ANNUAL REPORT
2020 - 2021

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4 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 2020-2021.

A YEAR LIKE NO OTHER

A year like no other, has been a common theme found throughout many of our committee reports when reflecting on the 2020-2021 season and also throughout much of the world in response to living with the ongoing reality of COVID-19. It is with a great sense of pride that we recognize and applaud our entire Ontario Artistic Swimming community for our ability to pivot, time and time again, to respond to the challenges presented, staying true to our mission, vision and values to develop, promote and support, through continuous improvement in building a safe, healthy environment for our athletes, coaches, volunteers and officials on our journey to achieving excellence at all levels. Being guided by our purpose, we strived to expand and deliver creative new opportunities and do it differently, that would ultimately enrich the experience for our athletes, coaches and member clubs demonstrating by the end of the season, the agility and ability of our community to adapt to change and respond in productive way to the COVID-19 global pandemic.

In the early days of the pandemic, Board of Directors mandated that our organization's first priority would be the health and well-being of our employees, implementing work-from-home protocols; expansion of home office support and expanded resources to assist in the transition. Additionally,we immediately addressed any possible means available at the time to address the financial wellbeing of our member clubs by taking the first step in refunding portions of our membership fees, which was then done moving forward at several opportunities.

We were early pioneer in sport and in artistic swimming to develop and implement a Return to Sport Framework to ensure the safety and wellbeing of our athletes.

Our employees and board members stepped up beyond reason, responding to the demands of the moment with extraordinary professionalism and humanity, while upending their work and personal lives.

As we enter the 2021-2022 season, we do so with a sustainable financial position, solid governance based policies and enhanced risk management, improved member and stakeholder engagement, increasingly visible brand recognition, and strong relationships with Canada Artistic Swimming, our funding partners and suppliers. As a result, even though the ever-changing landscape and uncertainties remain, we look forward with confidence, believing that we can stay on our journey to excellence and have Ontario continue to be leaders in our sport across Canada.

Together, we proved our resilience and tenacity during a time of rapid and significant changes and challenges. We thank the Ministry of Heritage, Sport, Tourism and Culture Industries (MHSTCI), our funding partners at Canadian Sport Institute Ontario (CSIO) and Coaches Association Ontario (CAO), our Member Clubs, supporters within the sport sector and our entire community for their tremendous efforts and continued support, as we navigate the waters moving forward.

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

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

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

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

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ORGANIZATIONAL STRUCTURE

BOARD OF DIRECTORS

President/Chair	Ruth Belcher
Vice President	Chris Foster
Treasurer	Lesley Toussaint
Secretary	Christine Fink
Director at Large	Alanna Harman
Director at Large	Trevor Scheffel
Executive Director	Mary Dwyer

OAS STAFF

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

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

CLUB MEMBERS

COMPETITIVE

Brant Artistic Swim Club
Chaco Artistic Swimming Club Inc.
Durham Synchro Swimming Club
GO Capital Artistic Swimming Club
Granite Artistic Swimming
Ignite Artistic Swimming Club
Halton Hills Artistic Swimming Club
Kawartha Trent Synchro Swimming Club
London Regional Artistic Swimming Club
Markham Artistic Swimming Club
Mississauga Artistic Swimming Club
Nepean Artistic Swimming Club
Olympium Artistic Swimming Club
Remix Artistic Swimming Club
Royal City Artistic Swimming Club
Sudbury Synchro Swim Club
Toronto Artistic Swimming Club
Waterloo Regional Artistic Swimming Club
York Artistic Swimming Club

MASTERS

Toronto Tsunamis Masters Synchro Club

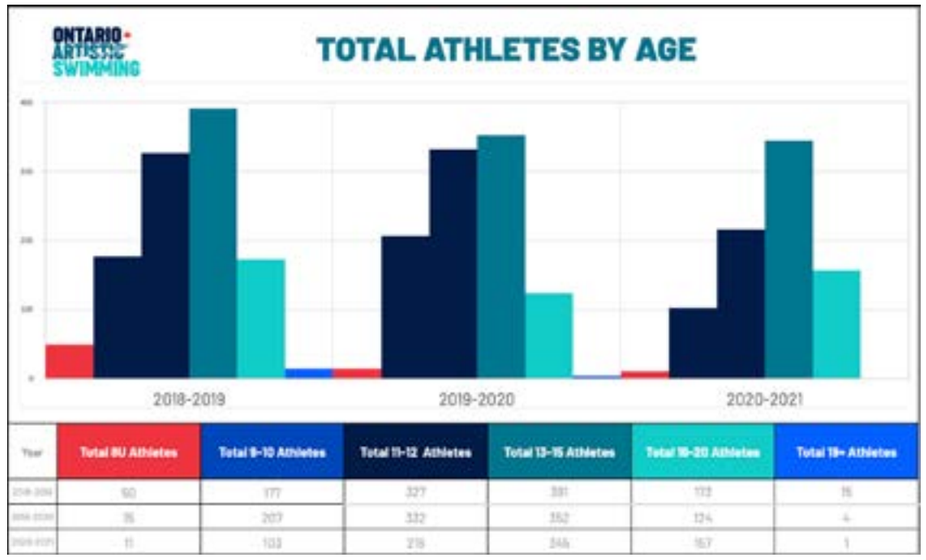
RECREATIONAL

Kingston Synchro Swim Club
Tillsonburg Synchers Artistic Swimming Team

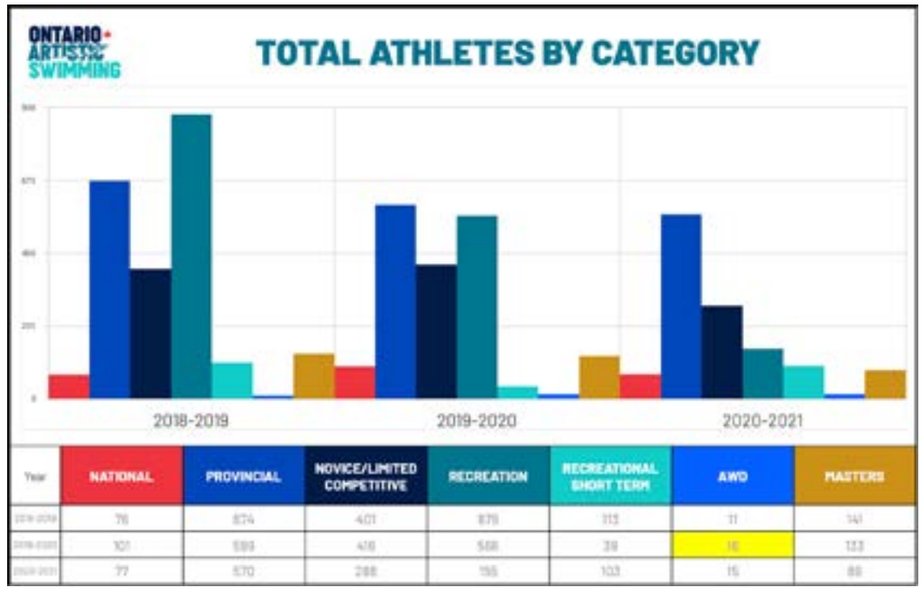
Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

REGISTRATION STATISTICS

ATHLETE REGISTRATION

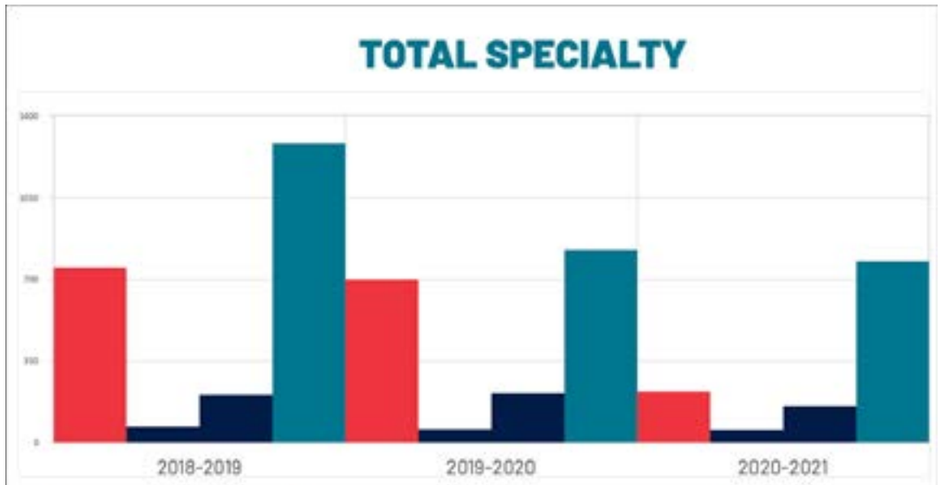


Year	Total 8U Athletes	Total 9-10 Athletes	Total 11-12 Athletes	Total 13-15 Athletes	Total 16-20 Athletes	Total 19+ Athletes
2018-2019	90	177	327	381	133	15
2019-2020	15	207	332	352	124	4
2020-2021	11	103	219	246	157	1



Year	NATIONAL	PROVINCIAL	NOVICE/LIMITED COMPETITIVE	RECREATION	RECREATIONAL SHORT TERM	AWD	MASTERS
2018-2019	76	874	401	876	113	11	141
2019-2020	101	593	416	568	28	16	133
2020-2021	77	670	288	755	103	15	88

TOTAL REGISTRATION



Year	COACHES	OFFICALS	ASSOCIATE MEMBERS	VOLUNTEERS
2018-2019	750	72	208	1,282
2019-2020	700	60	215	827
2020-2021	222	57	157	777

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

FINANCIAL REPORT

INTRODUCTION

The 2020-21 fiscal year was a year unlike any other. OAS was fortunate to qualify for federal and provincial COVID19 emergency relief programs including the Canada Emergency Wage Subsidy (CEWS), Canada Emergency Rent Subsidy, and Canada Emergency Business Account (CEBA) that covered the lost revenue from events and decreased registration.

These COVID-19 emergency relief funds represented 37% of total revenue for OAS in fiscal 2020-21. In total, government grants and COVID-19 relief funding amounted to just over $500,000 in 2020-21, whereas in the previous year government grants stood at just over $200,000. OAS worked diligently throughout 2020-21 to support our club Members including through regular club and coach calls that included experts from Sport Law to address questions and provide the most current information on federal and provincial government financial support. OAS provided refunds of certain 2019-20 registration fees to clubs including the Award fee in full and the unused portion of the Officials Fee. We eliminated the Officials Fee for the 2021-22 competitive season, lowered entry fees for competitions, and refunded registration fees for the Leslie Taylor competition in full knowing the financial challenges that were being faced at the club level.

Overall OAS self-generated revenue was just over $230,000 in fiscal 2020-21 whereas in the previous year it was over $675,000. Given the difficulty experienced throughout the year at having clubs operational and athletes in the water, OAS took the opportunity and funds from the government to invest in our sport. OAS engaged Sheilagh Croxon to lead the development of a land-based high-performance program, which was delivered virtually or remotely by club coaches beginning September 2020. OAS provided direct support to coaches by providing the online portion of AquaGO! training to 48 registered Ontario coaches free of charge. We made some key strategic investments in Safe Sport including retaining an independent, third-party Safe Sport Officer to manage concerns submitted by OAS participants and OAS began work on key marketing initiatives to promote grassroots programs, attract new participants to the sport, and invest in the future of Artistic swimming in our province.

Respectfully submitted,
Lesley Toussaint
Treasurer & Chair, Finance & Audit Committee

STATEMENT OF FINANCIAL POSITION

ONTARIO ARTISTIC SWIMMING
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2021

	2021	2020
ASSETS		
Current Assets		
Cash and short-term investments *(Note 7)*	$ 501,769	$ 381,721
Accounts receivable	12,776	1,521
Inventory	11,064	10,985
Prepaid expenses	10,303	20,628
	535,912	414,855
Long Term Assets		
Property and equipment *(Note 5)*	4,300	6,655
	$ 540,212	$ 421,510
LIABILITIES AND NET ASSETS		
Current Liabilities		
Accounts payable and accrued liabilities	$ 27,226	$ 11,296
Deferred membership and grants	140,302	67,433
Sales and payroll taxes payable	2,014	694
	169,542	79,423
Long Term Liabilities		
CEBA loan payable *(Note 12)*	30,000	-
	199,542	79,423
Net Assets		
Unrestricted net assets	70,670	72,087
Restricted net assets *(Note 7)*	270,000	270,000
	340,670	342,087
	$ 540,212	$ 421,510

Lease commitments *(Note 9)*

STATEMENT OF CHANGES IN NET ASSETS

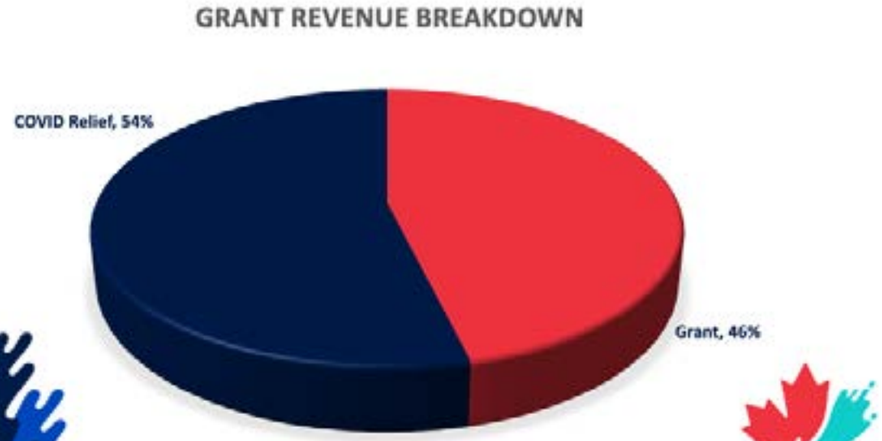
ONTARIO ARTISTIC SWIMMING
STATEMENT OF CHANGES IN NET ASSETS
YEAR ENDED MARCH 31, 2021

	Unrestricted Net assets	Restricted Net assets	2021	2020
NET ASSETS - BEGINNING OF YEAR	$ 72,087	$ 270,000	$ 342,087	$ 406,049
Deficiency of revenues over operating expenses	(1,417)	-	(1,417)	(63,962)
NET ASSETS - END OF YEAR	$ 70,670	$ 270,000	$ 340,670	$ 342,087

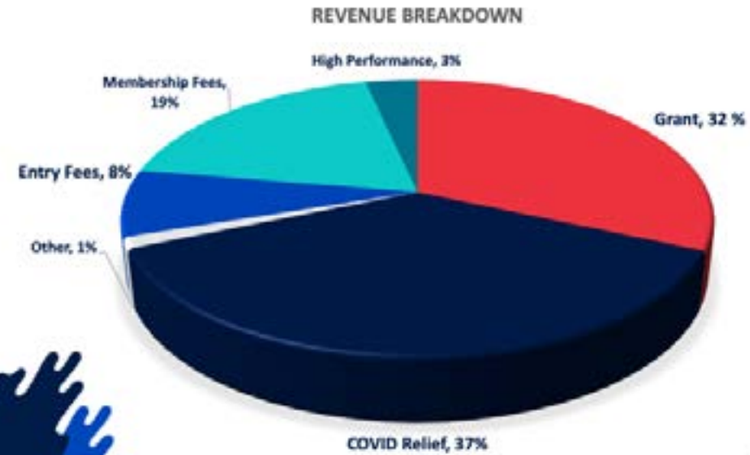
Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

FINANCIAL STATISTICS

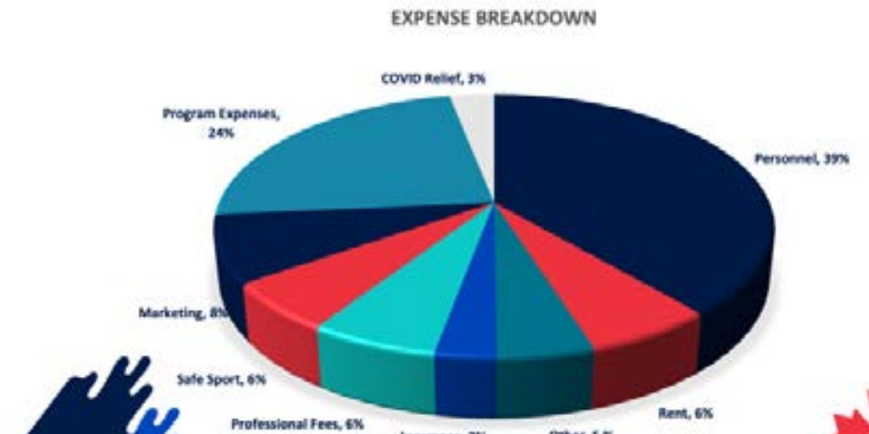
GRANT REVENUE



REVENUE BREAKDOWN



EXPENSE BREAKDOWN



18 HIGH PERFORMANCE & TECHNICAL REPORT

COVID-19 IMPACTS

With COVID-19 putting an abrupt end to the 2019-2020 season and continuing to impact the 2020-2021 season, athletes and programs were impacted in large ways. Due to this, the OAS L2T, T2T and FutureGen programs did not operate in this year. OAS's newly coined Ontario's Got Talent High Performance program, previously known as the Enhanced Training Environment (ETE), was adapted to be delivered virtually through online Zoom sessions and camps.

The 2020-2021 season also saw an unprecendented shift towards virtual competitions and dryland events to keep athletes active and provide programming during a difficult year. Up to March 2021, OAS has delivered four virtual assessments and competitions, with plans to continue the 2020-2021 season virtually as required. These include:

- Dryland Routine Skill Testing
- Lisa Alexander Tech and Routine Meet
- Lesley Taylor Ontario Cup
- Novice & Masters Dryland Event

ONTARIO'S GOT TALENT HP PROGRAM

21 JUNIORS AND 29 13 – 15 ATHLETES REPRESENTING 9 CLUBS

The program was delivered virtually (online) between October 5, 2020 and February 28th 2021.

Led by OAS HP advisor Sheilagh Croxon, a task force of experienced Ontario coach leaders worked to develop a plan that will ensure that OAS talent identified athletes are provided with expert programming, monitoring, and preparation to help them successfully develop along the High Performance Athlete Pathway set by Canada Artistic Swimming.

The objective of this program was to provide identified athletes and their coaches with enhanced training and programming that will help them to develop the necessary foundation and skills to be successful in one day representing Ontario Artistic Swimming and Canada Artistic Swimming on the international stage.

Athletes in the program were closely monitored by CSIO program experts and CAS Talent ID Scouts throughout the 2020-2021 season. Development of athlete land skills (strength, speed, and power), 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.
The program concluded with a virtual camp held March 7 & 8, 2021 that featured such renowned guests as:

- Naomi Zahler and Paria Mirazimi, Athletix Academy
- Evie Collier, Table Tennis England
- Claudia Holzner and Jacqueline Simoneay, 2020 Canadian Olympic Duet
- Stacey Umeh, The Creativee Movement Group
- Georgia Simmerling, 3 x Canadian Multi Sport Olympian
- Anastasia Ermakova, 4 x Olympic Champion

With a view to strengthening our community the athletes built an OGT dance routine as a symbol of their shared experience. The project – "Unity with Purpose", premiered for the athletes and experts as a special showing.

COACH AND OFFICIAL TRAINING PROGRAMS

To combat the restraints of the COVID-19 pandemic, many training programs were adapted for virtual delivery. A full list of programs can be found below.

COACH AND OFFICIAL TRAINING

COURSE NAME	2019 NUMBER OF PARTICIPANTS	2020 NUMBER OF PARTICIPANTS	2021 NUMBER OF PARTICIPANTS
AQUAGO	28 (TRILLIUM INSTRUCTOR)	34	AQ MODULES 1-3 = 70 AQ MODULES 4&5 = 27 AQ MODULES 1-5 = 6
COMP INTRO	68	53	NOT AVAILABLE VIRTUALLY
COMP DEV	0	6	NOT AVAILABLE VIRTUALLY
JUDGE L 1	9	5	HYBRID VIRTUAL ONLY 15

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

2020-2021 PROGRAM HIGHLIGHTS

SAFE SPORT Thank You to the 20 participants from across our sport, including Athletes, Coaches, Parents, Club Administrators and Board Members who gathered together, giving their time over the weekend, to help OAS take the next step in our journey towards a safe, supportive and inclusive sport for all.	**COACHES TOOLKIT** The Coach's Toolbox is a weekly series that will share new resources to help you expand your coaching toolbox! These resources will cover everything from advice from professionals to coaching strategies during COVID-19.	**DRYLAND SKILLS TESTING** This weekend we kick things off with the Early Bird Skills Testing, our first virtual event! We have over 600(!!) OAS athletes registered to compete and we want to wish every single one of you the BEST OF LUCK!
UANA VIRTUAL CHALLENGE Tune in THIS WEEKEND to cheer on Sofia who will be representing Canada! Head to our website for full details.	**VIRTUAL JUDGES COURSE** Looking for a new way to get involved and learn more about the sport of artistic swimming? Look no further! OAS is offering a virtual Level I Introduction to Judging Artistic Swimming course this March and we want YOU to join us.	**UNITY WITH PURPOSE** This season, our OGT athletes were inspired to come together and create a work of artistic excellence together. Choreographed by the incomparable Anastasia Umeh, Unity with Purpose is a reminder of the amazing things we can accomplish as a team.
PINK SHIRT DAY Next Wednesday, we encourage you to join us, CAS and our fellow PSOs in the Pink Shirt Day movement by wearing PINK to advocate an end to bullying.	**DRYLAND ROUTINE** Next weekend our OAS athletes will be heading into their second skills testing event! We are very excited to host the Dryland Routine Skill Testing and cannot wait to see how far our athletes have come!	

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

GOVERNANCE & RISK MANAGEMENT

2020-21 was a year like no other. Like all sport organizations, Ontario Artistic Swimming (OAS) struggled with the disruptions caused by the pandemic with much energy focused on the development of a return to sport framework in collaboration with Canada Artistic Swimming (CAS) and our provincial partners. The OAS Framework for Return to Artistic Swimming, which was first introduced in June 2020, is currently in its sixth version and its content is revisited regularly as we continue to monitor provincial government reopening plans and benchmark against best practices in sport across our province.

OAS worked closely with Steve Indig of Sport Law, who provided us with updated versions of our Waiver and Assumption of Risk Agreement to address considerations related to COVID-19 and a new OAS Declaration of Compliance – COVID-19 for use by our Member clubs. We also took this opportunity to update our Emergency Action Plan and Athlete Health Questionnaire templates and to introduce a new Facility Readiness Evaluation Checklist template for club use. More generally, Sport Law assisted us in supporting our artistic swimming community in Ontario through participation in club and coach calls to address questions related to risk management, liability, staffing considerations, and to provide the most current information on federal and provincial government financial support. On behalf of the Governance & Risk Management Committee and the OAS board, I would like to thank Steve and his colleagues at Sport Law who provided OAS and our clubs with invaluable support during this very difficult time.

Other notable accomplishments included:

- Updates to OAS Employment Agreement and Contractor templates for use by clubs to reflect employment law considerations related to COVID-19
- Operationalization of the Club Operations Policy and the related Compliance Audit, which together provide assurance that our clubs in Ontario operate in a safe and effective manner and helps us meet our compliance obligations to CAS under its Member Operations Policy
- Introduction of a Records Retention Policy in response to requests from clubs for guidance
- Development of guidelines on virtual training and competition
- Hosting of governance webinars on topics of interest to clubs including an April 2020 session on Liability in the Age of Remote Programming and a June 2020 webinar on Good Governance: Directors Roles and Responsibilities
- Continual improvements to injury tracking and data collection. OAS has been tracking injuries amongst all participants for three (3) full seasons and retained Laura Steacy of Mind2Body Performance to conduct an Injury Experience Survey in July 2020 and separate Coach Engagement Survey to provide feedback and inform improvements to OAS programming and resources.

SAFE SPORT

As if the pandemic weren't enough, our sport was rocked at the CAS level by internal legal actions stemming from a safe sport complaint made by several athletes on the senior national team. Although the outcome of an independent, third-party investigation was the dismissal of the safe sport complaint, this process together with related media and social media attention led to several significant actions and commitments by OAS. Much of the Governance & Risk Management Committee work in fiscal 2020-21 involved development and implementation of safe sport initiatives in response to these national developments including:

- Taking the Responsible Coaching Movement pledge
- Appointing an independent, third-party Safe Sport Officer to manage all conduct-related complaints and hosting webinars for clubs and coaches on complaint management
- Enhancing Safe Sport Resources on the OAS website and through online athlete wellness opportunities
- Developing a new OAS Prevention of Maltreatment Policy and Procedures
- Introducing an OAS Safe Sport Working Group
- A Community Engagement Survey conducted by Sport Law in October 2020, which is part of a multi-level platform for athletes, coaches, and other key stakeholders to advise OAS on what is going on at the ground level and propose ideas for how OAS, clubs, and coaches can improve or do things differently
- A 2-day Safe Sport Strategy Workshop hosted in February 2021 by Sport Law and held online with OAS staff and board members as well as OAS stakeholders including athletes, coaches, officials, and club administrators. The goal of the Workshop was to begin to develop a customized OAS Safe Sport Strategy built on consensus with members of the artistic swimming community in Ontario.

Respectfully submitted,
Ruth Belcher
President & Chair, Governance & Risk Management Committee

*The Program Policy Committee was renamed Governance & Risk Management Committee in 2021 with a slightly expanded mandate and to align our committee structure with CAS and peer Provincial Sport Organizations.

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HUMAN RESOURCES

The 2020 - 2021 fiscal year was certainly unlike any other. The COVID-19 trend words like “shift” and “pivot” certainly come to mind when reflecting on the fiscal year that was.

As we navigated through the first wave and shutdown of the COVID-19 pandemic in the first quarter of the fiscal year, quick and difficult decisions were needed on a regular basis. The Ontario Artistic Swimming (OAS) community came together to support each other and share ideas like never before. Identifying that many of the member clubs were facing difficult financial decisions, the OAS Board of Directors and Staff committed to refund the clubs some of their 2020 membership fees, cover the cost of upgraded insurance coverage (DNO), and to stall the previously announced increase to membership fees.

By coming together to minimize the impact of the pandemic, OAS continued to be able to offer programs to 1153 athletes throughout the province for the 2020-2021 season. Sadly, overall numbers saw a decrease of 44% with the greatest impact being in the number of Recreational and Masters’ athletes. On a positive note, competitive athlete registrations dropped by only 8%; a testament to the OAS staff, member clubs, coaches, volunteers, and the Ontario Officials Committee’s commitment to engaging these athletes in meaningful training and competitions. By no means was this an easy season, but the strength of the community helped us to manage the storm as best as possible. Regular club and head coach calls helped the community to share some of the challenges and solutions, to maximize the opportunities available to them.

ORGANIZATION

From an organization perspective, this fiscal year saw very little change as the OAS staff and contractors focused all their attention on maximizing opportunities for the athletes. All OAS committees remained active throughout the year to continue working towards improving the athlete experience and becoming a leader in the Artistic Swimming community within Canada. The committee structure is as follows:

- Competitions
- Finance & Audit
- Human Resources
- Marketing & Communications
- Nominations
- Ontario Officials
- Provincial Rules
- Program Policy
- Risk & Governance
- Safe Sport Working Group
- Training and Development
- Transition Working Group

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

EXPERIENCE ARTISTIC

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

These committees are volunteer based and encompass more than 40 individuals to make them succeed. These committees are essential to continue to strengthen OAS and the programs offered.

OAS and the world continue to face unknown challenges with the COVID-19 pandemic. Staff, committee members, volunteers, member clubs, and athletes continue to remain committed to Artistic Swimming in the province. We continue to try to make the best of this difficult time and will remain flexible with the ultimate goal of maximizing a positive experience for the athletes within the province of Ontario.

As Chair of the Human Resources Committee, I would like to take this opportunity to give my upmost thanks to Ruth Belcher, Mary Dwyer, Mary Jane Ling, Sue Marnica-Wall, Aerin England, Lauren Lindner, Kara Heald, Erika Lindner, and the Ontario Officials Committee for the countless hours you have worked. Your flexibility, creativity and commitment to our athletes is unmatched!

Respectfully submitted,
Christine Fink
Secretary & Chair, Human Resources Committee

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MARKETING & COMMUNICATIONS

OVERVIEW

Since 2020, COVID 19 has challenged the status quo for many if not all Provincial Sport Organizations. It has required marketing and communication s teams to rethink what it means to humanize experiences, reach new audiences, and engage existing supporters.

In early 2021, the Marketing and Communications Committee identified key process and asset gaps in a ddition to existing fundamental strengths and opportunities. We set out to address the concerns of OAS' membership and to empower clubs across Ontario as we collectively work toward social and economic recovery. The Committee 's actions and initiatives to date have been guided by the following goals:

- Broaden the reach, impact, and relevancy of public and stakeholder communications.
- Reinstate OAS as a thought leader and facilitator of development (coach, athlete, official).
- Position OAS as a trusted par tner, resource and information provider for membership, prospective community members, and the Government of Ontario/funding Ministries.
- Align communication s and marketing objectives with Board and O AS Strategic Objectives
- Align OAS communications and engagement narratives with ongoing COVID 19 development s and identify opportunities to position OAS as a key partner in Ontario's recovery plan.

As you will see in this document, the Committee has undertaken significant initiatives to close identified gap s and capitalize on available opportunities, and it goes without saying that none of the Committee's achievements would have been possible without the hard work and expertise of its members:

Brianna MacLellan, Chair
Mary Dwyer
Chris Foster
Alanna Harman
Lauren Lindner
Aerin England
Samantha Kowalski

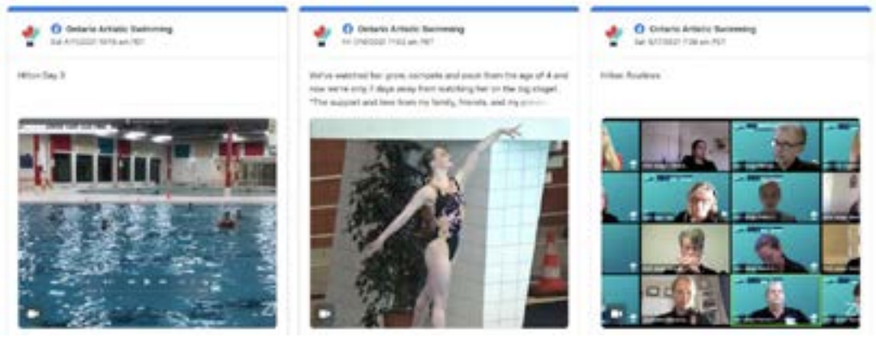
2021 COMMITTEE HIGHLIGHTS AND KEY INITIATIVES

- Engaged ZYNC (full-service web/marketing agency) to develop and launch OAS' **Try Art Swim** digital/social media marketing campaign to enhance public awareness and education of AquaGo, recreational, and grassroot programs across Ontario.
- Issued public RFP in search of a full-service web agency, to which 13 vendors replied. Awarded **Website Redesign Project** and contract to ZYNC (full-service web/ marketing agency) following a full procurement process, inclusive of RFP reviews and vendor interviews; new website scheduled to launch late 2021.
- Led and/or supported communications activities for: **25 online events/activities**, including the recruitment and management of international guest speakers and/or participants at each.
- Developed and maintained **2021 content and event calendars** – implemented new drafting and review processes for day-to-day and long-term activities.
- HR: Completed the hiring and onboarding process for **two summer students** to improve team capacity.
- **Launched OAS monthly newsletter** sent to 1000 members, with an average open rate of over 50%.
- **Launched weekly digital/social media updates "Week in a Splash"**, capturing key events and information for audiences on a weekly basis.
- Developed strategy, content, and implementation for **OAS Spotlight Series** campaign, profiling key volunteers and community members every week for 3 months.
- Co-led the development of **OAS Athlete and Coach Committees**, supporting Safe Sport goals and initiatives; communication and marketing support is ongoing.
- Advised on **OAS Wellness Program** communication strategy (ongoing development).
- Partnered with Sport Law Group to launch **SupportZone** and held **two introductory sessions** to educate key stakeholders about this initiative aimed to support community wellbeing.
- Researched, purchased, and onboarded OAS staff to a **new social media monitoring tool: 'Sprout Socia**l'
- Supported Ministry of Heritage, Sport, Tourism, and Culture's "**#StayHomeON**" campaign across all social media channels and through membership e-blasts.
- Led **cross-province 'Pink Shirt Day' initiative**, engaging clubs across Ontario and fellow PSO, Swim Ontario.
- Developed strategy, content, and implementation plans for **OAS' 2021 National Volunteer Week Campaign** (deployed in April).
- **Issues Management:** Supported OAS in the development and distribution of membership and public communications pertaining to CAS lawsuit, provided feedback to CAS on "Rise Up" initiative and strategy outline, and provided other issues management support as needed.

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

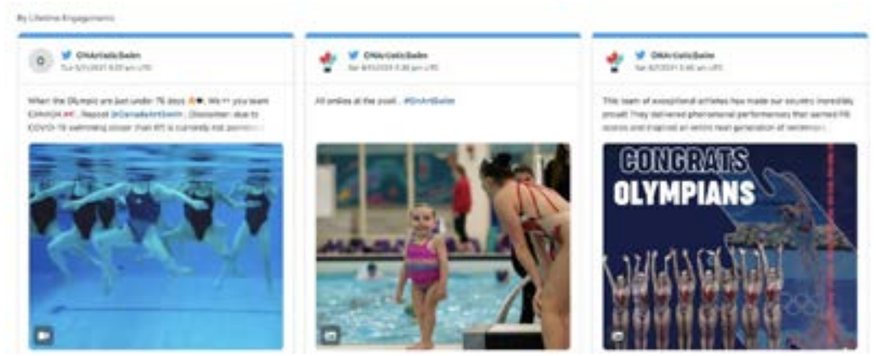
SOCIAL MEDIA

FACEBOOK: TOP POSTS



INSTAGRAM: TOP POSTS

TWITTER: TOP POSTS



TRY ART SWIM: DIGITAL ENGAGEMENT & ACQUISITION CAMPAIGN

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.

"Inviting future athletes to experience Artistic Swimming firsthand and see why so many choose synchro as their sport.

OAS' Marketing and Communications Committee worked closely with ZYNC (full service web/marketing agency) o n the development of a digital engagement and acquisition campaign to increase education, awareness and promotion of artistic swimming throughout Ontario. The campaign will have two ad sets and organic posts running for 6 weeks on both Facebook and Instagram and all campaign materials are available to clubs for use and/or cross promotion.

Campaign Goals

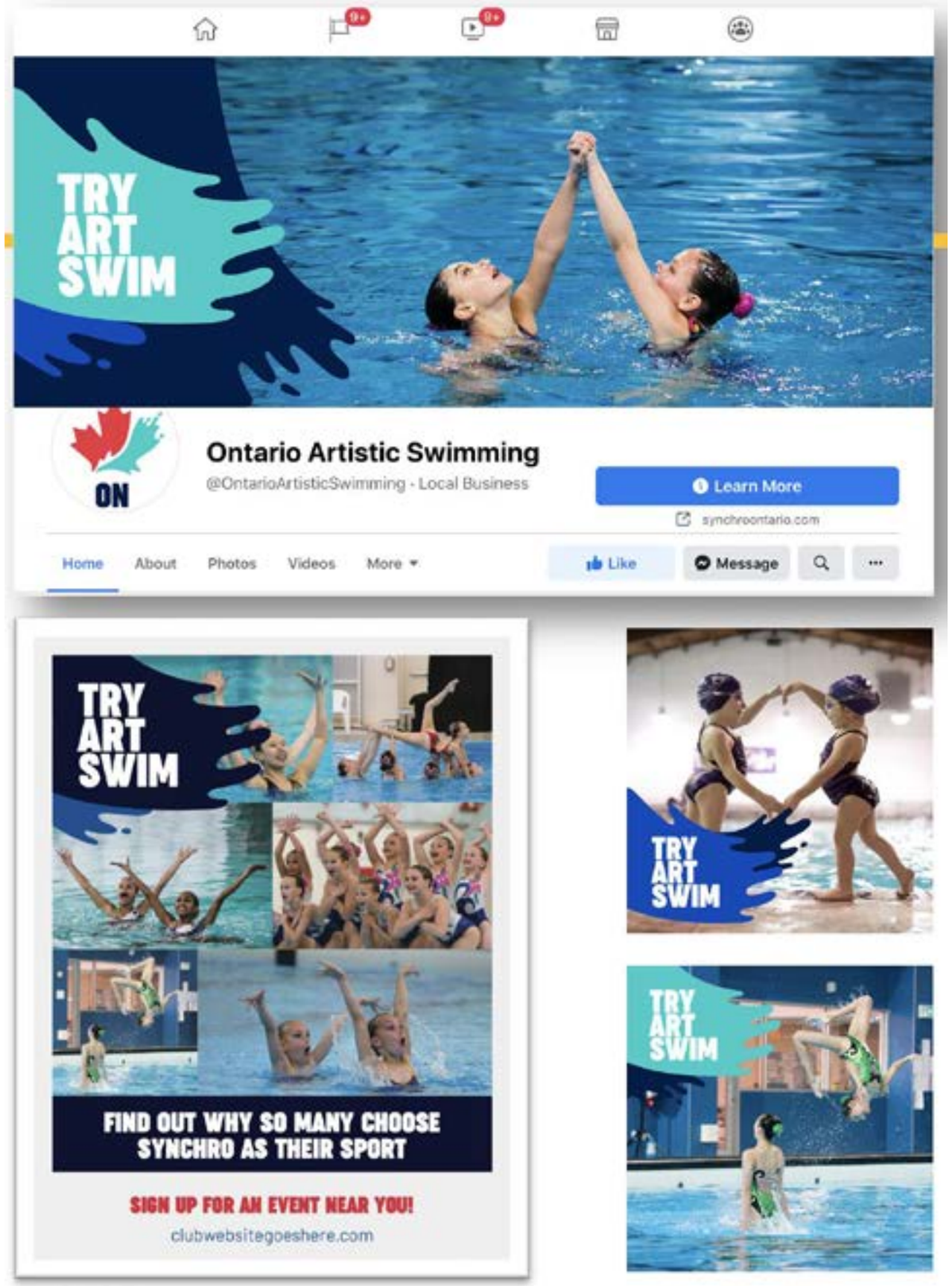
- Empower and support clubs in launching and sustaining acquisition campaigns on their owned channels.
- Build a recognizable brand for Try Art Swim events/grassroot programs and align key
- messaging and visuals across the province.
- Increase education and awareness of Artistic Swimming (and its name change
- Contribute to an increase in club populations; drive traffic to campaign landing page
- encourag ing Try Art Swim sign up.

Promotion Kit and Materials Available to Clubs:

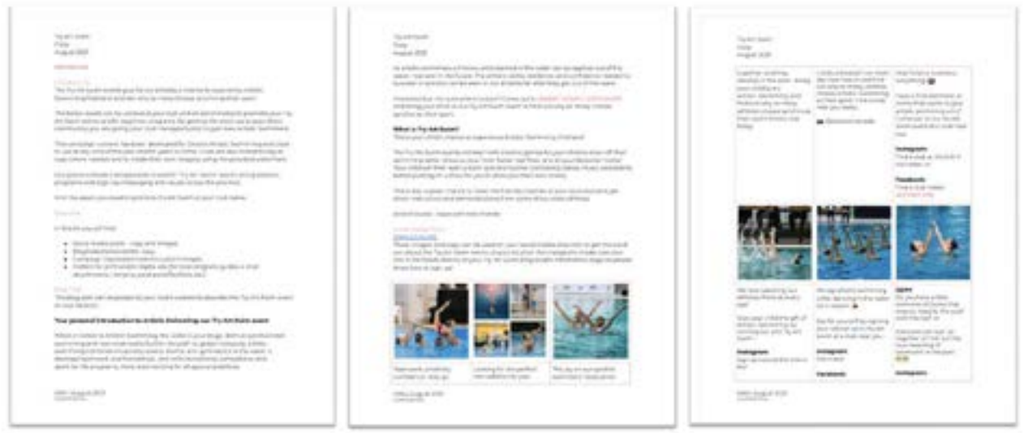
- Social media posts copy and images
- Blog/website/newsletter copy
- Campaign logo/watermark for custom images
- Posters for print and/or digital ads (for local program guides, email attachments, hanging up at pools/facilities, etc.)

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

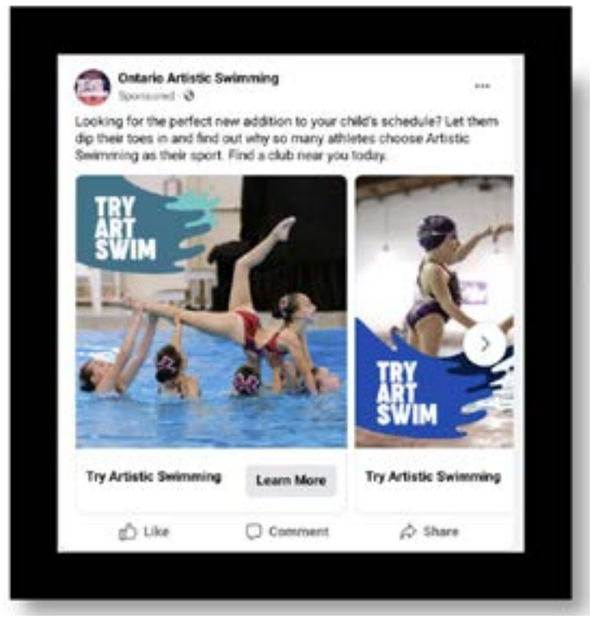
Visuals and Assets: social media banners, print/digital ads, watermarked images



Campaign Visuals and Assets: campaign kit, ad examples

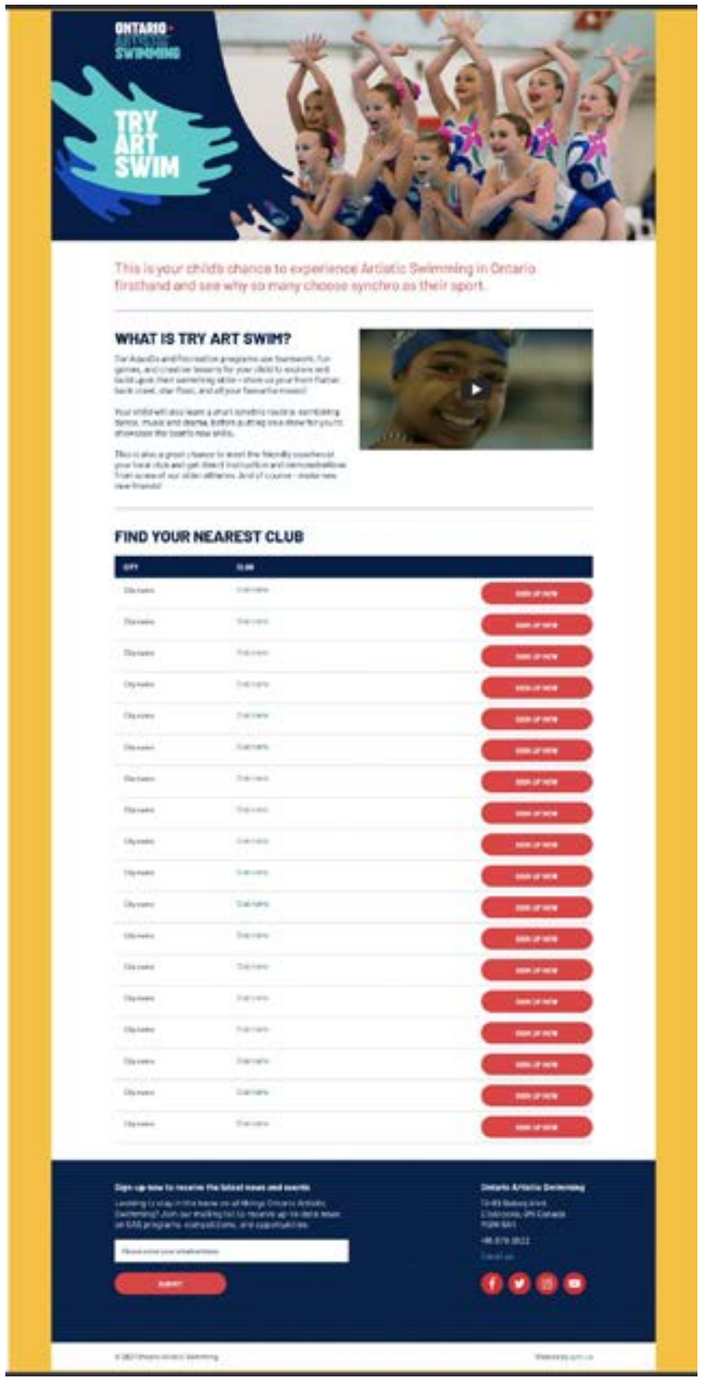


Promotion Kit



https://ontarioartisticswimming.ca/announcing-try-art-swim-campaign/

Campaign Visuals and Assets: campaign landing page and directory



OAS WEBSITE

Website Performance 2021 (Oct. 1, 2020 – Sept. 29, 2021)		
Top Pages	**Top Traffic Sources Traffic Sources**	**Pageview Pageviews**
1.Home 2.Results 3.Competition Schedule	1. Google 2. Facebook 3. Instagram	103,377

OAS WEBSITE

"Improving relationships, knowledge, and user experiences."

As the Committee reviewed survey responses, membership feedback, and paralleled our activities with the goals and objectives outlined by the Board of Directors, it was evident that providing membe rship with easy access to critical information and a refined resource hub could improve both internal and external communications.

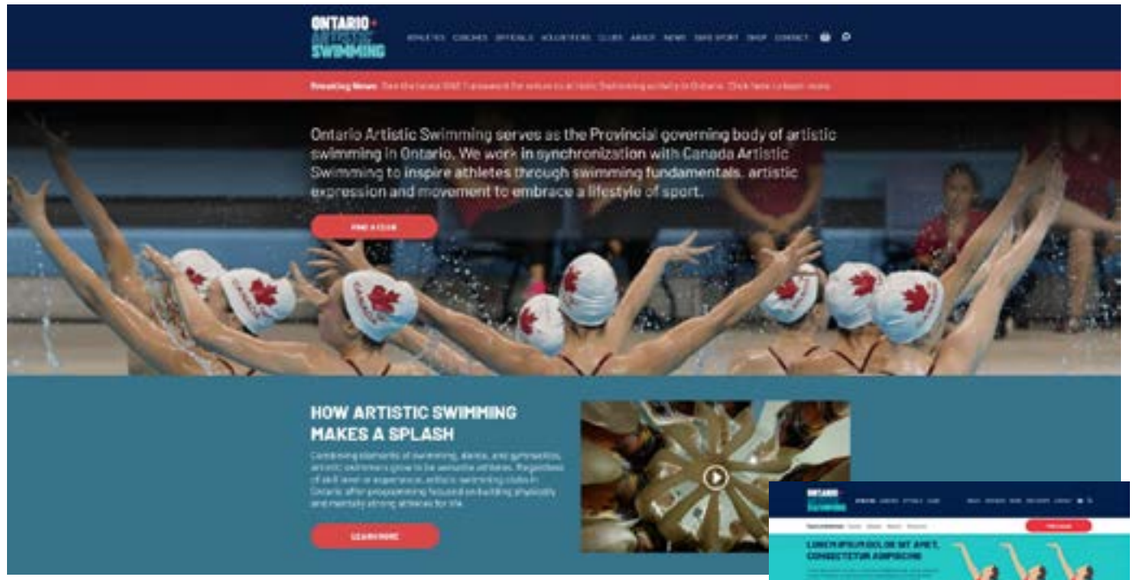
To address OAS' need for an organized, user-friendly website, the Committee issued a public RFP in search of a full-service web agency, to which 13 vendors replied. Following a full procurement process, inclusive of RFP reviews and vendor interviews, ZYNC (web agency) was engaged in early 2021 to undertake OAS 'website redesign project.

Throughout 2021, the team has completed a full website audit developed a new copy deck, collected and created new visual ass ets, reviewed and approved wireframes and new site architecture and worked closely with the vendor on ongoing development tasks. The team is working towar d a la te 2021 launch (timeline is subject to change).

Website Project Goals:

- Enhance site navigation to simplify user experience s streamline content, and improve customer and stakeholder relations while showcasing the unique stories and opportunities of the sport of artistic swimming.
- Expand website functionality.
- Showcase rich, relevant content and improve information hierarchy.
- Inspire visitors to increase membership numbers (athlete, official, and volunteers)

Wireframe Examples (*content/layout subject to change*):



LOOKING FORWARD

As the Committee nears the end of 2020 and begins to plan for 2021, we look forward to seeing OAS' new website launch and the digital engagement and acquisition campaign flight come to an end. The learnings and outcomes of these two flagship projects will inform our future goals and initiatives and provide OAS with greater insights into the many ways we can reach new audiences and activat e existing supporters The Marketing and Communica tions Committee will continue to seek opportunities to improve stakeholder relations and community engagement while show ing our audiences why so many choose artistic swimming as their sport.

This report was prepared by Brianna MacLellan, Chair, Marketing and Communications Operational Committee.

Funded by the Ministry of Heritage, Sport, Tourism and Culture Industries Ontario

NOMINATIONS COMMITTEE

This year the Nominations Committee embarked on recruiting candidates to fill two (2) Board positions. The Nominations Committee conducted a board assessment and identified skills gaps; and then engaged in advertising the Call for Nominations. Despite our best efforts, we believe that the ongoing pandemic has impacted our efforts to recruit individuals for volunteer positions that require significant commitment, resulting in a smaller candidate pool than previous years. However, we are confident that our two Candidates will make a meaningful contribution to the advancement of OAS as we continue to 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 ecommendations to the membership. I would like to recognize and thank the members of the Nominating Committee for their tremendous dedication in recruiting and reviewing our Candidates. The OAS Nominations Committee is comprised of:

- Alanna Harman, Chair and Ontario Artistic Swimming Director-at-Large Chair
- Ruth Belcher, Outgoing Ontario Artistic Swimming President
- Steve Indig, Sport Law & Strategy Group
- Mary Dwyer, Ontario Artistic Swimming Executive Director (ex officio, non-voting)

NOMINATIONS PROCESS

The Nominations Committee reviewed the self-assessment questionnaire completed by the remaining current board members. We also considered their remaining length of service to identify skills needed immediately and in the future considering for succession planning. The Nominations Committee determined that human resources, governance, technology, marketing/PR/lobbying/advocacy as skillsets that the Board will require beyond the 2021 - 2022 season. The Nominations Committee also identified better representation of all regions as a priority for recruitment, in particular Central and East Regions.

CONCLUSION

On behalf of the Nominations Committee I would like to thank those individuals who expressed an interest in serving on the Board but did not feel they could make the commitment at this time. As we continue through this challenging time strong leadership is critical to OAS' success, we hope to receive your nomination packages in the future. I also thank our interested Candidates for their interest in serving on the Board and completing the Nominations process, your dedication to the sport and our community is admired. OAS is a volunteer run organization and the Nominations Committee is confident that our current board and any newly elected members 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. Please note one (1) Board Member's term comes to an end as such is not eligible for re-election, and there is one vacant position. The current Board Member skillsets are also highlighted in the summarizing Skill Matrix chart (see p. 11)

NAME	REGIONS	DATES ON BOARD	TERM END	ELIGIBLE FOR RE-ELECTION?
Ruth Belcher	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 two terms)
Chris Foster	Central	November 2020 to present	September 2023	Yes (for two terms)
Trevor Scheffel	West	November 2020 to present	September 2023	Yes (for two terms)
Lesley Toussaint	East	November 2020 to present	September 2023	Yes (for two terms)
Vacant Position				

CANDIDATE RECRUITMENT & EVALUATION

The 2021 Nomination process followed the process outlined in the OAS By-Laws Section 4.02. A Call for Nominations was circulated 90 days prior to the date of the Annual Meeting. This Call was shared within our community (Presidents, Registrars, Officials, and Head Coaches), as well as outside including postings on SIRC, Volunteer Canada, Charity Village in addition to several social media posts. The Nominations Committee also used their personal networks to circulate the Call for Nominations.

The Nominations Committee received some interest from a small group of individuals, however, only one (1) submission was received by the posted deadline (August 30). Recognizing that much of our recruitment efforts took place over the summer months when our sport is typically in its off-season, and the burn-out experienced because of the ongoing pandemic, the OAS Board voted and agreed to extend the submission deadline to Tuesday, September 21 (as per by-law 4.02 (e) (ii). Following this extension, an additional application was received, resulting in a total of two (2) submissions.

The Nominations Committee thoroughly reviewed each applicant. The applicants submitted a CV, nominee profile, and met with the Nominations Committee for an interview that lasted approximately one hour. Our interview included a review of their skills, experiences, interest in serving on the OAS Board, access to networks, and conflicts of interests. Following this the Nominations Committee reviewed the skillset of the Candidates and determined they would be an asset to the OAS Board. The Nominations Committee, as charged with in By-laws section 7.01(b) (iii) are pleased to recommend

Alla Grigoryan and Pat (Patricia) McCann for election to the OAS Board.

Alla Grigoryan has significant analytical experience as demonstrated in her professional career where she engages in business transformation and process fixing through strategic planning with a customer focus. Ms. Grigoryan has successfully led several project teams in a variety of contexts including individual, small business, commercial, corporate, and government. The Nominations Committee believes that Ms. Grigoryan's expertise can be leveraged to assist OAS in developing our next strategic plan that will lead OAS out of the pandemic.

Pat McCann has been actively involved in the artistic swimming community for over 30 years in various capacities including officiating at national and international events, Canada Artistic Swimming board, and various committees. Ms. McCann has significant knowledge of artistic swimming from both a technical and management aspect. In addition to Ms. McCann's work on-deck; Ms. McCann has previously worked as a nurse and was a successful entrepreneur; owning and operating a business that included twenty (20) employees. Ms. McCann was involved in the day-to-day operations of her business and in particular the human resources and finances. Ms. McCann's international artistic swimming prowess in addition to her expertise in human resources would be an asset to the OAS Board.

While there are only two (2) candidates and two (2) Board positions to be filled winners must still be declared by Ordinary Resolution (4.02(h) (i). In conclusion, the Nominations Committee recommends Alla Grigoryan and Pat McCann based on their skill sets and the identified skill gaps in the OAS Board moving forward.

ONTARIO OFFICIALS COMMITTEE

JULIE CHIN - CHAIR
B'ANN FINLAY
LYNDA FURNISS
ERIKA LINDNER
KAREN SEYMOUR
MARIA SHUWERA
DANIELLE SORGO
WENDY YULE
LAUREN LINDNER - OAS STAFF
MARGIE SCHUETT - AD-HOC MEMBER, OFFICIALS EVALUATION PROJECT

Maria Shuwera acted as an ex-Officio member in the role of Practice Judge Liaison in 2020-21 and has been voted a full OOC Member starting September 2021.

Margie Schuett came on board as an Ad-Hoc member as leader of an Officials Evaluation Project.

We respectfully acknowledge retired committee members Jennifer Saunders and Brad Davis who left the committee after August 2020.

THE SEASON

With the 2020-21 season being completely online due to Covid-19, the committee worked through many challenges and initiatives regarding Virtual Judging. Officials adapted to judging Land Skills and routines in water on screen in a way that they had never done before. Special thank you to Erika Lindner and Lauren Lindner who were both instrumental in developing and instructing Officials in the Technical Skills required to judge these competitions. A group of dedicated Officials took on the roles of Virtual Scorer, Referees and Judge Leads. Thank you to Ted Smith, Lauren Lindner, Erika Lindner, B'Ann Finlay, Maura Young, Karen Seymour, Pat McCann, Diane VanderPol, Lianna Sottile, Suzanne Kostron and Angele Gaulin-Marchand who took on these roles.

With the retirements in Fall 2020 of two officials with over 30 years service as Officials in Artistic Swimming we developed a Wall of Honour and welcomed Janice McLaughlin and Jennifer Saunders as our first two inductees. The OOC has worked throughout the season on developing a strategy for growing the Wall of Honour with other deserving retired members. It is our plan to launch the nomination package this fall.

An introduction to a Level 1 Judging Course with 10 participants was held this spring and conducted by Suzanne Kostron. Three shadow instructors were also present which will enable more ongoing courses in the future. There will be follow up this fall with completion of the course as well as courses for new prospective judges. With the pandemic we had several judges who elected to take the season off for personal reasons. There will be technical sessions offered this fall for any returning judges who wish to take advantage of these sessions. We have encouraged all officials to take part in the Journey to Excellence conference as another form of refresher.

GOING FORWARD

The OOC will continue to work with OAS and CAS in the return to on deck officiating.

Officials Development: Ongoing opportunities for Officials' Development will be explored and implemented with Judge Courses and other means. Training and developing more officials who will take on the role in Scoring will be initiated.

Retention and Recruitment: Meaningful ways to include all officials and welcome new members to the fold will be explored.

Respectfully submitted by:
Julie Reid Chin (she/her)
OOC Chair