



Policy title	Club Operations Policy
Approval authority	Board of Directors
Adopted	January 2020
Current version approved	April 2022
This Policy has been prepared by OAS and is applicable to OAS and its Affiliated Organizations.	

Definitions

1. The following terms have these meanings in this Policy:
 - a. *“Activity or Event”* means an activity or event of OAS or an Affiliated Organization, including a conference, meeting, workshop, teams’ meeting, exhibition, competition, trial or selection event, training camp, and any other activity or event sanctioned or organized by the OAS or the Affiliated Organization;
 - b. *“Affiliated Organization”* means any recreational or competitive Club or league (excluding a municipality) that delivers artistic swimming programs and has fulfilled the requirements of registration as required by OAS and has paid any associated registration fees to OAS. Canadian University Artistic Swimming League (CUASL) members are subject to the policies and rules prescribed by CAS and are exempt from the operational requirements set out in this Policy;
 - c. *“Audit”* refers to an analysis of the Organization’s financial records as defined in ONCA;
 - d. *“Board”* means the Board of Directors of OAS or an Affiliated Organization, as applicable;
 - e. *“CAS”* means Canada Artistic Swimming;
 - f. *“Club”* means an artistic swimming club affiliated with OAS, which is also identified as an Affiliated Organization;
 - g. *“Coach”* means and Individual certified by the CAS and registered with OAS as an artistic swimming coach, and includes an Instructor, which is a specific level of Coach who teaches AquaGO! or other recreational programming;
 - h. *“Director”* refers to a member of the Board;

- i. “*Including*” means including but not limited to;
- j. “*Individual*” means any Individual who has fulfilled the registration requirements of OAS as well as any individual engaged on a volunteer or contractual basis in an Activity or Event with OAS or an Affiliated Organization, whether or not they are registered;
- k. “*MOU*” means Memorandum of Understanding;
- l. “*Non-Public Benefit Corporation*” means an Organization incorporated under ONCA that does not meet the definition of a Public Benefit Corporation;
- m. “*OAS*” means Ontario Artistic Swimming;
- n. “*ONCA*” means the Ontario *Not-for-profit Corporations Act, 2010*;
- o. “*Organization*” means OAS or an Affiliated Organization, as the case may be;
- p. “*Policy*” or “*Policies*” means the policy or policies of an organization;
- q. “*PTSO*” means Provincial or Territorial Sport Organization;
- r. “*Public Benefit Corporation*” means a non-charitable public benefit corporation as defined in ONCA and includes Organizations that receive more than \$10,000 in a financial year in the form of grants or financial assistance from federal, provincial, or municipal governments or their agencies;
- s. “*Review Engagement*” means a review of the Organization’s finances prepared by a licensed public accountant external to the organization and includes a Review Engagement Report on the financial statements and accompanying notes as described in ONCA;
- t. “*Suspension*” means immediate temporary cessation of membership in OAS (subject to possible reinstatement or termination) in accordance with the provisions of any OAS By-law or policy; and
- u. “*Termination*” means immediate permanent cessation of membership in OAS in accordance the provisions of any OAS By-law or policy.

Purpose

2. The purpose of this Policy is to describe the minimum requirements for OAS Affiliated Organizations to maintain their status as a member in good standing. By providing an annual verification that they continue to meet these requirements, Organization’s provide assurance that they operate in a safe and effective manner.

Application

3. This Policy applies to OAS Affiliated Organizations and candidate members that have made an application for membership within OAS.

Incorporation

4. Each Affiliated Organization will provide proof of incorporation as a legal entity (i.e., a registered “not-for-profit” corporation or a business corporation), or obtain an exemption following the procedure set out under Exemption Procedures.
5. Recreational Clubs or leagues and any Affiliated Organization with annual revenue of less than \$100,000 may incorporate if they wish, but there is no requirement to do so and such Organizations are not required to obtain an exemption from OAS.

Board of Directors

6. Each Affiliated Organization that is structured as a not-for-profit corporation will have a Board that numbers not fewer than three (3) directors who are elected by its members subject to the provisions of the Organization’s By-laws.
7. The Board shall meet with sufficient frequency to carry out its basic fiduciary and governance duties, and at least quarterly.
8. The Affiliated Organization is expected to update OAS regarding any changes in its Board composition and to ensure all contact information for Directors and Officers is accurate.
9. Any Affiliated Organization that is not incorporated is expected to provide names and contact information to OAS of the individuals who are responsible for the management and administration of the Organization and to ensure all information is accurate and up to date.

Governance

10. Each Affiliated Organization will abide by the By-Laws and policies of OAS.
11. Each Affiliated Organization will have governance structures in place to ensure it has the organizational capacity to align with key roles and responsibilities as described in Appendix I.
12. Each Affiliated Organization, whether incorporated or not, will adopt by-laws, or rules of operation, that govern the financial and legal affairs and other activities of the Organization. These by-laws or rules of operation will be guided by the OAS By-laws and will not at any time conflict with the OAS By-laws.
13. Each Affiliated Organization’s by-laws, or rules of operation, at a minimum, will include the following:
 - a. Organization name;
 - b. Membership including requirements of admission, membership duration, and conditions of withdrawal or expulsion;
 - a. Organization meetings including annual meeting and notice, quorum, and voting rights;

- b. For Organizations that are incorporated, board structure including board composition, the appointment and removal of directors and officers, and their duties, powers, and remuneration;
 - c. For Organizations that are not incorporated, the names of the individuals who are responsible for the management and administration of the Organization;
 - d. Finance and management including financial year;
 - e. The manner of making, amending, and rescinding by-laws, or rules of operation; and
 - f. Dissolution.
14. Any amendments to the Organization's' by-laws or policies will be submitted in writing to OAS by no later than the annual deadline for Member registration as prescribed by OAS.

Financial Controls

15. Each Affiliated Organization will adopt financial management policies including procedures and processes that must be met in order to protect the financial integrity of the organization. These policies will include, at a minimum:
- a. Signing authority;
 - b. Authority to enter into contracts;
 - c. Regular financial reporting
 - d. Annual budgets;
 - a. Reserve funds;
 - b. Expense reimbursement including travel; and
 - c. Fees for services including refunds.
16. Each Affiliated Organization's Board or management must review the Organization's financial position regularly and ensure effective financial controls are in place.
17. The financial health of Affiliated Organizations is assessed as part of the registration process. All Affiliated Organizations must submit in writing to OAS their most recent completed financial statements as described in the table below:

Corporation Type	Annual Revenue	Type of Financial Statement
Public Benefit Corporation	\$100,000 or less	Internally prepared financial statements*
Public Benefit Corporation	More than \$100,000 but less than \$500,000	Review engagement*

Public Benefit Corporation	\$500,000 or more	Audit
Non-Public Benefit Corporation	\$500,000 or less	Internally prepared financial statements*
Non-Public Benefit Corporation	More than \$500,000	Review engagement*
Unincorporated		Internally prepared financial statements

*Approval to waive an audit or review engagement under ONCA requires an extraordinary resolution (approval from at least 80% of votes cast at a special members' meeting where there are enough members to take a vote or if all voting members consent in writing)

18. Financial statements must be completed within 12 months of the organization's most recent fiscal year-end.
19. Financial statements including internally prepared financial statements for Organizations that are incorporated must be Board approved (draft statements are not acceptable).
20. Audited statements are preferred for all revenue levels.
21. The Affiliated Organization is expected to submit in writing to OAS annually the financial statement prepared for their previous fiscal year, by no later than the annual deadline for Member registration as prescribed by OAS. In the case of a Review Engagement Report or Auditor's Report, submission of the cover page is sufficient to meet this requirement.
22. The Review Engagement Report and Auditor's Report must be on the accountant's or accounting firm's letterhead, dated and signed by the accountant or accounting firm.
23. If your organization has an accumulated deficit greater than 10% of annual expenses, OAS may require you to submit a deficit reduction plan explaining how you intend to reduce it. The plan must give a clear picture of your deficit situation and a strategy to eliminate the deficit and must be reasonable and achievable.

Insurance

24. All Affiliated Organizations must seek a sanction from OAS prior to the introduction of any in-person artistic swimming Activity or Event including regular, in-person Athlete training or practices. Sanction requests must be submitted and approved by OAS to ensure insurance coverage is provided.
 - a. All facilities used by a Club for regular, in-person Athlete training or practices must be identified in the sanction request;

- b. The Organization must have an Emergency Action Plan for each facility or training space that is used;
 - c. All Activities or Events must be properly supervised, including use of certified lifeguards during pool time;
 - d. All participating Athletes must be properly registered;
 - e. All participating Coaches must be properly registered and meet CAS minimum Coach certification requirements; and
 - f. External experts or consultants must either provide a certificate of insurance or be registered by the club as an Associate Registrant in the CAS online registration system
25. Private Figures or Athlete training or routine practices must take place during regular pool time booked by the Club and sanctioned by OAS to ensure insurance coverage is provided.
26. There may be no insurance without an approved sanction.
- a. Any Club that hosts an in-person artistic swimming Activity or Event without a sanction or with a sanction that does not reflect the Activity with sufficient detail or accuracy is subject to disciplinary action under the CAS Discipline and Complaint Policy and Procedure;
 - b. Any Athlete that participates in a non-sanctioned Activity or Event is subject to disciplinary action under the CAS Discipline and Complaint Policy and Procedure; and
 - c. Any coach that participates in a non-sanctioned Activity or Event is subject to disciplinary action under the CAS Discipline and Complaint Policy and Procedure
27. Private Figures or Athlete training or routine practices that take place outside of regular pool time booked by the Club and sanctioned by OAS will not be insured. Any Club, Athlete, or Coach that participates in such Activity is subject to disciplinary action under the CAS Discipline and Complaint Policy and Procedure.

Naming Convention

28. Each Affiliated Organization will seek approval from OAS for any change to their legal name or call letters.
- a. Each Organization's call letters must be different from CAS, OAS, and other PTSO call letters;
 - b. Each Organization will include "Artistic Swimming" and "Club" somewhere in their legal name; and
 - c. No Organization may use "Canada" or the name of a province or territory in their legal name.
29. Call letters will be assigned by OAS on a first come, first serve basis and may not be duplicated within Ontario.

30. The Organization may request an exemption from the naming convention from OAS following the procedure set out under Exemption Procedures.
31. OAS reserves the right to decline requests for approval of an Organization's name and call letters if OAS, in its judgement, considers they do not appropriately reflect the brand.

Policies

32. Each Affiliated Organization **(regardless of formal adoption) is bound by** the following CAS policies as part of their operations:
 - a. *Safe and Welcoming Sport Policy Suite Overview*;
 - b. *Conduct Policy*;
 - c. *Conflict of Interest Policy*;
 - d. *Discrimination, Harassment and Maltreatment Policy*;
 - e. *Appeal Policy*;
 - f. *Coach Registration and Certification Policy*;
 - g. *Concussion Policy* and OAS Appendix 2 to the CAS *Concussion Policy* that sets out additional responsibilities as prescribed under Rowan's Law;
 - h. *Screening Policy* and companion Screening Disclosure Form; and
 - i. Any future policies identified by the CAS or the OAS Board for application to Members.
33. Each Affiliated Organization **(regardless of formal adoption) is bound by** the following OAS policies as part of their operations:
 - a. *Accessibility Policy*;
 - b. *Athlete Health and Wellness Policy*;
 - c. *Equity and Inclusion Policy*;
 - d. *Privacy Policy*;
 - e. *Records Retention Policy*; and
 - f. Any future policies identified by the CAS or the OAS Board for application to Members.
34. OAS encourages Organization's to adopt other CAS or OAS policies, as appropriate. OAS at its discretion may provide a template for policies and guidelines, including minimum requirements, as an appendix to this Policy.

Websites

35. Each Affiliated Organization will post the following material on their website where it is available to all members and the public:
 - a. For Organizations that are incorporated:

- i. Names of Directors;
 - ii. By-laws;
 - iii. Minutes of their most recent Annual Meeting; and
 - iv. All policies required under this Policy and any other Board-approved policies including links to CAS or OAS policies, as applicable; and
- b. For Organizations that are not incorporated:
- i. The names of the individuals who are responsible for the management and administration of the Organization; and
 - ii. All policies required under this Policy, including links to CAS or OAS policies, as applicable.

36. Where an Affiliated Organization does not have a website, they are still required to make the information set out in this section readily available to their members.

Compliance

37. Decisions to grant or deny membership are made by OAS in accordance with this Policy.
38. OAS candidate members that have made an application for membership within OAS must meet all of the requirements set out in this Policy and the *OAS New Member Application Policy*. Each new application for membership will include:
- a. A copy of the candidate member's by-laws and policies; and
 - b. A complete list of directors and officers.
39. Once granted, membership recognition is ongoing provided that the Affiliated Organization satisfies the following requirements:
- a. Each Organization will re-apply annually in the manner and time prescribed by the OAS Board; and
 - b. Each Organization will verify annually that they continue to meet the requirements set out in this Policy.
40. If an Affiliated Organization cannot demonstrate that it meets all of the requirements of this Policy to OAS's satisfaction, OAS may take one or more of the following actions, at its discretion:
- a. Attach such conditions to the membership as OAS considers appropriate, and the Organization shall abide by such conditions. Before attaching conditions, OAS will give the Organization:
 - Written notice of the deficiencies; and
 - An opportunity to correct the deficiencies, to OAS's satisfaction, by a date to be determined by OAS.
 - b. Provisionally and immediately, suspend the membership if OAS, in its judgement, considers the deficiencies give rise to serious safety or organizational capacity concerns. In such situations, OAS will give the Organization:

- Written notice of the provisional suspension and the reasons for this decision; and
 - An opportunity to correct the deficiencies, to OAS’s satisfaction, by a date to be determined by OAS.
- c. Revoke the membership. Before revoking membership, OAS will give the Member:
- Written notice of OAS’s intent to revoke the membership and the reasons for this decision; and an opportunity to correct the deficiencies, to OAS’s satisfaction, by a date to be determined by OAS;
 - If the Organization fails to correct the deficiencies, to OAS’s satisfaction within the allotted time, OAS may revoke the membership.

Exemption Procedures

41. Where this Policy offers an exemption from certain requirements, the following steps shall be taken:
- a. A person with authority to act on behalf of the Affiliated Organization will submit a request in writing to OAS to be exempted from the requirement stating all reasons relevant to the matter and explaining in specific terms why they should be granted an exemption;
 - b. The Organization will be notified in writing of the approval or denial of their exemption in writing using the contact information provided in the original request;
 - c. All decisions made by OAS regarding a request for an exemption from certain requirements under this Policy will be final and binding, with no right of appeal.
42. OAS reserves the right to require any Organization requesting an exemption to enter a Memorandum of Understanding (MOU) with OAS that sets out the objectives and responsibilities of each party.
43. The term of the MOU will align with the recognized membership year of OAS.
44. The MOU, at a minimum, will include a commitment by the Affiliated Organization to:
- a. Abide by the By-laws, policies and rules of OAS including:
 - Ensuring that all coaches adhere to the requirements of the CAS Coach Registration and Certification Policy;
 - Ensuring that all Individuals engaged in Activity or Events with the Affiliated Organization adhere to the following CAS policies: *Safe and Welcoming Sport Policy Suite Overview, Conduct Policy, Discrimination, Harassment and Maltreatment Policy, Conflict of Interest Policy, Discipline and Complaint Policy and Procedure, Appeal Policy, Concussion Policy* and OAS Appendix 2 to the CAS *Concussion Policy*, and Screening Policy;
 - b. Where OAS allows the Organization to opt out of insurance coverage provided by OAS, provide evidence of equivalent Errors & Omissions insurance and Directors and Officers Liability insurance; and

- c. Pay license fees directly to SOCAN that covers the Organization's programs.

Appendix II – Roles and Responsibilities



This document identifies the primary roles and key responsibilities for each level of governance within the sport of Artistic Swimming in Canada, as well as a glossary of terms used in the materials. All of this is provided to better understand the role of each stakeholder in accomplishing the objectives of the Synchro-In-Canada Strategic Plan.

VISION, MISSION AND MANDATE OF “SYNCHRO-IN-CANADA”

Our shared VISION:

- To be a world leading nation in artistic swimming
- To move and inspire Canadians through the performances of our artistic swimmers and always strive to be World and Olympic Champions

Our Collective MISSION:

- To achieve excellence in all aspects of artistic swimming in Canada

Our MANDATE:

- To provide leadership for “Synchro-In-Canada” by setting overall vision and strategic guidance relevant to the key roles and responsibilities of each governance body through engagement and partnership with Provincial Sport Organizations, Clubs and key external stakeholders
- To build collaboration, alignment and an effective organizational structure to support the strategic plan



November 2019

NSO PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern artistic swimming nationally respecting the vision, mission and values of Canada Artistic Swimming (CAS) and in accordance with requirements of national sport governing agencies

- Respect and adhere to accountability-based requirements as necessary (e.g. not-for-profit institutions and legislation)
- Deliver and support volunteer development, engagement and recruitment

ATHLETE DEVELOPMENT

- Design, develop, communicate, evaluate and revise in an on-going manner athlete development pathways and programming

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Design, develop, communicate, evaluate and revise in an on-going manner Official and Coach development pathways and programming

MARKETING & EVENTS

- Design and deliver a sport marketing program focused on the promotion of the programs, teams and events that are the properties of CAS
- As rightsholder, hold national and international competitions and other events in compliance with CAS, FINA and UANA rules and practices, as applicable

REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of artistic swimming

NSO KEY RESPONSIBILITIES

ORGANIZATIONAL EXCELLENCE

- Ensure the Sport is delivered by organizations that plan, evaluate and monitor their operations and programs with identified measures and accountability
- Provide sufficient organizational structure including a National Board of Directors, National Office staff and standing committees to support the work of the association
- Develop, monitor, review, revise and communicate as applicable bylaws, rules, regulations, policies, and procedures to deliver the safe, ethical and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the NSO to enable adequate delivery of national programs and events for athletes, coaches, officials and volunteers
- Provide a National membership database
- Maintain archival and historical records to preserve the history of the sport
- National recognition and awards programs, and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Develop volunteer education programs and materials as required

ATHLETE DEVELOPMENT

- Develop, implement and evaluate an inclusive long-term athlete development (LTAD) model for the sport defining the athlete pathways and programs for recreational and competitive artistic swimmers
- Organize and offer National Team programs including all selection criteria and processes, and select, nominate and approve athletes to represent Canada at Pan Am, Olympic, World and other international championships and competitions
- Build a world-class senior national training program
- In partnership with PTSO's, develop, deliver and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development
- Review and approve international participation of all provincial or club teams

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Develop and communicate standards of professionalism and certification, ensuring the sport is led by appropriately trained and certified coaches

- Design, develop, evaluate and revise as necessary the components of the National Coaching Certification Program as it relates to coaches in the sport of artistic swimming
- Design and develop, evaluate and revise as necessary components of National Officials training and pathway of development of all officials, including a specific mandate to develop National and International officials
- Manage the oversight of implementation of these programs to ensure quality control is maintained

MARKETING & EVENTS

- Provide standardized, nationally branded resources to support marketing artistic swimming in Canada
- Sanction and hold National and International Competitions
 - Define the format, standards, protocols, and competition calendar
 - Partner with stakeholders in the organization of these events
- Build the public profile of the sport through events, media opportunities and coverages, web, digital and television broadcast opportunities, and through a comprehensive social media campaign

REPRESENTATION & LOBBYING

- Position and represent the sport of artistic swimming through international liaisons with FINA, UANA and other International associations
- Influence public and government policy through domestic liaison with PTSOs, Sport Canada, Own the Podium (OTP), Aquatics Canada, Canadian Olympic Committee (COC) and other partners or funding agencies

PTSO PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern artistic swimming provincially or territorially respecting the vision, mission and values of CAS and the province or territory, in accordance with requirements of sport governing agencies
- Respect and adhere to accountability-based requirements as necessary (e.g. not-for-profit institutions and legislation)
- Deliver and support volunteer development, engagement and recruitment

ATHLETE DEVELOPMENT

- Support and deliver athlete development pathway programs including recreational and competitive
- Provide opportunities provincially for talent identified athletes

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Deliver officials and coach development pathways and programming
- Provide opportunities provincially for talent identified coaches and officials

MARKETING & EVENTS

- Consistent and aligned with the NSO marketing and branding program, promote provincial artistic swimming programs, teams and events that are the properties of the province
- Host provincial and partner with CAS to host national competitions and other events

REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of artistic swimming

PTSO KEY RESPONSIBILITIES

ORGANIZATIONAL EXCELLENCE

- Ensure the Sport is delivered by organizations that plan, evaluate and monitor their operations and programs with identified measures and accountability
- Provide sufficient organizational structure that may include a Provincial Board of Directors, Provincial Office staff and standing committees to support the work of the association
- Develop, monitor, review, revise and communicate as applicable bylaws, provincial rules, regulations, policies, and procedures consistent with those at the national level to support the safe, ethical and effective administration of the sport
- Apply for and comply with requirements of government funding partners; solicit and service corporate partnerships and take other steps to ensure financial sustainability of the PTSO to enable adequate delivery of provincial programs and events for athletes, coaches, officials and volunteers
- Maintain the provincial membership using the National database
- Maintain provincial archival and historical records to preserve the history of the sport
- Provincial recognition and awards programs, and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Offer volunteer education programs and materials for PTSO or club board volunteers

ATHLETE DEVELOPMENT

- Implement, administrate and evaluate the athlete pathways and programs for recreational and competitive artistic swimmers developed nationally using the long-term athlete development (LTAD) model for the sport
- Organize and offer enhanced programming including Provincial Team programs
- In partnership with the NSO, develop, deliver and evaluate monitoring programs to recognize talent identified athletes and offer supplementary programming at each level of development

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Deliver and administer standards of professionalism and certification
- Deliver and administer the components of the National Coaching Certification Program as it relates to coaches in the sport of artistic swimming
- Define criteria for talent identification of coaches and build succession planning for provincial programs

- Deliver and administer components of National Officials training and pathway of development of all officials
- Recommend to the NSO, officials for Level 3 upgrades
- Develop recruitment tools to attract new coaches and officials

MARKETING & EVENTS

- Deliver standardized, nationally branded resources to support marketing artistic swimming in the province
- Sanction and host Provincial competitions
 - Define the format standards, protocols, and competition calendar considering National rules and calendar
 - Partner with stakeholders in the hosting and organization of these events.
- Host National & International Competitions
 - Partner with CAS (the rightsholder) to support and deliver aspects of national and international events assisted by provincial or club volunteers.
- Build the public profile of the sport through events, media opportunities and coverages, web, digital and television broadcast opportunities, and through a comprehensive social media campaign, as feasible

REPRESENTATION & LOBBYING

- Position and represent the sport of artistic swimming through national liaison with CAS
- Influence public and government policy through domestic liaison with provincial government and their employees as well as some municipal government, and their employees and various facilities or funding agencies in the province
- Provide support as required for local clubs
- Assist in lobbying for adequate facilities in local communities with standard list of requirements

AFFILIATED ORG/CLUB PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern artistic swimming at the local or club level respecting the vision, mission and values of CAS, the province or territory and club in accordance with requirements of the respective governing sport agencies
- Respect and adhere to accountability-based requirements as necessary (e.g. not-for-profit institutions and legislation)
- Support volunteer development, engagement and recruitment

ATHLETE DEVELOPMENT

- Deliver athlete programming including recreational and competitive in compliance with NSO and PTSO implemented pathways and programs
- Offer and encourage enhanced opportunities to promote optimal athlete development and growth

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Support Officials' and Coach development and programming
- Ensure compliance with NSO and PTSO implemented pathways and programs

MARKETING & EVENTS

- Promote artistic swimming within their community and host competitions, water shows and other events

REPRESENTATION & LOBBYING

- Influence public and government policy to advocate, position and represent the sport of artistic swimming

AFFILIATED ORG/CLUB KEY RESPONSIBILITIES

ORGANIZATIONAL EXCELLENCE

- Ensure the sport is delivered by organizations that plan, evaluate and monitor their operations and programs with identified measures and accountability

- Provide sufficient organizational structure that may include a club board of directors, staff and standing committees to support the work of the association or club
- Consistent with those at the National and Provincial levels, develop, monitor, review, revise and communicate as applicable bylaws, club rules, regulations, policies, and procedures to support the safe, ethical and effective administration of the club
- Apply for and comply with requirements of any funding partners; solicit and service corporate partnerships; undertake fundraising initiatives and take other steps to ensure financial sustainability of the club to enable adequate delivery of programs and events for athletes, coaches, officials and volunteers
- Maintain the club membership using the National database
- Maintain club archival and historical records to preserve the history of the sport
- Club recognition and awards programs, and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Utilize volunteer education programs and materials available from the NSO and PTSO for club Board volunteers

ATHLETE DEVELOPMENT

- Deliver the athlete pathways and programs for recreational and competitive artistic swimmers developed Nationally using the long-term athlete development (LTAD) model for the sport
- Assist in and support the identification of talent identified athletes and encouragement of enhanced NSO and PTSO programs

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Support standards of professionalism and certification.
- Encourage members to become officials
- Support coaches in professional development opportunities
- Coach recognition
- Official recognition at hosted competitions
- Identify and encourage talented coaches to participate in NSO and PTSO growth opportunities

MARKETING & EVENTS

- Utilize standardized, nationally branded resources to support marketing artistic swimming in the province
- Implement relevant and robust communications to increase brand awareness (media and community relations)

- Host Competitions
 - Partner with PTSO to host provincial, national or invitational events adhering to the standards, protocols, bid processes and competition calendar developed provincially and nationally
- Assist with building the public profile of the sport through events, media opportunities and coverages, web, digital and television broadcast opportunities, and through a comprehensive social media campaign, as feasible

REPRESENTATION & LOBBYING

- Position and represent the sport of artistic swimming through liaison with respective provincial sport organization (PTSO)
- Influence public and government policy through local liaison with municipal government and their employees and various facilities and funding agencies
- Partner with the NSO, PTSO and other aquatic partners in lobbying for adequate facilities in local communities with standard list of requirements

Glossary of Terms Used by Canada Artistic Swimming

As of March 2020

Active for Life is a movement within the Sport for Life framework in which Canadians become active for life by developing physical literacy. Along with physical literacy and sport excellence, Active for Life is one of CS4L's three key outcomes. This stage can be entered at any age (after the onset of the growth spurt), beginning with developing physical literacy in infancy, and evolves to being Competitive for Life, Fit for Life or Sport and Physical Activity Leaders through all phases of adulthood.

Athlete Development Matrix (ADM) is a curriculum that needs to be covered in order to be successful in the sport. It describes aspects for the athlete's development in the areas of physical capacities, technical skills, psychological skills and life skills.

Canadian Olympic Committee (COC) is the federal partner designated to represent the Olympic movement in Canada and authorizes and supports Olympic teams and athletes.

CAS means Canada Artistic Swimming, the governing body of artistic swimming in Canada.

Championship Includes Canadian Artistic Swimming Championships (CASC), Canadian Masters Championships, Provincial Championships.

Affiliated Organization (Club) means an organizational member club registered as such with CAS. Clubs may be Recreational or Competitive. Competitive Clubs may have Competitive and Recreational swimmers, but a Recreational Club may not have any Competitive swimmers.

Coach means a certified instructor trained to guide the development of artistic swimmers (usually certified in the National Coaching Certification Program offered by the Coaching Association of Canada)

Coaching Association of Canada (CAC) is the regulatory body overseeing the training and certification of coaches in Canada through several vehicles including the National Coaching Certification Program (NCCP).

Competitive Swimmer means a swimmer who is registered with a Provincial Association or with CAS directly, who is a registrant of CAS, and competes.

Event means a portion of the meet for which awards are presented. Thus, "Junior FINA Duet" is an event "AG 13 - 15 Solo" is an event.

FINA means Fédération Internationale de Natation. This is the sport's international governing body.

Gold Medal Profile (GMP) defines the skills and abilities required to stand on the top of the Olympic podium.

International Competition means a Competition held under the jurisdiction of FINA or UANA, inside or outside of Canada.

Judge means an individual appointed to evaluate the performance and assign marks according to the criteria laid out in the rules. The NOC assigns judges for the Qualifier, CASC, and Canada Games. The Provincial Association assigns judges for Provincial and other Inter-provincial meets.

Long-Term Athlete Development is a multi-stage training, competition and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood. LTAD is athlete centered, coach driven and administration, sport science and sponsor supported. Sequential stages in the LTAD pathway provide developmentally appropriate programs for all ages to increase participation and optimize performance. Key to LTAD is a holistic approach that considers mental, cognitive and emotional development in addition to physical development, so each athlete develops as a complete person. Based on CS4L principles, LTAD, in a sport-specific context, promotes system alignment and integration between sport club, provincial/territorial and national sport organization

The seven stages of LTAD include:

1. Active Start
2. FUNdamentals
3. Learn to Train
4. Train to Train
5. Train to Compete
6. Train to Win
7. Active for Life

Meet means the entire competition for a particular age group, including all the routines and figure events.

Meet Manager means an individual appointed by the host provincial association to handle all the meet arrangements prior to the meet and to assist the Chief Referee of the meet in the efficient conduct of the meet.

National Sport Organization (NSO) means the body recognized by FINA, UANA, Sport Canada, the COC and OTP as responsible for artistic swimming in Canada.

Own the Podium (OTP) is a federal funding partner who determines Sport Canada high performance grant amounts for NSOs based on specific performance criteria and Olympic results.

Pathway refers to a series of defined steps in a development program designed for participants in the sport leading from entry level to proficiency.

Provincial Territorial Sport Association (PTSO) means any one of Alberta Artistic Swimming, British Columbia Artistic Swimming, New Brunswick Artistic Swimming, Nova

Scotia Artistic Swimming, Synchro Prince Edward Island, Natation Artistique Québec, Ontario Artistic Swimming, Saskatchewan Artistic Swimming, Manitoba Artistic Swimming, Newfoundland-Labrador Artistic Swimming and Synchro Yukon, or any of their successors and assignees responsible for artistic swimming in the applicable Province or Territory.

Provincial Team means a team made up of swimmers registered with the same Provincial Association.

Physical Literacy means having the fundamental movement skills, fundamental sports skills and motivation that enable an individual to read their environment and make appropriate decisions while moving confidently and with control in a wide range of physical activities in both indoor and outdoor environments.

Recreational Swimmer means a swimmer who is registered with a Provincial Association and CAS but does not compete.

Registrant of CAS means a person (an individual or a legal entity) duly registered with CAS and who has paid applicable fees.

Synchro age means the age of a competitor as of December 31st of the calendar year of the competitive season.

UANA is the acronym for Union Americana de Natacion, the governing body for aquatic sports in the Americas' continent.

Volunteering is an exchange between the organization and the volunteer. The needs of both must be met for the relationship to satisfying and effectively maintained. The tasks must provide an opportunity to meet both the social and intellectual needs or learn or display competency of the volunteer to maximize their personal ROI.