



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*



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## **NSO PRIMARY ROLE**

### **ORGANIZATIONAL EXCELLENCE**

- Govern artistic swimming nationally respecting the vision, mission and values of Canada Artistic Swimming and in accordance with requirements of national sport governing agencies
- Respect and adhere to accountability-based requirements as necessary (eg 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 associated with the properties of Canada Artistic Swimming
- Host National and International competitions and other events

### **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/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/approve athletes to represent Canada at Pan Am, Olympic, World and other international championships and competitions
- Build a world-class Centre of Excellence training Centre
- In partnership with PSO'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/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 host 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 PSOs, Sport Canada, Own the Podium (OTP), Aquatics Canada, Canadian Olympic Committee (COC) and other partners/funding agencies

## PSO PRIMARY ROLE

### **ORGANIZATIONAL EXCELLENCE**

- Govern artistic swimming provincially/territorially respecting the vision, mission and values of Canada Artistic Swimming and the Province/territory in accordance with requirements of sport governing agencies
- Respect and adhere to accountability-based requirements as necessary (eg 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/Coach development pathways and programming
- Provide opportunities provincially for talent identified coaches and officials

### **MARKETING & EVENTS**

- Consistent and aligned with the national sport marketing/branding program, promote provincial artistic swimming programs, teams and events associated with the properties of the province
- Host Provincial and National competitions and other events

### **REPRESENTATION & LOBBYING**

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

## PSO 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 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 PSO 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/awards programs and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Offer volunteer education programs and materials for PSO/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 giving consideration to National rules and calendar
  - Partner with stakeholders in the hosting and organization of these events.
- Host National & International Competitions
  - Partner with Canada Artistic Swimming the host or support and coordinate the hosting of National events with provincial club.
  - Partner with Canada Artistic Swimming as the host of International 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, as feasible

## **REPRESENTATION & LOBBYING**

- Position and represent the sport of artistic swimming through national liaison with Canada Artistic Swimming
- 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/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

## LOCAL/CLUB PRIMARY ROLE

### **ORGANIZATIONAL EXCELLENCE**

- Govern artistic swimming at the local/club level respecting the vision, mission and values of Canada Artistic Swimming, the Province/territory and Club in accordance with requirements of the respective governing sport agencies
- Respect and adhere to accountability-based requirements as necessary (eg 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/PSO implemented pathways/programs
- Offer/encourage enhanced opportunities to promote optimal athlete development and growth

### **QUALIFIED TECHNICAL OFFICIALS & COACHES**

- Support Officials/Coach development and programming
- Ensure compliance with NSO/PSO implemented pathways/programs

### **MARKETING & EVENTS**

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

### **REPRESENTATION & LOBBYING**

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



## 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/club
- 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/awards programs and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Utilize volunteer education programs and materials available from the NSO and PSO 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 PSO/NSO 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/PSO 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
  - Submit bids to host provincial, national or invitational events adhering to the standards, protocols 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 (PSO)
- Influence public and government policy through local liaison with municipal government and their employees and various facilities/funding agencies
- Partner with the PSO, NSO 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 January 24, 2017

**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 and/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.

**Club** means a 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 Association (NSO)** means the National organization 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 Sport Association (PSO)** means any one of Synchro Alberta, Synchro B.C., Synchro N.B., Synchro N.S., Synchro P.E.I., Synchro Québec, Synchro Ontario, Synchro Saskatchewan, Synchro Manitoba, Synchro Newfoundland-Labrador or Synchro Yukon or any of their successors and assignees.

**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 and/or learn or display competency of the volunteer to maximize their personal ROI.