



ANNUAL REPORT 2017-2018



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ABOUT US

Synchro Swim Ontario, the Provincial Sport Organization (PSO), is the sport body that oversees synchronized swimming in the province of Ontario. Our 23 member clubs offer programs at all levels from entry and recreational, to competitive novice, provincial, national and elite programs. Our community partners offer entry level 'Swim Synchro' and recreational programs. Masters and university league programming is also available. Synchro Swim Ontario recognizes its key stakeholders of member clubs, coaches, officials, and volunteers as its primary agents of program delivery and support to some 903 recreational registrants and 1261 competitive registrants in pools across the province. Since its inception in the 1960's and official incorporation in 1982, Synchro Swim Ontario has fostered the pursuit of excellence while developing athletes, citizens, and ambassadors of the sport of synchronized swimming at all levels

Mission Statement

Synchro Swim Ontario develops, promotes and supports the pursuit of excellence in synchronized swimming throughout Ontario.

Vision

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

Values

Excellence

Synchro Swim Ontario promotes excellence through respect and fair competition and by creating an environment where athletes, coaches, officials, volunteers and leaders can reach their fullest potential.

Empowerment

Synchronized swimming demands courage, perseverance, determination, responsibility and teamwork and allows participants of all abilities to be the best they can be.

Health & Wellbeing

Synchronized swimming is a safe, healthy and accessible sport that contributes to the physical, emotional and social wellbeing of participants.

Sport for Life

Synchronized swimming is one of the few activities that can be enjoyed by participants regardless of age or ability throughout their life and contributes to an appreciation of active and



SYNCHRO SWIM ONTARIO STRUCTURE

BOARD OF DIRECTORS

Jill Nelson	President & Chair
Sandra Inglis	Vice President
Catrine Klein	Treasurer
Ruth Belcher	Secretary
Mary-Jane Ling	Director at Large
Christine Fink	Director at Large
Vacant	Director at Large



SYNCHRO SWIM ONTARIO STAFF/CONTRACT

Mary Dwyer	Executive Director
Ellen Blainey	Coordinator - Competitions, Training, Volunteers & Community Programs
Rachel Klein	Sport Development Manager
Jennifer Knobbs	Coordinator - Communica- tions, Office & Member Ser- vices
Nancy Parton	Finance/Bookkeeper
Kara Heald	Special Projects

SYNCHRO SWIM ONTARIO COMMITTEES

HUMAN RESOURCES COMMITTEE	FINANCE & AUDIT COMMITTEE	MARKETING & COMMUNICATION COMMITTEE
Sandra Inglis (Chair) Ruth Belcher Christine Fink Mary Dwyer (Staff Designate)	Catrine Klein (Chair) Jill Nelson Mary Dwyer (Staff Designate) Mary-Jane Ling (Advisory)	Sandra Inglis (Chair) Kim Galloway Maura Young Mary Dwyer Jennifer Knobbs (Staff Designate)
NOMINATING COMMITTEE	SCORING CHAIR	PROGRAM POLICY COMMITTEE
Jill Nelson (Chair) Monique Dubord Christine Fink Kara Heald Mary Dwyer (Staff Designate)	Ted Smith	Ruth Belcher (Chair) Ted Smith Mary Dwyer (Staff Designate)
ONTARIO OFFICIALS COMMITTEE	TECHNICAL TRAINING AND DEVELOPMENT COMMITTEE	VOLUNTEER MANAGEMENT COMMITTEE
Karen Seymour (Chair) Lynda Furniss Angele Gaulin-Marchand Suzanne Laroche Jennifer Lloyd Saunders Leslie Taylor	Mary-Jane Ling (Chair) Sheilagh Croxon TBA Leslie Taylor Lindsay Wandziak Rachel Klein (Staff Designate)	Under Review
HIGH PERFORMANCE COMMITTEE	PROVINCIAL JURY OF APPEAL	RULES COMMITTEE
Sheilagh Croxon (Chair) Julie Healy (Synchro Canada) Kara Heald Mary Dwyer Jan McLaughlin Rachel Klein (Staff Designate)	Karen Seymour (Chair) Jennifer Lloyd Saunders Wendy Yule Alternate: Ted Smith	Karen Seymour (Chair) Rachel Klein (Staff Designate) Mary-Jane Ling (Board Designate)



PRESIDENT'S REPORT

Our Vision: "Synchro Swim Ontario's passion for excellence and focus on continuous learning and improvement will create champions and inspire success."

The rewards of sport go far beyond the medals won or lessons learned in defeat. Sport builds resilience, character, and attitude. Synchronized (now Artistic) Swimming takes commitment, persistence, teamwork, patience, and sacrifice. In return for hard work and dedication, athletes of all ages have great fun, the joy of working as part of a team, and the benefits of a sport that develops both left and right brain capabilities. In Synchro, we are building people, not just winners, as is clearly stated in our values: Excellence, Empowerment, Health & Wellbeing, and Sport for Life.

Thanks to the passion, expertise, and hard work of staff and volunteers, Synchro "punches above its weight" in Ontario, frequently being cited as a model partner for our best practices by our Government funders. This year our staff have capitalized on the opportunities presented by having a strong Strategic Plan aligned with the Synchro Canada eight year strategic plan, and a High Performance Plan. The work completed for the Ontario Sport Recognition Policy in Fall 2016 set the stage for substantial increase in annual funding and a renewal of Canadian Sport Institute Ontario's (CSIO) Ontario High Performance Sport Institute (OHPSI) grant.

You will see in the Finance Report that SSO remains in strong financial health, with a diversified revenue profile and an appropriate reserve fund. Many thanks are due to Catrine Klein, whose tremendous work as Treasurer over the past four years has increased transparency, accountability and clarity. Staff's tremendous success in obtaining grants to provide exceptional programming to our athletes has been a key part of securing our financial future, and we recognize and appreciate the outstanding support we receive from the Government of Ontario through the Ministry of Tourism, Culture and Sport.

Every year there are special opportunities beyond the already challenging "business as usual". We congratulate our staff on over-achieving their goals for the year, as well as accomplishing the move to a larger office location that enables more engagement and support with members, incorporating MANY rule changes, bringing the total raised for Burning Bright to over \$500,000, and helping our clubs participate in the Ontario Winter Games! I know our staff would say that the close involvement of Board members Ruth Belcher, Christine Fink, Sandra Inglis, and Mary-Jane Ling, who all draw on significant Synchro and business experience, have steered Governance and Policy development, Human Resources, Marketing and Training & Coach development in so many ways.

On the National front, in June 2018 several Board members attended Synchro Canada's two day "Synchro in Canada Leadership Symposium" along with 40 other participants from across the country. Sessions included a look at the future of the high performance system in Canada, and best practices in governance and provided a lot of food for thought. Synchro Canada's annual meeting was delivered by teleconference in September. SSO Board member Ruth Belcher is a member of the SC National Policy and Program Committee and delivered their presentation.

The coming implementation of a new competition structure is based on sound long term athlete development principles and is welcomed by SSO. However, it is only because of the strength of our staff, volunteers and member clubs and early adoption of the new FINA changes for this quad at all levels, that SSO is in a position to implement these significant changes in the coming year. Thank you to ALL who are involved in making these adjustments and appreciating there may be disruption as the changes are implemented.

I have been reflecting on a proverb shared at the Journey to Excellence conference in 2014: "All the flowers of all the tomorrows are in the seeds of today". It is as relevant today as it was four years ago, and it encapsulates the attitude that Synchro Swim staff, volunteers and stakeholders take to developing this sport. The seeds we plant will grow into recreational athletes, competitive athletes, coaches, volunteers and officials, and it's all about providing the right environment and nurturing for them to thrive. The combined efforts of parents, coaches, officials, volunteers, funders, and staff, provide Synchro athletes the best experience they can have, whether their goal is to try Synchro in a recreational program, compete in the Provincial or National stream, or swim for Canada.

Many thanks to all those who supported our association and our sport in 2017/2018, in particular all staff led so capably by Mary Dwyer, and the hardworking individuals who participated on the Board this year.

Respectfully submitted,

Jill Nelson
President



EXECUTIVE DIRECTOR'S REPORT

SSO JOURNEY TO EXCELLENCE CONTINUES THROUGH GROWTH AND SUSTAINABILITY

Dear Members,

As Executive Director of Synchro Swim Ontario (SSO), I respectfully submit the following 2017-2018 Executive Director's Report for our 2018 AGM.

The 2017-2018 season was very positive and eventful for Synchro Swim Ontario with significant progress and numerous changes that have positioned us well for future opportunities. As an organization, considerable actions were undertaken to strengthen our fiscal, governance, HR and operational accountabilities. This was necessary to strengthen our working environment, better enable continuous improvement and provide improved resources to our membership.

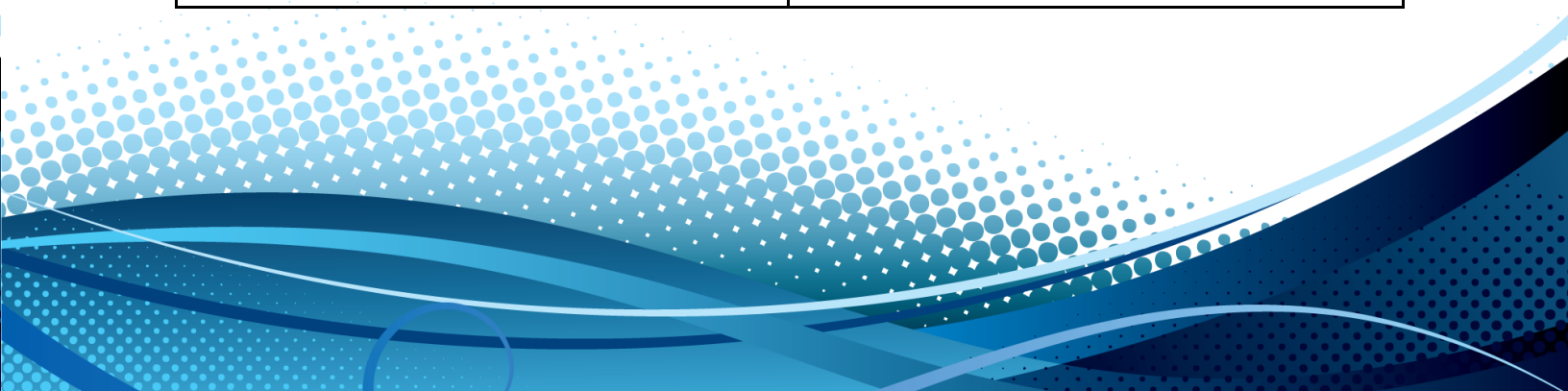
This year's Annual Report presents a mountain of operational achievements within each of the respective Committee and Operational Reports that follow, which describe the tremendous amount that has been delivered through the sheer tenacity and hard work by all. Before we begin to explore the many accomplishments, I would like to first express my heartfelt congratulations to our member clubs, athletes and coaches who are responsible for a very successful 2017-2018 season and for our many outstanding performances at all levels throughout the season. Ontario is most definitely the engine which drives Canadian excellence in our sport and our Journey to Excellence continues to sustain our path as leaders in many areas both within our province and nationally. I cannot be more proud to celebrate our successes with all of you.

A special thank you to the Synchro Swim Ontario staff, contractors and volunteers, our amazing Board of Directors and committee members, for their time and commitment to keep our athlete centered mission, vision, values and goals as the driving force of our existence and that which ensures our organization is running smoothly. Our well-crafted and succinct Journey to Excellence Strategic Plan, HP Plan and ensuing Operational Plan provide the strong backbone that defines and prioritizes our deliverables and keeps us focused on achieving our vision. As a result, within today's very challenging world, Synchro Swim Ontario has evolved to a successful amateur sport organization delivering best practices in many areas and proudly raising the bar for many in a very competitive, turbulent environment.



The pillars within our Strategic Plan focus on three main goals, each with identified strategic objectives that each operational report addresses in greater detail. The following chart highlights the key achievements.

GOAL 1 - BROADEN THE BASE Strategic Objective #1 Participation in Sport	KEY ACHIEVEMENTS Develop video and social media campaigns targeted at increased sport awareness and building our sport in communities Growth in recreational and novice Inclusion of AWD athletes at On Winter Games Promotion of greater out of province and International participation at SSO competitions Burning Bright Campaign reached maximum participation and broke records in funds raised, surpassing the goal of raising over \$500,000 since inception
Strategic Objective #2 Marketing, Awareness and Communication	3 Promotional Videos and landing pages Introduction of 3 Social Media Campaigns Significantly increased visibility on Facebook Introduction and major growth on Instagram Enhanced email communication with new addition of MailChimp
GOAL 2 - BEST IN CLASS PROGRAMMING	Top National results for RTC-ON and strong athlete coach representation on National Teams
Strategic Objective #3 Excellence in Sport Development	Exceptional IST programming for RTC athletes from CSIO partnership and OHPSI funding Best programming practices through L2T, T2T and Provincial Teams for athlete development, talent identification and tracking with proven successes from participating athletes & coaches Alignment with FINA's new Quad figures and introduction of technical routines
Strategic Objective #4 Capacity Building	Significantly increased government funding for 2 years as a result of operational excellence and best practices in delivery of Sport Recognition Policy requirements and proven sustainability Increase staff complement to enhance/improve communications and marketing initiatives and member services Conduct HR organizational 360 and develop HR action plan to build improved capacity and operational excellence Significant increase in Comp Intro and Comp Dev coaches as a result of increased training and establishment of stricter rules at competition Provide exceptional new office facilities that allow on-site training/meeting capacity and storage



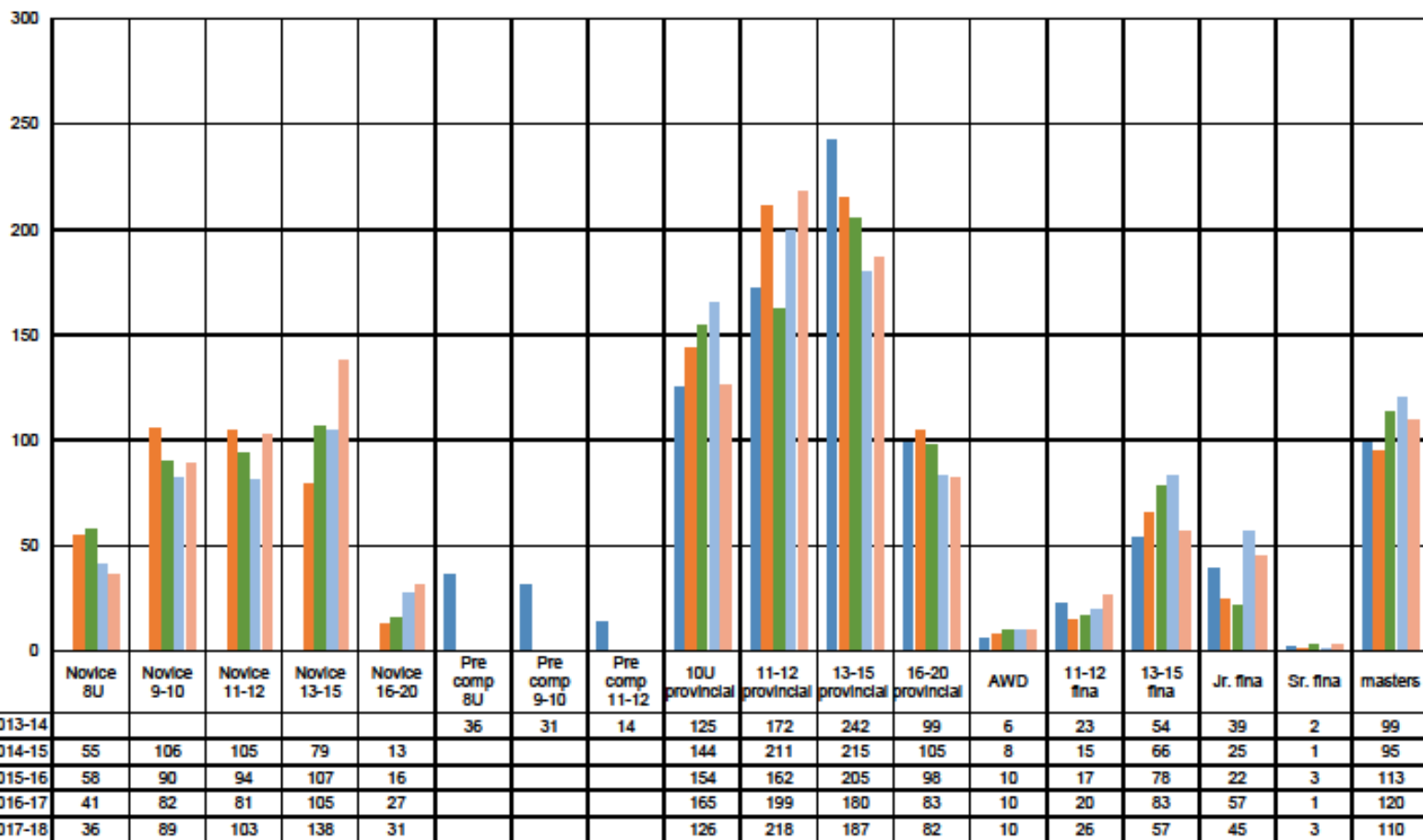
<p>GOAL #3 OPERATIONAL EXCELLENCE</p> <p>Strategic Objective #5 Excellence in Governance, Planning and Administration</p>	<p>Strong Strategic, HP and Operational Plans that as living documents are monitored and results are measurable</p> <p>Best practices in governance and policy creation recognized by Ministry, nationally & other PSO's</p> <p>Commitment to implementation of Respect in Sport and TrueSport at SSO</p> <p>Best in class in development of strong Concussion Policy and Guidelines and implementing Injury Tracking</p> <p>New Sanction Handbook and Social Media Policy as well as revised policies for Privacy and Selection</p> <p>Solid contingent of strong Officials within SSO with focus of training, development and practice judging providing feedback on individual performance and statistics</p>
<p>Strategic Objective #6 Partnerships & Sustainability</p>	<p>Strong partnership with Ministry of Tourism, Culture and Sport</p> <p>Prudent fiscal management, maintenance and continued build of strong reserves and introduction of diversified investment strategy</p> <p>Sustained healthy partnerships with Hilton Worldwide and partnering hotels</p> <p>Continued success in exclusive branded SSO Original Apparel</p> <p>Hired Applebaum Commisso Llp as new accounting firm to conduct Financial Review</p>

The above presents an Executive Summary of the many achievements of which we can all be very proud. As we move forward into a new season we reflect on our learnings, we recognize that we cannot change the direction of the winds in this very turbulent world, but we can and will adjust our sails accordingly in order to reach our destination on this Journey to Excellence. We acknowledge and appreciate your many contributions to our successes and are eternally grateful for your ongoing support.

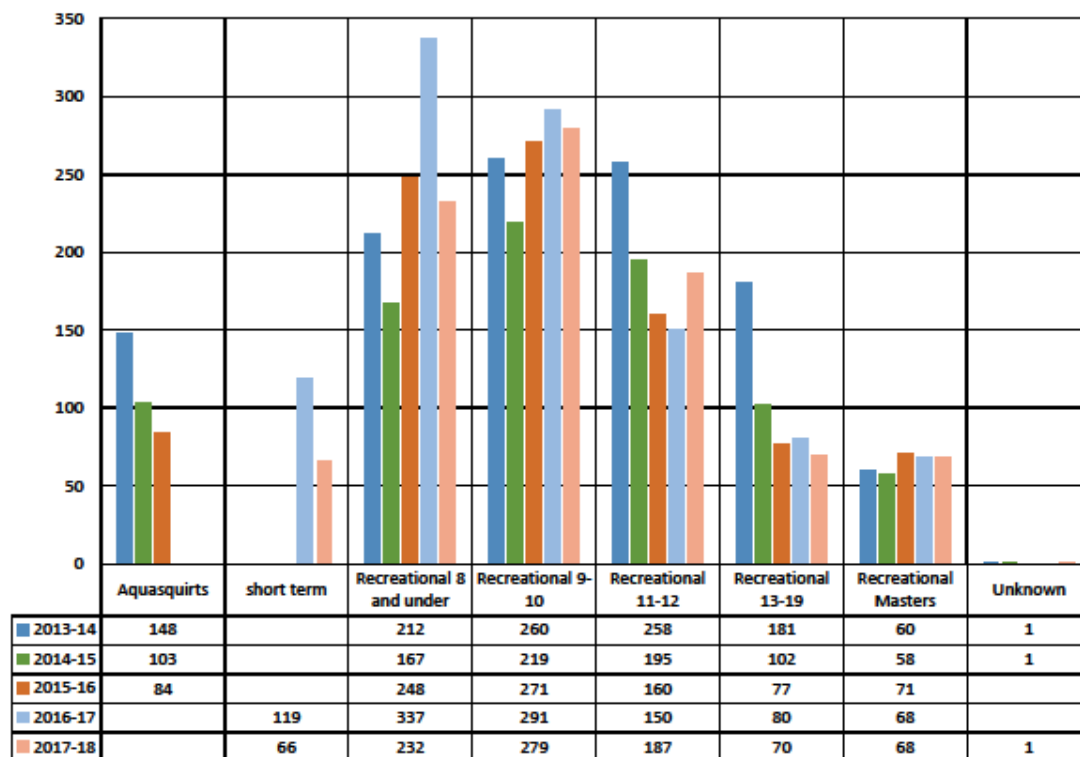
Respectfully,
Mary Dwyer



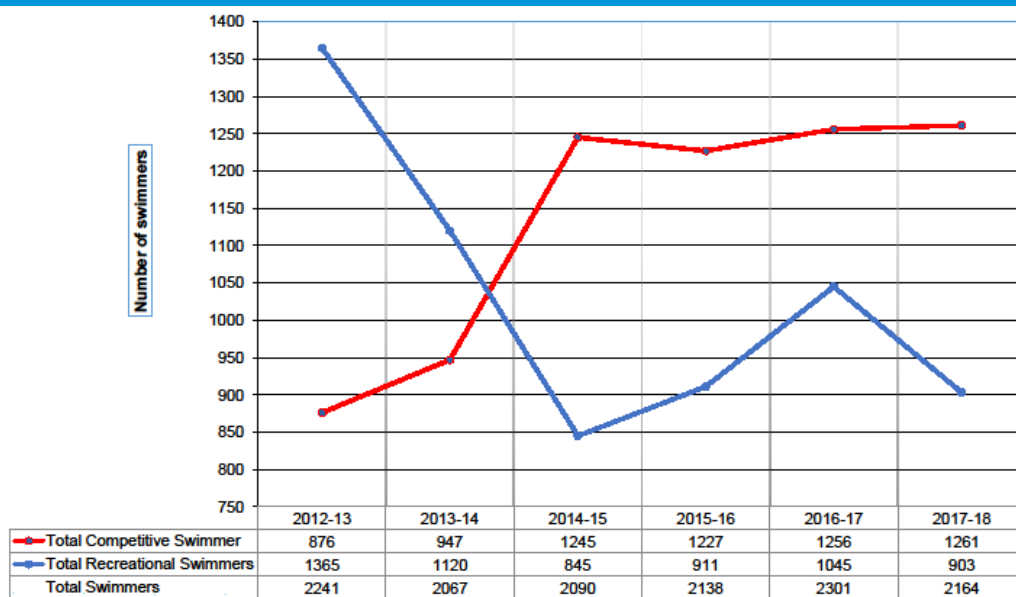
COMPETITIVE SWIMMER REGISTRATIONS 2013 - 2018



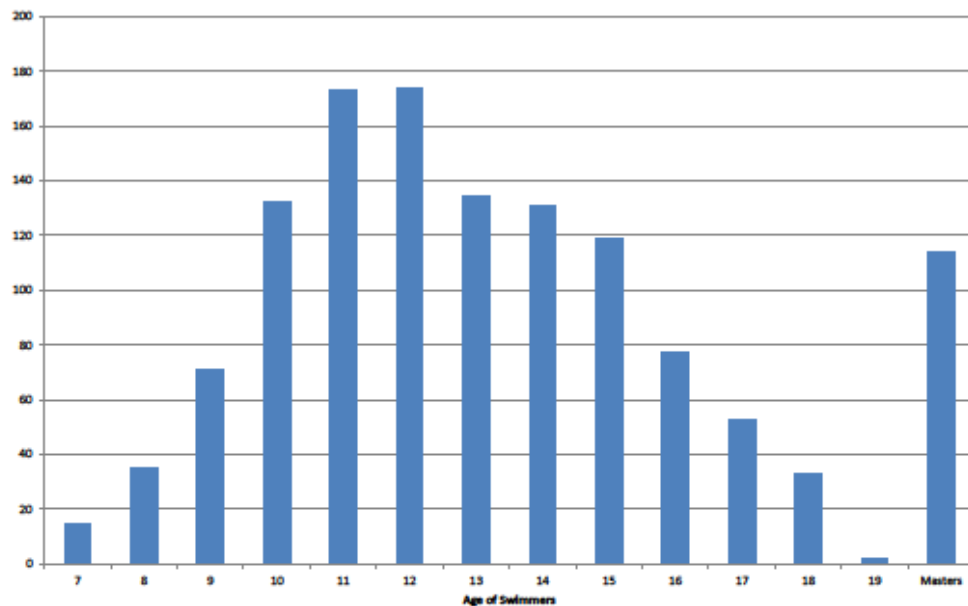
RECREATIONAL SWIMMER REGISTRATIONS 2013 - 2018



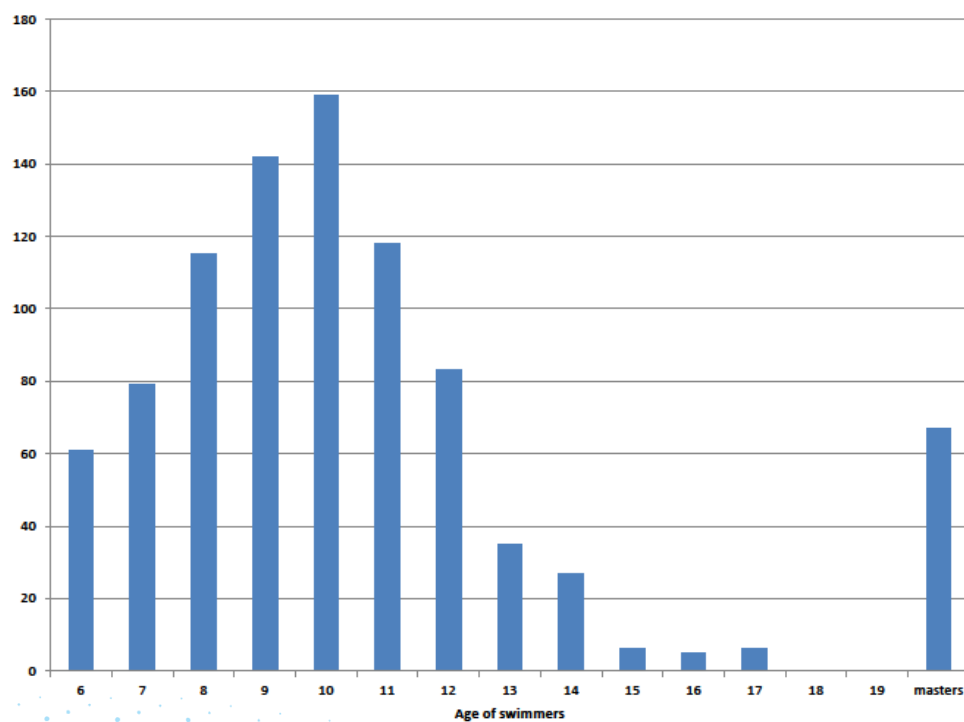
RECREATIONAL & COMPETITIVE REGISTRATION 2013 – 2018



COMPETITIVE SWIMMERS BY AGE 2017 - 2018



RECREATIONAL SWIMMERS BY AGE 2017 - 2018



HUMAN RESOURCES REPORT

Human Resources Committee Mandate: The purpose of the Human Resources Committee is to assist the Board in fulfilling its oversight responsibilities through the review and recommendation of sound compensation and personnel policies and practices, and to help enrich the value of the Synchro Swim Ontario organization by supporting efficient strategy implementation.

Key 2017-2018 Human Resources Initiatives:

Organizational Review

Synchro Swim Ontario has experienced incredible expansion and achievements over the past few years. To ensure we are well positioned to support continued success we undertook a formal 360 Organizational Review this past year. The Board with the support of the Executive Director wanted to ensure we have the required structure to continue to allow for innovation, maintain our ongoing growth and be prepared to embrace future opportunities.

Human Resources Review Action Plan

One of the positive outcomes from the organizational review was the creation of the Synchro Swim Ontario Human Resources Action Plan. This plan encompasses areas such as Values, Policies & Culture, Succession Planning, Structure, and Health & Safety, and is regularly reviewed by the Board. Some of the recommendations that have already been implemented include posting the True Sport principles on the SSO website and the creation of a board skills matrix identifying priority areas for recruitment.

NEXT STEPS

Respect in Sport Kick-Off – First Quarter 2018/2019 Season

Synchro Swim Ontario officially launched the implementation of Respect in Sport within our organization, in alignment with Synchro Canada. Effective with the new fiscal year, certification in the Respect in Sport for Activity Leaders will be a mandatory requirement for all Board Members, Staff and Provincial Team Coaches. As we move forward we will make recommendations for next phases of implementation across other sectors of our membership and welcome club input. We hope that all member clubs will plan to follow suit if not already done and promote this valuable education for all levels.

Our sport culture is evolving and must continue to do so in a positive manner. In accordance with all of Synchro Swim Ontario's values, particularly Health and Wellbeing, which states that "Synchronized swimming is a safe, healthy and accessible sport that contributes to the physical, emotional and social wellbeing of participants", we have the mandate to offer the best and safest environment to all. We must be athlete-centered, promote excellence, empowerment, integrity, respect and accountability in our sport for life.

Reactivate Committees

A key recommendation from the organizational review was to reactivate the Synchro Swim Ontario Committees that have become dormant. One of the strengths of the organization is the support and breadth of the volunteer base. With over 1200 active volunteers the committees are a source for ideas, feedback, help and succession planning for a healthy future.



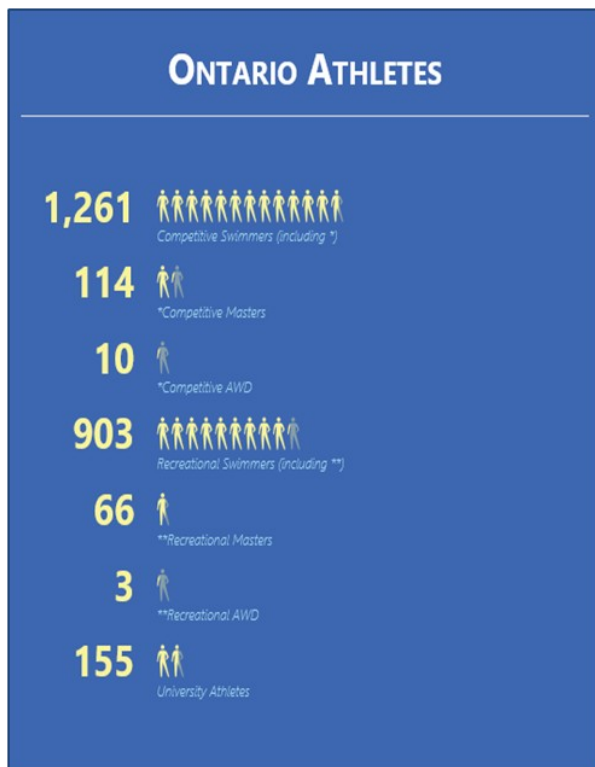
2017-2018 NUMBERS AT GLANCE

2017-2018 Coaches and Judges Training

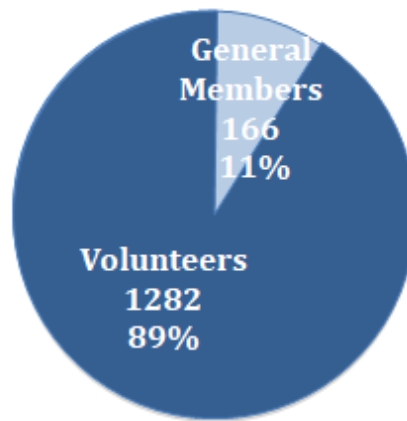
Type of Course	Level/Context	City	Date	No. of Participants
			(yyyy/mm/dd)	
Coach Training	Comp Intro (2 days)	Toronto	2017/9/9	20
Coach Training	Swim Synchro / Trillium	Toronto	2017/9/23	18
Coach Training	Swim Synchro / Trillium	Ottawa	2017/9/23	10
Coach Training	Comp Intro (2 days)	Toronto	2017/10/14	20
Coach Training	Comp Intro (2 days)	Ottawa	2017/10/14	18
Coach Training	Comp Intro (2 days)	Toronto	2017/11/18	10
Judge Training	Level 1 (3 Days)	Sudbury	2017/11/17	9

**** 8 Coaches fully certified ****

Athletes, Coaches, Officials



Members and Volunteers



Members and Volunteers



Respectfully submitted,
Sandra Inglis

Human Resources Committee
Christine Fink, Ruth Belcher, Mary Dwyer, Sandra Inglis

PROGRAM POLICY REPORT

23 June 2018

Governance continued to be a high priority in 2017-18, driven in part by the Ministry of Tourism, Culture and Sport (MTCS) but also by demand at the club level. SSO completed an intense process of policy development and review as part of the Sport Recognition Policy submission in 2016-17. Our efforts were viewed by MTCS as “extremely thorough and comprehensive,” allowing SSO to apply for an Ontario Amateur Sport Fund (OASF) grant and ultimately receiving a significant increase to our funding for a new two-year cycle (2017-19). You will see more on this in the Executive Director and Finance reports.

SSO continues on its path as a leader in sport governance, with proposed revisions 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 co-hosted governance webinars on recent changes to the *Ontario Not-for-profit Corporations Act* and *Employment Standards Act* and will work collaboratively with clubs in 2018-19 to ensure compliance with these requirements.

SSO 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. Program Policy Committee members Ruth Belcher and Laura Steacy participated in the Enhancing Sport-specific Concussion Policies Project Team hosted by the Ontario Physical and Health Education (OPHEA) and the Coaches Association of Ontario. This year-long initiative resulted in significant improvements to SSO’s concussion awareness resources that help prevent, identify and manage concussions. Our Concussion Policy, concussion policy template for clubs and the SSO 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.

SSO is well-positioned to comply with requirements under the recently passed “Rowan’s Law,” which is concussion management legislation that affects every sport organization in Ontario. While the law has received royal assent, the regulations have not yet been passed and many details still need to be worked out. SSO will work collaboratively with clubs in 2018-19 to ensure compliance with the regulations for Rowan’s Law, once passed.

The online SSO Injury Tracker was introduced in September 2017 to streamline the collection and review of data on synchro-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 SSO 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. The SSO Injury Tracker also helps ensure insurance compliance.

Other activities in 2017-18 include the introduction of a new Sanction Handbook and online sanction request forms that provide improved access and enhanced education and support to clubs to ensure insurance coverage is provided for all synchro-related activity. Revised Privacy and Selection policies were introduced in 2017-18 as well as a new Social Media Policy, with the latter completing MTCS requirements under the Sport Recognition Policy.

Sport organizations are increasingly assessed against specific governance requirements as a condition of public funding, with the current focus being on requirements related to harassment and abuse in sport. SSO announced recently implementation of Respect in Sport, with the onset of our new fiscal year and in alignment with Synchro Canada. You will see more on this in the Executive Director report. The Program Policy Committee will focus on this topic in 2018-19 with the development of a “conduct suite” of policies including revised Code of Conduct and Ethics and Conflict of Interest policies as well as a new approach to dispute resolution and enhanced education for clubs on how to address harassment and other inappropriate behaviours. As with other governance-related topics, SSO will assist Members in meeting requirements where possible.

Respectfully submitted,
Ruth Belcher



FINANCE REPORT

Applebaum, Commisso LLP, Derek Applebaum Chartered Professional Accountants, has completed an Independent Practitioner's Review Engagement Report of the year ended March 31, 2018. They have reviewed the accompanying financial statements of Synchro Swim Ontario that comprise of the statement of financial position as of March 31, 2018 and the statements of operations, changes in net assets and cash flow for the year then ended, and a summary of significant accounting policies and other explanatory information.

During the 2017/18 year the Synchro Swim Ontario Board of Directors met monthly and reviewed the month-ending financial statements (including bank statements), and compared actuals to budget, as well as analysing variances from the same time in the previous year. It is the responsibility of the Board to continuously review and keep themselves apprised regarding the Association's financial affairs.

Highlights of the March 31, 2018 Year-End Statements:

- In April 2017 the Ministry grant structure and application process changed substantially. The Ministry of Tourism, Culture and Sport released Game ON – the Government of Ontario's Sport Plan. As part of Game ON, the ministry committed to redesign funding programs to reduce administrative burden and duplication and improve the application processes. The result of this plan was that SSO no longer needed to submit separate grant applications for base funding and then a separate grant application for other program specific funding. In the 2017/18-year SSO only submitted one application for funding from the Ministry which was due in early May and confirmation of funding for the next two years was received in late August, which was 4 months into our year. Unlike a lot of sports who delayed program planning because the grant funding was unknown, SSO was able to move forward with planning as we had reserve funds in place to cover two years of base grant and program funds as well. SSO was also able to access a Coaching Association grant, summer student grant and a community grant.
- High performance programs included three Provincial Teams and the T2T HPAD program (the first two years of T2T ran on a SPF grant and is now a self-sustaining program). Along with L2T (first year was a SPF grant and is now a self-sustaining program as well).
- SSO's continued relationships with hotels, the enormous success of the Hilton Invitational, sales from SSO- branded sportswear, and a one-day conference all saw tremendous growth in the marketing & promotion of the organization.
- Facility rental expenses dropped slightly in 17/18 year, however, we do expect them to increase next year. Certain facilities do charge higher rental fees and SSO tries to alternate the locations year to year in order to balance expense versus location.
- Honoraria & Leadership services include contract payments to our Ontario Provincial Team Coaches, and all professional services provided for the T2T HPAD and L2T programs. These amounts fluctuate depending on provincial programs and the number of Provincial Teams in a given year. A full year contract was not in place this year for the Technical Lead, any contracts were project specific.

- Travel and hospitality expenses are mainly directed to officials' travel, as well as the one-day conference and Team Ontario travel (chargeback expenses to athletes) – this increased in 17/18 and includes the T2T and L2T programs, along with three Provincial Teams.
- In September 2017, Synchrony Swim Ontario, took over the financial management of the Regional Training Centre from Synchrony Canada. A separate Simply Accounting data base was established to have a clear and accurate accounting of all revenue and expenditures pertaining to the RTC. A finance policy was drafted reviewed and approved by the RTC Executive Committee. The March 31, 2018 financials were reviewed by the auditor as a part of the SSO Statement of Operations and a breakdown of the Grants, Revenue and Expenses is explained in Note 8 on page 9 of the financial statements Please note that the Regional Training Centre year runs from September 1st to August 31st and a deferral of revenue in the amount of \$125,000.51 is shown in the total "Deferred membership and grants" line item of \$342,981 and is part of that increase over last year. A reserve fund was also established at the beginning of this year in the amount of \$10,000 which shows in the Restricted net assets increasing it from \$260,000 to \$270,000 on the balance sheet. As noted on page 9 the RTC started the year with a surplus of \$3,960.00 and hopes to increase the reserve as grants and value in services will fluctuate from year to year.

Please refer to the Financial Report Power Point presentation for a general overview of what the numbers in our financial statements mean on a practical level. This presentation is meant to make sense of these financials and provide a clear picture to answer any questions our membership may have.

Synchrony Swim Ontario's grant for the 2017/18 season from the Ministry of Tourism, Culture and Sport for the new GAME ON program came in at \$178,701 and is guaranteed for 2018/19. SSO also received a \$5,000 grant from the Coaches Association of Ontario for Provincial Team apprentice coaches and a Summer Student grant of \$2,979.

A review of the past five years shows SSO's grant revenue compared to our overall revenue: In 2018 grants made up 23.9% of overall revenue (excluding RTC), in 2017 it was 20.4% of overall revenue, in 2016 it was 30%, in 2015 it was also 30%, and in 2014 it was 31%. An analysis of these numbers shows SSO's continued ability to deliver quality new programming to members, along with long-term operational sustainability.

As noted in the financial statements, the Board of Directors has designated a portion of net assets as Internally restricted (reserve funds) for specific programs and for working capital purposes. In 2016, the Board of Directors authorized the transfer of \$240,000 from unrestricted to restricted net assets, representing \$120,000 for protection against loss of the base grant (2 years) and \$120,000 for working capital should revenues decline in future from any other sources. As indicated in last years report an Investment Policy was drafted and approved by the Board to provide both clarity and guidance in the investment decision-making process. This policy takes SSO's financial resources, needs, goals, risk tolerance, and preference into account and outlines roles, responsibilities and expectations. This document is meant to ensure the prudent management of funds according to the SSO By-laws, while at the same time allowing sufficient flexibility to react appropriately to changing economic, business and market conditions. SSO's five basic principals include:



a) safety of principal and interest – only investments that guarantee a return of principal should be used; b) Income Maximization – once the safety of principal and interest principals are met, the corporation should attempt to maximize the income generated by these securities; c) No uncertainty as to income to be earned – Total income should be determined when purchased; d) Hold to maturity – the intention when purchasing securities must always be to hold until maturity; e) Provide clear direction to the managing agent – have a clear plan to ensure accuracy of investments. With the investment policy in place the board approved the investment of our reserve funds with Manulife allowing us to shop the major banks for the best interest rates. Interest revenue increased from \$2,324.60 to \$5,106.37, allowing the funds to be used towards program expenses.

As indicated last year a new Financial Policy was approved by the Board to provide a framework for operating standards and expectations, and to set forth the conditions governing expenses incurred while on official business for Synchro Swim Ontario. The policy is reviewed and updated on an annual basis.

Overall, Synchro Swim Ontario is in a good financial position and continues to actively seek opportunities for grants and sponsorships. Members of the Finance Committee include the following: Treasurer – Catrine Klein, President – Jill Nelson, Executive Director – Mary Dwyer. The purpose of the Finance and Audit Committee is a standing committee, empowered by the Board to oversee finance and audit matters of the organization ensuring adequate procedures and policies are in place to minimize any risk associated with Board decisions in these areas. It is established at the direction of the Board.

The committee is responsible for reviewing and providing guidance for the association's financial matters, such as internal controls, independent audit, and financial analysis.

Respectfully submitted,

Catrine Klein
Treasurer



Dan Robichaud Photography

SYNCHRO SWIM ONTARIO YEAR END REPORT
March 31, 2017



MAKING SENSE

OF ALL THE NUMBERS

INCOME STATEMENT

SYNCHRO SWIM ONTARIO
STATEMENT OF OPERATIONS
FOR THE YEAR ENDED MARCH 31, 2018
(Unaudited)

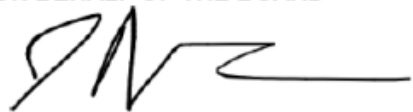
	2018	2017
REVENUES		
Grants		
-Ministry of Health Promotion - base	\$ 178,701	\$ 59,567
-Ministry of Tourism, Culture and Sport	-	49,874
-Coaches Association of Ontario	5,000	11,425
-Other Grants	2,979	22,875
Regional training centre - Ontario (Note 8)	270,274	-
Meet award fees	209,152	196,401
Entry and course fees	17,799	18,093
Membership fees (Note 4)	171,156	172,152
High performance programs	141,375	109,782
Marketing and promotion	34,993	52,651
Other revenue	20,593	12,299
	1,052,022	705,119
EXPENSES		
Salaries, wages and benefits	271,950	231,999
Regional training centre - Ontario (Note 8)	266,314	-
Travel and hospitality	156,865	126,181
Facility rental	91,947	106,177
Honoraria and leadership services	73,695	131,158
Office	67,063	41,576
Occupancy costs	35,317	19,445
Professional fees	24,649	7,410
Insurance	13,849	13,445
Supplies	13,226	14,811
Telephone	7,250	8,364
Meet awards	576	4,418
Amortization	1,178	-
	1,023,879	704,984
EXCESS OF REVENUES OVER EXPENSES	\$ 28,143	\$ 135

SSO STATEMENT OF FINANCIAL POSITION 17/18

SYNCHRO SWIM ONTARIO
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2018
(Unaudited)

	2018	2017
ASSETS		
Current Assets		
Cash and short-term investments (Note 7)	\$ 684,060	\$ 470,476
Accounts receivable	32,345	8,747
Inventory	19,198	21,901
Prepaid expenses	20,257	-
	755,860	501,124
Long Term Assets		
Property and equipment (Note 5)	10,600	-
	\$ 766,460	\$ 501,124
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued liabilities	\$ 55,385	\$ 13,575
Deferred membership and grants	342,981	172,249
Sales and payroll taxes payable	14,669	18
	413,035	185,842
Net Assets		
Unrestricted net assets	83,425	55,282
Restricted net assets	270,000	260,000
	353,425	315,282
	\$ 766,460	\$ 501,124

ON BEHALF OF THE BOARD

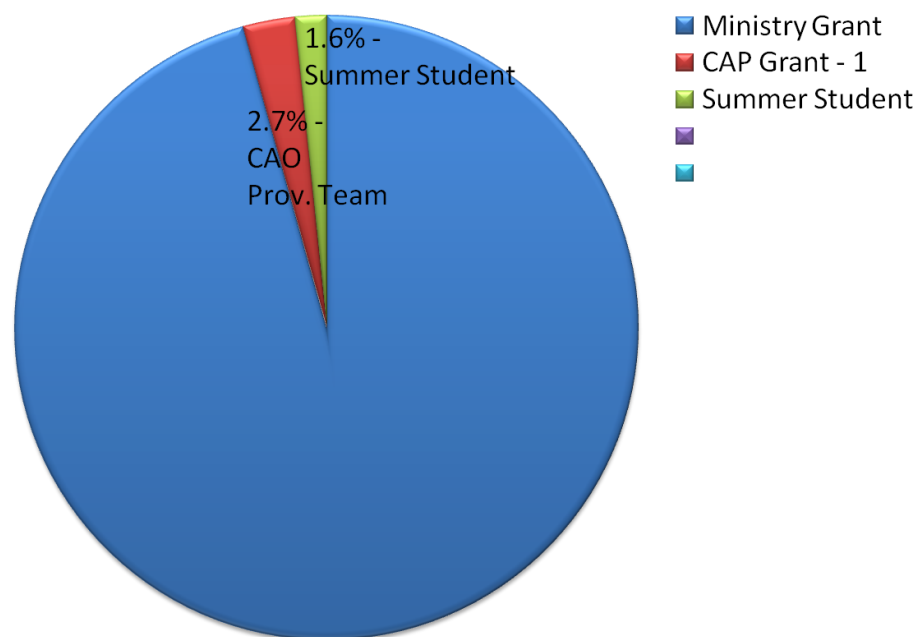


Director



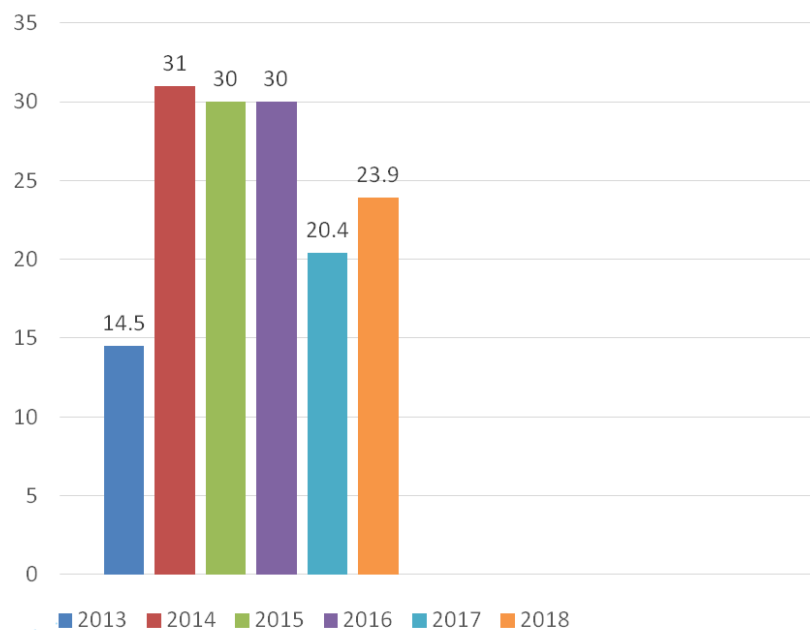
Director

SSO GRANTS BREAKDOWN 17/18

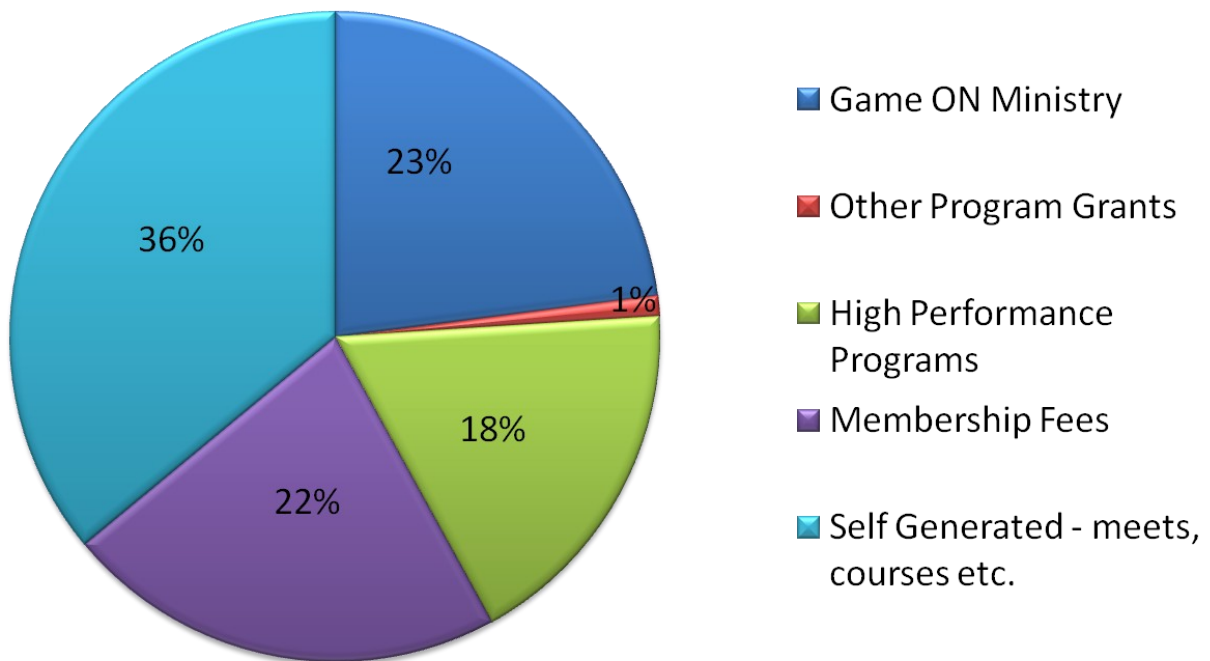


SSO REVENUE OF GRANTS—6 YEARS

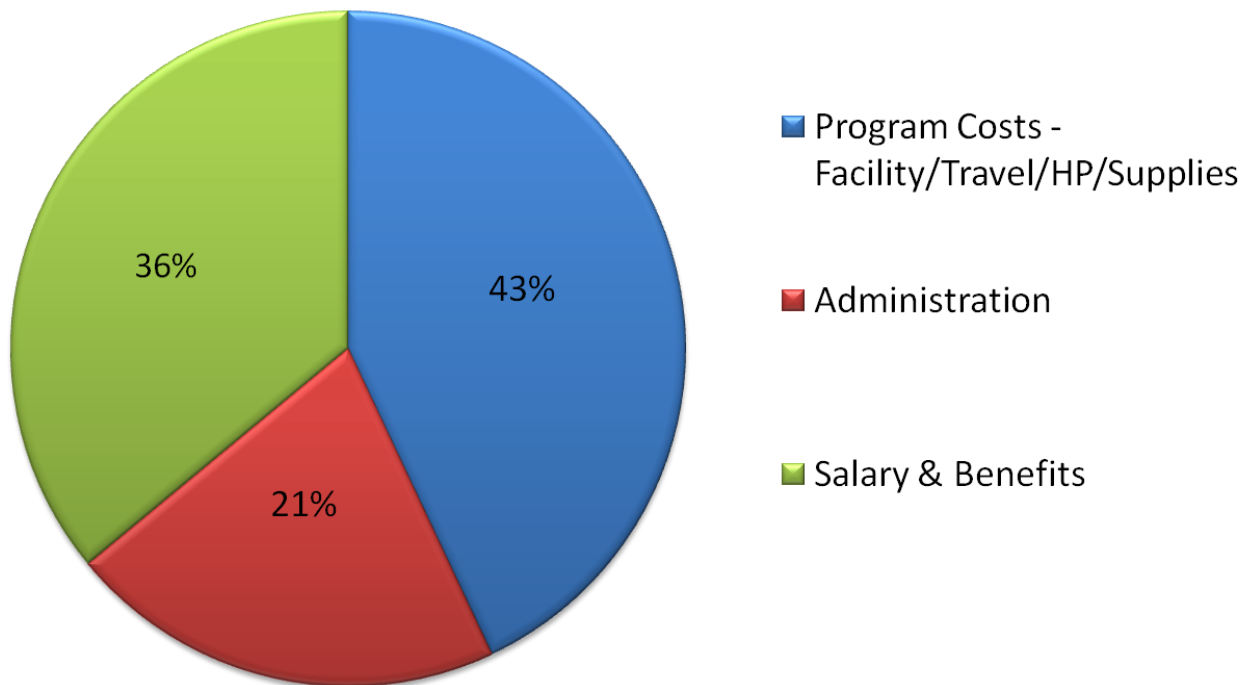
Grant Comparison to overall Revenue
2013 to 2018



SSO ANNUAL 17/18 REVENUE BREAKDOWN



SSO EXPENSES BREAKDOWN 17/18



SYNCHRO SWIM ONTARIO RESERVE PLAN

SSO has approximately 2 years of Base Grant in reserve.

With the new sport plan GameOn grant funding process changes and a later than usual confirmation of funding, SSO was able to proceed with our planned programs for the 17/18 season without delay. Many sports groups did not have the security of a reserve plan and had to delay planned programs.

Reserve funds to continue programs after grant term ends, e.g. T2T, L2T also able to support future program planning.

SSO has reserve funds should membership drop drastically, giving us time to react.



MARKETING AND COMMUNICATION REPORT

Marketing and Communications continues to support Synchro Swim Ontario's objective of broadening the base through the use of marketing strategies positioned to deliver optimal reach throughout the province. Digital marketing and online engagement are increasingly important elements of our marketing mix to expand the opportunities to increase awareness, attract new participants to Synchro, and grow our sport.

Core Values

Synchro Swim Ontario's core values of excellence, empowerment, health and wellbeing, and sport for life served as a guideline for both the online marketing campaigns and the traditional marketing and communication programs throughout the year.

Audiences

The audience for our outreach and awareness campaigns targeted new parents, new families, new swimmers and prospective new athletes to pull them into our sport. Our goal was to present synchronized swimming as something new and appealing for those that are not part of our current club or synchro sport environment.

The audiences that were primarily targeted by the SSO marketing and social media programs continued to include: synchronized swimming clubs, swimmers, swimmer families, coaches, and officials, aquatic and sports clubs; sports organizations, community organizations, associations and clubs, and local media and businesses. The emphasis was on participants from Ontario but some of the campaigns and hashtags had a national and international reach especially the Height Challenge campaign.

ONLINE MARKETING

A key marketing focus this past year has been on growing our online marketing campaigns through the use of search engine marketing supported with solid content marketing including audience-specific landing pages and dynamic synchro-specific videos.

Search Engine Marketing

Synchro Swim Ontario was the recipient of a Google Ad Grants Award. The Google Ad Grants program supports registered non-profit organizations that share Google's philosophy of community service to help the world in areas such as science and technology, education, global public health, the environment, youth advocacy, and the arts. Google Ad Grants is an in-kind advertising program that awards free online advertising to non-profits via Google AdWords.

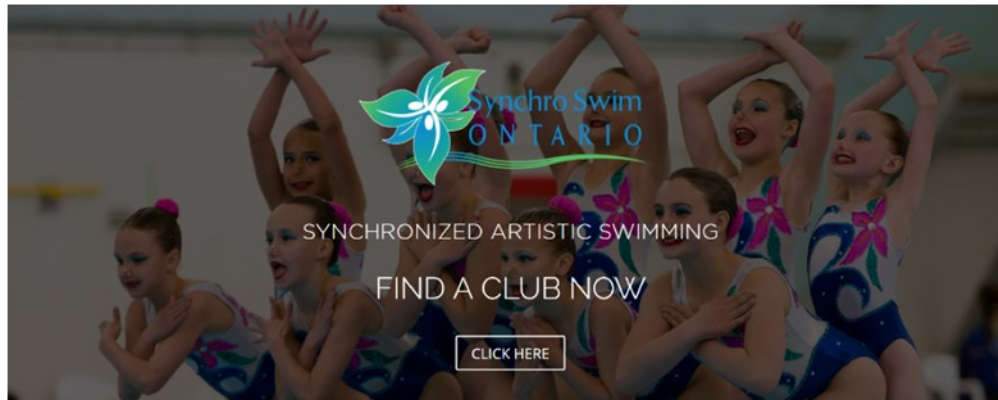
SEM (Search Engine Marketing) is the process of gaining website traffic by purchasing ads on search engines. Google Ad Grants gives eligible non-profits up to \$10,000 per month in free Google AdWords advertising to promote themselves at the top of Google search results pages. -specific campaign landing pages.

With this Google Ad Grants award, Synchro Swim Ontario has been able to run programs that identify words our target audience is searching for online and serve-up SSO ads that direct them to our audience-specific campaign landing pages.

Audience-Specific Landing Pages

To customize content and Adwords two types of landing pages were created to help support the awareness and new user growth campaigns. These pages were created to target parents of young children, new families, and prospective athletes, and draw them into our sport. Our goal was to present synchronized artistic swimming as a new and appealing sport or activity for children not currently participating in synchro.

Landing page one targeted beginner swimmers and parents looking for lessons for their children and kids who enjoy the water with the theme, “If you love water you can swim Syncho”.



Landing page two targeted more advanced athletes and parents looking for artistic sport like gymnastics, dancing, cheerleading and figure skating with the theme, “Water is our Stage”.



Video and Content Marketing

Three dynamic and captivating synchro-specific videos were created to support Synchro Swim Ontario's online marketing programs.

These videos were used throughout the SSO marketing mix including as content on the audience-specific landing pages, as call-to-actions in the search-engine-marketing campaigns, and on the SSO website. The videos were also widely shared with Clubs for their use, and promoted on all the SSO social media outlets. With each video release SSO encouraged members in the community to share, repost, like, and use the video content to build awareness for synchronized artistic swimming.

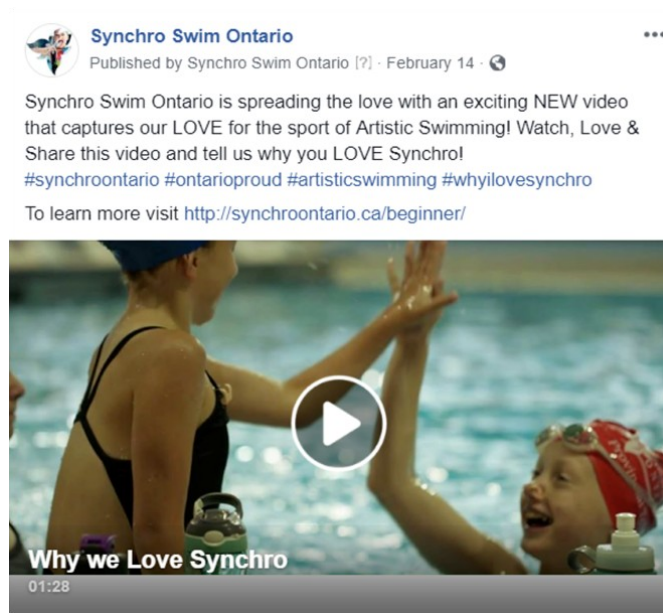
"This is why Synchro is my Sport" – Launched October 2, 2017



"Water is Our Stage" – Launched October 18, 2017



“Why We Love Synchro” – Launched February 14, 2018



The landing pages and videos that have been a cornerstone of our marketing campaigns this year were made possible by the tremendous dedication and creativity of Carly Hourigan and her team at Hour Media devoted to our projects, and SSO staff member Jennifer Knobbs.

Social Media

In the 2017-2018 season our social media marketing continued to mature and grow. Three unique social media campaigns were launched in addition to using our social media vehicles to support the following social goals:

- Generating awareness for our Members and Clubs, the SSO brand, and the sport of synchronized by capturing eyes from across the province, country, and the world.
- Establishing SSO as a leader in the synchronized swimming community for Clubs, swimmers, coaches, and officials.
- Fostering and cultivating a sense of community for synchro participants to support and applaud accomplishments by individuals, teams, and Clubs.
- Recruiting, engaging, and re-engaging participants to the synchro community.
- Setting trends and celebrating moments through the creation and support of contests, challenges, and movements.

#HeightChallenge - It's that time of year again! It's Back to School, which means we are BACK TO POOL! A new season means reaching new heights, so let's see what you've got! Post a picture of your BEST height using the hashtag #heightchallenge. Don't forget to make it fun and get creative! #synchroontario

10,000+ Likes, 7 Countries, 23 Clubs



#SynchroHoliday - Happy Holidays to all our athletes, coaches, officials and Clubs! Ballet legs in the snow, water shows, land drills in party dresses? Show us how you synchro through the holidays by using the holiday hashtag #synchroholiday



#CompetitionReady - The 2017/2018 competition season is in full swing! There is a lot that of preparation that goes into having your best performance... show us what makes YOU #CompetitionReady?

From stretching, to team huddles & cheers, special handshakes, listening to music or looking the part. Whatever it may be, show us what you do to be #CompetitionReady by using the hashtag and inspire others to do the same!



Email Communication

The communication tool most frequently used to share information with the Synchro Swim Ontario database continues to be email from the SSO Communications address. This email account shares material about events, provincial and national teams, rules and policies, new opportunities, workshops, and information from Synchro Swim Canada with the membership across the province.

New this year was the introduction of MailChimp as the email marketing service for the distribution of Synchro Swim Ontario Communication emails. MailChimp was launched on Sept 21st.

Website

One of the key delivery platforms for sharing information with Clubs, swimmers, coaches, officials, and families continues to be the Synchro Swim Ontario website, www.synchroontario.com. With the creation and launch of landing pages created to address information needs of the new swimmer the current website remains focused on current member requirements.

A new [synchroontario.com](http://www.synchroontario.com) website enhancement, also linked to the campaign landing pages, was the interactive Google Map feature for "Find a Club". This "Find a Club" feature on the SSO homepage helps to locate clubs nearest to a user's location, <http://synchroontario.com/member-resources/links/>.

Competitions and Events

The quality and size of competitions in Ontario continued to be a successful endeavor because of the dedication and support of the many volunteers, Clubs, officials, and Staff members in our province. There were over 640 competitors at Age Groups and 98 teams at the Hilton International, including a team from China.

We continue to get participants from other provinces and countries because of the excellence of our sporting events and the quality of our competitions and competitors.

Merchandise

To support the process of the FINA name change from synchronized swimming to artistic swimming the merchandising sourced and sold by Synchro Swim Ontario Introduced specific Artistic Swimming gear into the mix.

Merchandise designs in 2017-2018 promoted the SSO brand, the sport of synchronized swimming or artistic swimming, and continued to remain a profit centre. The sales and promotion of merchandising transacted at key synchro events during the season, including the Hilton Worldwide Invitational. The hoodie and sweatshirt styles and designs were again in heavy demand and sold-out of many of the sizes which have been re-ordered.

NEXT STEPS

Website Demo and Launch:

This Quarter Synchro Swim Ontario will be launching a new website! The design will be consistent with the current SSO branding but will feature a new layout, navigation, and mobile friendly features.

We are always open to ideas so please send your suggestions or marketing concepts to Jennifer Knobbs, jknobbs@synchroontario.com, or Sandra Inglis, singlis@synchroontario.com

Respectfully submitted,
Sandra Inglis



ONTARIO OFFICIALS COMMITTEE REPORT

The OOC has had a busy season. The committee consists of Karen Seymour (chair), Angele Gaulin Marchand, Jennifer Saunders, Lynda Furniss, Leslie Taylor and Suzanne Laroche. A significant duty of this committee is to assign judges to meets in a way that allows them to maintain their skill level and so that the athletes have consistent judging. We are currently obtaining officials for SYNC in July.

The committee organized a single day judge conference in the fall that was combined with coach training. This format was quite well received and may be used again in the future.

We did not have sufficient numbers for a level two course this season but piloted having three judges practice judge national stream prior to taking the course. I proved challenging at the start but they have each been successful on a number of panels. We will offer a level two course for these and additional candidates in the fall of the upcoming season.

We ran a level one course in Sudbury. Those candidates are now practice judging as working towards certification.

The committee congratulates Larissa Ryssina and John Ortiz who have practiced judged for their level three certification.

We have barely finished the season but are looking to the fall for a conference again. Having made it through a season of major rules and competition format change, this year we may focus on some of the components judged. Officials are encouraged to contact Karen with requests or ideas for content. While we might not have time for everything, comments are looked at very closely.

We would like to thank each of the scorers, referees and judges that volunteered so freely of their time to make this season a success for our athletes. Karen would personally like to thank the committee for their commitment and hard work. A conductor is nothing without a great band and this group is very much in tune!

Respectfully submitted,

Karen Seymour





2017-18 PROGRAMS

Review & Update



2017-18 Programs



RTC Ontario

Junior (16+)



Canada Games Team Training Pool

14+
(15-21 as of 2019)

RTC
Outreach



Train to Train (T2T)

12-15



Learn to Train (L2T)

9-11



Provincial Teams + FutureGen

10U, 11-12, 13-15, Junior



Coach UP

Comp Intro+



Community Programs

Municipal/Club Level

2019 Canada Winter Games



RED DEER
— JEUX DU —
CANADA
— GAMES —
2 0 1 9



Canada Games Quick Facts:

- Held once every 4 years
- Multi-sport games experience
- Stepping stone to major international competitions (Pan Am Games, Olympics)
- Major career highlight for athletes

2-Year Plan:



- Evaluation of 2015 SSO Canada Games, aiming to:
- Build towards **2019 Canada Winter Games** sooner
- Develop a **larger base** of athletes in Year 1 (2017-18)
- Select the **final Team** in Year 2 (2018-19)
- **Junior Provincial Team** (Summer 2017 & 2018) added as a further component of this plan

2-Year CGT Plan TIMELINE

Timeline	Action
Summer 2017	Junior Provincial Team (June Selection, July Training, SYNC Competition)
Summer 2017	Invites went out to Fall 2017 CGT Training Pool (x24 Junior and 13-15s)
September 2017 to February 2018	CGT-Training Pool Sessions (dates aligned with T2T HPAD) – facilitated by CGT Coaching Staff
November 2018	Canada Games Team Selection Criteria Posted
February 2018	Phase 1 Selection (February 16 th – Top 40 Selected to move on)
April 2018	Phase 2 Selection (April 19 th – Top 24 Selected to move on)
June 2018	Phase 3 Selection (June 10 th – Final Team of 10 selected) <i>*Overlap with 2018 Junior Provincial Team</i>
June 2018 to February 2019	Canada Games Team Training <i>*Overlap with 2018 Junior Provincial Team Training</i>
February 14-22, 2019	Canada Winter Games Competition

CGT Training Pool Program Review

September 2017 – February 2019

- Coaching Staff hired September 2017
- 24 Athletes Selected
- Ages ranged 14 – 19 years
- Guest experts (incl. Sheilagh Croxon, Jacqueline Simoneau and Mary DiCaro)
- x5 Training Camps:
 - SEPT 15-17, 2017 Weekend Camp
 - OCT 15, 2017
 - NOV 12, 2017
 - JAN 28, 2017
 - FEB 19, 2018



Head Coach
Yingli Hou



Assistant Coach
Chihiro Ishii



Selection Criteria (CGT Training Pool, 24 Athletes)

13-15 Athletes

2017 13-15
National Team
Members

2017 13-15
Provincial Team
Members

Junior Athletes

2017 NextGen
Team Members

2017 Junior
National Team
Members

2017 Junior
Provincial Team
Members

Additional Athletes

Based on 2016-
17 Figure
Results Analysis

All:

- Age-eligible Canada Games 2019
- SSO members
- Non-RTC

2018-19: CGT Training & Competition

Final Team of 10 – Selected June 2018 (to be announced June 25)

Summer 2018 Training Plan:

Choreography Camp: June 28 – July 1 (Develop new Free Routine; includes all Junior Provincial Team athletes)

Athletes train over summer: (July 6 – August 12, Junior Provincial Team Training/Competition using same Free Routine & Tech Routine, some team member overlap; additional athletes training with National Teams or on individual training plans in coordination with CGT coaches)

Canada Games Team Training Camp #1: August 27 – Sept 1 (First training with all 10 team members)

Fall/Winter 2018-19 Training Plan:

Sept 21-23 (3 Day Camp)

Oct 5-8 (4 Day Camp)

Nov 2-5 (4 Day Camp)

Dec 27 – Jan 5 (10 Day Camp)

Jan 21 (1 Day Camp)

Feb 9-13 (5 Day Pre-Departure Camp)



Canada Winter Games

February 14 – 22, 2019

Red Deer, Alberta

2017-18 Programs



RTC Ontario

Junior (16+)



**Canada Games Team
Training Pool**

14+
(15-21 as of 2019)

RTC
Outreach



Train to Train (T2T)

12-15



Learn to Train (L2T)

9-11



**Provincial Teams +
FutureGen**

10U, 11-12, 13-15, Junior



Coach UP

Comp Intro+



Community Programs

Municipal/Club Level

Train to Train

High Performance Athlete Development Program



Purpose/Mandate of T2T

- 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 Synchro Swim Ontario's High Performance Athlete Development Pathway
- Streamlined **Athlete Talent Identification & Tracking**
- Target athletes in the **Train to Train CS4L-LTAD** stage



T2T: After 4 Years

- 2017-18 second year fully SSO-supported T2T
- Demonstrated Results at Espoirs
- Placement on Provincial / National Teams
- Training ground for Coaches
- Consistent Experts / Programs
- Reinforcement of programming throughout the season

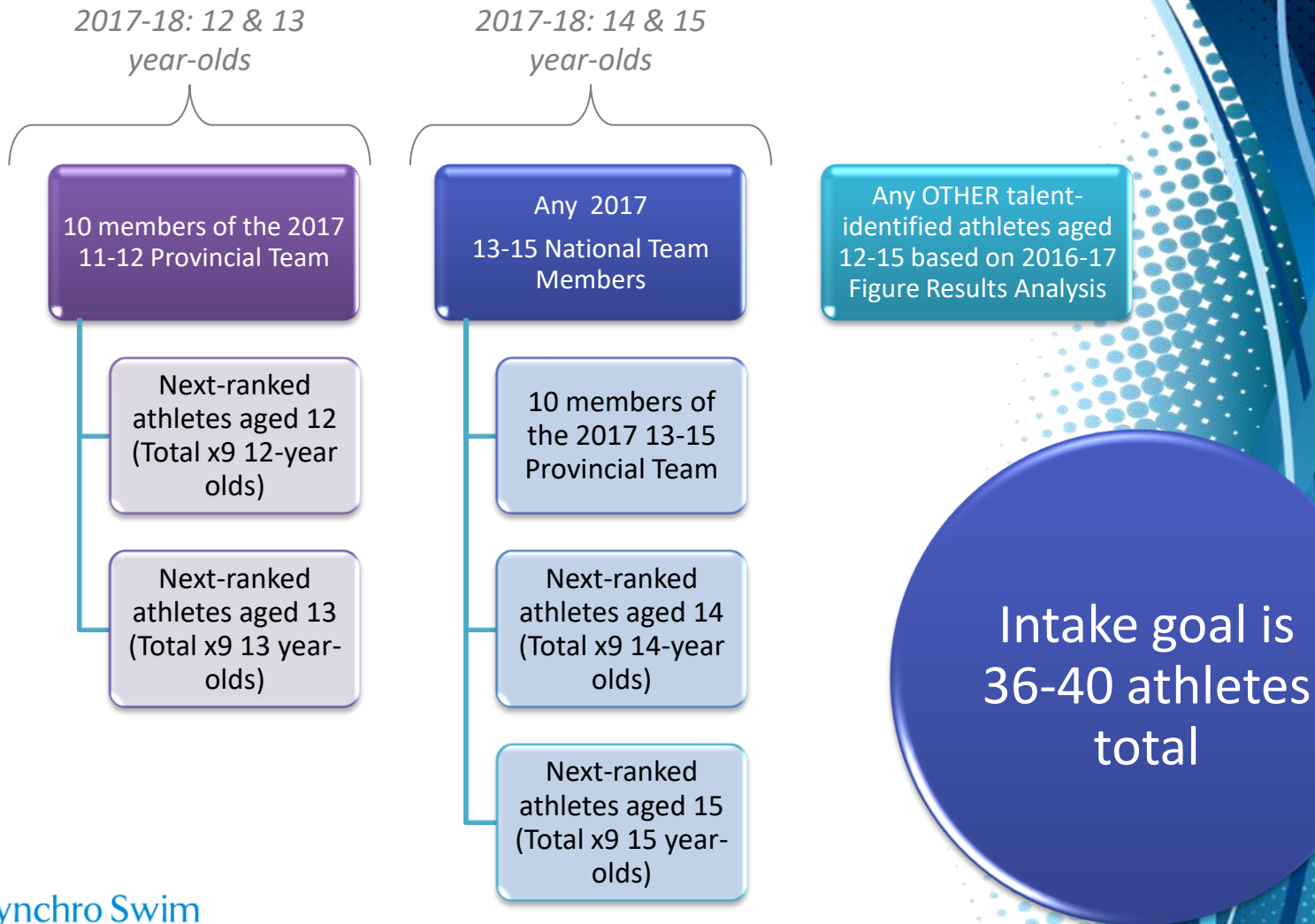


2017-18 T2T Key Facts

- 36 participants representing 12 different Clubs, all four Regions
- x9 new 12-year old athletes (first year eligible)
- Consistency: 11 athletes in second year of T2T, 6 athletes in third year of T2T, 2 athletes in all four years of T2T
- High-level guest experts in a range of programming areas
- x5 Training Camps (7 days)
- +Parent Session with Mary DiCaro



T2T Athlete Selection Criteria (2017-18)



2017-18 T2T Experts

- **Sheilagh Croxon**
(Olympic Coach, Leading International Synchro Expert)

- **Jacqueline Simoneau**
(Olympian, Current National Team Member)

- **Fanny Letourneau**
(Olympian, Former National Team Member, Pilates Expert)

- **Jennifer Nichols**
(Extension Expert, Professional Ballet Dancer)

- CSIO Nutritionist, Speed Swim Coach, Dance Instructor, Sport Psychologist, Mental Skills Expert

- MANY high-level synchro coaches

- Incorporation of technology to enhance training



Sample T2T Session

45 minutes – Arrival, Sign-in, Land Activation

4 hours – Rotating Stations with Guest Experts:

Pilates with Fanny Letourneau



Figure Drills with Sheilagh Croxon



Extension with Jennifer Nichols



Power/Height Drills with Jacqueline Simoneau



Plus rotate out to individual Goal Setting sessions with Mary-Jane Ling

30 minutes – Lunch Break

75 minutes – Afternoon Mental Performance Workshop with Judy Goss



2018-19 T2T Program Plan

T2T will continue for as an SSO-sustained program for 2018-19

Target = Train to Train (12-15 years) LTAD stage

Continued planned intake of 36-40 athletes

T2T HPAD Selection Criteria to be posted end of June/early July 2018

Selection Criteria to incorporate updates to Provincial Team Trials process (more rounded selection than figures alone)

T2T selection invites to go out **July 2018**

2017-18 Programs



RTC Ontario

Junior (16+)



Canada Games Team Training Pool

14+
(15-21 as of 2019)



Train to Train (T2T)

12-15



Learn to Train (L2T)

9-11



Provincial Teams + FutureGen

10U, 11-12, 13-15, Junior



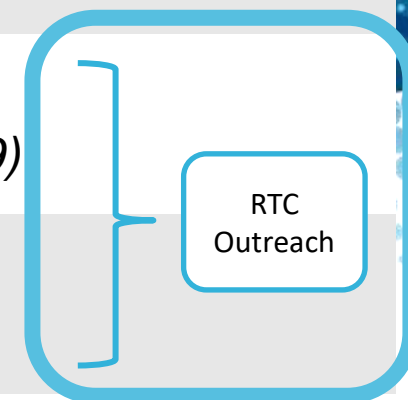
Coach UP

Comp Intro+



Community Programs

Municipal/Club Level



RTC Outreach

Key Facts:

- Third straight year in 2017-18 (total intake = 16 athletes)
- Mainly 13-15s, with some Junior athletes (all **non-RTC** athletes)
- **Goal:** *Align with RTC-Ontario Programming and support the Ontario high performance pathway by selecting athletes who may qualify for RTC-Ontario in the next 1-2 years, and to create a link between Ontario Clubs/coaches and the RTC-Ontario for the purposes of maximizing athlete development.*

Selection:

- Already selected to either T2T or CGT-Training Pool (as per those criteria):
 - 2017 13-15 National Team
 - 2017 13-15 Provincial Team
 - Next-ranked by 2016-17 figures results (14 and 15 year-olds only)

RTC Outreach

Program Components

Competition Feedback

Figures/Extra
Routines at:

Provincial
Qualifier/Lisa A.

Provincial
Championships

National Qualifier

In-Club Visit

RTC Coach to visit
Club to observe daily
training environment
and give
coach/athlete
feedback

In-RTC Visit

Athletes and
coaches to visit RTC
practice; introduction
to RTC training
environment, and
small group time with
RTC coach to focus
on individualized
training plan

2018-19 RTC Outreach Program Plan currently under development, details to be released at start of 2018-19 season

2017-18 Programs



RTC Ontario

Junior (16+)



Canada Games Team Training Pool

14+
(15-21 as of 2019)

RTC
Outreach



Train to Train (T2T)

12-15



Learn to Train (L2T)

9-11



Provincial Teams + FutureGen

10U, 11-12, 13-15, Junior



Coach UP

Comp Intro+



Community Programs

Municipal/Club Level

Learn to Train



Purpose/Mandate of L2T



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





2017-18 L2T Key Facts

- Second year of L2T program, first year fully sustained by SSO
- Sustained Physical Capacity Programming & Clinics:
 - **Fall Clinic** (7 hours, October 2017)
 - **Lisa A. Mini Clinic** (2 hours, January 2018) + Coach Clinic (1 hour)
 - **Regionals Mini Clinic** (2 hours each, CN/W/E, Feb/Mar 2018)

Extension,
Flexibility & Land
Routine

Synchro Skills,
Speed Swimming &
Pre-Set Duet

Goal-Setting
(presented to coaches)

Parent Session (Oct)

Coach Clinic (Jan)

L2T Eligibility – 2017-18

ATHLETE ELIGIBILITY	Must be registered as a Competitive, Provincial Stream athlete with the club
	Aged 9, 10 or 11 (Born in 2007, 2008 or 2009 – Learn to Train ages; will be competing in 10U or 11-12 Provincial Stream during 2017-18 season)
	Able/willing to attend and participate in L2T Programming: Fall Clinic, Follow-up Clinic #1, Follow-up Clinic #2

How should Clubs select Athletes?

- Athlete selection is based 100% on club nomination
- Selection does not necessarily have to be talent-based; clubs should aim to select athletes who will best absorb information/programs, and who will be leaders at the club level and assist with program implementation
- Important qualities include: good attitude, responsible, engaged, enthusiastic
- Clubs may also opt to select athletes via random draw
- Any distribution of ages is acceptable, as long as all athletes are 9, 10 or 11 (i.e. you may select six 11 year-olds, two from each age, three 9 year-olds and three 10 year-olds etc.)

Intake goal is
max. 120
athletes



2018-19 L2T Program Plan



L2T will continue for as an SSO-sustained program for 2018-19

Target = Learn to Train (9 to 11 years) LTAD stage

Continued planned intake of 120 athletes

L2T Program Info to be sent to Clubs prior to 2018-19 season
(ETA August 2018)

Planned Adjustments:

- Main/centralized Fall Clinic in Toronto, with regional follow-up clinics to be held at a Club within the region (not aligned to competition weekends) – call to go out to Clubs summer 2018 with details for hosting
- Incorporation/leverage of Ontario officials (and coach interaction)
- Incorporation of athlete mentors to assist/demonstrate programming



2017-18 Programs



RTC Ontario

Junior (16+)



Canada Games Team Training Pool

14+
(15-21 as of 2019)



Train to Train (T2T)

12-15



Learn to Train (L2T)

9-11

RTC
Outreach



Provincial Teams + FutureGen

10U, 11-12, 13-15, Junior



Coach UP

Comp Intro+



Community Programs

Municipal/Club Level

Provincial Teams

Summer 2017



2017 PT Overview

Three Teams: 11-12, 13-15 & Junior

Selection Camp: June 2018

Training Camp: July 2018

Competition: SYNC Invitational – Edmonton, Alberta



2017 PT Results



11-12

Team – Gold

Duet – Gold
(Gossling/Williams)

Solo – Gold
(Goettisheim)

13-15

Team – Gold

Duet – Gold
(Gray/Hughes)

Solo – Gold (Spott)

Junior

Team – Gold

Duet – Gold
(Finlay/Fox/Koza)

Solo – Gold
(Ohrling)

2018 Provincial Teams Update

11-12, 13-15 & Junior Teams

PHASE 1 (February 2018)

Junior (w CGT): Assessment (5 Elements on panels, Flexibility, Time Trial) – Top 40


11-12, 13-15 : Provincial Championships Figure Score (Top 40)

PHASE 2 (April 2018)

Junior (w CGT) : Assessment (National Routine Set, Time Trial) – Top 24

11-12: Assessment (Compulsory Figures, Flexibility, Skills Swim) – Top 16

13-15: Assessment (National Routine Set, Flexibility) – Top 16



New process for 2017-18 (formerly figures-only event)
Closer alignment to National Team Selection Standards
More rounded-selection than figures alone

PHASE 3 (June 2018)

All: Selection Camp

Provincial Team Routine Set (Individual 11-12/13-15 & Trios Junior), In-Pattern Evaluations,
General Flexibility Assessment, Flexibility Test, Time Trial)

2018 Provincial Teams Update

11-12, 13-15 & Junior Teams

11-12

June 30 – July 17 Training Camp
SYNC Invitational (Toronto)
Synchro Canada 11-12 National Development Camp

13-15 & Junior

July 6 – August 5 Training Camp
SYNC Invitational (Toronto)
&
UANA Pan Am Championships (Riverside, California)

COACHING STAFF:

11-12: Julia Maclean (HC) / Rhiannon Major (AC)

13-15: Brooke Whitney (HC) / Nicola Chaddock (AC)
Alexandra Chadwick (Apprentice Coach)

Junior: Yingli Hou (HC) / Stephanie Breitigam (AC)

FutureGen 2017

- New Program: Summer development camp for the Top 10 & Under athletes in the province (2-days, aligned with Provincial Team Training)
- Exposure to high performance training environment of a Provincial Team
- Build a strong foundation for excellence and success in synchronized swimming

Introducing

FutureGen



10 & Under Summer Development Camp

What is FutureGen? A development training camp for 10&Under athletes, designed to build a foundation for future excellence in synchro.

Who is selected to FutureGen? The Top 24 10&Unders in Ontario (see full Selection Criteria online).

When/Where do FutureGen athletes train? July 8th & 9th 2017 at TPASC.

Find out more at synchroontario.com



Top 24
9 & 10 year olds
AG + T

FutureGen 2018 Plan



Enhanced summer/fall training experience for the
Top 10 & Under athletes in the province (aligned with
Provincial Team Training & Fall T2T HPAD)

Invites sent June 15, registration on-going

Training Day	Date	Time	Location
Training Day #1	Saturday, July 14, 2018	12:00pm-5:00pm	<i>Toronto Pan Am Sports Centre</i>
Training Day #2	Sunday, July 15, 2018	9:00am-2:00pm	
Training Day #3	Sunday, September 23, 2018	10:00am-2:00pm	

Top 24
9 & 10 year olds
AG + T

2017-18 Programs



RTC Ontario

Junior (16+)



Canada Games Team Training Pool

14+
(15-21 as of 2019)



Train to Train (T2T)

12-15



Learn to Train (L2T)

9-11

RTC
Outreach



Provincial Teams + FutureGen

10U, 11-12, 13-15, Junior



Coach UP

Comp Intro+



Community Programs

Municipal/Club Level



Coach UP



- Expert-led coach development workshops & webinars
- Integrated with high performance programming
- Flexible credential-based package

Session	Experts
Annual Planning Made Easy	Dr. David Bentley (CSIO Physiologist) & Mary-Jane Ling (T2T HPAD Expert, York Synchro Head Coach)
How to Train Speed	Andrew Macdonald (Speed Swim Guest Expert, NYAC, Swim Toronto)
Injury Prevention & Concussion Protocol	Brandy Tannenbaum, MPH, CRM (Coordinator, Office for Injury Prevention, Sunnybrook Health Sciences) & Laura McClemont Steacy, MSc (Former National Team Member, OSSC Synchro Coach, PhD Student focusing on concussions in synchro)
Creating a Culture of Excellence	Sheilagh Croxon (Synchro Swim Ontario/Synchro Canada Consultant & High Performance Expert)
Building Athletes' Mental Skills (Competition Preparation)	Leith Drury (PhD, Sport Psychology)
Conflict Management Webinar	Isabelle Cayer
Competition Preparation & Managing Stress at Meets	Kerri Morgan (Mental Game Coaching Professional)
Synchro from a Judges' Perspective	Karen Seymour & Maria Shuwera

2018-19 Coach Development Programming under review (to be released at start of season)

SSO Programs: Results/Stats 2017-18

2018 Junior National Team

- Top 24 Athlete Pool: 11 (46%) Ontario
- Final 11 Team Members: 6 (55%) Ontario

2018 13-15 National Team

- Top 30 Athlete Pool: 12 (40%) Ontario
- All 12 (100%) of those are 2017-18 SSO programming participants
- Final 11 Team Members: 6 (55%) Ontario

2019 Canada Games/2018 Junior Provincial Team Trials

- Top 24 Athlete Pool: 23 (96%) are 2017-18 SSO programming participants

13-15 Provincial Team

- Top 16 Athlete Pool: 15 (94%) are 2017-18 SSO programming participants
- Final 10 Team Members: 9 (90%) are 2017-18 SSO programming participants

11-12 Provincial Team

- Final 10 Team Members: 5 (50%) are 2017-18 SSO programming participants (note: age 12 is first T2T-eligible year)

Online Injury Tracker Form

Launched September 2017

Sunnybrook Health Sciences
Centre & PlaySafe Injury Tracker
Program

Understand contributing factors

Generate summary reports/data

Access for clubs via web / easily
fill-able form



* 4. The injured person is a:

☒ Athlete

☐ Coach

☐ Official

* 5. If the injured person is an athlete, please select the level of swimming:

☐ Competitive – National/FINA Stream

☒ Competitive – Provincial Stream

☐ Competitive – AWD

☐ Competitive – Masters

☐ Limited (Novice) Competitive

☐ Recreational Swimmer

☐ Recreational Swimmer – AWD

☐ Recreational Swimmer – Masters

☐ Recreational Swimmer – Short-term (camp or program of <6 weeks)

☐ Not an athlete

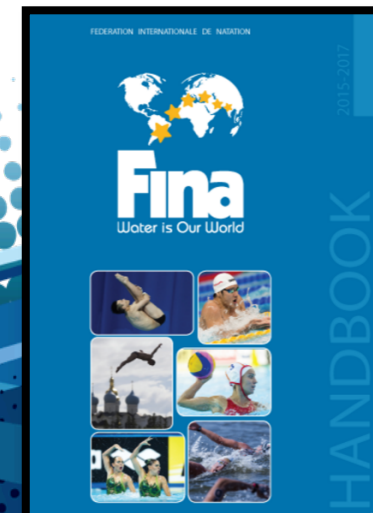
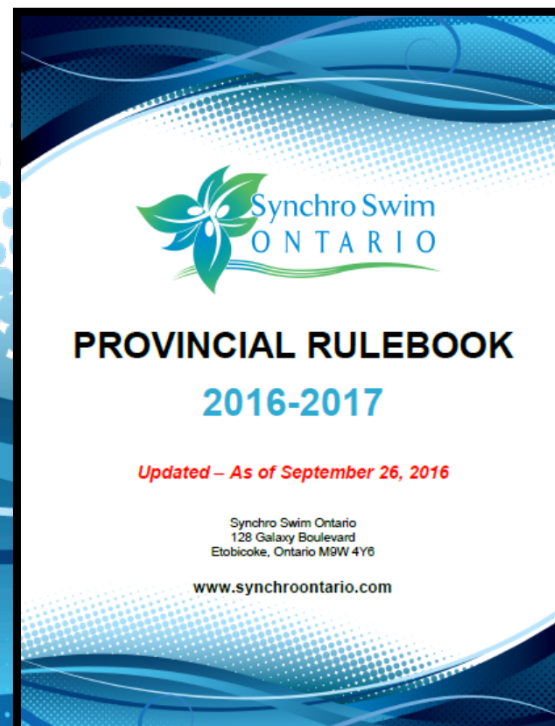
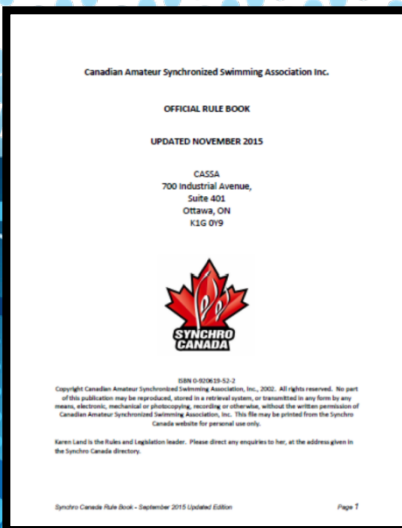
* 6. Please select the club to which the injured person is officially registered:

Markham Synchro Club (MKSC)

40%

Prev Next

2017-18 RULES OVERVIEW



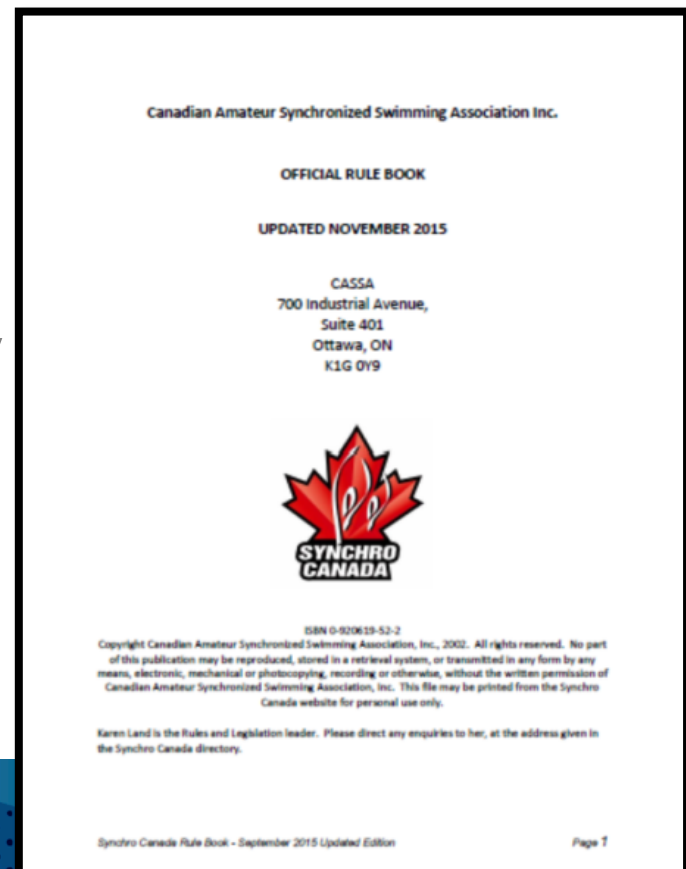
FINA CONGRESS

- July 12 (Synchro) & 22 (General), 2017 (Budapest)
- New Rules, Figures etc. released at start of 2017-18 season
- CASSA/SSO adjustments based on these



17-18 CASSA Rule Changes

- Timelines pushed back
- Voted on June 21st
- Updated CASSA Rulebook release date ETA **August 1**
- CASSA's Provincial Appendix changes are omitted from this summary (Ontario has own Provincial Rulebook, does not use CASSA Appendix)
- Summary of CASSA changes (from SSO-recorded notes):



CASSA Rule Change Summary (1/2)

- **#1: Removal of 'Espoir' and 'Open,'** combined into 'Canadian Artistic Swimming Championships' (13-15, JR, SR)
- **#2A: National Meets: Team = 4-8 athletes** (no change)
- **#2B: National Meets:** An athlete may NOT swim up an age group in **solo**
- **#3: 12-person Roster:** Roster rule removed, just enter 10 for each meet (compete max. Once per category at a given meet)
- **#4: Protesting scores:** Protests only by registered participants; 30 minutes from time results are published and only in writing; note that penalties/0 scores are marks/scores and may NOT be protested
- **#24: Video Review:** Video review for technical routines may be reviewed in slow motion with freeze frame allowed, a maximum of x5 or considered correct
- **#8: 11-12 National:** Removed 11-12 Age Group from National Competitions

CASSA Rule Change Summary (2/2)

- **#9: Announcing:** Competitor name and Club announced before routine swim (and team theme if applicable; head routine coach name also announced afterward)
- **#13:** Senior age athletes (19+) may **compete for two member Clubs** in the same season in different routines (e.g. May swim duet with one club and tech team with another club) **Clarification regarding tech requirements needed from Synchro Canada?*
- **#15: STILL TO BE VOTED ON: 50% minimum** team members on tech routine for **combo/highlight** *(question from Ontario regarding 13-15s on combo and requirement for tech routine?)*
- **#28: Eliminate combined awards** for JR/SR, Tech and Free awarded separately (Free draw to be seeded by Tech results)
- **#18: Normal routine suits** for Tech Routine (not plain black suit) – aligned with FINA
- **#32: No long ties** on suits
- **#33:** AWD may wear **goggles** (no doctor's note required)

CASSA Rule Change #41 - Discussion

- #41 – For Discussion (Synchro Canada requested feedback by June 25):

Background:

- 1) Purpose of the Rule proposal is to **ease the requirements** to be eligible to compete in **Combo/highlight** routines
- 2) **Current rule:** 50% of combo/highlight participants must have competed as a member of a junior or senior technical team.
- 3) **Proposed change:** to be eligible to enter a combo/highlight routine **THE CLUB** must have entered a junior or senior technical team routine (the athletes on Combo need not swim on the technical team)
- 4) **Questions arose about 13-15 age athletes:**
 - a) Are they still eligible to swim on combos? Answer - yes - athletes can swim up one age group in combo/highlight - as long as the combo/highlight meets entry requirements
 - b) Can a team with no juniors or seniors on it compete in Combo at Qualifiers/Nationals? - by rule (right now) the answer is yes - as long as the combo/highlight meets entry requirements (tech teams)
 - c) What about 13-15 teams whose clubs do not have junior or senior technical teams? How can they meet eligibility requirements?
 - d) 13-15 combos were removed from the national (Espoir) schedule in the rules ratification vote of June 2013 based on the decision that the category had very few participants (5 in 2012 and 4 in 2013) and that 13-15 athletes should be focused on figures and skill development and not another routine. This was passed unanimously at the time.

CASSA Rule Change #41 - Discussion

#41 – For Discussion (Synchro Canada requested feedback by June 25):

Questions:

- 1) Does your province believe 13-15 teams should be eligible to compete in Combo at Qualifiers/Nationals?
- 2) If yes to above - How? by meeting the proposed qualifications to be eligible either through the old 50% rule? or the proposed rule of a club must enter a tech team? OR other? (please provide idea)
- 3) If no to above - why not?

18-19 SSO Rule Change Process

A completed **SSO Rule Change Request Form** must be submitted for consideration by the SSO Rules Committee, Chaired by Karen Seymour.

Please submit SSO Rule Change Requests by

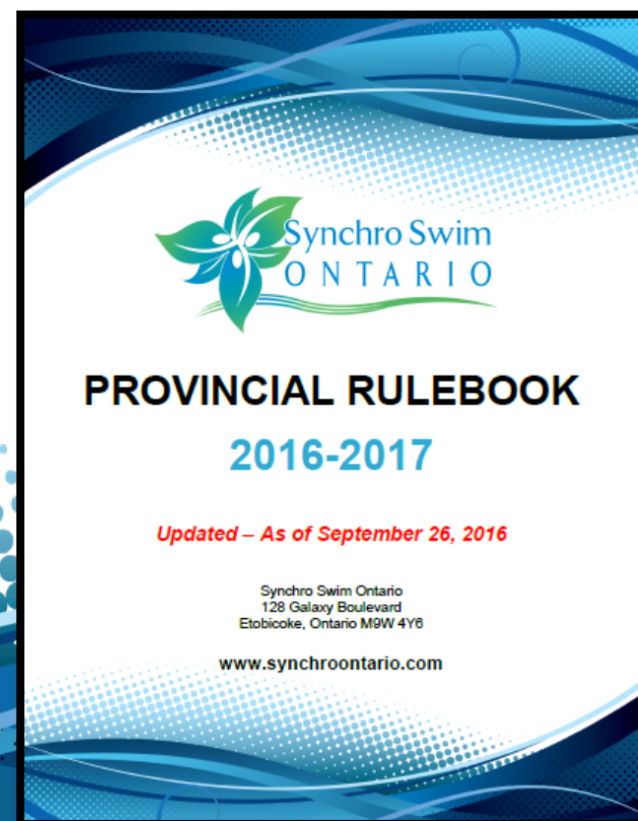
July 24th, 2018

via email to rklein@synchroontario.com

Form can be found online (SSO Website > Member Resources > “Policies and Forms” & “Rulebooks”)

Rule Change Requests may only be submitted by:

1. Registered Synchro Swim Ontario **Officials**
2. Synchro Swim Ontario **Board** Members and **Staff**
3. Synchro Swim Ontario member **clubs**, for which a request must be submitted jointly by the **Club Head Coach** and **Club President**



AGM Rules Discussion

**Current Discussion Proposals for Ontario
Competitions?**




COMPEITION STRUCTRE



- Synchro Canada proposed re-structuring to align to one competitive stream (vs. National / Provincial)
- Ontario is well-positioned to be able to accomplish this within a short time-frame (many CASSA rule alignments, already aligned in figure and tech routine requirements)
- SSO established a Working Group to review Ontario's meet structure
- MANY considerations, including:
 - impact: coaches & officials
 - reflect LTAD periodization
 - support participation in all regions for all athletes (incl. cost to families)
 - competitions through to end of season
 - extra routine qualification later in season
 - take school calendar/holidays into account
 - simplify and create efficiencies

- Note: Synchro Canada has (officially) removed 11-12 from National competitions (now within provinces, except for SYNC)
- All Ontario athletes (13+) compete at the same meets for the first 4 meets, before qualifying to either National or Provincial competitions
- Allowance for athletes that qualify to National Qualifier & National Championships to remain within Ontario competition structure if desired (if attending National Championships, may only swim as exhibition at Ontario Championships)



PLAN B (11-12 Prov.) Summary Chart



2018-19 Proposed Competition Schedule

New Competition	Competitors	Events	Location	Dates	Estimated number of competitors	Pool Requirements
Early Bird Skill Testing Event	Mandatory for: All Novice, All Competitive	Land & water skills, LTAD	Central East West North	October 20-21 or October 27-28	504 275 310 34	25m pool & gymnasium required
Lisa A Figure & Elements Meet	Mandatory for: Competitive:11/12, 13-15, JR, SR, AWD-C, AWD-P	Modified figures for 11/12; full figures or elements for other age groups	East / North	Nov. 24	214	min 25m all-deep pool
			Central / West <i>Rotation indicates West region</i>	Dec. 1-2	521	
WINTER BREAK DEC. 24, 2018 to JAN. 4, 2019						
Routine Meet	Optional for: Competitive: 13-15, JR, SR, AWD-C, AWD-P	Routine only	Any Region	Jan. 18-20	430	50m pool required
HIGH SCHOOL EXAMS JANUARY 21 to 31 (Generally last 2 weeks of Jan.)						
Trillium Novice,12U Competitive & Masters' Regionals	Mandatory for: All Novice, Competitive: 10U & 11/12 Optional for: Masters, AWD-C, AWD-P	Figures, routines, skills & LTAD Team routines only for Novice as per current rules	East & North	Feb. 2-3	225	50m pool preferred
			West	Feb 1-3	280	
			Central	Feb 8-10	375	
CANADA WINTER GAMES, RED DEER, ALBERTA FEB. 14 to 22, 2019						
Leslie Taylor Ontario Cup Qualification (for National Qualifier) Phase 1 PTT 13-15/JR	Mandatory for: Competitive: 13-15, JR, SR Optional for: AWD-C, AWD-P	13-15, AWD-C, AWD-P Figures and routine	Any Region	Feb. 27- Mar. 3	400	50m pool required

2018-19 Proposed Competition Schedule

New Competition	Competitors	Events	Location	Dates	Estimated number of competitors	Pool Requirements
FAMILY DAY WEEKEND ONTARIO FEB. 16 to 18, 2019						
MARCH BREAK MARCH 11 to 15, 2019						
SC CANADIAN QUALIFIER, EAST MARCH 25 to 31, 2019 – 13-15, JR & SR ATHLETES						
Hilton Worldwide Invitational – Qualification event for ON CHAMPS (11-12, 13-15 extra routines only) – Phase 1 PTT (11/12) – Phase 2 PTT (13-15 & JR)	Mandatory for: Competitive: 11/12, 13-15 extra routines to qualify to ON CHAMPS Optional for: 11-12, 13-15, JR, SR, teams AWD-C, AWD-P 10U not permitted at Hilton	Routines Figures for: 11-12 and 13-15 qualifying extra routines for ON CHAMPS or for PTT ONLY Qualification for ON Champs based on regional quotas	SSO Hosting, not open to bids	April 10-14	750	50m pool required
EASTER WEEKEND APRIL 19 to 22, 2019						
Combined Novice & Masters' Provincial Championships	Mandatory for: All Novice Optional for: Masters, AWD-C, AWD-P	Figures and routines	Any Region	April 25-28 or May 2-5	700	50m pool required
VICTORIA DAY WEEKEND MAY 18-20, 2019						
SC CANADIAN CHAMPIONSHIPS, WEST MID-MAY 2019 – 13-15, JR & SR ATHLETES						
Trillium 12U Championships – Phase 2 PTT (11/12)	Mandatory for: Competitive: 10U, 11/12, Optional for: AWD-C, AWD-P	Figures and routines	Rotation indicates Central Region	May 10-12 or May 24-26	350	50m pool required

2018-19 Proposed Competition Schedule

New Competition	Competitors	Events	Location	Dates	Estimated number of competitors	Pool Requirements
Ontario Championships	Mandatory for: Competitive: 13-15, JR, SR Optional for: AWD-C, AWD-P	Figures and routines	<i>Rotation indicates East region</i>	June 5-9 or May 29 - June 2	450	50m pool required
SYNC (Synchro Youth Natation Challenge)	Optional for: Competitive: 11-12, 13-15, JR	Figures and routines	National (ON, AB, or QC) <i>Rotation indicats Quebec to host</i>	July 17-21	N/A	Rotation indicates Quebec to host 2019



Summary Chart with Location, Dates & Host



2018-19 Proposed Competition Schedule

New Competition	Competitors	Events	Location	Dates	Estimated number of competitors	Pool	Host Club
SSO Fall Conferenc	all Coaches , Officials, Presidents and Registrars		Hilton Garden Inn	October 20-21	100	N/A	SSO
Early Bird Skill Testing Event	Mandatory for: All Novice, All Competitive	Land & water skills, LTAD	Central East West North	October 27-28	459 275 355 34		
Lisa A Figure & Elements Meet	Mandatory for: Competitive:11/12, 13-15, JR, SR, AWD-C, AWD-P no 10u evnts	Modified figures for 11/12; full figures or elements for other age groups	All Regions <i>Rotation indicates West region</i>	Dec. 1-2	735	Etobicoke Olympium	London Synchro
WINTER BREAK DEC. 24, 2018 to JAN. 4, 2019							
Routine Meet	Optional for: Competitive: 13-15, JR, SR, AWD-C, AWD-P	Routine only	Any Region	Jan. 18-20	430	Etobicoke Olympium	Waterloo Synchro
HIGH SCHOOL EXAMS JANUARY 21 to 31 (Generally last 2 weeks of Jan.)							
Trillium Novice, 12U Competitive & Masters' Regionals	Mandatory for: All Novice, Competitive: 10U & 11/12 Optional for: Masters, AWD-C, AWD-P	Figures, routines, skills & LTAD Team routines only for Novice as per current rules	East & North	Feb. 2-3	225	Oshawa Civic Center	Durham Synchro
			West	Feb 1-3	311	Centennial Pool	Burlington Sychro
			Central	Feb 8-10	344	Etobicoke Olympium	Olympium Synchro
Canada Winter Games Feb 14 to 22, 2019							
Leslie Taylor Ontario Cup Qualification (for National Qualifier) Phase 1 PTT 13-15/JR	Mandatory for: Competitive: 13-15, JR, SR Optional for: AWD-C, AWD-P	13-15, AWD-C, AWD-P Figures and routine	Any Region	Feb. 27- Mar. 3	400	Nepean Sportsplex	Go Capital
FAMILY DAY WEEKEND ONTARIO FEB. 16 to 18, 2019							
MARCH BREAK MARCH 11 to 15, 2019							
SC CANADIAN QUALIFIER, EAST MARCH 25 to 31, 2019 – 13-15, JR & SR ATHLETES							
Phase 1 PTT 11/12 Phase 2 PTT 3/15 & Jr			SSO Hosting, not open to bids	April 10	200	Etobicoke Olympium	SSO

2018-19 Proposed Competition Schedule

New Competition	Competitors	Events	Location	Dates	Estimated number of competitors	Pool	Host Club
Hilton Worldwide Invitational – Qualification event for ON CHAMPS (11-12, 13-15 extra routines only)	Mandatory for: Competitive: 11/12, 13-15 extra routines to qualify to ON CHAMPS Optional for: 11-12, 13-15, JR, SR, teams AWD-C, AWD-P 10U not permitted at Hilton	Routines Figures for: 11-12 and 13-15 qualifying extra routines for ON CHAMPS or for PTT ONLY Qualification for ON Champs based on regional quotas	SSO Hosting, not open to bids	April 11-14	750	Etobicoke Olympium	SSO
EASTER WEEKEND APRIL 19 to 22, 2019							
Combined Novice & Masters' Provincial Championships	Mandatory for: All Novice Optional for: Masters, AWD-C, AWD-P	Figures and routines	Any Region	April 25-28 or May 2-5	700	TBD	York
VICTORIA DAY WEEKEND MAY 18-20, 2019							
SC CANADIAN CHAMPIONSHIPS, WEST MID-MAY 2019 – 13-15, JR & SR ATHLETES							
Trillium 12U Championships – Phase 2 PTT (11/12)	Mandatory for: Competitive: 10U, 11/12, Optional for: AWD-C, AWD-P	Figures and routines	<i>Rotation indicates Central Region</i>	May 24-26	350	Etobicoke Olympium	Toronto
Ontario Championships	Mandatory for: Competitive: 13-15, JR, SR Optional for: AWD-C, AWD-P	Figures and routines	<i>Rotation indicates East region</i>	June 5-9	450	Nepean Sportsplex	Nepean
SYNC (Synchro Youth Natation Challenge)	Optional for: Competitive: 11-12, 13-15, JR	Figures and routines	National (ON, AB, or QC) <i>Rotation indicates Quebec to host</i>	July 17-21	N/A	<i>Rotation indicates Quebec to host 2019</i>	

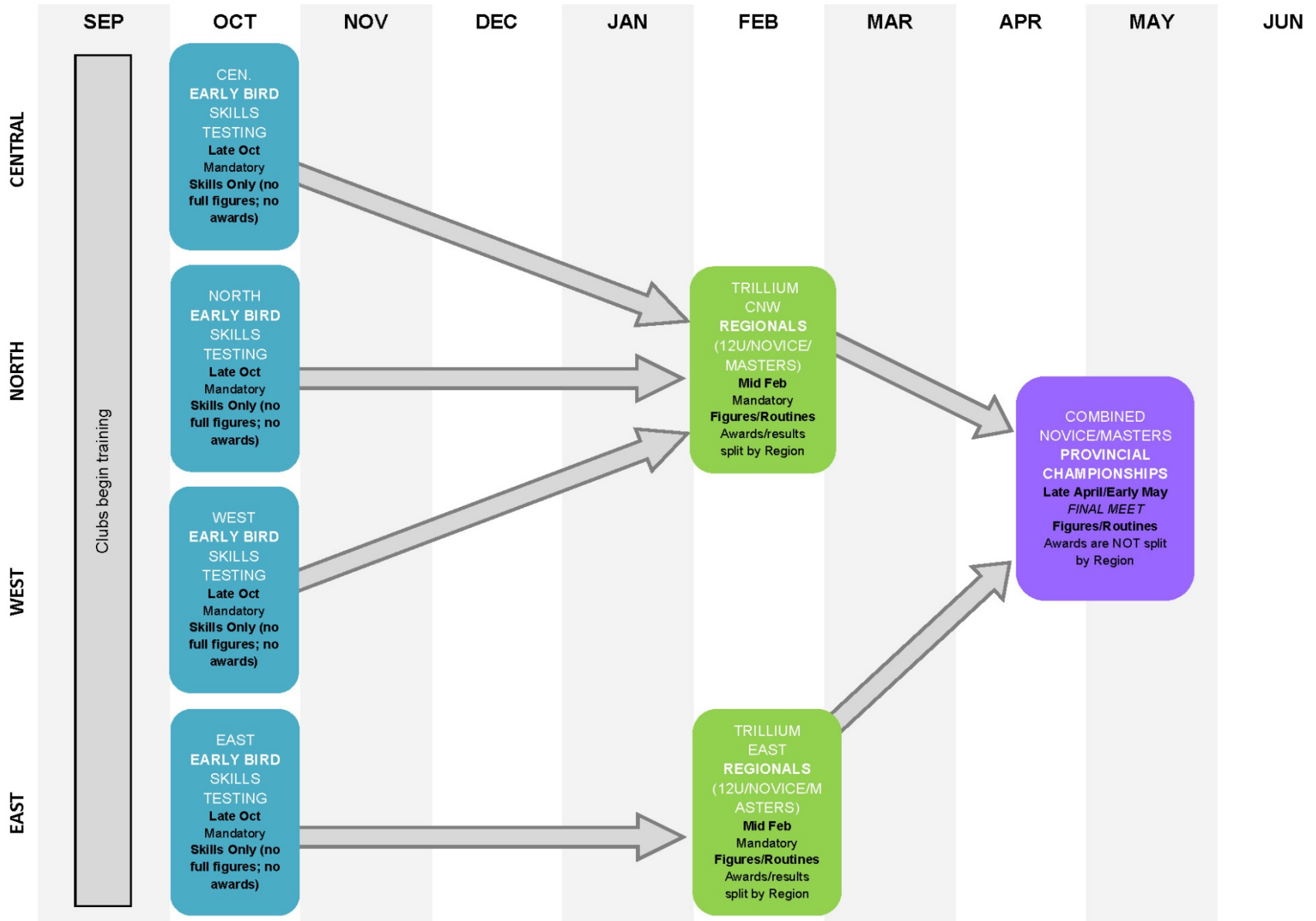


Competitive Pathways



NOVICE COMPETITIVE

(ALL AGES – NOVICE 8U, NOVICE 10U, NOVICE 11-12, NOVICE 13-15, NOVICE 16-20, NOVICE AWD, NOVICE MASTERS)

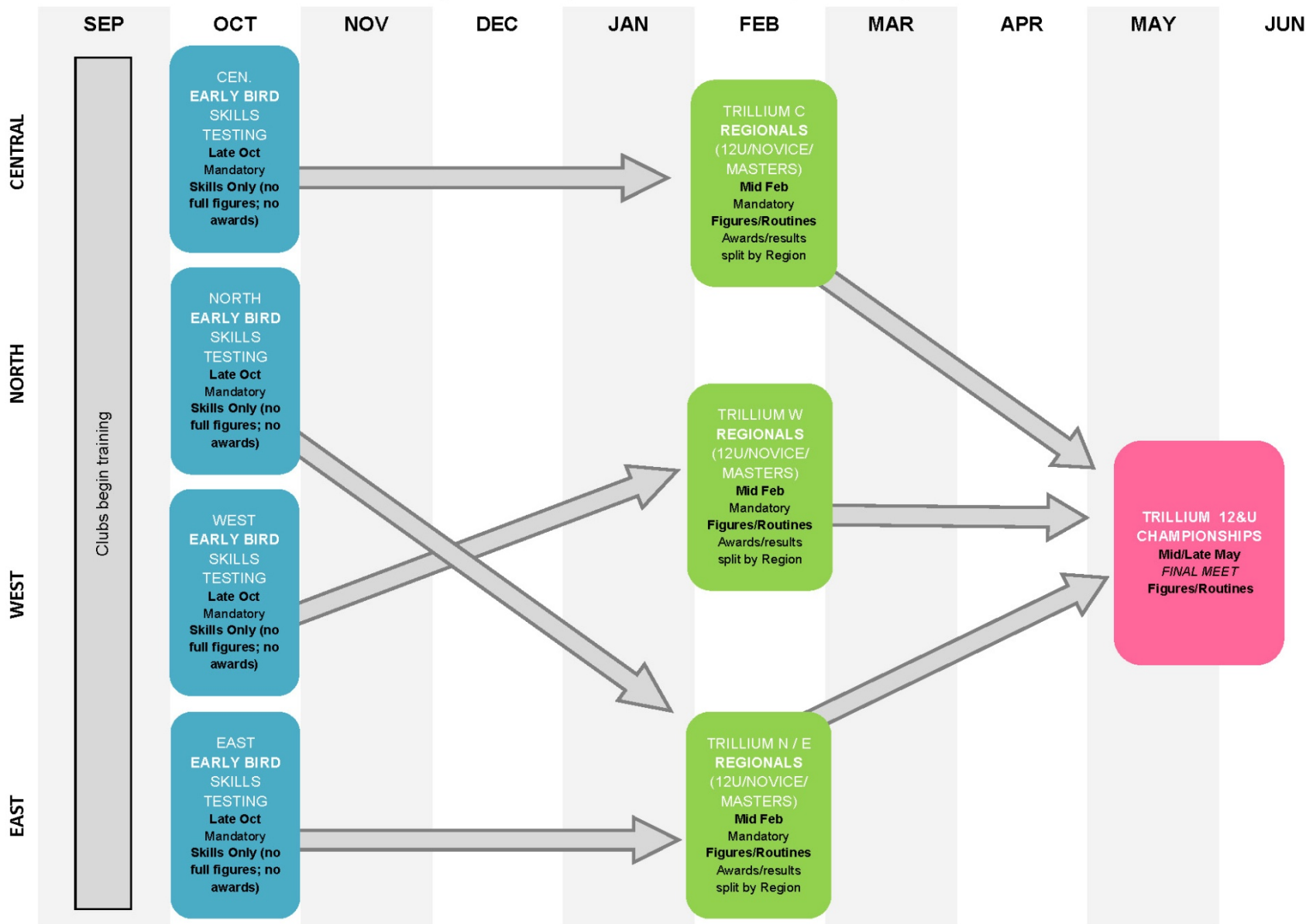


All Novice athletes move on from EARLY BIRD to REGIONALS

All Novice athletes move on from REGIONALS to NOVICE PROVINCIAL CHAMPIONSHIPS

10 & Under COMPETITIVE

(10 & Under Competitive attend Provincial Competitions ONLY)

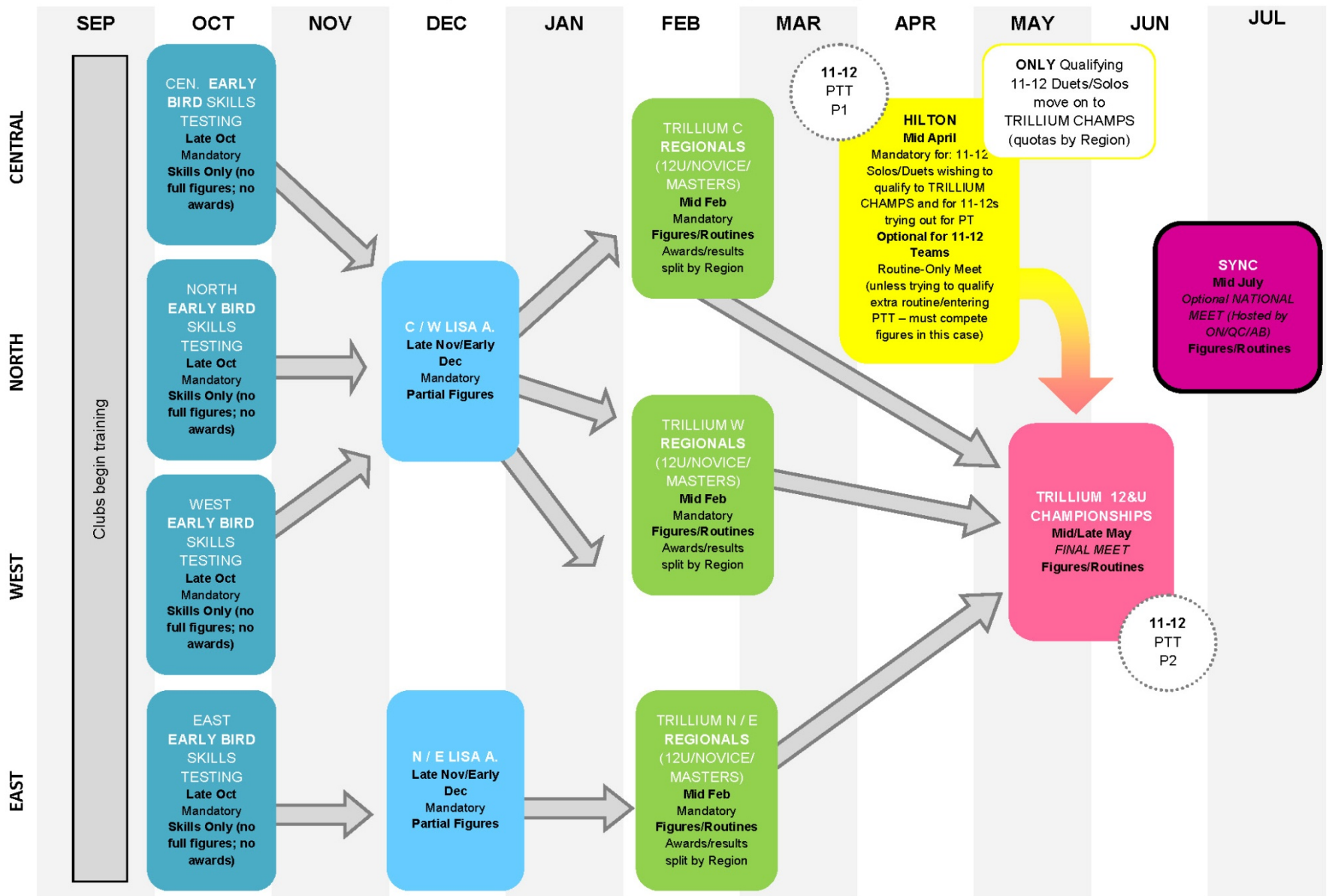


All 10U athletes move on from EARLY BIRD to REGIONALS

All 10U teams move on from REGIONALS to TRILLIUM CHAMPIONSHIPS
*10U duets must qualify via Hilton (quotas proportional by region)

11-12 COMPETITIVE

(11-12 Competitive attend Provincial Competitions ONLY)

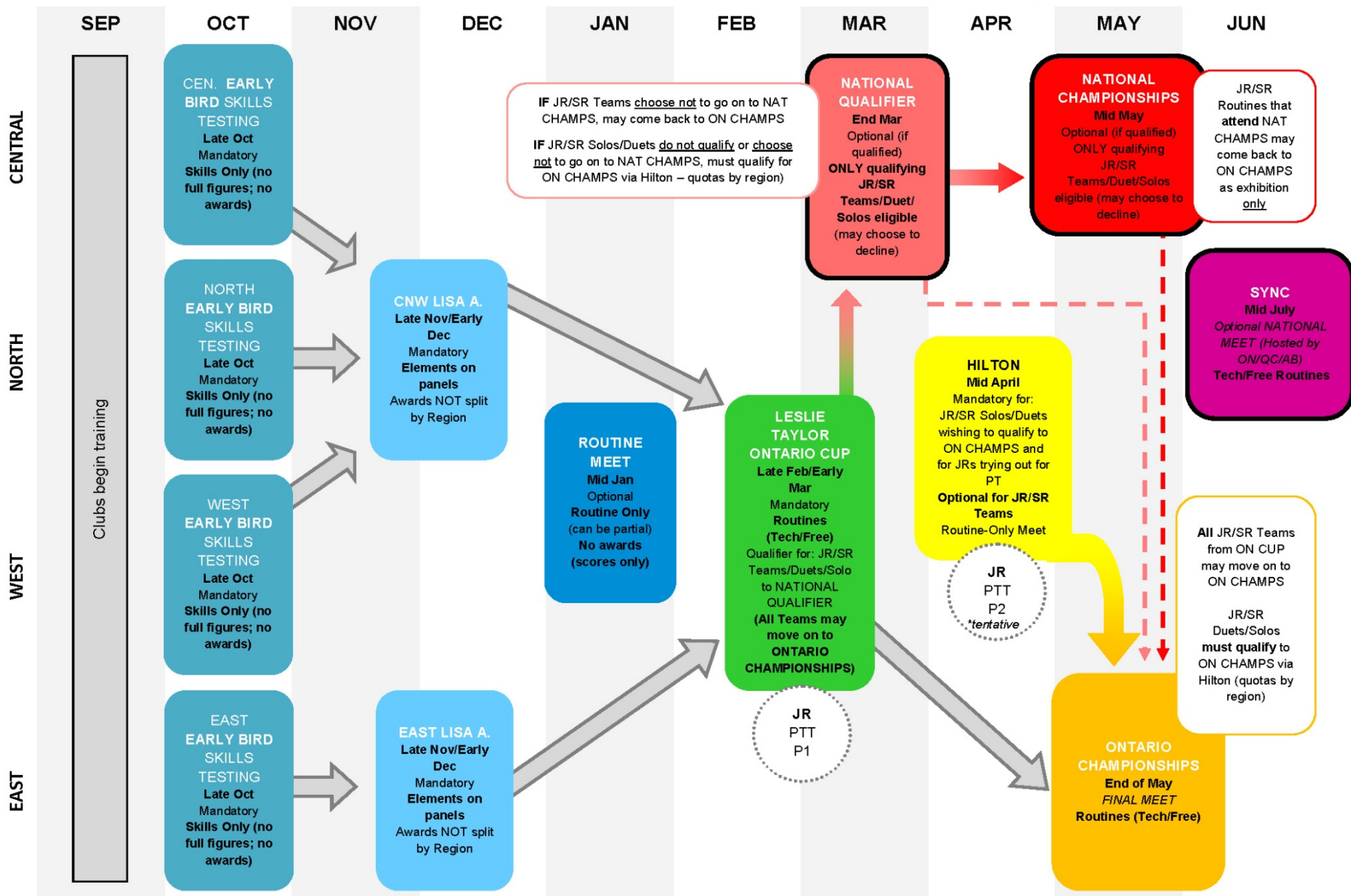


All 11-12 athletes move on from EARLY BIRD to LISA A > all move on to REGIONALS

All 11-12 Teams move on from REGIONALS to TRILLIUM CHAMPS
*11-12 Duets/Solos must qualify via HILTON

JUNIOR/SENIOR COMPETITIVE

(JUNIOR/SENIOR Competitive attend Provincial AND/OR National Competitions depending on qualification)



All JR/SR athletes move on from EARLY BIRD to LISA A
> all move on to LESLIE TAYLOR ON CUP

ALL JR/SR Teams from ON CUP may move on to ON CHAMPS; JR/SR Teams that choose not to go on to NAT CHAMPS may come back to ON CHAMPS; ALL JR/SR duets/solos wishing to attend ON CHAMPS must qualify via HILTON (quotas by region)



Synchro Swim Ontario, as a not for profit amateur sport organization, would not be able to provide excellence in programming and services for our participating athletes, coaches and members without the commitments and support of our partners, funders, sponsors and suppliers. As an integral part of our business model, the volunteers and contributors that give not only in terms of financial assistance, time and technology support, but also in offering their passion and in kind products and services, are vital to our organization. We acknowledge their support and are very grateful for their many contributions to our ongoing success.

Partners



Suppliers

