

ONTARIO 
ARTISTIC 
SWIMMING

OPERATIONAL PLAN 2025-2026





INTRODUCTION

The Ontario Artistic Swimming Operational Plan translates the organization's Board-approved 2024-2028 Strategic Plan into clear, time-bound actions and accountabilities. Reviewed annually and aligned with OAS's fiscal year, approved operating budget, and staffing resources, the Operational Plan includes measurable indicators to track progress and support accountability throughout the fiscal year, in accordance with Ontario's Sport Recognition Policy for Provincial Sport Organizations.

Each operational priority and initiative outlined below directly aligns with a corresponding Strategic Focus area within the 2024-2028 OAS Strategic Plan. Consistent language and structure have been intentionally used to ensure clear line-of-sight from strategic intent to operational delivery, performance measurement, and system outcomes. Together, these documents are designed to be read side by side, with no initiatives existing outside of the Strategic Plan framework.

STRATEGIC PRIORITY I

ATHLETE DEVELOPMENT & PERFORMANCE PATHWAYS

OPERATIONAL PERIOD: 2025-26

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
CLARITY & CONSISTENCY IN L2T AND T2T DEVELOPMENT							
<p>Clarity & Consistency in L2T and T2T Development</p>	<p><i>Strategic Alignment:</i></p> <p>Development-First Pathway Design (L2T & T2T); Clear, standardized athlete benchmarks aligned with LTD and NSO expectations</p>	<p>Provincial Figures & Skills Event + Athlete Benchmark Framework</p>	<p>Implementation of standardized provincial assessment events and development of ON Track athlete benchmarks aligned with LTAD and NSO expectations</p>	<ul style="list-style-type: none"> • Province-wide mandatory Figures & Skills Event • Standardized evaluation criteria introduced • Initial athlete benchmark framework drafted (10U-12U) 	<ul style="list-style-type: none"> • # athletes assessed annually • % athletes meeting benchmark standards by age group • Coach satisfaction with clarity of expectations 	<p>Implemented 2024-25; expanded 2025-26</p>	<p>Technical Director</p>

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
DEVELOPMENT-APPROPRIATE COMPETITION STRUCTURES							
Development-Appropriate Competition Structures	<i>Strategic Alignment:</i> Development-First Pathway Design; Ensure competition and assessment structures reinforce skill acquisition over early specialization	Competition Structure Redesign (L2T / T2T / T2C)	Redesign of provincial competition formats to prioritize skill development, including integration of flexibility testing and removal of non-developmentally aligned events	<ul style="list-style-type: none"> • Revised competition formats implemented • Flexibility testing integrated into 12U figures • Removal of 11-12 solo event 	<ul style="list-style-type: none"> • Athlete retention by stage • Competition participation trends • Coach feedback on development alignment 	2024-26	Technical Director
PROVINCIAL TALENT IDENTIFICATION SYSTEM							
Early Identification of Emerging Talent	<i>Strategic Alignment:</i> Integrated Provincial Talent Identification System; Continuous, season-long identification using standardized evaluation criteria	Provincial Talent ID & Monitoring System	Deployment of regional scouts at OAS competitions and establishment of a provincial athlete tracking pool aligned with selection timelines	<ul style="list-style-type: none"> • Talent ID at key events • Athlete monitoring pool established • Standardized evaluation tools introduced 	<ul style="list-style-type: none"> • # athletes identified provincially • Club/region representation • Conversion rate into Team Ontario 	Annual (beginning 2025-26)	Technical Director

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
TEAM ONTARIO PROGRAM (HIGH-PERFORMANCE ENTRY POINT)							
High-Performance Pathway Alignment	<p><i>Strategic Alignment:</i></p> <p>Team Ontario Program as the Central High-Performance Entry Point (T2T & T2C)</p>	<p>Team Ontario Program (Rebranded T2T + HP Academy)</p>	<p>Consolidation of provincial HP programming under Team Ontario, including selection camps, athlete monitoring, and targeted training aligned with national pathway requirements</p>	<ul style="list-style-type: none"> • Rebranding of HP Academy and T2T programs • Annual selection camp hosted at MPAC • Integration with national talent ID processes 	<ul style="list-style-type: none"> • # athletes selected to Team Ontario • Athlete progression to national streams • Regional representation 	<p>Launch 2025-26; ongoing</p>	<p>Technical Director</p>
CLUB-INTEGRATED HIGH-PERFORMANCE DELIVERY MODEL							
Sustainable High-Performance Delivery	<p><i>Strategic Alignment:</i></p> <p>Club-Integrated Development Model; Hybrid delivery through in-club support, provincial expertise, and reduced centralized volume</p>	<p>Hybrid HP Delivery Model (In-Club + Provincial Support)</p>	<p>Delivery of specialized technical support through in-club visits, regional training, and virtual follow-up, reducing reliance on centralized camps</p>	<ul style="list-style-type: none"> • Bi-monthly club/regional visits • Shared expert model • Virtual technical sessions implemented 	<ul style="list-style-type: none"> • # club visits completed • Coach/athlete satisfaction • Reduced centralized program costs 	<p>2025-26; ongoing</p>	<p>Technical Director / HP Head Coach</p>

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
CLUB-PSO DEVELOPMENT PARTNERSHIP MODEL							
Club-Integrated Development	<i>Strategic Alignment:</i> Club-Integrated Development Model; Strengthen club-PSO partnerships to co-deliver athlete and coach development	Club Partnership & Support Model	Provision of technical resources, mentorship, and development tools to clubs, with shared access to provincial expertise	<ul style="list-style-type: none"> • Resource library established • Virtual clinics delivered • Coach mentorship opportunities introduced 	<ul style="list-style-type: none"> • # clubs engaged • Coach participation rates • Adoption of development resources 	2025-26; ongoing	Technical Director
ALIGNMENT WITH NATIONAL PATHWAY							
Alignment with National Frameworks	<i>Strategic Alignment:</i> Alignment with National High-Performance Pathway	CAS Alignment & National Pathway Integration	Alignment of athlete benchmarks, competition structures, and talent identification processes with Canada Artistic Swimming priorities	<ul style="list-style-type: none"> • CAS-led summer competition model adopted • Integration of national selection events • Ongoing PSO-NSO alignment discussions 	<ul style="list-style-type: none"> • Athlete progression to national teams • Alignment with CAS standards 	2025-26; ongoing	Technical Director / Executive Director

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
ATHLETE RETENTION & ALTERNATIVE PATHWAYS							
Athlete Retention Beyond HP	<i>Strategic Alignment:</i> Sustainable and Accessible System Design; Expanded pathways beyond high-performance to support sport-for-life participation	Recreational, Masters, and Transition Pathways	Development of alternative participation opportunities including recreational showcases and pathways into coaching and officiating	<ul style="list-style-type: none"> • Recreational showcase pilot planned • Coach/official pathway modernization underway 	<ul style="list-style-type: none"> • Retention rates post-competitive stream • Participation in alternative pathways 	2024-26	Technical Director
SYSTEM DESIGN							
Sustainable and Accessible System Design	Reduce cost barriers and improve regional accessibility	Regional Delivery & Cost Mitigation Strategy	Expansion of regional training opportunities and targeted cost-reduction strategies to improve access and reduce travel burden	<ul style="list-style-type: none"> • Increased regional program delivery • Reduced reliance on centralized camps • Travel subsidy integration across programs 	<ul style="list-style-type: none"> • Geographic participation distribution • Athlete retention across regions • Reduction in average athlete travel burden 	2024-26	Technical Director / Executive Director

STRATEGIC PRIORITY II

SAFE SPORT, INCLUSIONS, & SYSTEM READINESS

OPERATIONAL PERIOD: 2024-25 & 2025-26

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
<p>Safe Sport as a System Standard</p>	<p>Strengthen Safe Sport governance and response</p>	<p>Independent Complaint Management (ITP Sport)</p>	<p>Transitioned to independent third-party intake and complaint management for Safe Sport matters</p>	<ul style="list-style-type: none"> ITP Sport engaged for independent reporting and intake Improved transparency and confidentiality Reduced organizational risk and internal burden 	<ul style="list-style-type: none"> Number of reports managed independently Compliance with UCCMS-aligned processes 	<p>Implemented 2024-25; ongoing</p>	<p>Executive Director</p>

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
<p>Participant Well-Being & Mental Health</p>	<p>Establish trauma-informed response protocols</p>	<p>Mental Health Emergency Action Plan (MHEAP) & Return-to-Sport (RTS)</p>	<p>Developed and implemented province-wide mental health emergency and RTS protocols</p>	<ul style="list-style-type: none"> • MHEAP and RTS completed • Reviewed by legal counsel and CAS • Recognize-Respond-Refer-Reintegrate framework established 	<ul style="list-style-type: none"> • Protocol adoption across programs • Staff and coach awareness 	<p>Implemented 2024-25; ongoing</p>	<p>Executive Director</p>
<p>EDIA embedded across the system</p>	<p><i>Strategic Alignment:</i> Advancing equity, diversity, inclusion, and accessibility (EDIA) across policies, programs, and leadership practices</p>	<p>Adapted Programming & EDIA Initiatives</p>	<p>Delivered targeted initiatives to reduce barriers and expand inclusive participation</p>	<ul style="list-style-type: none"> • Launch of Adapted Provincial Team • AquaGo2 programming for under-represented communities • Completion of external DEI audit 	<ul style="list-style-type: none"> • Adapted athlete participation growth • Program access metrics 	<p>2024-26</p>	<p>Technical Director / Executive Director</p>



Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
<p>Club Governance & Compliance Readiness</p>	<p><i>Strategic Alignment:</i> Strengthening club readiness and compliance, including governance and risk management</p>	<p>Club Governance Resources & Education</p>	<ul style="list-style-type: none"> • Identified common governance and compliance gaps across member clubs • Began development of standardized governance resources, including templates and checklists • Delivered province-wide club roundtables focused on governance, operations, and compliance • Clarified minimum standards required for OAS-sanctioned activity 	<ul style="list-style-type: none"> • Club roundtables with 100% participation • Governance and operational guidance delivered • Improved clarity around compliance expectations 	<ul style="list-style-type: none"> • Club compliance rates • Number of clubs supported 	<p>Annual</p>	<p>Executive Director</p>



Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
System & Event Readiness	<p><i>Strategic Alignment:</i></p> <p>Ensuring system and event readiness, including stable and predictable access to facilities</p>	Multi-Year Facility & Event Planning	Secured long-term facility access and standardized event planning	<ul style="list-style-type: none"> • 4-year hosting agreement with Markham PanAm Centre (MPAC) • Improved cost certainty and event stability 	<ul style="list-style-type: none"> • Number of events under multi-year agreements • Reduced last-minute venue changes 	Implemented 2024-25; ongoing	Executive Director
Accessibility & Barrier Reduction	Reduce financial and logistical barriers	Integrated Program & Event Design	Integrated accessibility considerations into provincial programming and events	<ul style="list-style-type: none"> • Fee subsidies for adapted athletes (>50%) • Reduced travel through regional delivery models • Travel subsidy provided to north/east division clubs who travel 3+ hours to attend provincial events at MPAC 	<ul style="list-style-type: none"> • Participation retention • Geographic representation 	2024-26	Executive Director



Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
Proactive Risk Management	Strengthen organizational resilience	<ul style="list-style-type: none"> • Policy Review & Compliance Oversight • Alignment with UCCMS, Rowan’s Law, and Ministry Safe Sport requirements 	Reviewed and updated Safe Sport, governance, and risk frameworks	<ul style="list-style-type: none"> • Policies reviewed and aligned with Ministry and CAS expectations • Ongoing compliance monitoring 	<ul style="list-style-type: none"> • Policy compliance • Risk incidents tracked 	Annual	Executive Director

STRATEGIC PRIORITY III

ORGANIZATIONAL SUSTAINABILITY & CLUB CAPACITY

OPERATIONAL PERIOD: 2024-25 & 2025-26

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
<p>Governance & Organizational Effectiveness</p>	<p><i>Strategic Alignment:</i> Strengthening governance and organizational effectiveness, including clear roles and accountability</p>	<p>Governance Review & Compliance Oversight</p>	<p>Maintained full corporate, financial, and governance compliance while strengthening internal controls and reporting</p>	<ul style="list-style-type: none"> • Annual corporate filings completed • Audited financials approved • Improved payroll governance and controls 	<ul style="list-style-type: none"> • Compliance status maintained • Board reporting cadence met 	<p>Annual</p>	<p>Executive Director</p>

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
Strategic & Operational Alignment	<p><i>Strategic Alignment:</i></p> <p>Strong alignment between governance, strategy, and operations across the organization</p>	<p>Strategic & Operational Planning Integration</p>	<p>Strengthened alignment between Strategic Plan, Operational Plan, and budget frameworks</p>	<ul style="list-style-type: none"> • Revised Strategic Plan with clearer focus • Annual Operational Plans developed and reviewed 	<ul style="list-style-type: none"> • On-time plan approvals • Board oversight effectiveness 	<p>Annual</p>	<p>Executive Director</p>
Club Capacity & Sustainability	<p>Support effective local delivery</p>	<p>Club Development & Engagement</p>	<p>Delivered structured club engagement and support focused on governance, operations, and competition delivery</p>	<ul style="list-style-type: none"> • Club Roundtables with 100% participation • Actionable feedback loops established – monthly club meetings, quarterly workshops/ sessions. 	<ul style="list-style-type: none"> • Club participation rates • Documented improvements 	<p>Annual</p>	<p>Executive Director</p>

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
Coach & Official Workforce Stability	<p><i>Strategic Alignment:</i></p> <p>Supporting a stable and qualified workforce, including recruitment and retention of coaches and officials</p>	<p>Coach Compensation Study & Workforce Analysis</p>	<p>Completed province-wide compensation study to inform retention, advocacy, and workforce planning</p>	<ul style="list-style-type: none"> • 150+ coach responses • Evidence-based recommendations produced 	<ul style="list-style-type: none"> • Coach retention trends • Use of data in planning 	<p>Completed 2024-25</p>	<p>Executive Director</p>
Coach & Official Pathway Clarity	<p>Reduce barriers and improve progression</p>	<p>Coach Certification Process Assessment</p>	<p>Commissioned independent assessment of coach certification pathways</p>	<ul style="list-style-type: none"> • Identified barriers to entry • Recommendations for streamlined, digital pathways 	<ul style="list-style-type: none"> • Implementation readiness • Reduced certification barriers 	<p>Completed 2024-25; implementation 2025-26</p>	<p>Executive Director</p>

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
Financial Sustainability	<p><i>Strategic Alignment:</i></p> <p>Enhancing financial sustainability and reducing reliance on single funding sources</p>	Revenue Diversification & Financial Playbook	Strengthened own-source revenue through sponsorship, events, apparel, and supplier partnerships	<ul style="list-style-type: none"> Multi-year Jolyn Canada partnership OAS apparel launch Multi-year supplier agreements <ul style="list-style-type: none"> Nothers Gervais 	<ul style="list-style-type: none"> % of non-government revenue Annual surplus/break-even 	Ongoing	Executive Director
Cost Control & Risk Management	Improve financial resilience	Office Restructuring & Cost Savings	Transitioned to hybrid office/storage model to reduce fixed costs	<ul style="list-style-type: none"> ~\$2,200/month savings achieved Operational capacity maintained 	<ul style="list-style-type: none"> Operating cost reduction Financial stability 	Implemented 2024-25	Executive Director

Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
Brand Growth & Sector Leadership	Increase visibility and credibility	Marketing, Branding, & Partnerships	Expanded internal marketing capacity and professionalized brand delivery	<ul style="list-style-type: none"> • Dedicated Marketing & Branding Lead • ~25% social media growth • Flagship event branding (Jolyn Invitational, ON Championships presented by Nothers) 	<ul style="list-style-type: none"> • Audience growth • Sponsorship activation success 	Ongoing	Executive Director
Organizational Resilience	<i>Strategic Alignment:</i> Organizational resilience and leadership continuity	Staff Recruitment & Transition Planning	<ul style="list-style-type: none"> • Role documentation project • Successfully navigated key staff transitions while maintaining operational continuity 	<ul style="list-style-type: none"> • Documented job processes for each OAS staff role • Competitive recruitment processes • Structured onboarding and transition plans • Succession plans for key staff positions currently in progress 	<ul style="list-style-type: none"> • Role stability • Continuity of delivery 	2024-26	Executive Director



Strategic Focus Area	Operational Priority	Program/ Activity	OAS Delivery (What Was/Is Being Done)	Evidence of Delivery	Performance Measures	Timeline	Accountability
Workforce Sustainability	Enhance coach and official recruitment and retention supports	Coach & Official Workforce Development Strategy	Expanded professional development opportunities, certification pathway improvements, and targeted recruitment initiatives	<ul style="list-style-type: none"> • NCCP and non-NCCP development opportunities delivered • Certification pathway assessment completed • Increased engagement in coach education 	<ul style="list-style-type: none"> • # coaches certified annually • Coach retention rates • Participation in development opportunities 	2025-2026	Technical Director / Executive Director