



ANNUAL REPORT 2019-20



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MESSAGE FROM THE PRESIDENT & EXECUTIVE DIRECTOR

On behalf of the Board of Directors and Staff of Ontario Artistic Swimming (OAS), we are pleased to present our Annual Report for 2019-20.

Artistic swimming, like every sport, has faced unprecedented challenges since March 2020. COVID-19 turned our 2019-20 season on its head and the effects have been felt by all athletes, coaches, officials, staff, volunteers, and clubs. The pandemic brought a sudden end to the Leslie Taylor Ontario Cup, mid-competition at the Markham Pan Am Centre (MPAC), on March 13, 2020. Pools closed and our remaining provincial competitions were cancelled, affecting the OAS 2019-20 fiscal year results. We lost the opportunity to showcase Ontario talent and stimulate local participation when the Canadian Qualifier, also at MPAC, and FINA Artistic Swimming World Series Super Final, which was to be held in June at the Windsor International Aquatic and Training Centre, were also cancelled.

Thankfully, based on a strong financial foundation and adjustments made immediately, OAS remains in a stable financial position and has been able to adapt as events over these past months unfolded.



In spite of all this, the 2019-20 season was one of our best. We have set new standards in all areas of our organization including through:

- Our emphasis on governance, with progress in policy development including alignment with Canada Artistic Swimming (CAS) and our clubs, and through continued implementation of our Safe Sport program;
- Completion of the OAS name change and re-branding efforts and the introduction of significant, new marketing initiatives;
- An increased focus on human resource management and development and improvements in communication, customer service, and professionalism;
- Approval by the Canadian Sport Institute Ontario (CSIO) for continued recognition as an Ontario High Performance Sport Initiative (OHPSI) sport that provides targeted funding and support for our high performance programs and athletes;
- Refinement of our athlete development and pathway programs, and efforts related to competition restructuring; and
- Significant alignment with the CAS strategic direction on athlete programming and talent identification with increased focus on sport science, allowing decisions to be made in a manner that is more evidence-based than ever before.

We are proud of our strong, respectful relationships with partners within our sport including the other PTSOs and CAS, and we gratefully acknowledge the much-valued support from the Ontario Ministry of Heritage, Sport, Tourism and Culture Industries, the CSIO, and the Coaches Association of Ontario (CAO).

We would like to recognize the board of directors for their stewardship and guidance throughout the past year. We bid farewell with much gratitude to four incredible board members who delivered immeasurable value to our leadership team over the past few years: Hilary Caldwell, Brad Davis, Sandra Inglis, and Catrine Klein. We know they will continue to support artistic swimming, one way or another, in the future. Special thanks also to all members of board committees and working groups.

We also want to thank all our dedicated and hardworking staff at OAS for their effort and achievements in 2019-20 and especially for the unfailing support they have given to our artistic swimming community in Ontario since March in preparing for the transition back to the pool. They never stopped working, helping to mitigate the impact of the pandemic and prepare for the future.

Finally, thank you to all our athletes, coaches, officials, and volunteers for your contributions to our sport over the past year. Your resilience and resolve during this crisis is remarkable. Our clubs and coaches found ways to offer programs and maintain contact with athletes while the pools were closed, coaches enrolled in AquaGO! and other coach education programs in record numbers, and club administrators found ways to maintain financial stability.

The 2020-21 season so far has been one of change and adaptation as we respond to the challenges of COVID-19. However we are confident that with your ongoing support, passion, dedication, and collaboration, OAS will continue to build a strong, sustainable future for artistic swimming in Ontario. We are proud of what we have done, and are genuinely inspired and encouraged by what more we can do together.





WATER IS **OUR STAGE**

Our clubs provide introductory lessons into Artistic Swimming that teach kids to be more comfortable with the water. They learn fundamental sculls, eggbeater, upside down skills, basic routine skills, in addition to other disciplines aimed at improving strength, coordination and flexibility.

OUR STORY

... SO FAR

1

Ontario Artistic Swimming, the Provincial Sport Organization (PSO), is the sport body that oversees artistic swimming in the province of Ontario. Our Member Clubs offer recreational programs as well as novice, provincial and national competitive programs. Our Community partners offer entry level 'AquaGo!' and recreational programs. Master Club and Varsity League programming are also available.



OUR MISSION

Ontario Artistic Swimming develops, promotes and supports the pursuit of excellence in artistic swimming throughout Ontario.



OUR VISION

Ontario Artistic Swimming's passion for excellence and focus on continuous learning and improvement will create champions and inspire success.



OUR VALUES

Excellence
Empowerment
Health & wellbeing
Sport for life



ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

President	Ruth Belcher
Vice President	Sandra Inglis
Treasurer	Catine Klein
Secretary	Christine Fink
Director at Large	Brad Davis
Director at Large	Alanna Harman
Director at Large	Hilary Caldwell
Executive Director	Mary Dwyer

OAS STAFF

Executive Director	Mary Dwyer
Senior Manager Sport Development	Mary-Jane Ling
Membership Services - Office Administration	Sue Marnica-Wall
Events, Programs and Marketing Coordinator	Aerin England
Special Projects	Kara Heald
Media and Communications	Samantha Kowalski
Coordinator, Projects	Lauren Lindner

CLUB MEMBERS

COMPETITIVE

Brant Artistic Swim Club
 Burlington Synchro Swimming Club
 Chaco Artistic Swimming Club Inc.
 Durham Synchro Swimming Club
 GO Capital Artistic Swimming Club
 Team Granite Artistic Swimming
 Guelph Synchro Swim Club
 Halton Hills Artistic Swimming Club
 Kawartha Trent Synchro Swimming Club
 London Synchro Club
 Markham Artistic Swimming
 Mississauga Synchro Swimming Association
 Nepean Artistic Swimming Club
 Olympium Synchro Swimming Club
 Sudbury Synchro Swimming Club
 Toronto Artistic Swimming Club
 Variety Village Artistic Swimming
 Waterloo Regional Artistic Swimming Club
 York Artistic Swimming Club

MASTERS

Toronto Tsunamis Masters Synchro Club

RECREATIONAL

Kingston Synchro Swim Club
 Tillsonburg Synchers Artistic Swimming Team



COMMITTEES

Below is a list of all the working committees and the members that comprise them. The use of an asterisk indicates the committee Chair.

FINANCE AND AUDIT COMMITTEE

Caterine Klein*
Ruth Belcher
Mary Dwyer

HUMAN RESOURCES COMMITTEE

Christin Fink*
Ruth Belcher
Mary Dwyer
Sandra Inglis

NOMINATIONS COMMITTEE

Alanna Harman*
Monique Dubord
Kara Heald
Mary Dwyer (non-voting)

GOVERNANCE/ POLICY COMMITTEE

Ruth Belcher*
Mary Dwyer
Laura Steacy



MARKETING & COMMUNICATIONS COMMITTEE

Sandra Inglis*
Mary Dwyer
Aerin England
Alanna Harman
Charlotte Miller
Samantha Kowalski

PROVINCIAL JURY OF APPEAL

Suzanne Laroche*
Debbie Sands
Wendy Yule
Ted Smith (Alternate)

ONTARIO OFFICIALS COMMITTEE

Julie Chin*
B'Ann Finlay
Lynda Furniss
Erika Linder
Karen Seymour

Danielle Sorgo
Wendy Yule
Brad Davis - Board Member
Maria Shuwerea **

** Ex-Officio as Practice Judge Coordinator

HIGH PERFORMANCE COMMITTEE

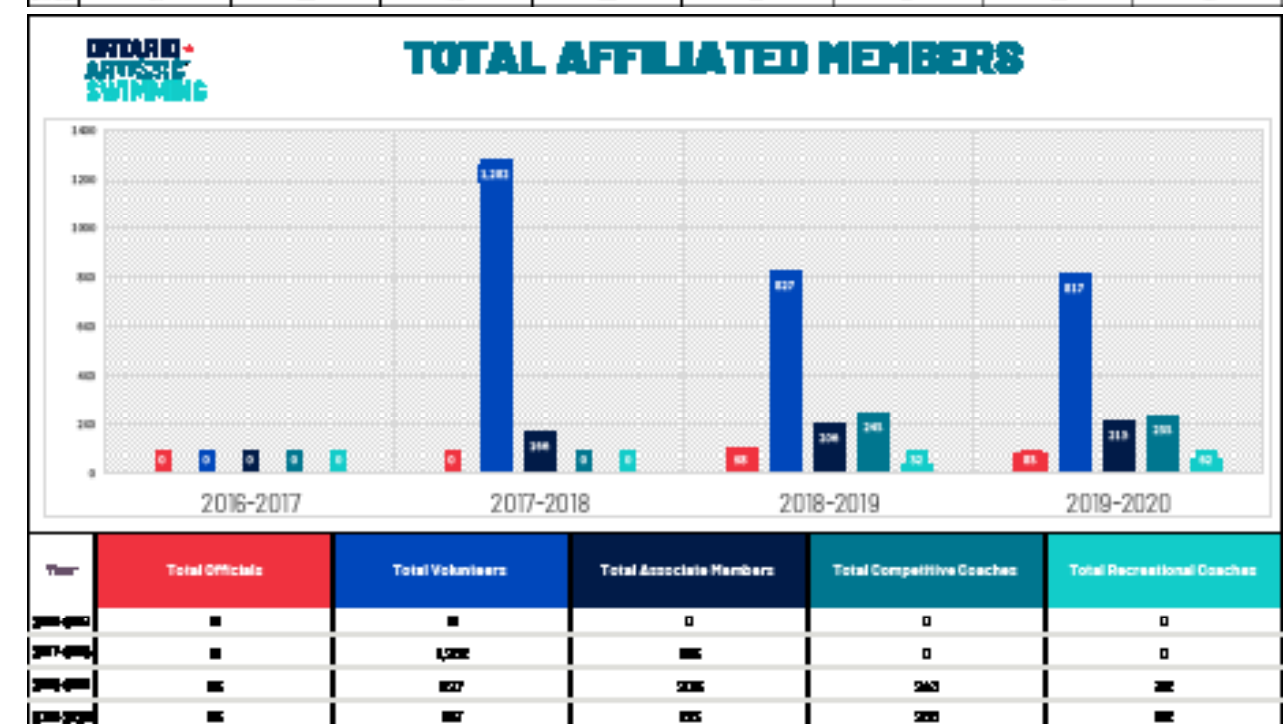
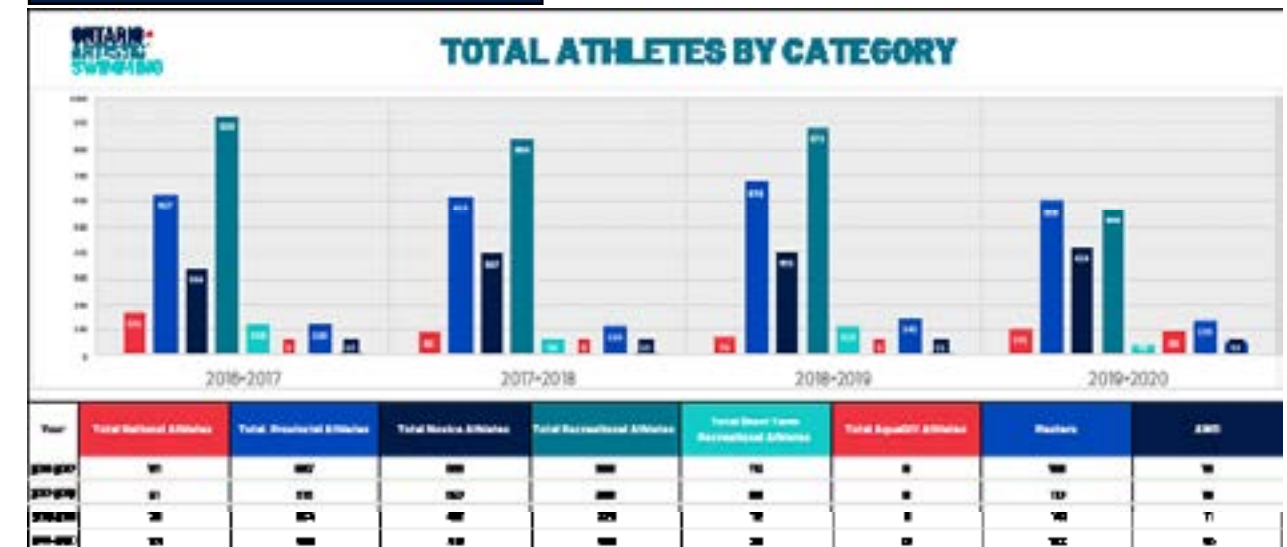
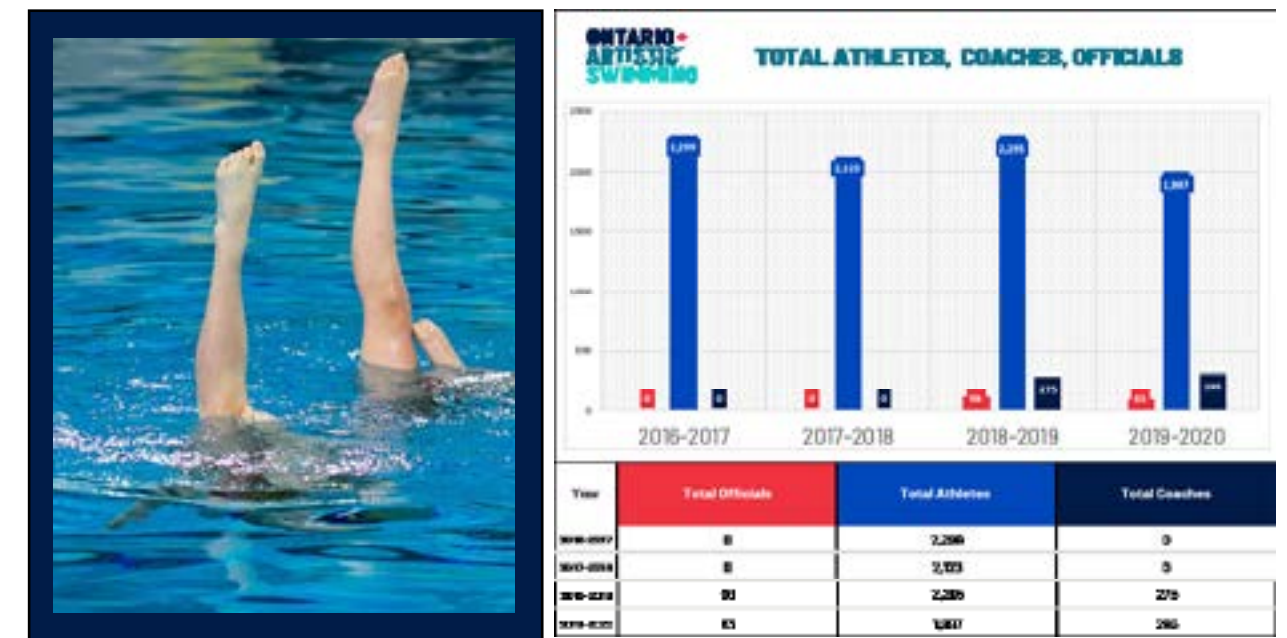
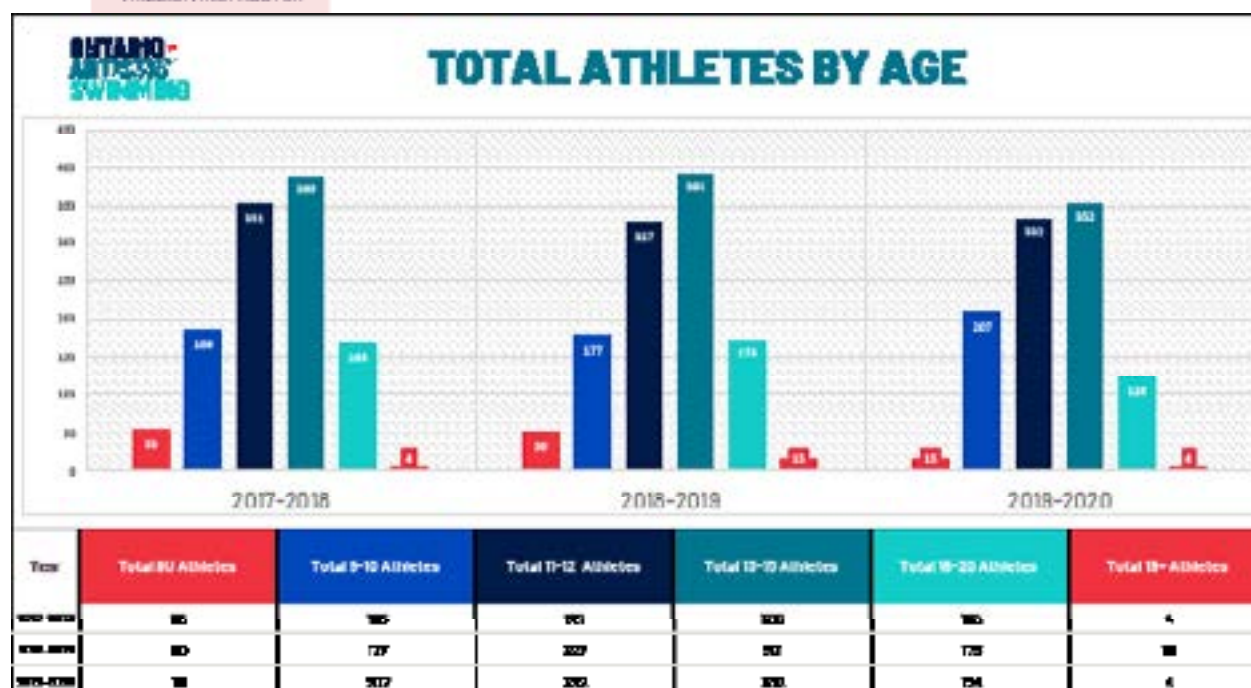
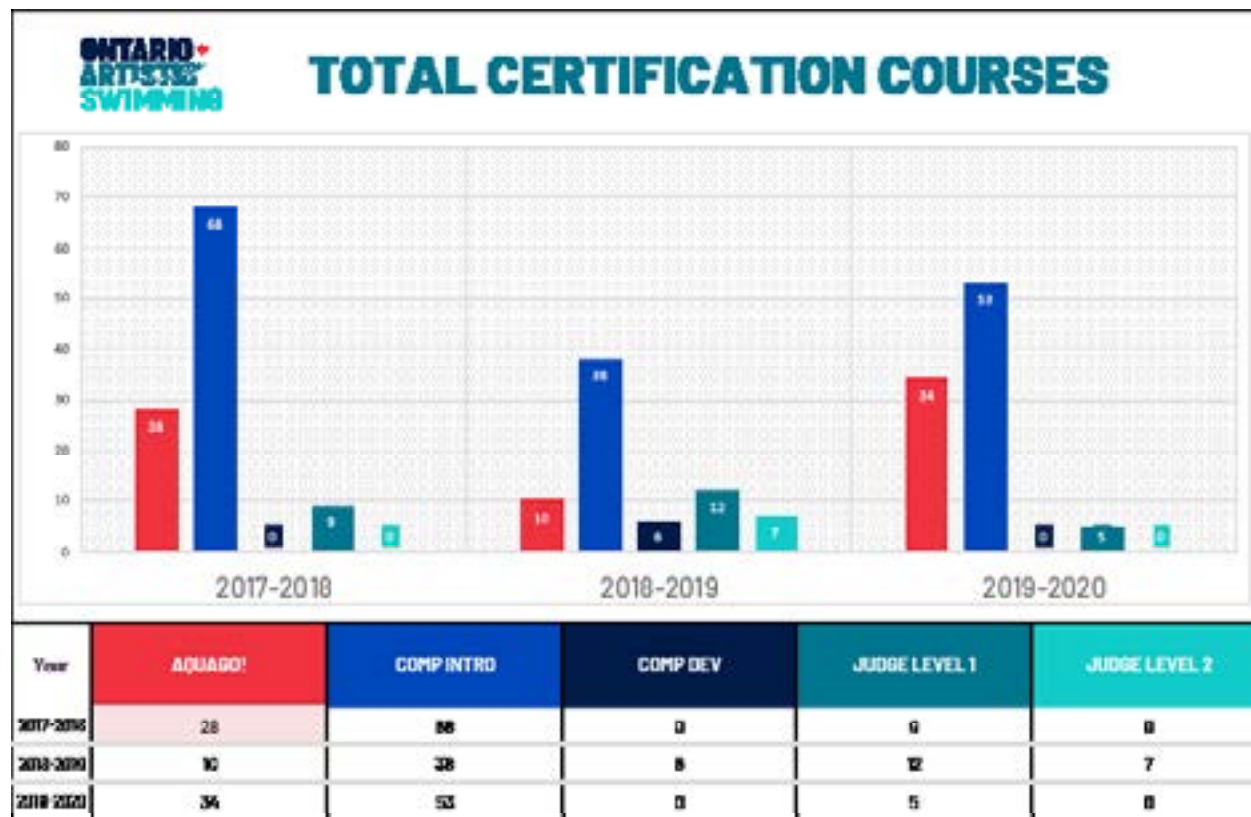
Kara Heald*
Mary Dwyer
Julie Healy
Mary-Jane Ling

PROVINCIAL SCORING CHAIR

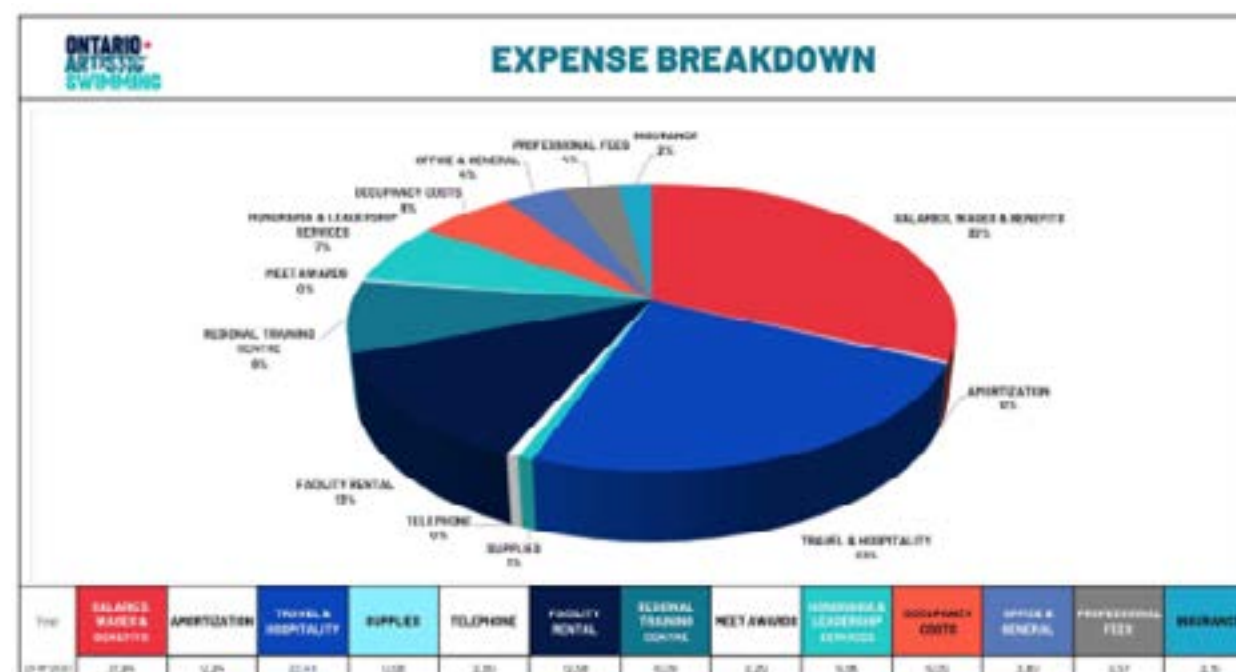
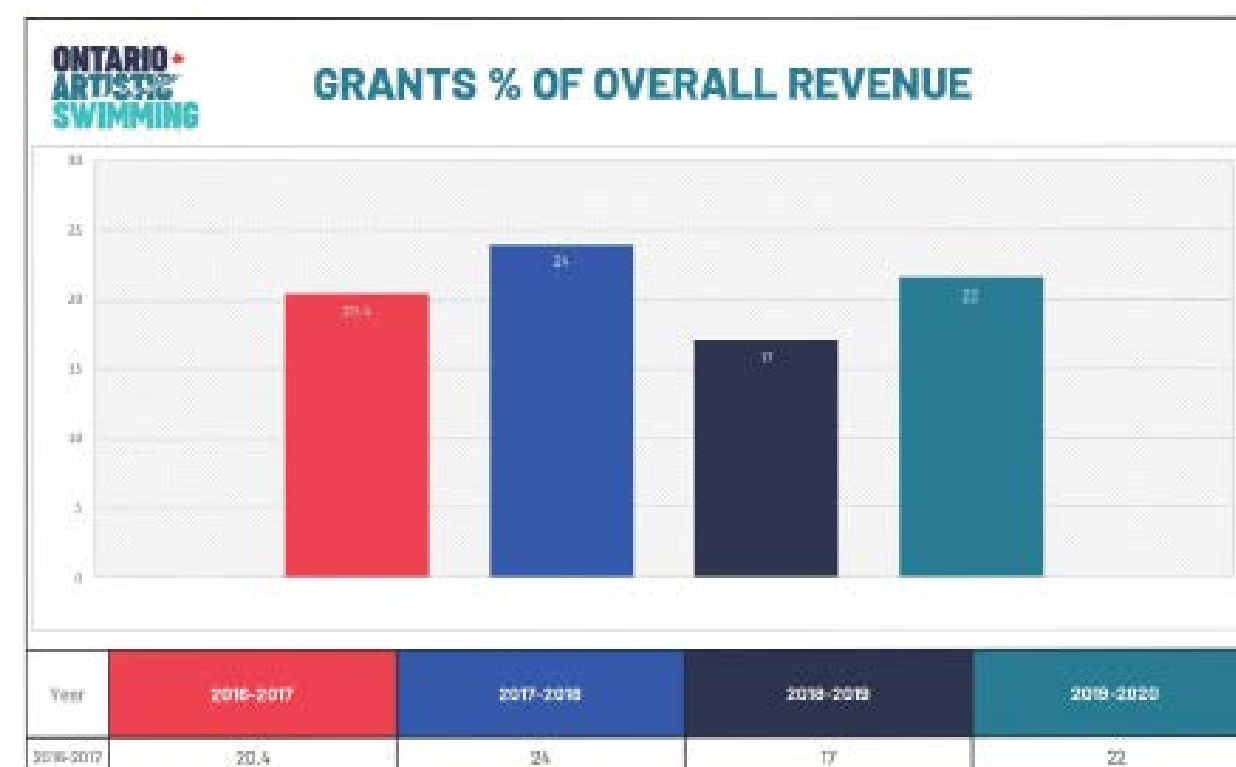
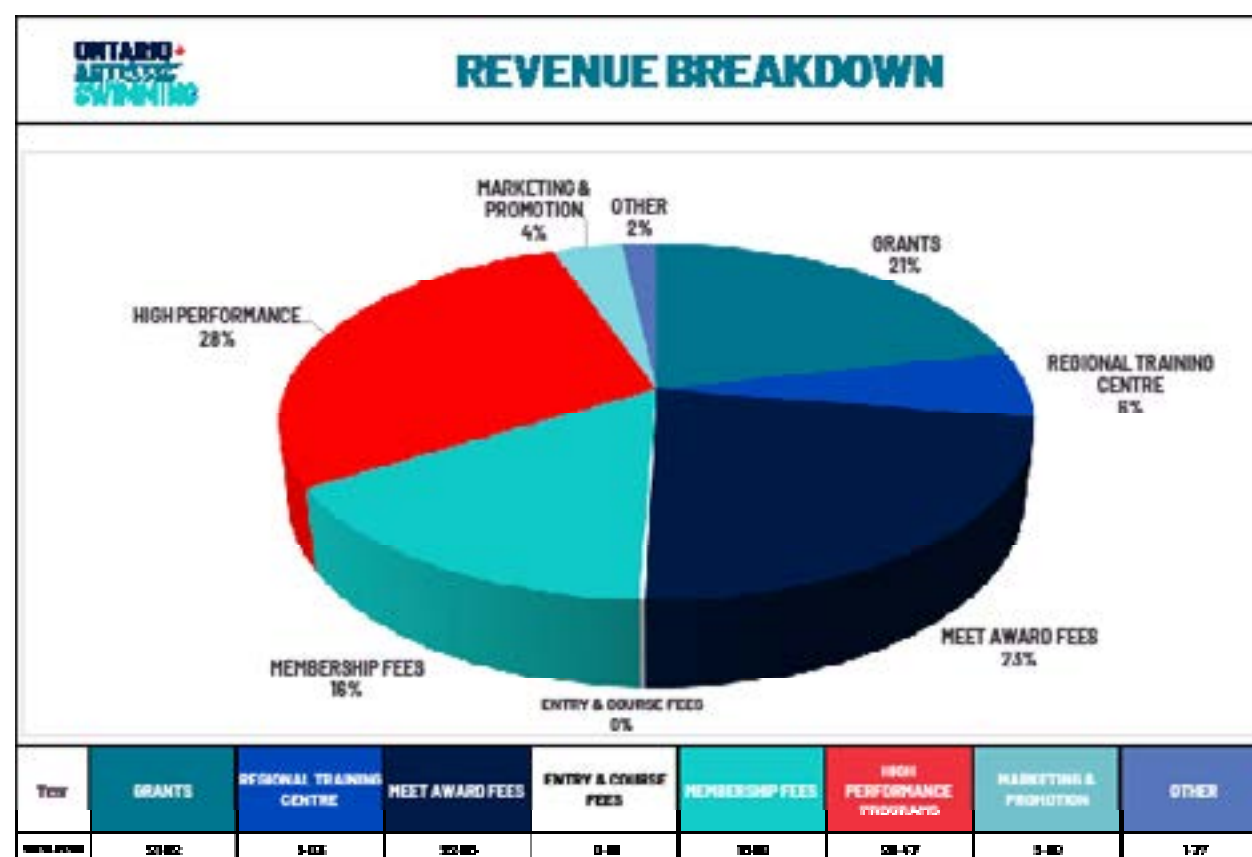
Ted Smith



REGISTRATION STATISTICS



FINANCIAL STATISTICS



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HIGH PERFORMANCE & TECHNICAL REPORT

FUTURE GEN



OUTLINE:

10&Under Athlete Development Program

PURPOSE/MANDATE

- Provide an enhanced training experience for the top 10 & Under athletes in the province.
- Expose athletes to a high performance training environment (without the intensity/length of a full Provincial Team Program)
- Align with NSO-LTAD implementation plans & address gaps at entry level



LEARN TO TRAIN (L2T)



OUTLINE:

10&Under/ 11-12 Capacity -Building & Physical Literacy Program (9-11 years)

PURPOSE/MANDATE

- Continue success of T2T program > expand components to earlier development and recruitment stages (target athletes aged 9-11 years)
- Broaden the base of artistic swimming athletes in Ontario, strengthening the Athlete Pathway
- Target key stakeholders (swimmers, coaches & parents) to improve education, technical programming, and overall sport experience
- Align with NSO-LTAD implementation plans & address gaps at entry level



TRAIN TO TRAIN (T2T)



OUTLINE:

To provide emerging talent identified athletes with an exciting and motivational entry-level high performance program that enhance their development



PURPOSE/MANDATE

- Provide a best-in-class High Performance Program for Ontario athletes
- Build the base of talent in Ontario and support the flow of future talent upwards in Ontario Artistic Swimming's High Performance Athlete Development Pathway
- Streamlined Athlete Talent Identification & Tracking
- Target athletes in the Train to Train CS4L-LTAD stage

ENHANCED TRAINING ENVIRONMENT (ETE)



OUTLINE:

To provide athletes with an intense training regime designed to prepare them for success

PURPOSE/MANDATE

- Development of athlete land skills (strength, speed and power)
- Improvement of all-around artistic swimming skills, while building precision and power in areas such as flexibility, extension, spins, vertical line, thrusts, body boosts, and propulsion skills
- Goal-setting and mental skill development for optimal performance, accountability, and understanding the components necessary to build a culture of excellence and high performance
- Incorporate an integrated approach to training, inclusive of sport science, psychology and nutrition



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2019 PROVINCIAL TEAMS

2019 SYNC INVITATIONAL

June 26- July 21 Training camp.

The selected athletes travelled to Gatineau, Quebec to compete.

11-12 SOLO (GOLD & BRONZE)	13-15 SOLO (SILVER)
11-12 DUET (GOLD)	13-15 DUET (BRONZE)
11-12 TEAM (GOLD & SILVER)	13-15 TEAM (GOLD)

2019 UANA PAN AMERICAN ARTISTIC SWIMMING CHAMPIONSHIPS

July 29-August 18 training camp.

The selected athletes from 11-12, 13-15 and Junior categories competed in Windsor, Ontario

11-12 SOLO (SILVER)	13-15 DUET (SILVER)	JUNIOR SOLO TECH (BRONZE)
11-12 TEAM (SILVER)	13-15 TEAM (SILVER)	JUNIOR DUET TECH (BRONZE)
		JUNIOR DUET FREE (BRONZE)

ACHIEVEMENTS

4



MEDALS EARNED

6



MEDALS EARNED

5



MEDALS EARNED



8

2019 NATIONAL TEAMS



2019 SENIOR NATIONAL TEAM

ONTARIO ATHLETES

- Amy Armstrong
- Catherine Barrett
- Sion Ormond

2019 13-15 NATIONAL TEAM

ONTARIO ATHLETES

- Charlotte Gray
- Lauren Irvine
- Meaghan Lapierre

ONTARIO ATHLETES

- Elena Podolsky
- Manny Wu



PROGRAM & POLICY

Governance continued to be a high priority in 2019-20, driven in large part by discussions at the national and provincial level of Safe Sport and how to achieve it. These discussions have intensified in the wake of media reports on the prevalence of abuse in sport, including CBC's February 2019 Shattered Trust report, and have led to a number of significant actions and commitments, including:

- The Red Deer Declaration for the Prevention of Abuse, Harassment, and Discrimination in Sport, where all federal, provincial and territorial ministers responsible for sport committed to a harmonized approach to enhancing safety in sport
- The Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), which is the product of collaboration across the sport sector in Canada, standardizing definitions of all forms of maltreatment in the context of sport. This document will guide the development

The federal government has made it clear that safety in sport is a priority with national initiatives that include:

- Committing \$5 million over three years to help National Sport Organizations (NSOs) to advance Safe Sport initiatives. Part of this funding was used by Canada Artistic Swimming (CAS) to create the one-year, contract Safety in Sport Coordinator role
- Introducing a Report Card to collect information from NSOs on sport integrity and good governance, which is expressly linked to future funding
- Establishing the Canadian Sports Helpline, which is a toll-free support line for individuals with concerns about safety in sport
- Establishing the Sport Dispute Resolution Centre of Canada (SDRCC) Investigation Unit for NSOs to access independent, third party investigators for alleged incidents of abuse, harassment, or discrimination
- Requiring NSOs to report annually on the statistics (in aggregate) of the Safe Sport complaints they receive
- Requiring NSOs to offer an Independent Safe Sport Officer to manage Safe Sport complaints
- Requiring NSOs to offer mandatory Safe Sport training.

Much of the Program Policy Committee work in 2019-20 involved implementation of a sport-wide Safe Sport policy framework in response to these national developments. This is part of a larger trend that we have pointed to before that sees organizations assessed against specific sport integrity and governance requirements as a condition of public funding, with an expectation of policy alignment and integration between NSOs, provincial and territorial sport organizations (PTSOs) like OAS, and clubs.

While there is more work to do, OAS has taken important steps over the past several years to fostering a positive, safe, and respectful work and sport environment in Ontario including:

- Joining True Sport
- Pledging to join the Coaching Association of Canada (CAC) and Canadian Centre for Ethics in Sport (CCES) Responsible Coaching Movement
- Focusing on risk management at the board level, with Safe Sport and complaints as a standing item for discussion at our monthly meetings
- Through policy development and complaint management.



THIS IS OUR SPORT

"I love wearing my sparkly suit at competitions and being thrown into the air by my team! I usually make a big splash when I flip into the water!"

– Emily, Age 14

PREVENTATIVE POLICIES AND EDUCATION

1. The national Conduct Policy, which was updated most recently in May 2020, describes organizational values, expectations, and prohibited behaviour.
2. The Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), which was endorsed by OAS in February 2020, creates a single, harmonized code governing Safe Sport in Canada including an updated definition of all forms of maltreatment.
3. The national Coach Registration and Certification Policy, which was adopted by OAS in March 2019 and became effective September 1, 2019, operationalizes commitments under the CAC and CCES Responsible Coaching Movement (i.e., Rule of Two, background screening, and respect and ethics training). All coaches at or above the Competition Introduction trained level must complete the Respect in Sport Leader online training program. Re-certification of the course is required every three years. Additionally, all coaches AquaGO! Instructor level or higher must successfully complete the CAC Make Ethical Decisions eLearning module and online evaluation. This Policy requires that all coaches acknowledge the Conduct Policy annually as part of the annual coach registration process and reinforces safeguarding best practices: One-on-one interactions (Rule of Two), communication and social media, and travel and change rooms.
4. The national Screening Policy, which is based on a pre-existing OAS policy and was adopted by us in March 2019, requires that individuals in designated positions, including CAS, OAS, or club directors, officers, employees, contractors, officials, and every coach 18 years and older, obtain a clear Police Record Check through Sterling Backcheck. Police Record Checks must be renewed every five years.
5. Communication of the OAS commitment to Safe Sport through the Safe Sport page on our website that, among other things, provides a clear, "how-to" guide on the steps available to individuals to address their concerns about safety in sport or report a complaint.

REPORTING SYSTEM AND COMPLAINT MANAGEMENT

The national Discipline and Complaints Policy and Appeal Policy were updated most recently in May 2020. The Discipline and Complaints Policy provides for a new complaint process that includes an Independent Safe Sport Officer. Any allegation that involves an element of abuse, harassment, or discrimination MUST be referred by CAS, OAS, or a club, as applicable, to the designated Safe Sport Officer for resolution. This Policy creates a centralized, coordinated approach to managing Safe Sport complaints.

Of course, simply having the policies and processes is not good enough. As noted by Rachel Corbett of Sport, Law & Strategy Group:

"Policies to address harassment, bullying and abuse in the sport environment are necessary, but never sufficient. The only thing that stops these kinds of behaviours are people: People who are prepared to do the right thing when they see wrongs committed... All the laws, policies, standards, protocols, rules, and screening systems in the world don't protect people from harm: Other people do. I resolve not to be a bystander and invite everyone else in sport to make the same commitment."

(SLSG. 2016, April 4. Harassment in Sport Blog Series – Blog Three: Looking Ahead.)

Our focus in 2020-21 and onwards is on increasing awareness of our organizational values, policies, expectations, and prohibited behaviour. We will take steps to ensure that our athletes know what to do if they are concerned about their safety: Who to speak with or to report their concerns to. All participants in our sport and especially our athletes must know there is a mechanism to report to an Independent Safe Sport Officer (even anonymously) instances of abusive behaviour by coaches or other persons in leadership.

CONCUSSION RESOURCES

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, which was the basis for the new, CAS Concussion Policy, concussion policy template for clubs, and the OAS Synchro-specific Concussion Guidelines 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 was well-positioned to comply with requirements under "Rowan's Law," which came into force in July 2019 and is concussion management legislation that affects every sport organization in Ontario. OAS worked with Dr. Laura Steacy (Dept. of Exercise Science, University of Toronto) on a needs assessment to determine what was required in order to adhere to regulations under Rowan's Law, after which we worked 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. We have all benefited from Dr. Steacy's research using Injury Tracker data together with results from a retrospective online survey of current and former Ontario athletes on sport-related concussions and a recent qualitative study examining coaches' perceptions of the Injury Tracker. Her paper, Concussions in Competitive Artistic Swimming: Investigating Incidence and Injury Context through a Community-based Approach (2019), is the first study to examine concussions in artistic swimming and demonstrates the potential to expand the research to better inform decision-making on athlete safety in our sport.

CLUB OPERATIONS POLICY

The Club Operations Policy, which was approved in May 2019 and became effective January 1, 2020, describes minimum requirements for OAS clubs to apply for membership or maintain their status as a member in good standing. By providing annual verification as part of the annual club registration process that they continue to meet the standards set out in this Policy, members provide assurance that their club operates in a safe and effective manner. Clubs must have an elected board and bylaws and governance structures in place that demonstrate they have the organizational capacity to provide high quality programs and services. Clubs must also adopt certain CAS and OAS policies as part of their operations and make them available on their public website, including:

- Appeal Policy
- Coach Registration and Certification Policy
- Concussion Policy
- Conduct Policy
- Discipline and Complaints Policy
- Privacy Policy
- Screening Policy

OAS continues on its path as a leader in sport governance and has continued to host or recommend governance webinars on topics of interest to clubs including the Employment Standards Act, Safe Sport, and best practices in board governance. We have been working collaboratively with CAS, PTSOs, clubs, and other stakeholders since we were all launched into an unprecedented global health situation in March 2020, initially to help our clubs and coaches manage through the cancellation of the last four months of the competitive season and, more recently, in the development of our return to sport and return to competition plans. We continue to be awed by the resiliency and determination of our athletes, coaches, officials and club executive members. We're not only in this together, but stronger together.

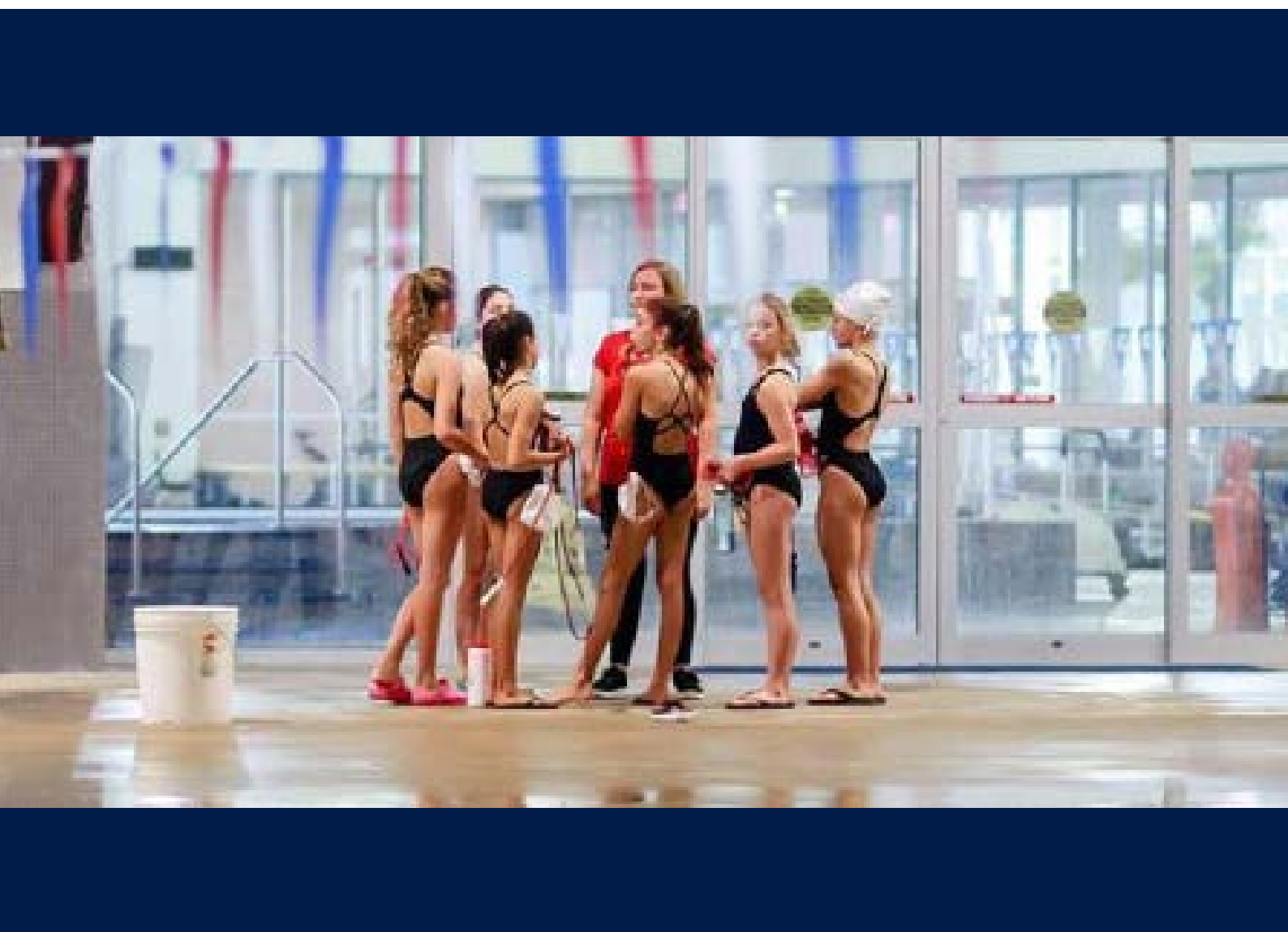
Respectfully submitted,
Ruth Belcher



HUMAN RESOURCES

The 2019-2020 OAS fiscal year seems like so long ago given all of the changes in the sport and in the world over the past 8 months. This Report will focus on providing a summary of Human Resource matters that occurred throughout the 2019 fiscal year, ending on March 31, 2020.

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 (OAS) organization.



ORGANIZATION

The Human Resources Committee continued to follow the Action Plan developed in 2018 to include ensuring that we work towards aligning OAS practices, policies and culture with our stated organizational values and priorities. Part of this included the implementation of the True Sport commitment and Respect in Sport training program, monitored through the CAS online registration program, for all OAS coaches. This is just one additional tool to improve the athlete experience throughout the Organization.

All OAS committees remained active throughout the fiscal year and continued to work towards improving the athlete experience and making OAS a leader in Canada on so many levels. The committee structure is as follows:

- Competitions
- Finance and Audit
- Human Resources
- Marketing and Communications
- Nominations
- 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 continue to strengthen OAS and the programs we are able to offer.

As an organization, Ontario Artistic Swimming saw ongoing growth with a total of 2077 athletes registered in the 2019-2020 season. This included a new club, Kingston Artistic Swim Club who began offering a recreational program in the Fall of 2019. We also saw an increase in the number of male athletes with a total of 6 competitive and 14 recreational athletes. We are encouraged by this growth and continue to place focus on increasing the inclusivity and diversity of our sport.

EXPERIENCE ARTISTIC

Express yourself through sport. The moment you walk onto the bulkhead, the water becomes your stage.

STAFFING

The personnel at OAS changed significantly throughout 2019. Initially, with the departure of Rachel Klein in June, and then the retirement of Nancy Parton and Ellen Blainey in October and November respectively. The loss of these seasoned staff members resulted in Mary Dwyer and Mary-Jane Ling working tirelessly to maintain the level of service that the community has come to expect. Kara Heald also continued throughout the fiscal year to provide invaluable support and guidance as a contract employee in the Sport Development Advisor and Special Projects role.

The changeover in employees allowed for the opportunity to update and review the HR Policy and to restructure the office staff in to two main divisions: a) Sport Development/ Technical reporting to Mary-Jane and b) Membership Services/Administrative reporting directly to Mary. We were fortunate to hire staff in to some of new roles including Dan-Lee Athill, Program Manager and Sue Marnica-Wall, Office Administrator and Bookkeeper in October 2019, two fantastic additions to the team. Although their learning curves were large, they were able to adapt to the dynamic environment in the OAS office and provide great assistance throughout the early stages of the 2019-2020 competitive season. Additional contract assistance of Rachel and Samantha Kowalski began just prior to the 2020 Ontario Winter Games where they were integral to the promotion and engagement surrounding the event. Sam continues to do a fantastic job with maintaining the social media platforms and posting interesting, relevant and engaging content for our members.

UP & COMING

No one could have foreseen the impact of the COVID-19 Global Pandemic would have on not only all of our personal lives but the significant impact it has had on the sporting world. Navigating this Pandemic has been very difficult and required some fast and tough decisions, along with significant changes in focus. OAS experienced a financial impact with the shortened 2019-2020 competitive season which has already resulted in additional changes to the staffing levels in the 2020-2021 fiscal year.

Although OAS has always been an athlete driven organization, the focus has shifted even more to helping the athletes “weather the storm” and attempt to reduce the impact on them as well as our coaches and clubs as much as possible. This has required some significant shifting of priorities and changing the way of doing things. One thing is for sure; the OAS community has come together like never before, sharing insights, support and offering assistance to one another. We are not yet on the other side of the Pandemic and there is no telling what the future holds, but together we will get through this, perhaps a little different, but certainly stronger and more united.



MARKETING & COMMUNICATIONS

CHALLENGE AND OPPORTUNITY

This has been a period of uncertain and difficult times, but Ontario Artistic Swimming (OAS) and Marketing and Communications focused on the positive approach of ‘the art of doing’.

A new normal started to emerge and that challenged us to tap into our innovation when using social media to engage with the artistic swimming community, make changes to the OAS website or look for unique ways to bring competition events safely back into a COVID world.

We care deeply for our community and by staying true to the OAS Mission which, “develops, promotes and supports the pursuit of excellence in artistic swim”, and to the OAS Values of, “Excellence, Empowerment, Health & wellbeing, and Sport for life”, we have moved forward with compassion and integrity in our discussions, actions, and campaigns while keeping mindful of the developing situation we are all experiencing.

During this past year we also saw the addition of Samantha Kowalski and Aerin England to the Marketing and Communications Committee. Samantha has made a significant impact to engagement in social media and campaign frequency and Aerin has been responsible for appreciable website updates and performance improvements online and in communications to our base.

WEBSITE

The OAS website focused on enhancing the customer experience and making information discovery an easier venture. The material that was most relevant to the artistic swimming community was prominently high-lighted and grouped to aid speed of sighting and return engagement.

The home page is always one of the pages that receives the most traffic but the next two ranked pages this year after the home page were, the Return to Swim Framework, and the COVID-19 Resources page. Which gives an indication of the type of information that were top-of-mind and the most in demand from the community.

Some of the key changes that were implemented on the website included:

- Functional search added to aid content discovery
- Highly trafficked webpages reformatted to improve information clarity and user experience
- Photos and visual cues added to enhance cohesion with OAS branding
- Improved the information layout of the member registration page
- OAS Virtual Wall of Honour designed and launched
- Resources portal for COVID-19 Information created
- Return to Sport Framework page created, updated as new versions are released



Website News images showcasing the OAS Virtual Wall of Honour, COVID-19 Screening Guidelines, and Ontario's Got Talent Athlete Announcement.

EMAIL

Communicating with the people who matter most this year has been important in strengthening relationships and ensuring members were included when information became available and as changes were occurring. Email continued to be a primary vehicle to reach our community on any device and in any location especially as remote and on-the-go working became more prevalent throughout the year.

Email was used both to send information to the Clubs and into the community via updates, newsletters, and press releases, and it was also used to collect opinions and gain insights by sending surveys and calls to actions to attend meetings, join information calls and stay involved in our sport.



SOCIAL MEDIA

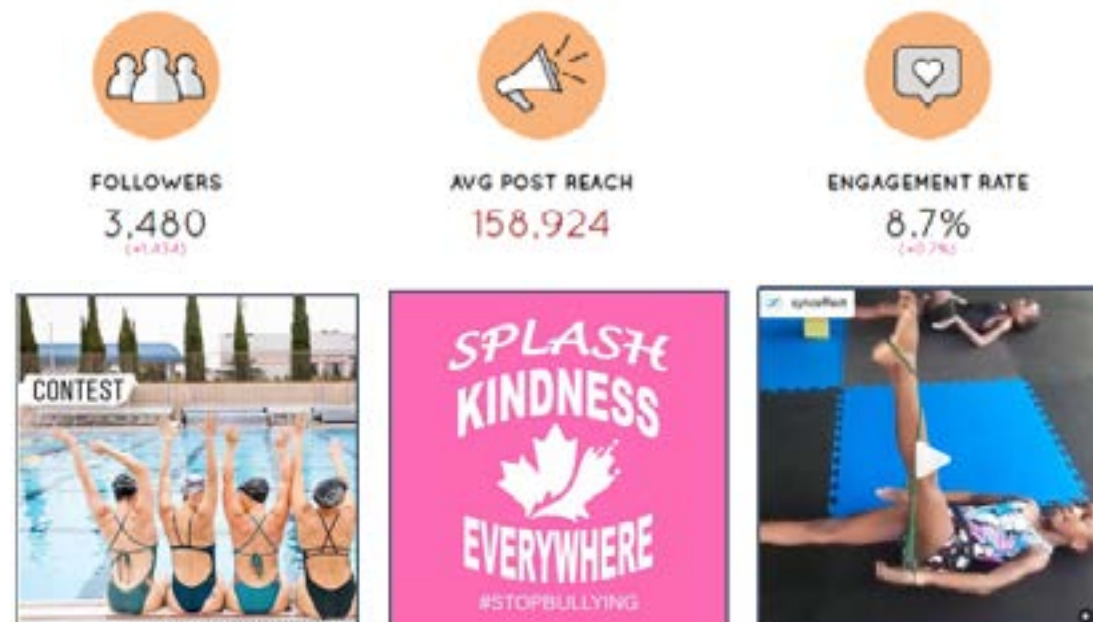
Our social media vehicles have supported the engagement of our artistic swimming community reaching out to swimmers, coaches, Clubs and officials throughout the year. We used Instagram, Facebook, and Twitter to talk to our base and get our audience involved with topics that were relevant and timely, especially regarding changes and updates throughout the year.

For some of our campaigns we used hashtags as a tool to connect with groups through social media as a simple way to increase our reach.

Social media was a way to keep our community updated on announcements and upcoming events and to create and build excitement for some of the new initiatives that were launched.

INSTAGRAM SNAPSHOT:

The OAS Instagram account 'ontarioartisticswimming' has started to become a trusted source of information on topics relating to artistic swimming. The top performing Instagram content was #TipTuesday and the collaboration contests hosted by Samantha. This content engaged the community and also helped established OAS as a topical authority for artistic swimming.



FACEBOOK SNAPSHOT:

OAS has continued to use Facebook as a way to keep active with our base and allows us to reach more people. Facebook provides us with a focused channel for communication to provide real-time information for users who may not be following other social media channels or receive emails from OAS.



Facebook images highlighting the CAS Virtual Online Competition for UANA entries, FINA's World Workout for Artistic Swimming, and a countdown to the Leslie Taylor Competition



TWITTER SNAPSHOT:

We continue to use Twitter as an extension of Instagram and Facebook. The OAS Twitter account "ONArtisticSwim" is centered around content created, published, and distributed to engage our followers.



LOOKING FORWARD

Now more than ever we are better when we work together, and we are always looking for new ideas and ways to engage our community. So please feel free to contact Mary Dwyer, mdwyer@ontarioartisticswimming.ca, or Sandra Inglis, singlis@ontarioartisticswimming.ca with your suggestions. Let's continue to work together to keep our sport safe, supported, and innovative. Let's keep moving forward together.

NOMINATIONS COMMITTEE

This year the Nominations Committee embarked on recruiting candidates to fill three (3) Board positions. The Nominations Committee conducted a board assessment and identified skills gaps; and then engaged in advertising the Call for Nominations. We are confident that our efforts have resulted in an excellent slate of Candidates who will make a meaningful contribution to the advancement of OAS as we navigate these unprecedented times.

The Nominations Committee works for the benefit of the membership and its key responsibilities are recruiting Candidates and thoroughly reviewing Candidates to make recommendations to the membership. I would like to recognize and thank the members of the Nominating Committee for their tremendous dedication in recruiting and reviewing Candidates. The larger than normal slate of excellent Candidates is a result of the Committee's work. The OAS Nominations Committee is comprised of:

- Alanna Harman (Chair)
- Monique Dubord (Member-at-large)
- Kara Heald (Member-at-large)
- Mary Dwyer (ex officio, non-voting)

NOMINATIONS PROCESS

The Nominations Committee reviewed the skills matrices of the remaining current board members, their remaining length of service to identify skills needed immediately and in the future considering for succession planning. The Nominations Committee determined that finance/ accounting was a critical skillset that the Board will require beyond the 2020-2021 season, followed by change and risk management. The Nominations Committee also identified better representation of all regions as a priority for recruitment, in particular Central and East Regions.

The full list of qualified and eligible Candidates is included. To assist Members, we have included self-completed skill matrices and CVs of all qualified and eligible candidates. We have also included the skill matrices of continuing Board Members.

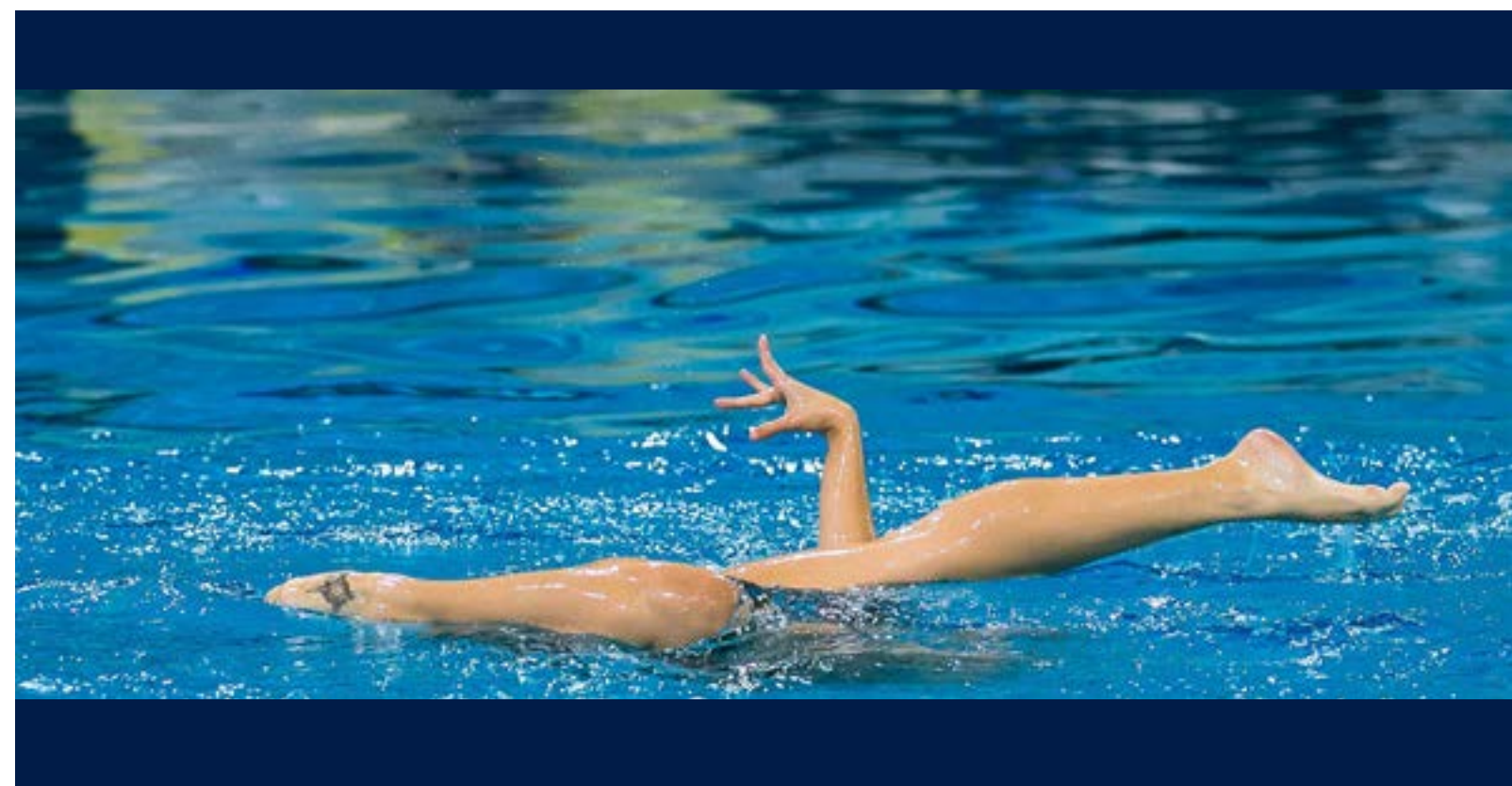
CONCLUSION

On behalf of the Nominations Committee I would like to thank all of the interested Candidates that have participated in this thorough process, your dedication to the sport is admired and OAS knows that it cannot continue to be a leader in the sport of artistic swimming without volunteers like you. The Nominations Committee is confident that elected Candidates will continue to advance OAS in fulfilling its mission and vision.

CURRENT OAS BOARD MEMBERS & TERMS

In developing a well-rounded Board, it is important to first consider the length of service each Board Member has remaining on their term and the number of terms they are eligible for re-election. The table below outlines the terms of service of each of the Board Members and note that three Board Member terms come to an end in November 2020. The current Board Member skillsets are also highlighted in the summarizing Skill Matrix chart.

	REGIONS	DATES ON BOARD	TERM END	ELIGIBLE FOR RE-ELECTION
Ruth Belcher	West	June 2014 to present	June 2021	No
Catrine Klein	West	June 2014 to present	June 2021	No
Christine Fink	North	June 2017 to present	June 2022	Yes (for one term)
Alanna Harman	West	June 2019 to present	June 2022	Yes (for one term)
Sandra Inglis	East/Central	June 2016 to present	November 2020	Not seeking re-election
Brad Davis	West	June 2018 to present	November 2020	Not seeking re-election
Hilary Caldwell	West	June 2018 – July 2020	July 2020	Not seeking re-election





CANDIDATE RECRUITMENT & EVALUATION

The 2020 Nomination process, like everything, was impacted by COVID-19. A Call for Nominations was initially circulated in March 2020 based on the original date of the Annual Meeting (June 13, 2020). As we came to better understand the impact that COVID-19 would have on daily operations, the Annual Meeting was re-scheduled to November 7, 2020. A Call for Nominations was re-circulated including the updated deadlines to our members via email, several social media posts, and was also shared on SIRC.

The Nominations Committee is pleased to present a larger slate than normal. In total, submissions were received from nine (9) candidates by the deadline of October 5, 2020. Each candidate submitted a nominee profile, skills matrix, and met for an interview with the Nominations Committee that lasted approximately one hour each. Interviews with candidates included a review of their skills, experiences, interest in serving on the OAS Board, and conflicts of interests. Following this process two (2) candidates withdrew leaving a total of seven (7) candidates eligible for election.

The Nominations Committee completed a thorough review of all of the information that was made available with the assistance of Steve Indig from Sport Law & Strategy Group. Given the depth of skills the candidates possess that fulfill the identified skills gaps, the Nominations Committee is recommending five (5) candidates for you as members, to evaluate and elect to three Board positions. The recommendations are based on those candidates who are assessed at this time, as best meeting the needs of the Ontario

Artistic Swimming Board, as charged with in By-laws section 7.01(b)(iii). The Nominations Committee highly recommends that the Members elect a candidate with financial/accounting expertise and note that at least two of the recommended candidates have such experience. Recommendation of other candidates was based on their skills in change and risk management as identified as a skill gap. Additionally, due to our new virtual world reality with COVID-19, technology has been identified as a gap in existing skillsets and considered as an additional asset.

It is our Members' legal responsibility to vote who will serve you on the Ontario Artistic Swimming Board. We encourage members to fulfill their due diligence and review all candidates to render an informed decision. In making their decision, Members should be cognizant of By-law 4.02(b) "The Board of Directors composition is prohibited from having more than one (1) Director affiliated with a Member [club]". As such, only one Board Member affiliated with a club can be elected to the Board. In this election, that means only one candidate of two affiliated with Olympium Artistic Swimming Club and only one candidate of two affiliated with Chaco Artistic Swimming are eligible to be elected.

The recommended candidates are presented below in alphabetical order by last name (in the table labelled recommended candidates), followed by the remaining candidates (in the table labelled additional candidates) also listed in alphabetical order by last name. All of the candidate's CVs are included to provide additional context for each candidate. In conclusion, we wish to point out that the five (5) Candidates recommended were based on identified gaps and the Nominations Committee assessed that these were the individuals who fill those gaps successfully.



ONTARIO OFFICIALS COMMITTEE

JULIE CHIN - CHAIR
 B'ANN FINLAY
 LYNDA FURNISS
 ERIKA LINDNER - NEW TO COMMITTEE SEPTEMBER 2020
 JENNIFER SAUNDERS - RETIRED SEPT 2020)
 KAREN SEYMOUR
 DANIELLE SORGO
 WENDY YULE
 MARIA SHUWERA - EX-OFFICIO AS PRACTICE JUDGE COORDINATOR
 BRAD DAVIS - BOARD MEMBER

The OOC meets monthly throughout the calendar year by means of GoToMeeting, with occasional extra calls for special circumstances if needed.

In September 2019 there was a change in committee members. Returning members were Karen Seymour (Past Chair), Jennifer Saunders, Lynda Furniss and Wendy Yule.

New to the committee were Julie Chin, B'Ann Finlay and Danielle Sorgo.

We respectfully acknowledge retired members Angele Gaulin-Marchand, Suzanne Laroche and Leslie Taylor from the OOC.

In the fall of 2019, in addition to reviewing competition schedules and planning the Judges Panels for the 2020 competitions, the committee reviewed and updated the Officials Manuals and Workbooks for Judges and Referees.

With assistance from OAS staff, the Officials Portal was updated and outdated materials were deleted or archived accordingly. This will be an ongoing project to keep material current for officials.

A Practice Judge Coordinator role was created and Maria Shuwers was chosen for this role. Maria will liaise with Practice Judges leading up to and throughout competitions as a way of helping them feel part of the OAS officiating family, make them aware of their opportunities as judges and comfortable with their role and responsibilities as Practice Judges. In the short season that occurred this role was a helpful and successful addition to the officiating team.



With the season cut short due to the Pandemic the OOC took a different route. Discussions had been in place in regards to an Officials Conference and additional Judging Courses. Plans needed to be changed as we entered the very new Virtual World as officials.

Erika Lindner was paramount in running the virtual land competitions held this past summer from club selection to the Ontario and Canada meets as well as the UANA World Competitions. OAS judges including several from the OOC were involved in judging these Virtual Competitions.

With Jennifer Saunders' retirement from Artistic Swimming in September 2020, Erika was welcomed to the OOC. Her knowledge and experience in virtual officiating will be a great asset.

With the ongoing Pandemic, the committee felt more than ever that there needed to be engagement and involvement of all officials in the OAS community. As such, an online newsletter was started with updates and information. Two newsletters have been circulated thus far and these will continue. A Virtual Wall of Honour to recognize retired officials has also begun. Our first inductee is Jennifer Saunders soon to be followed by Janice McLaughlin. Both of these officials have been involved heavily in the sport for over 30 years.

LOOKING FORWARD

The OOC will continue to work with OAS and CAS in regards to Virtual Officiating and the eventual return to in person judging.

We will continue to look for and provide online learning opportunities for returning judges and courses for Level 1 and 2 Judges.

Continued work on Officials Recognition with the Virtual Wall of Honour and other means of engagement, retention and recruitment is ongoing.