery of the board and committee reports requesting that, in future, they are circulated more than 12 hours in advance of the meeting. SSO also needs to take more care that all delegates receive copies. SSO should not rely on club Presidents to forward the information to voting delegates.

### 7. Report of the Auditors – Catrine Klein

Catrine Klein noted the Chartered Accounting firm of Applebaum, Commisso LLP has reviewed the financial position of Synchro Swim Ontario as at March 31, 2018 and filed a Review Engagement Report. Financial statements are in the Annual Meeting package

Ms. Klein had nothing further to add to her report on finances although did note that SSO's year-end is March 31, so it is a very short turnaround to get financial review completed and circulated to members to far in advance of the Annual Meeting.

There being no further questions, the report of the Auditors stands approved as presented.

### 8. Appointment of the Auditor

**RESOLVED** that the Chartered Accounting firm of Applebaum, Commisso LLP is appointed as Auditor to hold office until a successor is appointed at a remuneration to be to be fixed by the Board of Directors, the Directors being authorized to fix said remuneration.

Motioned by: Jessica Zeidman, YORK Seconded by: Kate Stewart, TSSC

In Favour: 39 Opposed: 0 Abstained: 0

### 9. Appointment of New Directors

Ms. Nelson reviewed the voting procedure. She noted there was a Call for Nominations in advance of this Annual Meeting as defined in the Synchro Swim Ontario By-laws for five vacancies. Nominations were received from six candidates: Three were from returning Board members, and three from new nominees. The SSO By-laws state that the Board can only have one director affiliated with any one Member. As two people were nominated with an affiliation with one Member, the Nominations Committee decided which person's attributes most closely matched the Board's needs. The other candidate chose to withdraw their nomination therefore it was announced that an Ordinary Resolution was required for their election.

Ms. Nelson indicated nominations had been received for the following individuals in alphabetical order:

Ruth Belcher Hilary Caldwell Brad Davis Catrine Klein Sandra Inglis

Ms. Nelson noted that currently directors serve a two-year term (to a maximum of three terms). As discussed in Agenda Item 6, the current SSO board feels that longer terms (of three years) provides more depth and continuity and has recommended that the terms of directors be changed to three years. The Board agreed that this change would not mean extending the terms of any sitting directors, but instead would be phased in over the next three annual meetings according to SSO Temporary Bylaw No.1. Accordingly, there are two three-year terms to be elected and three two-year terms

Ms. Nelson noted further that the Nominations Committee has recommended that as Ruth Belcher and Catrine Klein have each served two, two-year terms, it would be valuable to have both of them fill three-year terms. Sandra Inglis and the two new Board members will fill two-year terms

**RESOLVED** that the five valid nominees, Ruth Belcher and Catrine Klein (who will serve three-year terms) and Hilary Caldwell, Brad Davis and Sandra Inglis (who will serve two-year terms) are elected to the Board by acclamation.

Motioned by: Tanis Dal Zotto, BSSC Seconded by: Amelie Gundy, TSSC

In Favour: 39 Opposed: 0 Abstained: 0

### 10. Other Business

Mary Dwyer thanked Jill Nelson for her years of service as SSO President noting that under Jill's leadership and mentorship, we have made tremendous strides and we could not be more grateful. Ms. Nelson stated Mary is very generous to credit her with any of this; it was very much a team effort with the staff, board and members. There was no other business.

### 11. Adjournment

**RESOLVED** that the meeting is adjourned at 10:30am.

Motioned by: Kate Stewart, TSSC Seconded by: Tanis Dal Zotto, BSSC

There being no further business and no objections, the meeting is adjourned.





### **ANNUAL & GENERAL MEETING - AT A GLANCE**

Saturday, June 22, 2019 12-89 Galaxy Blvd, Etobicoke, ON, M9W 6A4

### **ANNUAL MEETING**

Attendance is restricted to the <u>club voting delegate</u> (generally the club President) plus one additional club member. Clubs must submit the name of the voting delegate(s) to the OAS Secretary c/o Mary-Jane Ling at <u>mjling@ontarioartisticswimming.ca</u> <u>prior to</u> the opening of the Annual Meeting.<sup>1</sup>

Members may also vote by means of a proxy. Please see OAS Appointment of Proxy Form. No one delegate may vote on behalf of more than one Member (i.e., the delegate may not vote on behalf of their own club as well as hold a proxy for another club), and a proxy holder may not hold more than two (2) proxies.

Coffee or tea and sweet trays only. Please have breakfast before arriving.

GoToMeeting Coordinates:
To be distributed upon <u>pre-registration</u> with Mary-Jane Ling at <u>miling@ontarioartisticswimming.ca</u>

8:30 – 9:00 Registration

9:00 - 10:50 Annual Meeting - Agenda provided below

### **GENERAL MEETING**

Attendance to the General Meeting is open to Head Coaches (or a delegate who has been chosen by the Head Coach) and club management. Attending Coaches will be entitled to earn PD Points.

Beverages, snacks and lunch will be provided.

GoToMeeting Coordinates: Limited access (max. 25 participants online).

To be distributed upon <u>pre-registration</u> with Mary-Jane Ling at <u>miling@ontarioartisticswimming.ca</u>

10:30 – 11:00 Registration for Head Coaches and additional club management

11:00 – 4:00 General Meeting - Agenda provided below

a. Members will have the following voting rights at all meetings of the Members:

<sup>&</sup>lt;sup>1</sup> OAS By-laws section 3.14 Voting at Meetings of Members

i. Members shall each have one (1) vote, and that vote shall be exercised by the Member President or a Delegate who has been chosen by the Member; and

ii. Members may have a second (2<sup>nd</sup>) vote if the Member has twenty-six (26) or more registered amateur or masters' swimmers as of thirty (30) days prior to the Members meeting, but no Member will have more than two (2) votes.

b. The Member President shall, in writing, indicate to the Secretary the name of a Delegate to represent the Member prior to the opening of a meeting of the Members.

c. Each Member shall have vote, voice and privilege.

d. Delegates shall be entitled to vote on behalf of only one Member at a time.



### **ANNUAL MEETING AGENDA**

Saturday, June 22, 2019

Ontario Artistic Swimming 12-89 Galaxy Blvd, Etobicoke, ON, M9W 6A4

8:30 – 9:00 Registration

9:00 - 10:50 Annual Meeting

- 1. Call to order (Ruth Belcher)
- 2. Establishment of quorum<sup>2</sup>
- 3. Approval of the agenda
- 4. Approval of the minutes of the previous Annual Meeting
- 5. Business arising from the minutes
- 6. Confirmation of changes to the OAS By-laws
- 7. Presentation and approval of Board & Committee reports
  - 7.1. Finance & Audit Committee (Catrine Klein)
  - 7.2. Human Resources Committee (Christine Fink)
  - 7.3. Marketing & Communications Committee (Sandra Inglis)
  - 7.4. Nominations Committee (Hilary Caldwell)
  - 7.5. Program Policy Committee (Ruth Belcher)
  - 7.6. Ontario Officials Committee (Karen Seymour)
  - 7.7. President (Ruth Belcher)
  - 7.8. Executive Director (Mary Dwyer)
- 8. Report of Auditors
- 9. Appointment of Auditors
- 10. Election of new Directors
- 11. Other business
- 12. Adjournment

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<sup>&</sup>lt;sup>2</sup> OAS By-laws section 3.08 Quorum: One-third (1/3) of the Members, present or by proxy, will constitute a quorum.





### ONTARIO ARTISTIC SWIMMING ANNUAL MEETING 22 JUNE 2019

### APPOINTMENT OF PROXY

Club name:
Total number of registered swimmers as at 23 May 2019:
Signature of President:
Proxy given to (name & affiliation, if any):
Date:

By-law Section 3.15 Proxy Voting

- a. Every Member entitled to vote at a meeting of Members may, by means of a proxy, appoint a proxy holder, or one or more alternate proxy holders, to attend and vote on behalf of the Member. The proxy holder need not be a Member.
- b. The proxy holder may not hold more than two (2) proxies.
- c. A proxy must:
  - i. Be signed by the Member;
  - ii. Be in a form that complies with the Act;
  - iii. Comply with the format stipulated by OAS; and
  - iv. Be submitted to the OAS Registered Office at least two (2) business days prior to the meeting of the Members.

# GENERAL MEETING AGENDA



## **GENERAL MEETING AGENDA**

Saturday, June 22, 2019

12-89 Galaxy Blvd, Etobicoke, ON, M9W 6A4

10:30 - 11:00	Registration for Head Coaches and additional club management
11:00 - 11:05	Welcome and Introductions (Ruth Belcher)
11:05 – 11:45	Programs Update & Calendar Review (Mary-Jane Ling)  - Provincial teams & summer programming  - HP program announcements  - Journey to Excellence Conference (Sept. 14-15)  - Coach & Officials' Training & Development Calendar  - Club calls & topic-specific training
11:45 - 12:15	Canada Artistic Swimming (CAS) Update (Jackie Buckingham)  – Question & Answer Session
12:15 - 12:45	Lunch
12:45 - 1:45	CAS & OAS Policy Developments (Jackie Buckingham & Ruth Belcher)  - Safe Sport Update  - Discussion
1:45 - 2:15	CAS & OAS Rule Changes (Jackie Buckingham & Mary-Jane Ling)  - Consideration for AWAD Name Changes  - Discussion
2:15 - 3:00	<ul> <li>CAS &amp; OAS Competition Structure Review (Jackie Buckingham &amp; Transition Working Group)</li> <li>Recommendations and Discussion Items Resulting From Transition Working Group Deliberations</li> <li>Rule Changes and Process Needed to Accommodate Recommendations</li> <li>Discussion</li> </ul>
3:00 - 3:15	Meet Competition Schedule for 2019-20 (Mary Dwyer & Ellen Blainey)
3:15 - 4:00	General Question & Answer Session
4:00	Adjournment

# HUMAN RESOURCES REPORT



### Human Resources Report - June 2019 AGM - Year End March 31, 2019

The Mandate of the Human Resources Committee is to assist the Board in fulfilling its obligations relating to human resource matters through the review and recommendation of sound compensation, making recommendations regarding HR policies and practices that reflect legislative requirements and best practices and to help maintain a healthy workplace culture within the Ontario Artistic Swimming organization.

### <u>Organization</u>

The Human Resources Action Plan developed in 2018, through a comprehensive HR Review completed by Sport Law, encompasses areas such as Values, Policies & Culture, Succession Planning, Structure, Health, and Safety continues to provide structure for the HR committee and Board to continue assisting the organization with its forward momentum.

The OAS adopted the commitment to True Sport and implemented the requirement for all Board members, staff and Provincial Team Coaches to complete the Respect in Sport training program, and this will continue on a go forward basis. The next phase of implementation will be to implement this requirement at the club level to promote this valuable education for all, in an attempt to improve the athlete experience across the organization.

The Board of Directors reviewed all OAS committees and reactivated dormant committees. The current committee structure includes the following:

- Competitions
- Finance and Audit
- Human Resources
- Marketing and Communications
- Nominations
- Program Policy
- Ontario Officials
- Program Policy
- Provincial Rules
- Training and Development
- Transition Working group

These committees are all volunteer based and encompass over 40 individuals to make them succeed. These committees are essential to the continued strength of OAS and to making us a leader within Canada.

Many policies have been updated and created through the involvement of Ruth Belcher and the Program Policy Committee which will be summarized under separate cover.

### Staffing

Job descriptions and contracts for staff have been updated to ensure their employment agreements accurately reflect their involvement as a contractor or employee with the assistance of Sport Law. All employees have participated in Health and Safety Training to ensure they meet the minimum requirements of the Ministry of Labour.

Funds for 2018 were allocated for staff development and focused on team building which is seen by the Board as essential to helping the office continue to work as a cohesive unit and to maximize the potential of each individual member.

Canada Artistic Swimming (CAS) changed the registration system over the summer of 2018 and it was identified early on in the 2018–2019 competitive season that this system was going to present us with many challenges throughout the first year of implementation. As a result, additional office support was directed to working with CAS in identifying and rectifying the concerns, and with working with the OAS member clubs to help navigate this new system. Improvements were slow to start however, many of the challenges have been rectified and we are looking forward to a much smoother start to the 2019–2020 season!

From a personnel perspective, the OAS office saw the departure of Jennifer Knobs in October 2018 that left a significant administrative gap. Shortly after her departure, Mary-Jane Ling transitioned from the Board of Directors to the office. Mary-Jane's extensive knowledge of the organization and sport allowed her to transition easily to this position.

The "Me Too" movement, media focus on harassment and the increased education on respect in sport has resulted in an increase in calls to OAS from members regarding potential violations to the Conduct Policy. OAS staff and Board members have been assisting with these concerns and have been obtaining legal opinions when determined required. It is anticipated that this will be an ongoing concern and, as a result, funds and time will be allocated to this area for the coming fiscal year.

### **Next Steps**

Additional staffing changes will be occurring this fiscal year with Rachel Klein's departure at the end of June 2019. A re-evaluation of job demands and review of job descriptions within the Office will be completed to ensure all of the needs of the organization are being appropriately met. Additional focus will be on Technical Development and Marketing for the coming year.

The office staff have received much feedback from members throughout the season regarding the new competition structure and has committed to working closely with the Transition Working Group to continuously improve the new structure. An annual programming plan has been developed and circulated for the 2019-2020 season. It is anticipated that this advanced planning will help clubs and coaches plan their season and help athletes who are participating in the various OAS Athlete Pathway Programs set their training goals.

We look forward to a successful 2019-2020 year!

Christine Fink HR Committee Chair (Sandra Inglis, Ruth Belcher and Mary Dwyer – committee members)

# NOMINATIONS COMMITTEE REPORT



### **Report of the Nominations Committee 2019**

### **Nominations Committee Mandate**

The Nominations Committee leads recruitment, education, evaluation and succession planning for the board and board committees, keeping in mind the short- and long-term plans of the organization, and any special board qualities that are required to carry out these plans. Essential activities are:

- Develop and review matrix of skills and experience existing on the board and identify gaps;
- Review terms being served and contact board members to see if they intend to serve again;
- Have Call for Nominations sent to all members;
- Produce report to members on those nominated, endorsing those found to fit most closely with the range of experience and background required on the Board;
- Design and conduct orientation of new board members;
- Review board members' performance.

### **Nominations Committee Members & Meetings**

The Committee consists of at least three (3) and not more than five (5) voting members, at least two (2) of whom are not board members. The President will appoint the Chair of the committee in accordance with the Ontario Artistic Swimming (OAS) By-laws.

Nominations Committee members are:

- Hilary Caldwell (Committee Chair and OAS Board Member-at-large)
- Monique Dubord (Member-at-large)
- Kara Heald (Member-at-large)
- Mary Dwyer (Executive Director, ex officio)

Once constituted, the Committee met four times: March 19, May 2, May 31 & June 7, 2019.

### **Amended By-laws Phased Implementation Plan**

On June 23, 2018, amended OAS By-laws were approved by voting Members at the 2018 Annual Meeting, changing the terms of Directors to 3 years (from 2 years).

In keeping with the plan, at the June 2019 Annual Meeting, there will two three-year terms to be elected.

### **Current OAS Board Members & Terms**

As can be seen below, at the June 2019 annual meeting, one Board member comes to the end of her term, and one position is vacant.

	Region	Dates on Board	Term ends	Eligible for re- election?
Ruth Belcher	Central	June 2014 to present	June 2021	No
Catrine Klein	West	June 2014 to present	June 2021	No
Sandra Inglis	East	June 2016 to present	June 2020	Yes (for one term)
Christine Fink	North	June 2017 to present	June 2019	Yes (for two terms)
Hilary Caldwell	West	June 2018 to present	June 2020	Yes (for two terms)
Brad Davis	West	June 2018 to present	June 2020	Yes (for two terms)
Vacant				

### **Process**

For 2019, the Nominations Committee updated the Board Skills Matrix to better align with the skills self-assessment tool used by Canada Artistic Swimming (CAS) in 2018. As a result, several competencies were added or removed to better represent the skills needed by the OAS Board. All current Board members completed the 2019 OAS Board of Directors Skills Matrix to determine what attributes exist on the Board now, and what gaps need to be filled.

Both the Board and the Nominations Committee reviewed the results, and concluded that, if the incumbent Board member was not returned for re-election, the resulting skills gaps would be: Health & Safety, regional representation (especially North) and skills or knowledge in the areas of enterprise leadership, human resources and change management. These skills, and others, are priority areas for recruitment in the long term.

A "Call for Nomination" was issued by OAS Communications via email to Member clubs, with a request to forward this information to the club's contact lists for maximum exposure. A reminder e-blast was issued just before the deadline to submit nominations.

Nominations were received from four (4) candidates by the deadline of April 24, 2019. One nomination was from the returning Board member, Christine Fink, and three from new nominees. The new nominees are Alanna Harman, Trevor Scheffel and John Winspear.

Each nominee was contacted by a member of the Nominations Committee, and the Board Skills Matrix was discussed and completed with the nominees. The Nominations Committee then reviewed the completed Skills Matrix and made the decision to recommend two (2) nominees to fill the vacancies on the OAS Board, as provided for in By-laws section 7.01(b)(iii).

### **Recommended Candidates**

The Nominations committee, having reviewed the nominated candidates and their skills, experience, region of residence and suitability to the Board, are pleased to recommend the following candidates for election to the OAS Board for a three (3) year term: Christine Fink and Alanna Harman.

Christine Fink has been a member of the OAS Board for two (2) years and, in that time, has contributed greatly to the organization, as Board Secretary and Chair of the Human Resources Committee and through her expertise and shared knowledge in topics relating to Health & Safety. As Chair of the Human Resources Committee, Christine has developed an in-depth understanding of the OAS office dynamics and has worked towards improving the overall employment experience. She has OAS staff in addressing issues and complaints at the club and OAS level and through coordination with CAS. Christine brings a unique perspective as a resident of the North Region and ensures the views of this Region are understood and represented. Based on the OAS Matrix of Skills. Christine demonstrates expert level competency in human resources. health & safety, and ethical/ appropriate "tone at the top." Christine has spent many years in our sport, in multiple capacities as an athlete, coach and official, and is skilled in many competencies including her general and technical knowledge of artistic swimming, enterprise leadership, board of directors and OAS board of directors' experience, change management and stakeholder relations. If re-elected, Christine believes she can contribute to helping to grow our sport outside of the current locations with a particular interest in increasing the number of athletes and programs north of the GTA, contribute towards programming for athletes and coaches at all levels throughout the province, contribute towards decision making regarding the new competitive structure and alignment with LTAD, and helping to improve the overall athlete, coach and official experience.

The Nominations Committee would also like to recommend Alanna Harman as a member of the OAS Board of Directors. Alanna has spent many years in our sport, in multiple capacities as an athlete, Head Coach, Team Ontario Coach and NCCP Learning Facilitator and Evaluator, Alanna actively contributes to OAS as a member of the Marketing and Journey-to-Excellence Conference committees. Alanna earned her PhD in Kinesiology at Western University and is now an Assistant Professor in the Department of Kinesiology and Physical Education at Wilfrid Laurier University. Alanna bring a wealth of experience in strategic planning and stakeholder relations including the management of their competing values. Through her work experience, Alanna understands volunteer management (i.e., motivation, retention and recruitment) as well as the factors that influence female participation in organized sport. In completing the OAS Skills Matrix for Alanna, the Nominations Committee believes that Alanna demonstrates expert level competency in her general knowledge of artistic swimming, ethical/ appropriate "tone at the top". In addition, she is skilled in enterprise leadership, technical and high-performance artistic swimming knowledge, marketing/ communications, change management and stakeholder relations. The Nominations Committee believes that Alanna's work experience and background in artistic swimming make her an excellent candidate for the OAS Board. If elected, Alanna hopes to contribute to enhancing brand awareness of OAS, and growing connections and improved communication between OAS and member clubs. Alanna is not currently affiliated with an OAS Member club.

We thank all candidates for their applications and appreciate their interest of being more involved with governance at OAS. At this time, the Nominations Committee believes the recommended candidates are the best fit for the Board, and we hope the other candidates will contribute to OAS as members of our many committees.

Their nominations are attached and completed OAS Skills Matrix is attached.

### **Next Steps**

At the AGM, all nominees will have 2 minutes to present their position prior to the vote either in person, via video or read by a designated third party. Members will then vote to determine which applicants will join the OAS Board of Directors.

### Conclusion

The OAS Nominations Committee considered the applications and nominations of all candidates. At this time, we believe Christine Frink and Alanna Harman are the most qualified candidates and will contribute to the governance of OAS in a meaningful way. The Nominations Committee would like to thank all applicants for their interest in joining the OAS Board of Directors.

Respectfully submitted,

Hilary Caldwell Nominations Committee Chair

## Ontario Artistic Swimming Board of Directors Skills Matrix

Competency Levels						
None or Limited	Basic	Skilled	Expert			
Possesses no or limited knowledge, understanding, or application of the competency.	Possesses an adequate understanding of the fundamentals and principles of the competency.	Possesses significant understanding of the competency and related competencies	Demonstrates extensive and current understanding of the competency and subcompetencies, and best practices.			
	2. Demonstrates limited ability to apply the competency to complex situations.	2. Applies the competency to complex situations and engages proficiently in competency	2. Is regarded as a competency expert and can constructively challenge other experts including reporting management and external			
	3. Appears to follow competency discussions by the board and to process informatively.	3. Formulates high-quality questions and <b>demonstrates</b> nuanced understanding of the	3. Has invested approximately 10,000 hours to develop expertise within the competency.			
	4. Seeks mentorship from other directors who are skilled or expert in the competency	4. Demonstrates leadership and mentoring of the competency to reporting management and	<b>4. Applies</b> the competency to complex and difficult situations adeptly.			
			5. Frequently leads board discussions of the competency, reflecting deep and insightful			
			6. Asks highly effective, forward-focused questions concerning the competency.			
	7. Oversees and guides reporting management on the competency and mentors and develops other directors.					

		Board of Directors & Nominees							
		Current OAS Board of Directors				Nominees			
	Ruth Belcher	Catrine Klein	Sandra Inglis	Hilary Caldwell	Brad Davis	ALANNA HARMAN	CHRISTINE FINK	TREVOR SCHEFFEL	JOHN WINSPEAR
Term Expiration Date	2021	2021	2020	2020	2020				
Club afiliation:	N/A	N/A	GO Capital	N/A	N/A	N/A	Sudbury	Waterloo- Regional	London
Competency	Competency								
Core Competencies									
Enterprise Leadership	Skilled	Skilled	Expert	Skilled	Skilled	Skilled	Skilled	Skilled	Basic
Board of Directors Experience	Expert	Expert	Skilled	Skilled	Skilled	Skilled	Skilled	Skilled	Skilled
Experience on OAS Board of						None or		None or	None or
Directors	Expert	Expert	Skilled	Skilled	Skilled	limited	Skilled	limited	limited

Artistic Swimming Experience									
Technical/ High Performance									None or
Expertise	Basic	Skilled	Expert	Skilled	Basic	Skilled	Skilled	Basic	limited
Artistic Swimming Experience									
General Knowledge	Skilled	Expert	Expert	Expert	Skilled	Expert	Skilled	Basic	Basic
Knowledge of Ontario amateur									
sport system, inlcuding					None or				
government and funding models	Skilled	Skilled	Skilled	Basic	limited	Skilled	Basic	Skilled	Basic
	Skilled	Skilled	Skilled	Busic	None or	None or	Busic	Skilled	Busic
Financial, Accounting and Risk	Skilled	Expert	Skilled	Basic	limited	limited	Basic	Basic	Skilled
Ethical/ Appropriate "tone at the	- Citing and a second a second and a second		S.i.i.ou	240.0	mineca	mineca		243.5	J.III.Gu
top"	Skilled	Skilled	Skilled	Skilled	Skilled	Expert	Expert	Skilled	Skilled
Desired Competencies			12		1		1		
Health & Safety	Basic	Skilled	Basic	Basic	Basic	Basic	Expert	Expert	Expert
Change Management	Skilled	Basic	Skilled	Basic	Expert	Skilled	Skilled	Skilled	Skilled
Human Resources	Skilled	Skilled	Skilled	Skilled	Basic	Skilled	Expert	Skilled	Basic
Traman Resources	Jimed	J. C.	Skined	Skinea	None or	Skilled	EXPERT	Skined	Busic
Grants/ Funding Relations	Basic	Skilled	Basic	Skilled	limited	Skilled	Basic	Basic	Basic
Organization management,									
ideally with experience at OAS	Skilled	Skilled	Skilled	Basic	Skilled	Skilled	Skilled	Skilled	Skilled
Marketing/ Communications/									
Public Relations	Basic	Skilled	Expert	Basic	Skilled	Skilled	Basic	Skilled	Skilled
IT/ Cyber Security/ Crisis				None or	None or	None or	None or		
Management	Skilled	Basic	Skilled	limited	limited	limited	limited	Basic	Basic
									None or
Stakeholder Relations	Skilled	Skilled	Skilled	Skilled	Skilled	Skilled	Skilled	Skilled	limited
Demographics									
Gender									
Male					Х			X	Х
Female	X	X	X	X			X		
Region									
North							Х		
East			Х						
		v		Resides here,	v	Resides		v	V
West	x	X		no affiliation	Х	here, no		X	X
Central	Х								
L		1	1	1	1	1		1	1



### OAS BOARD OF DIRECTORS - NOMINATION FORM 2019-20

Name of nominee:	Christine Fink	Email:	cfink@personainternet.com
Has this person and have they a for a position on of Directors?		No	
Submitted by:	Name	Email	
	Signature	Date	

### **DIRECTOR ELIGIBILITY:**

Any individual who is 18 years of age or older and who has the power under law to contract and is a member of Ontario Artistic Swimming in good standing may be nominated for election as a Director.

Please request that the **nominee** complete the Nominee Profile: Board of Directors Form by no later than April 24, 2019 at 4pm ET and forward the form by email to:

nominations@ontarioartisticswimming.ca

Nominations will NOT be accepted from the floor during the Annual Meeting



# Submit to: Nominations Committee Email: nominations@ontarioartisticswimming.ca

### OAS BOARD OF DIRECTORS - NOMINEE PROFILE

Name of nominee:	Christine Fink

### Please provide the following information:

1. A brief summary of your experience within the sport community and any experience with OAS.

I have been involved with the sport of Synchronized Swimming/Artistic Swimming for many years and in many different capacities.

I began as a recreational athlete and quickly transitioned to a provincial level athlete where I swam until I graduated high school. I am a current Recreational Masters Swimmer.

I have many years of coaching experience both at the recreational and provincial competitive level. I continue to be involved in coaching as a replacement and figure coach for the recreational, novice competitive and competitive programs within the Sudbury Synchro Swim club.

I am a level 1 official however, have not engaged in officiating duties for many years.

I sit on the parent executive and am an active parent within the club, engaged in maintaining and continuously improving the athlete and family experience as a member of the Sudbury Synchro Swim club.

I am an 'artistic swimming mom' to a daughter in the competitive stream.

I have spent the last two years on the Synchro Ontario/Ontario Artistic Swimming board of directors and have learned a tremendous amount about all of the work that goes in to making the sport successful within the province. I have been the Secretary on the Board, responsible for taking minutes and coordinating meeting times for the board. I have been involved with the Human Resources Committee for the last 1.5 years and have acted as the Chair since June 2018. This portfolio has allowed me to attain a greater understanding of the office dynamics and work towards improving the overall employment experience. I have been involved with addressing concerns at the club level, OAS level and involving coordination with Canada Artistic Swimming.

2. A brief summary of your experience with other voluntary or community organizations.

Throughout my involvement in the sport of Artistic Swimming I have contributed to the club and organization on a number of levels as a volunteer. Being an active member on the parent executive with the Sudbury Synchro Swim Club has allowed me to have a positive influence on shaping the ongoing trajectory of the club, providing support to the coaching staff and contributing to the positive experience of the athletes and families who become part of the Sudbury Synchro Swim Club. Involvement as a parent has included organizing events such as watershows, fundraising events and banquets. My contributions to the OAS board of director are summarized in the answer to question 1 above.



Volunteer experiences outside of the Synchro community has involved activities benefiting the Canadian Cancer Society through canvasing and organizing fundraising events. I do also provide some volunteer support to the 'Charles Fink Karate Dojo' as a guest instructor and assisting in the coordination of social events.

3. Additional skills or competencies that you believe would contribute to the effective leadership and governance of OAS.

I am a Registered Kinesiologist and work as a Health and Safety Facilitator through the Human Resources section of the City of Greater Sudbury. My work experience has equipped me with training and experiencing in dealing with investigation of incidents of workplace violence, harassment and discrimination. With the changing culture and increased awareness of these types of behaviours all organizations, including Ontario Artistic Swimming can expect an increased frequency of these type of reported incidents requiring action and investigation. My professional experience also leads me to assist with human resource issues such as staffing, performance reviews and personnel concerns and well as the development and revision of policies. My professional experience also directly supports the 'Health and Wellbeing' and 'Sport for Life' values identified by OAS.

I have been living in the Sudbury Area since 1991 and have been involved in a number of additional sporting activities directly as a parent and spouse including baseball, badminton, and karate. I understand the different challenges and advantages that come from living outside of the Greater Toronto Area and am able to lend these points of view to the board.

4. The reason for your interest in serving and the contribution you would like to make to the OAS board.

I have been involved with the board of directors with Ontario Artistic Swimming for two years and feel that my inside knowledge of the organization is a strong benefit to my continued involvement on the board of directors. I feel that I have been able to assist the organization from a Human Resources perspective and am hoping to assist with ongoing improvements in that area.

I have the desire to assist in the continued success of artistic swimming and feel that I can continue to make positive contributions towards the achievement of aspects of the strategic plan. Specifically, I feel I can make contributions towards helping to grow our sport outside of the current locations with a particular interest of increasing the number of athletes and programs north of the GTA, contribute towards programming for athletes and coaches at all levels throughout the province, contribute towards decision making regarding the new competitive structure and alignment with LTAD and helping to improve the overall athlete, coach and official experience.

5. A current CV.

Attached document.



### Please review and acknowledge:

If voted onto the OAS Board of Directors, I understand that I must be a registrant in good standing with both OAS and Canada Artistic Swimming (CAS) and provide a valid police records check and any other background check that OAS, at its sole discretion, requests in order to serve. If I am not currently a member of OAS or CAS, I must submit my registration information to the Executive Director within 5 business days following the Annual Meeting.

Acknowledged by:	Christine Fink	<u>cfink@personainternet.com</u> Email		
	Name			
	Ctink	April 22, 2019		
	Signature	Date		
Candidate Endorser	ment (to be completed by Nominatir	ng Committee)		
	mittee hereby endorses <u>Christine</u> appointee to a Committee.	e Fink as a candidate for election as a		
Chair of Nominating	Committee: Hilary Caldwell Name			
	H. Caldwell	June 11, 2019		

Date

Signature



## **Christine Fink**

86 Stacey Crescent Garson, Ontario P3L 1C4 (705) 592-2552 cfink@personainternet.com

### **EXECUTIVE SUMMARY**

- Honours Bachelor of Science Degree with a specialty in Kinesiology providing a strong skill set in the principles of ergonomics, body mechanics, injury prevention and Health and Safety
- Direct experience in Disability Management and Health and Safety for both private and public sectors

### **EDUCATION**

### **Certificate in Occupational Health and Safety**

Cambrian College

### Honours Bachelor of Science in Kinesiology BSc.KIN

Sudbury, Ontario

an University
 Developed skills in ergonomics, body mechanics, motor control, exercise prescription and

functional assessments as well as report writing and time management.

## Ontario Secondary School Diploma – OAC with a Diploma of Bilingualism Lasalle Secondary School Sudbury, Ontario

Developed skills in mathematics and the sciences including anatomy and physiology.

### **EMPLOYMENT HISTORY**

### **Health and Safety Facilitator**

City of Greater Sudbury, Sudbury, Ontario

- o Provide proactive accident prevention strategies.
- Develop and provide Health and Safety Education programs to all levels of workers (Managers to front line workers) to ensure legislative compliance and promote a safe and healthy working environment.
- Develop and deliver therapeutic exercise programs based on employment needs and Employee's injuries.
- Perform job site assessments, on the job training, job coaching and education in proper body mechanics for injury prevention and throughout the return to work process.
- Develop and monitor early and safety return to work programs.
- Provide advice and guidance to operating departments on Health and Safety Policies and Procedures, responsibilities under the Occupational Health and Safety Act and due diligence.
- Support line management to investigate incidents/accidents and occupational health and safety issues, ensuring recommendations, policies and procedures are followed.
- Perform ergonomic assessments, physical demand analyses, cognitive demands analyses, compatibility assessments and education to support the Rehabilitation and Claims Specialist with effective case management.
- Provide physical testing protocols to assist Department during hiring process.

OAS Nomination Form 2019-20

Laurenti



- Analyze occupational and non-occupational health and safety/rehabilitation issues; identify trends and areas of concern. Develop and implement appropriate programs or policies which must be identified and documented.
- Investigate Critical Incidents and incidents of workplace violence, harassment and discrimination.
- Chair the Minimal Lift Committee at Pioneer Manor to review injury prevention strategies and education requirements.
- Chair and participate in the Threat Assessment Team to assist in the assessment of threats against employees and property and the development and monitoring of safety plans.

### **Disability Management Officer**

Pioneer Manor/City of Greater Sudbury

- Management of occupational and non-occupational injuries/illnesses for the staff of Pioneer Manor.
  - Develop, monitor and progress Early and Safe Return to Work (ESRTW) programs.
  - Communicate with community treatment providers to assist in ensuring a collaborative effort in maximizing the injured workers recovery and prompt return to pre-injury activities.
  - Provide job coaching, education on proper body mechanics and biomechanical analysis.
  - Provide in-house exercise programs.
  - Maintain contact with the WSIB.
  - Coordinate independent medical assessments.
- Develop and implement proactive accident/injury prevention strategies.
  - Perform workplace inspections.
  - Education to Supervisors and Managers on the completion of workplace inspections and accident investigation.
  - Develop and provide education for new hires and an annual refresher for all Pioneer Manor employees as per legislative requirements including a review of the Occupational Health and Safety Act (OHSA), workplace violence and harassment (Bill 168), WHMIS and Material Handling.
  - Develop/update, circulate and maintain Health and Safety Policies and Procedures and provide education on their implementation.
  - Identify high-risk activities; assess risks and develop safe operating procedures, changes and/or equipment to decrease the risk.
  - Communicate workplace health and safety concerns to all staff on an ongoing basis.
- Chair of the Minimal Lift Committee to develop policies, procedures, practices and enforcement for resident transfers, lifts and repositioning.
- Perform accident investigations following a report of a staff injury, illness or near-miss.
- Investigate any reports of a workplace hazard or health and safety concern.
- Perform assessments including Physical Demands Analyses, Cognitive Demands Analyses, Ergonomic Assessments, Compatibility Assessments and Permanent Accommodations, including report writing.
- Perform statistical analysis of reported staff injuries/illness.
- Develop a Continuous Improvement Plan on an annual basis.
- Represent the employer or act as a witness in grievances relating to health and safety matters, return to work practices and accommodations.
- Act as a consultant to Supervisors and Management regarding health and safety matters including the Attendance Management Program (absenteeism), workplace violence and harassment, worker accommodation, health and safety policies and procedures, task completion/rotation, identified hazards and due diligence.



### Return to Work Coordinator/Certified Kinesiologist

UHN Rehabilitation Solution

Sudbury, Ontario

- Provided Return to Work Coordination (RTWC) services to clients of WSIB Specialty Programs including the Functional Restoration (chronic pain), Hand, and Foot and Ankle Programs.
  - Assisted in the determination of safe and suitable work for clients following workplace injuries in collaboration with the employer, treatment team and consulting physicians.
  - Performed worksite assessments to determine functional demands of work and possibilities for modified work.
  - Developed and monitored progressive return to work programs.
  - Provided on-site job coaching, ergonomic assessments and biomechanical analysis.
  - Completed corresponding reports.
- Assisted in the development of in-clinic work simulation activities for all specialty program clients.
- Completed Functional Abilities Evaluations, Ergonomic Assessments, Post-Offer Employment Assessments and Physical Demands Analyses for various government and private industry customers.
- Reviewed and edited team reports completed by an Occupational Therapist, Physiotherapist, Kinesiologist, Occupational Health Physician, Clinical Psychologist and Cognitive Behavioural Therapist to ensure proper content and flow of information.
- Provided Kinesiology services to clients across all programs.
  - Assisted in the development, monitoring and progression of exercise programs.
  - Provided individual and group education sessions.

### **Certified Kinesiologist/ Ability Management Consultant**

ACCLAIM Ability Management Inc.

Sudbury, Ontario

- Performed Physical Demands Analyses, Job-Site Analyses, Functional Abilities Evaluations (Hanoun), Post-Offer Employment Assessments, Ergonomic Assessments and Exercise Programs for multiple referral sources including employers, WSIB, long term disability carriers and automobile insurance carriers. Completed corresponding reports to the specifications of the referral source.
- Provided Case Management Services to long term disability clients and individuals who have sustained catastrophic injuries (i.e. brain injuries and spinal cord injuries) and non-catastrophic injuries as a result of motor vehicle accidents.
- Worked with employers as a preventative measure to assist in reducing absenteeism due to illness and injuries.
- Developed return to work programs for insurance carriers and employers, including assessing clients' abilities and limitations as well as developing and monitoring the program. Provided job coaching, ergonomic and biomechanical analysis.
- Provided education sessions to small groups regarding ergonomic and safe work practices for the tasks of their employment.
- Completed Future Care Cost Analyses (Life Care Planning) to outline the anticipated long term needs for automobile insurance claims, medical malpractice and legal matters.
- OT/KIN Task Team Leader (February 2007 September 2009)
  - Provided editing and quality assurance to Occupational Therapists, Registered Nurses and Certified Kinesiologists performing Physical Demands Analyses, Job-Site Analyses, Return to Work Programs, Functional Abilities Evaluations, Post-Offer Employment Assessments, Ergonomic Assessments and Exercise Programs.
  - Provided training to new employees, reviewed reports, ensured timelines were adhered to, and ensured ongoing support as needed.
  - Communicated team needs to Director.

### **Certified Kinesiologist**

Rehab Plus+ (Physiotherapy and Fitness Centre)

Supervised fitness centre and ensured safety of the patrons

Timmins, Ontario



- Developed exercise programs/routines for patrons of the fitness centre
- Taught and reviewed exercise programs for Physiotherapy patients
- Performed Physical Demands Analyses and Functional Capacity Evaluations (Isernhagen)

#### **CERTIFICATIONS AND TRAINING**

- A member in good standing with the College of Kinesiologists of Ontario
- A member in good standing of the Ontario Kinesiology Association (OKA)
- JHSC level 1 training (January 2011)
- CGS Pre-use inspection training (May 2011)
- Successfully participated in a WSIB Workwell Audit (June 2011)
- CGS Arbitration training (February 2012)
- Employer Representative on the JHSC
- Threat Assessment Training (2016)
- Workplace Violence, Harassment and Discrimination investigation training (2015 and 2017)
- Employee co-founder of the Joint Health and Safety Committee (JHSC) at ACCLAIM Ability
  Management Inc. and previous employee member of the JHSC with UHN Rehabilitation
  Solutions.
- Certified Functional Abilities Evaluator in Isernhagen (1999 and 2009) and Hanoun (2002)

# INFORMATION TECHNOLOGY SKILLS

- Solid familiarity with Outlook, GroupWise and internet applications
- Corel WordPerfect Office
- MS Office (Word, Excel and PowerPoint)

#### OTHER SKILLS AND ASSETS

- Bilingual (French English)
- Excellent writing skills
- Excellent organizational, multi-tasking and problem solving skills
- Certified in First Aid and CPR
- Valid class "G" drivers license with a clean abstract



# OAS BOARD OF DIRECTORS - NOMINATION FORM 2019-20

Name of nominee:	Alanna Harman	Email: 	alanna.harman@gmail.com
Has this person been contacted and have they agreed to stand for a position on the OAS Board of Directors?		No	
Submitted by:	Alanna Harman	alanna.harman@gmail.com	
	Name	Email	
alex	Signature	April 22, 2019	
	Signature	Date	

#### DIRECTOR ELIGIBILITY:

Any individual who is 18 years of age or older and who has the power under law to contract and is a member of Ontario Artistic Swimming in good standing may be nominated for election as a Director.

Please request that the **nominee** complete the Nominee Profile: Board of Directors Form by no later than April 24, 2019 at 4pm ET and forward the form by email to:

nominations@ontarioartisticswimming.ca

Nominations will NOT be accepted from the floor during the Annual Meeting



# Submit to: Nominations Committee Email: nominations@ontarioartisticswimming.ca

#### OAS BOARD OF DIRECTORS - NOMINEE PROFILE

Name of nominee:	Alanna Harman	
------------------	---------------	--

#### Please provide the following information:

1. A brief summary of your experience within the sport community and any experience with OAS.

I currently work at Wilfrid Laurier University in the Kinesiology and Physical Education Department. I teach courses within the Sport Management stream, and my research is focused mainly on managing the volunteer environment, and gender equity in sport, in particular media representation.

My previous work experiences include:

- Consulting with USA Wrestling, assisting with curriculum development for coach education
- Canadian Athletes Now Fund (CAN Fund), Athlete Relations

My involvement within OAS includes:

- Coaching Artistic Swimming at Mississauga Synchronized Swimming Association
- Head Coach at London Synchro Club
- Team Ontario Provincial Coach (11-12 Team)
- NCCP Learning Facilitator and Evaluator (sport specific)
- Synchro Swim Ontario Training and Development Committee Member
- OAS Marketing Committee Member
- Swim Meet volunteer Scorer Assistant
- 2. A brief summary of your experience with other voluntary or community organizations.
  - Advisory Committee Member, SunLife Financial Centre for Physically Active Communities
  - Mississauga Marathon, event day volunteer
  - World Figure Skating Championships, event day volunteer
  - Toronto Maple Leafs, 50/50 tickets
  - North American Society for Sport Management (NASSM) Conference, Organizing Committee Member

\*I have also volunteered extensively at my place of employment by sitting on several committees, I also volunteer within my academic discipline by volunteering to review manuscripts, abstracts for conferences, and sitting on committees (please see Professional Service on my CV)

3. Additional skills or competencies that you believe would contribute to the effective leadership and governance of OAS.

I believe that the skills and competencies I bring to the governance of OAS include a deep understanding of the internal and external environments in which OAS operates, which is integral to strategic planning for OAS. I have experience in strategic planning and the management of



multiple stakeholders and their competing values. My work experiences have provided me with a deep understanding of volunteer management (i.e., motivations, retention, recruitment), and a theoretical understanding of factors that influence female participation rates in organized sport. Lastly, I believe my teaching of Sport Marketing and interactions in developing partnerships with sport properties (i.e., FOX Sports, Penn State Athletics, St. John's University Athletics, KW Titans, Guelph Nighthawks, Run Waterloo) has allowed me to further develop my marketing acumen which may be beneficial to OAS.

4. The reason for your interest in serving and the contribution you would like to make to the OAS board.

My interest in serving on the OAS board stems from my personal experiences within the sport. As an athlete, the sport taught me invaluable lessons and provided me with great mentors that I still utilize to this day. As a coach, I had the privilege of learning from my athletes, further developing skill sets beyond coaching that tremendously aided in my development, and I also hopefully created a similar positive experience for my athletes, and now I get to watch many of them develop outside of swimmers as coaches themselves.

If successful in my bid for this role some objectives that I would like to achieve while serving include:

- 1. Enhance brand awareness of OAS by leveraging the upcoming Olympic Games and the past successes that OAS has had at the Olympic Games
- 2. Further developing the connection between OAS and clubs, through enhanced communication, development of tools that can be adapted by clubs (i.e., marketing, training and development, board management etc.) with the long-term goal that OAS becomes the central source for coaches and clubs.
- 5. A current CV. Please see attached

#### Please review and acknowledge:

If voted onto the OAS Board of Directors, I understand that I must be a registrant in good standing with both OAS and Canada Artistic Swimming (CAS) and provide a valid police records check and any other background check that OAS, at its sole discretion, requests in order to serve. If I am not currently a member of OAS or CAS, I must submit my registration information to the Executive Director within 5 business days following the Annual Meeting.

Acknowledged by:	Alanna Harman	Alanna.harman@gmail.com
	Name	Email
	Signature Shemas	April 22, 2019
	Signature	Date



# Candidate Endorsement (to be completed by Nominating Committee)

The Nominating Committee hereby endorses <u>Alanna Harman</u> as a candidate for election as a Director of SSO or an appointee to a Committee.

Chair of Nominating Committee:	Hilary Caldwell		
	Name		
	H. Caldwell	June 11, 2019	
	Signature	 Date	

# Alanna Harman, PhD

Assistant Professor Wilfrid Laurier University aharman@wlu.ca

Department of Kinesiology and Physical Education, Faculty of Science
518 Bricker Academic Building
Wilfrid Laurier University
Waterloo, Ontario, Canada N2L 3C5
519.994.0710 X2026

#### **Academic Appointments**

#### Wilfrid Laurier University

Assistant Professor, July 2018 – present, Department of Kinesiology and Physical Education

#### St. John's University

Assistant Professor, August 2016 – June 2018, Department of Sport Management

#### **Lock Haven University of Pennsylvania**

Assistant Professor, August 2013 – August 2016, Sport Studies Department

#### Education

#### 2013 Ph.D. (Kinesiology)

The University of Western Ontario, London, Ontario, Canada

Title of dissertation: Understanding the Volunteer Youth Coach Environment: A Psychological

**Contract Perspective** 

Supervisor: Dr. Alison Doherty

#### 2008 M.A. (Masters of Arts in Applied Health Sciences specializing in Sport Management)

Brock University, St. Catharines, Ontario, Canada

Title of thesis: Understanding the Financial Status of a Group of High Performance Athletes

Supervisor: Dr. Lucie Thibault

#### 2005 B.S.M. (Bachelor of Sport Management) with First Class Standing

Brock University, St. Catharines, Ontario, Canada

#### **Membership in Academic and Professional Societies**

2009 -	NASSM (North American Society for Sport Management)
2010 – 2011	ARNOVA (Association for Research on Nonprofit Organizations and Voluntary
	Action)
2013 -	International Association for Communication and Sport

2015 - European Association for Sport Management

#### **Honours and Awards**

2018	NASSM Outstanding Reviewer
2017	Annual Faculty Activity Report Recognition Award \$2,000
2015	Faculty of Professional Development Travel Grant \$693
2014	Faculty of Professional Development Travel Grant \$800
2013	Western Graduate Thesis Research Award \$810
2012	Western Kinesiology Graduate Student Conference Travel Award \$760
2012	Western Faculty of Health Sciences Conference Travel Award \$500
2011	Graduate Thesis Research Award Funds \$616
2010	London Synchro Club Coach of the Year
2009 – 2013	Western Graduate Research Scholarship \$50,791
2009	Faculty of Health Sciences Graduate Scholarship \$11,218
2009	Synchro Swim Ontario Coach of the Year
2007	Brock University Graduate Fellowship \$14,222
2007	Recipient of the Dick Pound Award, Brock University \$250
2006	Brock University Graduate Fellowship \$14,222
2005	Deans' Honours List
2004	Deans' Honours List
2004	Brock University Returning Scholars Award \$350
2003	Brock University Returning Scholars Award \$350
2003	Appreciation of efforts with 'Hats Off For Cancer' drive with Brock University

#### **Special Training**

#### Safe Talk Certificate

St. John's University Online Learning Essentials Certificate
Western Certificate in University Teaching and Learning
National Coaching Certificate Program Learning Facilitator & Evaluator
National Coaching Certificate Program Level III Theory & Technical Synchronized Swimming

#### **Scholarly Work**

#### **Peer Reviewed Journals**

Lebel, K., Pegararo, A., & Harman, A. (2019). "The impact of digital culture on women in sport." In: *Digital dilemmas: Transforming gender identities and power relations in everyday life.*Palgrave Macmillan.

Harman, A., & Doherty, A. (2017). Psychological contract fulfillment for volunteer youth sport coaches. *International Journal of Sport Management and Marketing*, 17(1/2), 94-120.

Harman, A., & Doherty, A. (2014). The psychological contract of volunteer youth sport coaches. *Journal of Sport Management*, *28*(6), 687-699.

Misener, K., Harman, A. & Doherty, A. (2013). Understanding the local sports council as a mechanism for community sport development. *Managing Leisure*, 18(4), 300-315.

Harman, A. (2012). Videos in case-based teaching in the sport management classroom. *Teaching Innovation Projects*, *2*(2).

Kerwin, S., Doherty, A., & Harman, A. (2011). An in-depth examination of conflict in non-profit boards. *Small Group Research*, *42*(5), 562-594.

#### **Under Review**

Harman, A., & Wartella, J. (under review). Together everyone achieves more: Examining teambased learning and immediate feedback assessment technique in the sport management classroom. *Sport Management Education Journal*.

Pegararo, A., Lebel, K., & Harman, A. (forthcoming). "Social media and women's sport." In: *Handbook of the business of women's sport.* Routledge.

Harman, A., & Doherty A. (under review). Psychological contract in the volunteer sport coach environment: The community sport club perspective. *Managing Sport and Leisure*.

#### **Other Scholarly Publications**

Harman, A. (2008). *Understanding the financial status of a group of high performance athletes*. (Unpublished Masters of Arts thesis). Brock University, St. Catharines, Ontario, Canada.

#### **Peer Reviewed Presentations**

Harman, A., Millar, P., Clutterbuck, R., & Kerwin, S. (2019). Navigating the balance between competition and fun: Understanding the importance of values-based expectations. Presented at NASSM 2019 Conference, New Orleans, Louisiana.

Faltings, M., Harman, A., & Lebel, K. (2019). *Examining the National Women's Soccer League's brand building through Instagram.* Presented at NASSM 2019 Conference, New Orleans, Louisiana.

Lebel, K., Lowe, J., & Harman, A. (2019). Social media gatekeeping: An examination of the 2018 Olympic broadcast partners. Presented at IACS 2019 Conference, Boise, Idaho.

Lebel, K., Pegoraro, A., & Harman, A. (2019). *It's dude time 2.0: An examination of Canadian sport news coverage on Twitter.* Presented at IACS 2019 Conference, Boise, Idaho.

Harman, A., & Ivan, E., (2019). Are our new friends, really our new friends? A critical analysis of artificial intelligence in sport journalism. Presented at ISSA 2019 Conference, Dunedin, New Zealand.

Harman, A., & Barnhill C. (2018). *Psychological contract development in community sport organizations*. Presented at Academy of Management Biannual Psychological Contract Conference, Melbourne, Australia.

Harman, A., Ivan, E., Parikka, T., Payne, J. (2018). *Is the media in sync? Examining media portrayal of mixed synchronized swimming duet at the FINA World Championships.* Presented at ISSA 2018 Conference Lausanne, Switzerland.

Ring, K., Lebel, K., Harman, A. (2018). *Instagagement: An analysis of the self-presentation strategies and engagement rates of professional tennis players on Instagram.* Presented at NASSM 2018 Conference, Halifax, Nova Scotia, Canada.

Millar, P., Kerwin, S., Harman, A. (2018). *Scale design: An ideological psychological contract in youth sport.* Presented at NASSM 2018 Conference, Halifax, Nova Scotia, Canada.

Pack, S., Kelly, D., Harman, A. (2018). *Utilizing professional linkages with prominent sport organizations to enhance student engagement.* Presented at COSMA 2018 Conference, Jacksonville, Florida.

- Millar, P., Harman, A., Lebel, K., Collins-Nelson, R. (2017, November). *A grounded intersectionality analysis of Caster Semenya*. Presented at NASSS 2017 Conference, Windsor, Ontario, Canada.
- Harman, A., Millar, P., Kerwin, S. (2017, November). *Holding on to volunteer coaches a value-based approach*. Presented at Petro Canada Sport Leadership Conference, Calgary, Alberta, Canada.
- Kerwin, A., Millar, P., & Harman, A. (2017, June). *It Takes Two to Tango: Unlocking the Psychological Contract of Volunteer Coaches and their Club.* Presented at NASSM 2017 Conference, Denver, Colorado.
- Harman, A., Lebel, K., & Millar, P. (2017, March). *The Case of Caster: Exploring News Media Representations Through Critical Discourse Analysis.* Presented at IACS 2017 Conference, Phoenix, Arizona.
- Lebel K., Pegoraro, A., & Harman, A. (2016, August). *The Impact of Digital Culture on Women in Sport.* Presented at Digital Dilemmas: Transforming Gender Identities and Power Relations in Everyday Life Colloquium, Waterloo, Ontario, Canada.
- Harman, A., Wartella, J., & Lally, P. (2016, June). *Impact of Team Based Learning and Immediate Feedback Assessment Technique on Student Learning and Retention.* Presented at NASSM 2016 Conference, Orlando, Florida.
- Lebel, K., Harman, A., & Pegoraro, A. (2015, September). *Is All Engagement Good Engagement? A Closer Look at Female Athlete Self-Presentation on Instagram.* Presented at EASM 2015 Conference, Dublin, Ireland.
- Harman, A., & Lebel K. (2015, June). *Patient-Centered? A Critical Analysis of Sport Concussion Policies*. Presented at NASSM 2015 Conference, Ottawa, Ontario, Canada.
- Harman, A., & Doherty, A. (2015, June). *It Takes Two: Uncovering the Psychological Contract of Community Sport Clubs.* Presented at NASSM 2015 Conference, Ottawa, Ontario, Canada.
- Lebel, K., Harman, A., & Pegoraro, A. (2015, March). A Closer Look at Likes: What 'Engaging Content Means for Female Athletes on Instagram. Presented at International Association for Communication and Sport Conference, Charlotte, North Carolina.
- Harman, A., & Doherty, A. (2014, November). *Managing the Psychological Contract to Keep Volunteer Coaches Onside*. Presented at Petro Canada Sport Leadership Conference, Ottawa, Ontario, Canada.
- Millar, P., Lebel, K., & Harman, A. (2014, July). *Did you see that...picture? The Role of Instagram in the Professional Golf Fan Experience*. Presented at Leisure Studies Association Conference, Glasgow, Scotland.
- Lebel, K., & Harman, A. (2014, June). *Insta-Equality? An Exploration of Female Athlete Self-Presentation on Instagram*. Presented at NASSM 2014 Conference, Pittsburgh, PA.
- Harman, A., & Doherty, A. (2014, June). *The Impact of Volunteer Youth Coaches' Psychological Contract*. Presented at NASSM 2014 Conference, Pittsburgh, PA.
- Lebel, K., Harman, A., & Millar, P. (2014, March). These Guys are Good But do they have an Agenda? An Investigation of the use of Instagram in Professional Golf. Presented at

International Association for Communication and Sport Conference, New York, NY.

Lebel, K., Harman, A. & Fletcher, C. (2013, May). *Innovation in the Sport Management Classroom: Student Interpretation of YouTube as a Learning Tool.* Presented at NASSM 2013 Conference, Austin, TX.

Lebel, K., Harman, A. & Danylchuk, K. (2013, March). *Innovation in the Sport Management Classroom: Student Interpretation of YouTube as a Learning Tool.* Presented at Technology in Education Symposium: Making TIES @ Western, London, ON.

Harman, A. & Lebel, K. (2012, May). Would the real grounded theory please stand up? Paper presented at NASSM 2012 Conference, Seattle, WA.

Harman, A. & Doherty, A. (2012, May). *Perceived expectations of self and the organization*. Poster presented at NASSM 2012 Conference, Seattle, WA.

Harman, A. & Doherty, A. (2011, June) *The psychological contract of volunteer youth sport coaches*. Presented at NASSM 2011 Conference, London, ON.

Harman, A. (2011, April) *Understanding the environment of youth sport coaches.* Presented at Brock University Student Research Colloquium 2011, St. Catharines, ON.

Misener, K., Harman, A., & Doherty, A. (2010, November) *The duality of healthy citizenship and self-interest in a local sports council.* Presented at NASSS 2010 Conference, San Diego, CA.

Doherty, A., & Harman, A. (2010, September) "Actively engaged"? A critical analysis of the new Canadian policy for women and girls in sport. Presented at EASM 2010 Conference, Madrid.

Harman, A., & Thibault, L. (2010, June) *Understanding the financial status of a group of high performance athletes*. Presented at NASSM 2010 Conference, Tampa, FL.

Misener, K., Harman, A., & Doherty, A. (2010, June) *Understanding the local sports council as a mechanism for community sport development*. Presented at NASSM 2010 Conference, Tampa, FL.

Harman, A. (2007, April). *Financial needs of high performance athletes in Canada*. Presented at 7<sup>th</sup> Annual Brock University Sport Management Student Research Colloquium 2007, St. Catharines, ON.

#### Other Presentations.

Kerwin, S., Harman, A., Millar, P. (2017). *Defining the Ideological Psychological Contract in a Youth Sport and Recreation Club*. Parks and Recreation Ontario Educational Forum 2017, Huntsville, ON.

Harman, A., & Doherty, A. (2016). Sustaining Sport and Recreation Volunteers: The Role of Psychological Contract. Parks and Recreation Ontario Educational Forum 2016, Collingwood, ON.

#### **Grants and Funding**

Harman, A. (2017). Thinking outside the box: Are we teaching students creativity? *St. John's University Summer Support Research Fund.* \$10,000.

Harman, A. (2017). St. John's University Infrastructure Grant. \$1,000

#### **Teaching**

Assistant Professor, St. John's University, August 2016 – August 2018 Responsible for the development, implementation, and evaluation of undergraduate and graduate courses in the areas of:

Philosophy, Principles, and Leadership in Sport (Graduate Class)

International Perspectives of Sport Marketing (Graduate Class)

Research Methods in Sport (Graduate Class)

Managerial Aspects of Sport Management

**Sport Communication** 

Social Media in Sport

Thesis Supervisor

Assistant Professor, Lock Haven University, August 2013 – August 2016 Responsible for the development, implementation, and evaluation of upper year undergraduate courses and graduate courses in the areas of:

**Sport Business Finance** 

Governance of Sport

**Sport Media Communication Relations** 

Management and Leadership of Sport

**Sport Marketing Management** 

Capstone in Sport Science (online)

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Organizational Change, November, 2012

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Job Design, October/November, 2012

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Sport Marketing): Relationships and Ethnic Marketing, February, 2012

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Organizational Change, November/ December 2011

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Stress, November, 2011

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Stress and Burnout at Work, October/November, 2010

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Introduction to Organizational Behaviour: Individuals within Organizations, September, 2010

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Human Resource Management): Introduction to Organizational Behaviour in Sport and Research, September, 2010

Guest Lecture, 3<sup>rd</sup> Year Honours Sport Management (Sport Marketing): Cause related marketing: A comparison of suggested practices with practitioners, March, 2010

Teaching Assistant, Western University, September 2009 – 2013

Assisting professor in the delivery of the course through lecturing in the classroom, grading of exams and papers and assisting in assignment development. Course assisted with:

Human Resource Management in Sport.

Teaching Assistant, Brock University, September 2005 – 2007 Assisting professors in the delivery of their courses through seminar instruction, grading of papers and exams, maintenance of accurate and attendance and grade records. Courses assisted with:

Introduction to Sport Management
Introduction to Sport and the Law
Qualitative Analysis for Sport Management

#### **Professional Service** 2018 Wilfird Laurier Open House Wilfrid Laurier Convocation 2018 2018 NASSM Abstract Reviewer 2018 International Association for Communication and Sport (IACS) Abstract Reviewer Faculty of Science Teaching and Learning Committee Member 2018 2017 NASSM Strategic Plan Working Group Committee Member 2017 COSMA Accreditation lead faculty member 2017 NASSM Abstract Reviewer 2017 St. John's University Sport Management Honors Program Director Second Reader Major Research Paper, Master of Digital Media, Yeates School of 2017 Graduate Studies, Ryerson University 2017 Multi-Sector Communication and Information PhD Program Development Committee Member 2016 -College of Professional Studies Budget Committee 2016 -Information Resources Committee 2016 Co-Chair Faculty Search Committee 2015 Faculty Advisor National Collegiate Roller Hockey Association Lock Haven University Team 2015 - 2016 Athletic Advisory Board Committee Member (elected position)

2015 - 2016	Nominations and Elections Committee Member (elected position)
2015 - 2016	College Curriculum Committee Member
2015	Athletic Director Search Committee Member
2015	Faculty Phonathon Participant
2015	Capstone Committee Member, Tricia Varo
2015	Faculty Search Committee Member
2015 -	Reviewer for Sport Management Review Journal
2014	Capstone Committee Member, Kelly Shannon, <i>Impact of Coach Gender on Mental Toughness</i>
2014 - 2015	Judicial Board Committee Member
2014 - 2016	President's Commission on the Status of Women Committee Member
2014 -	Reviewer for the Journal of Sport Behaviour
2014 -	Reviewer for the Journal of Sport Management
2014	Capstone Committee Member, James Mattern, <i>Impact of Major League Baseball Promotions on Game Attendance</i>
2014	Capstone Committee Member, Mallory Weisen, Assistant Coaches' Leadership Styles and Team Cohesion
2014	Capstone Committee Member, Erika Bonadio, Impact of Fulfillment of Basic Psychological Needs on Water Aerobic Participants' Motivation
2014	Faculty Phonathon Participant
2013	Faculty Captain Women's Volleyball Lock Haven University
2013 - 2016	Outcomes Assessment Committee Member
2012	Co-Reviewer for the International Journal of Sport Management and Marketing
2012	NASSM (North American Society of Sport Management) International Relations Committee
2012	Western University Convocation Usher
2011	NASSM (North American Society of Sport Management) Conference Organizing Committee
2010	Society of Graduate Students (SOGS), Graduate Student Teaching Award Selection Committee member, UWO

#### **Professional Development**

- 2018 Ignite Your Teaching: Exploring Computational and Design Thinking in Higher Education, *Teaching and Learning,* Wilfrid Laurier University
- 2017 Online Learning Essentials Certificate, *Center for Teaching and Learning,* St. John's University
- 2017 CTL Fellows' Presentations on Teaching with Technology, *Center for Teaching and Learning*, St. John's University
- 2017 Active Learning, Center for Teaching and Learning, St. John's University
- 2016 Designing Digital Projects, Center for Teaching and Learning, St. John's University
- 2016 Faculty Writing Collaboratively, Center for Teaching and Learning, St. John's University
- 2016 Is Digital Pedagogy Different from Pedagogy? *Center for Teaching and Learning,* St. John's University
- 2014 Leadership Institute for Faculty Women, *Women's Consortium of the Pennsylvania State System of Higher Education,* State College, PA
- 2012 Advanced Teaching Program, Western Certificate in University Teaching and Learning (WCUTL) Teaching Support Centre, UWO
- 2012 Teaching Mentor Program, *Western Certificate in University Teaching and Learning* (WCUTL) Teaching Support Centre, UWO
- 2012 Preparing an Effective Course Syllabus, Western Certificate in University Teaching and Learning (WCUTL) Teaching Support Centre, UWO
- 2012 Teaching Mentor Program, Western Certificate in University Teaching and Learning (WCUTL) Teaching Support Centre, UWO
- 2012 Getting Feedback on Your Teaching, Western Certificate in University Teaching and Learning (WCUTL) Teaching Support Centre, UWO
- 2012 Dealing with Difficult Teaching Situations, Western Certificate in University Teaching and Learning (WCUTL) Teaching Support Centre, UWO
- 2012 Effecting affect: Methods for facilitating affective knowledge in the classroom, *Western Certificate in University Teaching and Learning* (WCUTL) Teaching Support Centre, UWO
- 2011 Teaching Master Class Lecture in Political Science, *Western Certificate in University Teaching and Learning* (WCUTL) Teaching Support Centre, UWO
- 2011 Teaching Master Class Lecture in Media, Information and Technoculture, *Western Certificate in University Teaching and Learning* (WCUTL) Teaching Support Centre, UWO

- 2011 Teaching Critical Thinking, Western Certificate in University Teaching and Learning (WCUTL) Teaching Support Centre, UWO
- 2011 Strategies for Marking Essays, *Western Certificate in University Teaching and Learning* (WCUTL) Teaching Support Centre, UWO
- 2011 Flipping Problem Solving on its Head: New Problem Sets to Enhance Learning and Motivation, (WCUTL), Teaching Support Centre, UWO
- 2011 Writing a Teaching Philosophy Statement, (SCUTL), Teaching Support Centre, UWO

#### **Work Experience**

#### Consultant, USA Wrestling, 2014

Developed and delivered content pertaining to management, leadership, and planning to wrestling coaches working for the national governing body and/or collegiate institutions.

#### Head Coach, London Synchro Club, ON, 2010 – 2013

This position requires synchro-specific knowledge that allows me to oversee the technical development of 40 competitive swimmers and 40 recreational level swimmers. In this position I am required to provide leadership to fellow coaches, and mentor developing coaches. Within this position I oversee the management of the entire of the club (pool booking, schedules, finances, coach contracts, performance evaluations, conflict resolution etc.). Strong organization skills are required to oversee the different portfolios run by club volunteers. Strong communication and analytical skills are required to maintain good relations with members. To be successful in this position I have to be able to work both independently and in a team environment, have strong interpersonal skills to foster relationship building, the ability to oversee several portfolios simultaneously and make decisions focused on the long-term vision of the organization.

#### Team Ontario 12 & Under 'B' Team Assistant Coach, ON, 2009

Within this position I worked closely with the Head Coach and the Synchro Swim Ontario staff. I was responsible for assisting in the development of a domestic training camp, as well as supervision of athletes while travelling and attending an international training camp. Concise and timely communication to team members and parents was also required to assist in coordination of travel, billeting, training requirements and Synchro Swim Ontario Policies and Procedures.

Club Administrator, Mississauga Synchronized Swimming Association, ON, 2008 – 2009 Within this position I was responsible for the daily business of the synchro club. Skills required to perform successfully in this position included clear communication to executive, club members, and business associates. Organizational skills to maintain a fiscally responsible organization, ensure pool bookings are appropriate, seek and apply for appropriate grants and feedback via the club e-mail. Within this position I worked closely with our club Head Coach and Executive members, and successfully received a Trillium Grant.

# Synchronized Swimming Coach, Mississauga Synchronized Swimming Association, ON, $1997-2001\ \&\ 2005-2009$

I was responsible for the development of Masters Recreational, Provincial and 12 & Under Trillium level swimmers, both in their figures and routine. Within my functionality as a coach, I was also responsible for the communication to parents, executive, and head coach of my goals,

and how I planned to achieve them; this was accomplished through yearly, seasonal, and daily practice planning.

# Satellite Program Coordinator, Mississauga Synchronized Swimming Association, ON, 2006 – 2009

Responsibilities in this position included hiring coaches, administrative work with Synchro Ontario, coordinating judges for testing dates, registration of swimmers, promotion of program, and communication with program participants.

Athlete Relations, Canadian Athletes Now Fund (CAN Fund), September 2004 – 2007 Skills required to perform proficiently in this position were professional communication skills both oral and written to communicate with athletes and National Sporting Organizations. This position required the ability to work independently and take initiative. Within this role I was required to be highly organized and posses the ability to work on several projects simultaneously while prioritizing actions to meet immediate needs. The main focus of my portfolio was overseeing the 'Athlete Selection' Committee, maintaining accurate athlete data, distribution of funds to recipients, and fostering positive relationships with athletes and National Sporting Organizations.

# Synchronized Swimming Coach, Brock Synchro, St. Catharines, ON, September 2001-2005

Skills required to perform successfully in this position were the athletic development of university level athletes communicating tasks both verbally and orally, goal setting, time management of both school and coaching duties, creating and enforcing team policies, and organization of team travel.



## OAS BOARD OF DIRECTORS - NOMINATION FORM 2019-20

Name of nominee:	Trevor Scheffel	Email:	schwim71@rog- ers.com
Has this person be have they agreed to so on the OAS Board of	• • • • • • • • • • • • • • • • • • • •	No	
Submitted by:	Erika Lindner		kelindner@rog- ers.com
	Name	Email	
	Erika Lindner April 23/19		
	Signature	Date	

#### **DIRECTOR ELIGIBILITY:**

Any individual who is 18 years of age or older and who has the power under law to contract and is a member of Ontario Artistic Swimming in good standing may be nominated for election as a Director.

Please request that the **nominee** complete the Nominee Profile: Board of Directors Form by no later than April 24, 2019 at 4pm ET and forward the form by email to:

nominations@ontarioartisticswimming.ca

Nominations will NOT be accepted from the floor during the Annual Meeting



# Submit to: Nominations Committee Email: nominations@ontarioartisticswimming.ca

#### OAS BOARD OF DIRECTORS - NOMINEE PROFILE

Name of nominee:	Trevor Scheffel	

#### Please provide the following information:

- 1. A brief summary of your experience within the sport community and any experience with OAS
  - Former competitive swimmer for 20+ years Nationally ranked with international experience.
  - Current member of the Brantford Aquatic Club board of directors for the past 11 years.
  - Swim Ontario official and club volunteer.
  - Served 1 year as the HR representative and 2 years as President of the Brant Synchro Club.
  - Active parent participant with Claire as part of the OAS High Performance programs. T2T, Canada Games and last seasons national program.
  - Former member representative of the Brantford Sports Council.
  - Served a 3 year term on the City of Brantford Parks, Recreation and Waterfront Advisory Committee.
- 2. A brief summary of your experience with other voluntary or community organizations.
  - Former volunteer with the Boys and Girls Club of Brantford; Myrtleville House Museum; Big Brother Big Sisters; Landsdowne Children's Centre and the Canadian National Institute for the Blind.
  - All the above focused on children's programs, activities and one to one support of special needs children.
- 3. Additional skills or competencies that you believe would contribute to the effective leadership and governance of OAS.
  - Management professional with 10+ years experience in the industrial service and manufacturing industry focused on customer experience, problem solving, project management and education.
  - Key roles as manager of customer support team, lead trainer and key account project manager.
- 4. The reason for your interest in serving and the contribution you would like to make to the OAS board.
  - I have always been a strong believer in the idea that active parental involvement in children's activities is critical for all involved. Parents, children and the sport or activity all see increased benefits both short and long term.
  - For the past three years I have focused on a career change and other family priorities. I now have the time and focus to become more involved with OAS again, as I had previ-



ously through our former club affiliation. Given that our current club has strong leadership and direction I feel that I can properly focus on the overarching goals of both OAS and CAS.

 As a former high performance athlete and active member with other boards and organizations with similar focus my intention will be to help the OAS board grow it's athlete centred focus at all levels of programming.

#### 5. A current CV.

#### Please review and acknowledge:

If voted onto the OAS Board of Directors, I understand that I must be a registrant in good standing with both OAS and Canada Artistic Swimming (CAS) and provide a valid police records check and any other background check that OAS, at its sole discretion, requests in order to serve. If I am not currently a member of OAS or CAS, I must submit my registration information to the Executive Director within 5 business days following the Annual Meeting.

Acknowledged by:	Trevor Sche	ffel	Schwim7 1@rog- ers.com	
	Name		Email	
	Trevor Schej	ffel	Apr. 24, 2019	
	Signature		Date	
Candidate Endorsement The Nominating Committed date for election as a Direct Chair of Nominating Committed	ee hereby endors ctor of SSO or ar	es n appointee to a Committee.		_ as a candi-
		Name		
		Signature	Date	



# Trevor Scheffel

647-501-5074 | schwim71@rogers.com | 178 St. George St. Brantford ON, N3R 1W2

#### OAS Board of Directors

Application information for a role on the Ontario Artistic Swimming Board of Directors

#### Skills & Abilities

Former high performance athlete and management professional with strong commitment to volunteerism with a focus on athlete and youth development for long term success in both sport and life skills.

# Experience

#### **Blue Giant, Mississauga**

Feb. 2015 - Present

Currently Manager of Technical Development - Focused on key account project management, dealer education and customer support. Formerly Manager of Customer Support and Project Manager.

#### **Arbon Equipment, Brampton**

Jan. 2003 - Feb. 2015

Service and Installation Manager – Oversaw all service and installation activities, managing multiple crews, including financial responsibilities.

## Education

**McMaster University** 

1994

Bachelor, Geography

**Mohawk College** 

1998

Facility Maintenance Mechanic

## **Dale Carnegie**

Leadership Training for Managers

**Customer Service Training** 

# Volunteering

Brantford Aquatic Club – Board of Directors (11 years), official and technical support Brant Synchro Club – Board of Directors (3 years) Past President City of Brantford – Parks, Recreation and Waterfront Advisory Committee (3 year term) Brantford Sports Council – Member Representative (6 years)

OAS Nomination Form 2019-20



## OAS BOARD OF DIRECTORS - NOMINATION FORM 2019-20

Name of nominee:	John Wingream	Email: JWONSAGE UWO Ca
Has this person behave they agreed to son the OAS Board of		No 🗆
Submitted by:	Tong Walker	twalke 60 live. com
	Name	Email
	Ohn	Apri/17/19
	Signature	Date

#### **DIRECTOR ELIGIBILITY:**

Any individual who is 18 years of age or older and who has the power under law to contract and is a member of Ontario Artistic Swimming in good standing may be nominated for election as a Director.

Please request that the **nominee** complete the Nominee Profile: Board of Directors Form by no later than April 24, 2019 at 4pm ET and forward the form by email to:

nominations@ontarioartisticswimming.ca

Nominations will NOT be accepted from the floor during the Annual Meeting



## **Submit to: Nominations Committee** Email: nominations@ontarioartisticswimming.ca

# OAS BOARD OF DIRECTORS - NOMINEE PROFILE

N	Name of nominee: <u> </u>	Vinspear		
	lease provide the following information A brief summary of your experience		community and any experien	ce with OAS.
2.	A brief summary of your experience	e with other volunt	ary or community organization	ons.
3.	Additional skills or competencies t and governance of OAS.	that you believe w	ould contribute to the effect	ive leadership
4.	The reason for your interest in serv board.	ing and the contri	oution you would like to make	e to the OAS
5.	A current CV.			
wit ang cui Dir	voted onto the OAS Board of Director ith both OAS and Canada Artistic Sway other background check that OAS urrently a member of OAS or CAS, irector within 5 business days following Acknowledged by:  Name  Signature	vimming (CAS) an i, at its sole discret I must submit my ng the Annual Mee	d provide a valid police reco ion, requests in order to sen rregistration information to	rds check and ve. If I am not the Executive
Ca	andidate Endorsement (to be comple	eted by Nominating	Committee)	
	ne Nominating Committee hereby end andidate for election as a Director of S		ee to a Committee.	_as a
С	Chair of Nominating Committee: Na	ıme		
	Sig	gnature	Date	

878 Hellmuth Ave. London, On N6A 3T8 (519) 702 9960 jwinspea@uwo.ca

April 10, 2019

Nomination Committee
Ontario Artistic Swimming (OAS)
12 -89 Galaxy Blvd,
Etobicoke, ON
M9W 6A4

Dear Selection Committee,

Thank you for the opportunity to apply for the OAS Board of Directors. My daughter is an athlete with the London Synchro Club and I am eager to continue to be involved in the sport of Artistic Swimming. I have been a volunteer with our club for three years. My roles have included Sponsorship Coordinator, Fundraising, Equipment management and Event Planning. As a volunteer, I quickly realized the positive impact this sport has on athletes. It not only teaches them how to be strong swimmers, it provides a community for athletes to work together to accomplish a goal. This has inspired me to stay involved in the sport and put my name forward as a candidate for the OAS Board of Directors.

As a member of the London Synchro community I soon realized the important role OAS plays. If I was to be elected to the OAS board, I would like to focus on helping clubs harness any hidden potential to grow the sport and make them stronger going forward. In my opinion, there exists opportunities to engage more athletes by partnering with smaller communities surrounding clubs. As a board member, I would like to help foster those relationships and grow the sport in Ontario.

Sport and community have always been important to me. I continue to be active in both. I am a member of a First Responder hockey league and recently joined a Master's Dragon Boat team striving to qualify for the World Championships next year in France. In my neighbourhood I helped organize community Canada day events and I help with Home and School activities. In my community I coached soccer and volunteered with at risk youth living in shelters. At my work I mentor paramedic students, promote our profession through

878 Hellmuth Ave. London , On N6A 3T8 (519) 702 9960 jwinspea@uwo.ca

public relations and participate in charity bicycle rides to support the Wounded Warriors foundation. I believe in the principle that great communities are only as good as those that help build it.

My work, home life and volunteerism have all provided me with valuable experience. As Sponsorship Coordinator for the London snychro club I successfully garnered donations and procured grant money. As Treasurer, for both my union and the Home and School Association, I develop budgets, produce monthly revenue/expense reports, purchase investments and facilitate ongoing operation of both organizations at the executive level. All of this experience helped me gain a fairly broad understanding of corporate Not for Profit operation. I believe this experience would be an asset to the OAS Board.

Thank you for the opportunity to put forward my name for consideration with OAS. I hope the nomination committee will allow me the opportunity to become a candidate and to continue to be involved in this sport.

Sincerely, John Winspear

878 Hellmuth Ave. London , On N6A 3T8 (519) 702 9960 jwinspea@uwo.ca

#### **EMPLOYMENT**

#### Oxford County Paramedic Services, Ingersoll

Oct 1990 - PRESENT

- First Responder
- CPR, Advanced First Aid Certified
- IV and Medication Initiation
- Transport to hospital

#### OPSEU LOCAL 114, Woodstock

May 2017 - PRESENT

Treasurer

#### Ralston Purina, Woodstock

September, 1987 - August, 1989

Batch Mixer

#### Small Business Owner, London

September 1996 - August 1999

- Lawn maintenance, snow removal
- Painting and small repairs

#### **EDUCATION**

#### University of Western Ontario, London — HBsC

September 2004 - April 2015

Bachelor of Health Sciences , Mature Student

#### Fanshawe college, London — AEMCA

September 1989 - June 1990

• Certificate, Emergency Medical Care Attendant - Paramedic

#### **SKILLS**

Hard working.

Driven to succeed.

Strong interpersonal skills.

Enhanced knowledge of Not for Profit legal and accounting governance.

Current Vulnerable Sector Screening.

#### **AWARDS**

Governor General's Award: Exemplary Service – First Responder 2016

**London synchro Club:** Volunteer of the year – 2017

City of London: Sports
Volunteer recognition. - 2017

#### **LANGUAGES**

English

878 Hellmuth Ave. London, On N6A 3T8 (519) 702 9960 jwinspea@uwo.ca

#### **VOLUNTEER & ACTIVITIES**

# Sponsorship Coordinator - London synchro Club

- Responsible for procuring sponsorships.
- Sought grant opportunities.
- Assist at OAS events.
- Acquired In-Kind donations for club events.

# Treasurer -Lord Roberts Home and School

- Budget
- Monthly reports
- Liaise with teachers and Principal

# Soccer Coach -Nor-west Soccer association

- U6 Coach
- U5 Coach

London Dragon Boat member-Mixed master team

London 911 Hockey League-Member





#### 2019 AGM – Ontario Officials Committee (OOC) Report for 2018–2019

The OOC has been actively working behind the scenes on a number of priorities this year with a mandate to increase the number of trained officials at as many levels as possible.

#### 1) Education:

The OOC offered both Level 1 and Level 2 Judges courses last fall. As a result, there are 18 new Level 1 candidates and 6 new Level 2 candidates working toward their full certification. We have updated the course material and assigned National level Officials as instructors to ensure the highest and most 'comprehensive level of instruction possible. The OOC is also working on a clearly defined pathway for judge certification and hoping to build an official mentorship program.

#### 2) Officials Pathway Advancements:

- a. Provincially, there have been several advancements of Ontario judges recently as follows: Maura Young, Marie Luc Bellantone and Chandra Costello successfully completed their Level 2 certification.
- b. Nationally, although this season, we had no OAS Level 2 Judges moving to Level 3 (first level of National), there have been several advancements of previously promoted Level 3 OAS officials as follows: a) Danielle Sorgo was advance by CAS to Level 4 Judge; b) Catrine Klein, Suzanne Kostron and Erika Lindner were all advanced to Level 4 Referees.
- c. Internationally, Erika Lindner was advanced to a UANA (International/America's) Judge and Lesley Ahara advanced to FINA International level.

#### 3) Recruitment:

With 65 active judges in Ontario, we have the most officials of any Canadian province. With more than a dozen meets each season this presents numerous challenges filling all of the officials' roles (we need 25 or more officials per meet including judges, referees and scorers). As our athlete numbers grow, so do our meets. It is important to recognize that many of our officials use their vacations and take time from their families to support this sport. We strive to ensure that we can fill every officials chair at every meet, but that has become one of our greatest challenges, resulting in some meets not having a full complement of officials. We will see some of this pressure reduce as our new judge candidates complete their certifications. We are also making every effort to address new recruitment of new officials as best we can. To that end, we encourage any interested individuals to look to the web site and consider taking on the challenge of judging. We are offering a course for new officials Oct 6/7.

#### 4) OOC and OAS Board Cohesion:

There was a new addition to the OOC this season with the assignment of Brad Davis, OAS Director-at-Large, as a member of the OOC. Together, we are working toward ensuring collaboration in all areas affecting our officials. This season we worked toward establishing clarity and understanding of the newly adopted Code of Conduct Policy, including conflict of interest rules and associated processes. This will continue through the summer months as we prepare for having all in place for next season. We will also work closely together in areas of meet planning and management, scheduling and official's assignments and accommodations.

#### 5) Words of Thanks:

The OOC wishes to thank Angele Gaulin-Marchand for her years as our committee as Panels Leader. We warmly welcome Danielle Sorgo who will transition into that role under Angele's continued guidance for the 2019-2020 season.

We also thank Suzanne Laroche as she retires from the OOC, for her many years of service to this committee as she makes room for new candidates. Stay tuned to the OAS website and social media for a posting seeking a Call for Interest for officials who might be interested in working on the OOC.

Special words of gratitude to Leslie Taylor who has given most of her adult life in support of our sport, was past chair for years of the OOC and continues as lifetime honorary member of most all things artistic swimming.

On behalf of the OOC, I thank all our officials who unfailingly and unconditionally, give of their time and support to ensure that our competitions and events are the most meaningful possible for all athletes, coaches and members. We appreciate your support in return and look forward to serving all again next season.

Respectfully Submitted by Karen Seymour, OOC Chair

# PROGRAM POLICY COMMITTEE REPORT



22 June 2019

#### **Program Policy Committee Report**

Governance continued to be a high priority in 2018-19, driven in part by initiatives at the national and provincial level to promote a Safe Sport environment but also by demand at the club level. OAS had already completed an intense process of policy development and review as part of the Sport Recognition Policy submission in 2016-17. Our efforts are viewed by MTCS as "extremely thorough and comprehensive," and allowed OAS to apply for an Ontario Amateur Sport Fund (OASF) grant that resulted in a significant increase to our funding for a two-year cycle (2017-19). You will see more on this in the Finance report.

OAS continues on its path as a leader in sport governance, having approved revisions at the 2018 Annual Meeting to the By-laws that follow current best practices on term limits for not-for-profit boards and are designed to improve board independence and regional representation. We have continued to host or recommend governance webinars on topics of interest to clubs including the *Employment Standards Act* and Safe Sport and will work collaboratively with clubs in 2019-20 to ensure any new legislative or regulatory requirements are understood and adhered to.

OAS takes the health and well-being of its athletes seriously and has taken steps over the past several years to become a leader in concussion management, education and prevention. Our Concussion Policy, concussion policy template for clubs and the OAS Synchro-specific Concussion Guidelines, 2018 that include removal-from-sport and return-to-sport protocols and a return-to-synchro progress tracker are among the most comprehensive, sport specific concussion resources for amateur sport in Ontario.

OAS is well-positioned to comply with requirements under "Rowan's Law," which is concussion management legislation that affects every sport organization in Ontario. While the law has received Royal Assent, the regulations are not in effect until 1 July 2019 and many details still need to be worked out. OAS will be working with OSSC coach and PhD Candidate (University of Toronto Concussion Lab) Laura Steacy on a needs assessment to determine what is required in order to adhere to these regulations, after which OAS will work collaboratively with clubs to ensure compliance at the club level.

The online OAS Injury Tracker was introduced in September 2017 to streamline the collection and review of data on artistic swimming-related injuries. Developed in collaboration with the Sunnybrook Office for Injury Prevention, this web-enabled surveillance platform provides for real-time reporting of incidents that result in injury and helps OAS and clubs better monitor and respond to injuries including concussion injuries. Collecting statistical data allows for the identification of adverse trends or specific issues that require remedial action, and ideally prevents recurrence or further accidents. OAS hosted a club call in January 2019 where Laura

Steacy provided an overview of her research using 2017-18 Injury Tracker data together with results from a retrospective online survey of current and former Ontario athletes on sport-related concussions. This is the first study to examine concussions in artistic swimming and demonstrates the potential to expand the project to better inform decision-making on athlete safety in our sport.

Other activities in 2018-19 include ongoing collaboration with Canada Artistic Swimming (CAS) that resulted in the adoption by OAS of a Conduct Policy and Complaint Policy and Process that is aligned with CAS policies. This is part of a larger trend that sees sport organizations increasingly assessed against specific governance requirements as a condition of public funding, with an expectation of policy alignment and integration between clubs and provincial and national sport organizations. Federal and Provincial Ministers responsible for Sport, Physical Activity and Recreation declared their commitment in the Red Deer Declaration in February 2019 to working together to address harassment, abuse and discrimination and unethical behaviour in sport. While many details still need to be worked out, recent Federal government action, notably the requirement to provide access to an independent third party to investigate allegations of harassment or abuse, will have governance implications for OAS and clubs. The Program Policy Committee will continue to focus on this topic in 2018-19 with the introduction of a number of new or revised policies including the CAS Coach Registration and Certification Policy and CAS Screening Policy. As with other governance-related topics, OAS will assist Members in meeting requirements where possible.

Respectfully submitted, Ruth Belcher



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#### INDEPENDENT PRACTITIONER'S REVIEW ENGAGEMENT REPORT

To the Members of Ontario Artistic Swimming

We have reviewed the accompanying financial statements of Ontario Artistic Swimming which comprise the statement of financial position as at March 31, 2019 and the statements of changes in net assets, operations and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Practitioner's Responsibility for the Financial Statements**

Our responsibility is to express a conclusion on the accompanying financial statements based on our review. We conducted our review in accordance with Canadian generally accepted standards for review engagements, which require us to comply with relevant ethical requirements.

A review of financial statements in accordance with Canadian generally accepted standards for review engagements is a limited assurance engagement. The practitioner performs procedures, primarily consisting of making inquiries of management and others within the entity, as appropriate, and applying analytical procedures, and evaluates the evidence obtained.

The procedures performed in a review are substantially less in extent than, and vary in nature from, those performed in an audit conducted in accordance with Canadian generally accepted auditing standards. Accordingly, we do not express an audit opinion on these financial statements.

#### Conclusion

Based on our review, nothing has come to our attention that causes us to believe that these financial statements do not present fairly, in all material respects, the financial position of Ontario Artistic Swimming as at March 31, 2019, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Markham, Ontario June 11, 2019 Applebaum, Commisso LLP Chartered Professional Accountants Licensed Public Accountants

applebaum Commisso LLP

# ONTARIO ARTISTIC SWIMMING STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2019

	2019	2018
ASSETS		
Current Assets		
Cash and short-term investments (Note 7)	\$ 551,388	\$ 684,060
Accounts receivable	24,284	32,345
Inventory	16,837	19,198
Prepaid expenses	12,501	20,257
	605,010	755,860
Long Term Assets		
Property and equipment (Note 5)	9,010	10,600
	\$ 614,020	\$ 766,460
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 23,427	\$ 55,385
Deferred membership and grants	165,566	342,981
Sales and payroll taxes payable	18,978	14,669
	207,971	413,035
Net Assets		
Unrestricted net assets	136,049	83,425
Restricted net assets (Note 7)	270,000	270,000
	406,049	353,425
	\$ 614,020	\$ 766,460

Lease commitments (Note 9)

ON BEHALF OF THE BOARD

Director

Director

# ONTARIO ARTISTIC SWIMMING STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2019

	 nrestricted let assets	-	Restricted Net assets	2019	2018
NET ASSETS - BEGINNING OF YEAR Excess of revenues over expenses Internally restricted transfers	\$ 83,425 52,624 -	\$	270,000 - -	\$ 353,425 52,624 -	\$ 315,282 28,143 10,000
NET ASSETS - END OF YEAR	\$ 136,049	\$	270,000	\$ 406,049	\$ 353,425

# ONTARIO ARTISTIC SWIMMING STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2019

	2019	2018
REVENUES		
Grants		
-Ministry of Health Promotion - base	\$ 178,701	\$ 178,701
-Coaches Association of Ontario	-	5,000
-Other Grants (Note 6)	30,000	2,979
Regional training centre - Ontario (Note 8)	290,518	270,274
Meet award fees	299,923	209,152
Entry and course fees	4,548	17,799
Membership fees (Note 4)	164,523	171,156
High performance programs	204,970	141,375
Marketing and promotion	60,095	34,993
Other revenue	21,358	20,593
	1,254,636	1,052,022
EXPENSES		
Regional training centre - Ontario (Note 8)	290,460	266,314
Salaries, wages and benefits	286,403	271,950
Travel and hospitality	199,002	156,865
Facility rental	148,363	91,947
Honoraria and leadership services	89,510	73,695
Occupancy costs	56,328	35,317
Office and general	37,529	67,063
Canada games	35,851	-
Professional fees	19,919	24,649
Insurance	19,868	13,849
Supplies	9,339	13,226
Telephone	6,729	7,250
Meet awards	1,121	576
Amortization	1,590	1,178
	1,202,012	1,023,879
EXCESS OF REVENUES OVER EXPENSES	\$ 52,624	\$ 28,143

# ONTARIO ARTISTIC SWIMMING STATEMENT OF CASH FLOW FOR THE YEAR ENDED MARCH 31, 2019

		2019		2018
Cash flows from operating activities				
Excess of revenues over expenses	\$	52,624	\$	28,143
Items not affecting cash:	•	•	·	,
Amortization of property and equipment		1,590		1,178
Restricted fund transfers		-		10,000
		54,214		39,321
Changes in non-cash working capital:				
Accounts receivable		8,062		(23,599)
Inventory		2,361		2,703
Accounts payable and accrued liabilities		(31,959)		41,811
Prepaid expenses		7,756		(20,257)
Sales and payroll taxes payable		4,309		14,651
Deferred membership and other fees		(177,415)		170,732
		(186,886)		186,041
Cash flows from operating activities		(132,672)		225,362
Cash flows from investing activity				
Purchase of property and equipment		-		(11,778)
NET CHANGE IN CASH AND CASH EQUIVALENTS DURING THE				
YEAR		(132,672)		213,584
CASH - BEGINNING OF YEAR		684,060		470,476
CASH AND CASH EQUIVALENTS - END OF YEAR	\$	551,388	\$	684,060
CASH CONSISTS OF:				
Cash	\$	208,043	\$	198,386
Guaranteed investment certificates		343,345		485,674
	\$	551,388	\$	684,060

#### 1. PURPOSE OF THE ORGANIZATION AND NAME CHANGE

During the year the corporation changed its name from Synchrol Swim Ontario to Ontario Artistic Swimming (the "organization") and is a not-for-profit organization incorporated provincially under the Not-for-profit Corporations Act of Ontario without share capital. As a not-for-profit organization they are exempt from the payment of income tax under Section 149(1) of the Income Tax Act.

The organization operates to organize swimming competitions, coordinate the provincial synchronized programs and to promote synchronized swimming.

#### 2. BASIS OF PRESENTATION

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO). Canadian accounting standards for not-for-profit organizations are part of Canadian generally accepted accounting principles ("GAAP").

#### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

#### **Fund accounting**

Ontario Artistic Swimming follows the restricted fund method of accounting for contributions.

The General Fund accounts for the organization's program delivery and administrative activities. This fund reports unrestricted resources and restricted operating grants.

The Restricted Fund reports the assets, liabilities, revenues and expenses related to Ontario Artistic Swimming's specific programs and for working capital purposes.

#### Sales and grant revenue recognition

- (a) Government grants are recorded when there is a reasonable assurance that the organization had complied with and will continue to comply with, all the necessary conditions to obtain the grants. Government grants for acquiring fixed assets and related to expenses are recorded as deferred government assistance and is amortized on the same basis and according to the same rates as the related fixed assets or to income as eligible expenditures are incurred
- (b) Membership and other fees are recorded as earned
- (c) Revenue and expenses for special events are recognized in the year in which the special event occurs;

#### Cash and cash equivalents

Cash includes cash and cash equivalents. Cash equivalents are investments in treasury bills and are valued at cost plus accrued interest. The carrying amounts approximate fair value because they have maturities at the date of purchase of less than ninety days.

(continues)

#### 3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)

#### Property and equipment

Property and equipment is stated at cost or deemed cost less accumulated amortization. Property and equipment is amortized over its estimated useful life at the following rate and method:

Leasehold improvements

5 years

straight-line method

#### Contributed services

The operations of the organization depend on both the contribution of time by volunteers and donated materials from various sources. The fair value of donated materials and services cannot be reasonably determined and are therefore not reflected in these financial statements.

#### Measurement uncertainty

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amount of assets and liabilities, disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the period. Such estimates are periodically reviewed and any adjustments necessary are reported in earnings in the period in which they become known. Actual results could differ from these estimates.

#### Inventory

Inventory is valued at the lower of cost and net realizable value with the cost being determined on an average cost basis.

#### Presentation of controlled entities

Regional training centre - Ontario which is controlled by Ontario Artistic Swimming, is consolidated in the organization's financial statements.

#### 4. MEMBERSHIP FEES

Membership fees covering the period from September 1, 2018 to August 31, 2019 were as follows:

	2019		2018
Athletes	\$ 254,765	\$	202,801
Coaches, officials and volunteers	24,914		24,635
Clubs	5,920		6,975
Allocation to Synchro Canada	(70,201	)	(66,591)
	215,398		167,820
Change in deferred portion	(50,875	)	3,336
	\$ 164,523	\$	171,156

#### 5. PROPERTY AND EQUIPMENT

	Cost	 Accumulated <b>N</b> amortization		2019 t book ⁄alue	Ν	2018 let book value
Leasehold improvements	\$ 11,778	\$ 2,768	\$	9,010	\$	10,600

#### 6. DEFERRED GRANTS

The deferred operating grants reported in the General Fund represents restricted operating funding related to the subsequent year.

	2019	2018
<u>Deferred operating grants</u> Balance, beginning of year	\$ 30,000	\$ 48,000
Less: Amount recognized as revenue in the year	(30,000)	(48,000)
Plus: Amounts received for the subsequent year	-	30,000
	\$ -	\$ 30,000

#### 7. INTERNAL RESTRICTIONS

The board of directors of the organization resolved to restrict \$270,000 for specific programs and for working capital purposes. Included in Cash and short-terms investments are funds held for theses purposes. The organization may not use these internally restricted amounts for any other purpose without the approval of the board of directors.

#### 8. REGIONAL TRAINING CENTRE - ONTARIO

During the prior year the organization signed an Ontario High Performance Sport Initiative Agreement with Ontario Artistic Swimming and Canadian Sport Institute of Ontario. Under the agreement the organization was put in charge of managing the Regional Training Centre - Ontario. A summary of the revenue and expenses related to the Regional Training centre - Ontario is shown as follows.

	2019		2018
Revenue			
Grants	\$ 127,0	82	\$ 67,569
Grants - In kind	9,2	256	52,436
Entry and course fees	152,0	880	146,284
Other		900	3,985
	290,	518	270,274
Expenses			
Salaries and employee benefits	122,0	<b>)85</b>	118,428
Facility rental	44,3	375	33,796
Sports science support - In kind	93,9	952	45,182
Competition fees	2,	766	14,479
Travel and hospitality	27,3	282	54,429
	290,4	160	266,314
	\$	58	\$ 3,960

#### 9. LEASE COMMITMENTS

The organization has a long term lease with respect to its premises. Future minimum lease payments as at March 31, 2019, are as follows:

2021 2022 2023	54,853 55,886 18,743
	\$ 183,301

#### 10. FINANCIAL INSTRUMENTS

The organization is exposed to various risks through its financial instruments and has a comprehensive risk management framework to monitor, evaluate and manage these risks. The following analysis provides information about the organization's risk exposure and concentration as of March 31, 2019.

(continues)

#### 10. FINANCIAL INSTRUMENTS (continued)

#### (a) Credit risk

Credit risk arises from the potential that a counter party will fail to perform its obligations. The organization is exposed to credit risk with respect to term deposits, trade and other receivables and grants receivables. The organization assesses, on a continuous basis, trade and other receivables on the basis of amounts it is virtually certain to receive. The credit risk with respect to term deposits is insignificant since they are held in large financial institutions. The organization has a significant number of customers which minimizes concentration of credit risk.

Unless otherwise noted, it is management's opinion that the organization is not exposed to significant other price risks arising from these financial instruments.



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