



**Management Discussion and Analysis –
2019/20**

**2020 Annual Meeting
September 19, 2020**

Together we are Artistic Swimming in Canada

As an organization in 2019-20, Canada Artistic Swimming continued to accomplish many key steps toward the realization of our ambitious eight-year strategic plan. As the awareness and support for our Vision, Mission, Values and Mandate spread across the organization, their ability to influence our decisions and progress over the current and next quadrennial has similarly grown:

Our Vision

To be a world leading nation in Artistic Swimming

And to move and inspire Canadians through the performances of our artistic swimmers and always strive to be World and Olympic Champions

Our Mission

To achieve excellence in all aspects of Artistic Swimming in Canada

Our Core Values

- **Athlete Focus-Coach Led** -The athlete/coach duo is at the center of our actions and decisions.
- **Excellence** - We are motivated by excellence and innovation in everything we do.
- **Teamwork/Collaboration** - We believe in the power of our team, people and organizations.
- **Ethics/Respect** - We welcome diversity and respect all perspectives and expect responsible, ethical and accountable behaviour from all stakeholders.

Our Brand Essence

Forging unity through diversity

Our Mandate

To provide leadership for Artistic Swimming-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 and

To build collaboration, alignment and an effective organizational structure to support the strategic plan



Executive Summary

A year ago our organization celebrated the success of our Senior National Team, winning the FINA World Series, winning the Pan American Games and qualifying our team and duet for the 2020 Olympic Games....we were off to an exciting start to the Olympic year.

We followed in September with the CAS Technical Conference held in Montreal, where we gathered our top Canadian Coaches and Officials for the first time in several years. The collaboration and positive energy from that weekend built on the momentum of our Senior Team results. The commitment for a bi-annual technical conference is now set. The opportunity to meet and share is critical to CAS's commitment to coach and official development and the advancement of our sport in Canada.

It continues to be a source of great pride for the CAS Board of Directors to note the progress that has already been made toward the accomplishments in an ambitious strategic plan. As this year marks the half-way point, the CAS Board will take a fresh look at the strategic plan to ensure it reflects current accomplishments and captures new goals for the next quad.

Following are highlights of some of our key accomplishments to date:

- Continued emphasis on governance with progress in policy development and policy alignment with Members and in accordance with best practices; plus undertook a full review and revision of the CAS By-Laws
- Continued the focus on coaching standardization, education and professionalization – with new on-line modules for the AquaGO! Instructor certification program, and revision of the NCCP Competition Introduction training program nearing completion
- On-line registration and competition registration software is completed and in use by all Members – enhancements and new features continue to be added
- Continued to standardize training and competition calendars in support of aligned and streamlined athlete development at 13-15 and Junior levels across the country
- The tradition of successful international events continued. Even with the unfortunate cancellation of the FINA World Series Super Final in June and the FINA Junior Worlds in August because of the pandemic, CAS was recently re-awarded the hosting rights for the 2020 FINA Junior World Championships and added the 2021 FINA World Youth Championships – to be hosted jointly in Quebec City in August 2021.



- Our national team program staff and coaches pivoted to offer virtual training for the junior national pool athletes, and senior national team athletes to allow them to continue to develop without centralized pool access
- CAS provided assistance to FINA and UANA through our international representatives to effect change in areas needing to progress, including continued work on defining difficulty and the design of a new scoring system as well as adding leadership in exploring virtual competitions. This included a number of Canadian technical officials taking the initiative to help UANA offer one of the first-ever virtual land skills competition – templating the way for more such competitions in the future.
- Continued the development of our safe sport program with further development of Safe Sport Policies to align with the Sport Canada Universal Code of Conduct for Maltreatment in Sport (UCCMS); adoption of a national injury tracker to be implemented in 2020-2021; and the hiring of a Safety-in-Sport Coordinator at the National Office to service this important program area
- Our Full Time Olympic Training Group has recently welcomed new high-performance athletes who will compete for a spot this year's Olympic Team and begin the preparation for 2024.
- CAS volunteer and executive leadership embarked in a holistic return to sport exercise with our provincial sport leaders under the tutelage of Sport Law and Strategy Group that used "courageous conversations" to help name our greatest concerns moving forward.
- Collectively, with our Members, we recognized the importance of the AquaGO! Program in athlete recruitment and development on the LTAD continuum, and ultimately to ensure greater financial stability as the organization wades through uncertain waters ahead.

The first quarter of 2020 saw CAS launched into an unprecedented global health situation. The COVID-19 pandemic forced us all into isolation and cut short every athlete's, coaches' and official's dreams for the season. As we mourned the loss of the 2020 National Qualifier last fiscal, as well as the 2020 Canadian Championships, the 2020 FINA Super Final, the 2020 Olympic Games and the FINA 2020 Junior World Championships all of which were cancelled or postponed until 2021, we at the same time learned to celebrate our organization's resiliency and determination to stay connected virtually to carry on. As sport is returning and we are slowly getting back into the pools, we are now re-imagining our 2021 competition plan to allow our clubs to carry on in the best way they can, knowing there will be a season for everyone.

Diversity and Inclusivity

CAS added a renewed emphasis on diversity and inclusivity to safe sport as major strategic and operational initiatives in 2019-2020. In further developing the CAS brand essence, we initiated some specific projects to support its objective. The heightening of the importance of diversity through the global Black Lives



Matter movement accelerated our previous efforts in this area. Creation of a Diversity and Inclusivity Working Group followed, with a number of initiatives set to be released and implemented early this season.

Financially, the organization continues to maximize government funding levels and by applying strong spending controls and working hard to ensure all international events turn a profit, once again achieved the goal of a healthy surplus. With the financial picture somewhat at risk due to the uncertainty of the pandemic, this ability to sustain the organization through financial responsibility and creative and opportunistic programming will be even more important in the future.

As we look ahead to the 2020-2021 season we cannot be sure how things will unfold in our uncertain world, but we do know our organization has great leaders and thinkers at all levels, people who continue to be creative and forward thinking, giving us great confidence that as a sport we will not dream about a return to normal, we will instead reach for better.

The Financial Year in Review

Overall, once again in 2019-2020, CAS continued to perform well financially, and at the same time realized gains in its investment in human potential. As a National Sport Organization, success is not only measured by the financial bottom line, but also in terms of the value we bring to the Members and registrants we serve. The purpose of the information provided below focuses on the financial strength and capacity of the organization but this is always to be considered in the context of how well the organization is doing on a number of other fronts including athlete success, registration growth, public image and strength of governance.

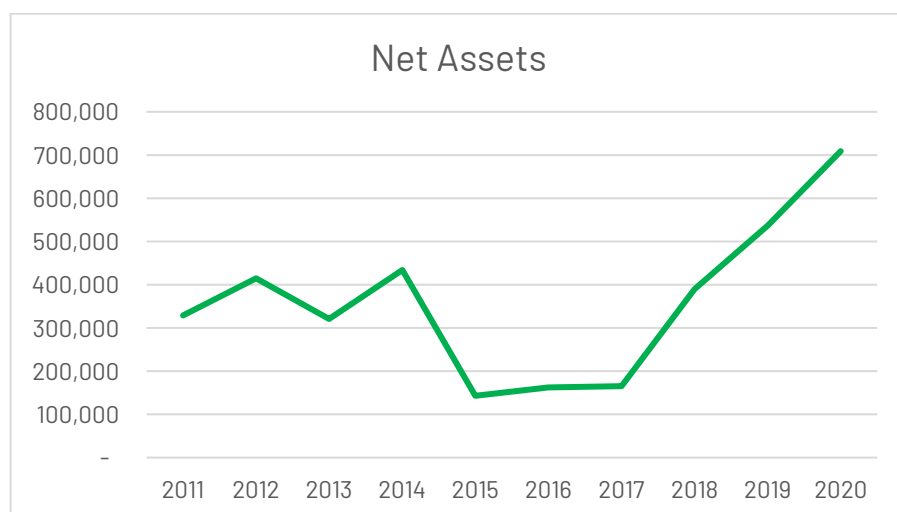


Balance Sheet

	2020	2019
Assets		
Current assets:		
Cash and cash equivalents (note 2)	\$ 722,594	\$ 532,531
Amounts receivable	97,455	108,969
Inventories	18,376	6,739
Prepaid expenses	35,067	62,178
	873,492	710,417
Endowment assets	9,161	9,644
Tangible capital and intangible assets (note 3)	30,790	13,112
	\$ 913,443	\$ 733,173
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 4)	\$ 144,878	\$ 132,105
Deferred revenue (note 5)	59,531	63,734
	204,409	195,839
Net assets:		
Unrestricted (note 6)	669,083	514,578
Invested in tangible capital assets	30,790	13,112
Endowment	9,161	9,644
	709,034	537,334
Contingencies and commitments (note 7)		
	\$ 913,443	\$ 733,173

Note: Positive year end result improved unrestricted assets by approx. \$ 172,000

Comparison of Net Assets (unrestricted)



Net Assets

Year	Net Assets
2010	331,000
2011	329,000
2012	415,000
2013	321,000
2014	434,000
2015	143,000
2016	162,000
2017	165,000
2018	390,000
2019	537,334
2020	709,032



Income Statement

	2020	2019
Revenue:		
Registration, affiliation and entry fees	\$ 1,358,024	\$ 954,010
Sport Canada contributions	1,120,000	1,006,500
Competition revenue (prize money)	275,126	–
Sport Canada hosting contributions	100,000	50,000
Rebates, interest and other revenue	84,105	54,709
Canadian Olympic Committee	70,500	140,000
Sport Canada - OTP contributions to INS	49,000	25,000
Sponsorship and fundraising	21,390	11,162
Sale of products	12,376	10,368
Coaching Association	3,000	6,500
	3,093,521	2,258,249
Expenses:		
High performance	1,259,454	760,500
Sport development	807,416	534,151
Cost of products sold	11,128	5,896
Administration:		
Association	102,911	80,315
National office	72,133	95,906
Payroll and benefits	610,985	522,634
Planning and management	28,836	39,815
Promotions and communication	28,475	73,111
	2,921,338	2,112,328
Excess of revenue over expenses	\$ 172,183	\$ 145,921

Revenue Highlights/Variances 2020 vs 2019

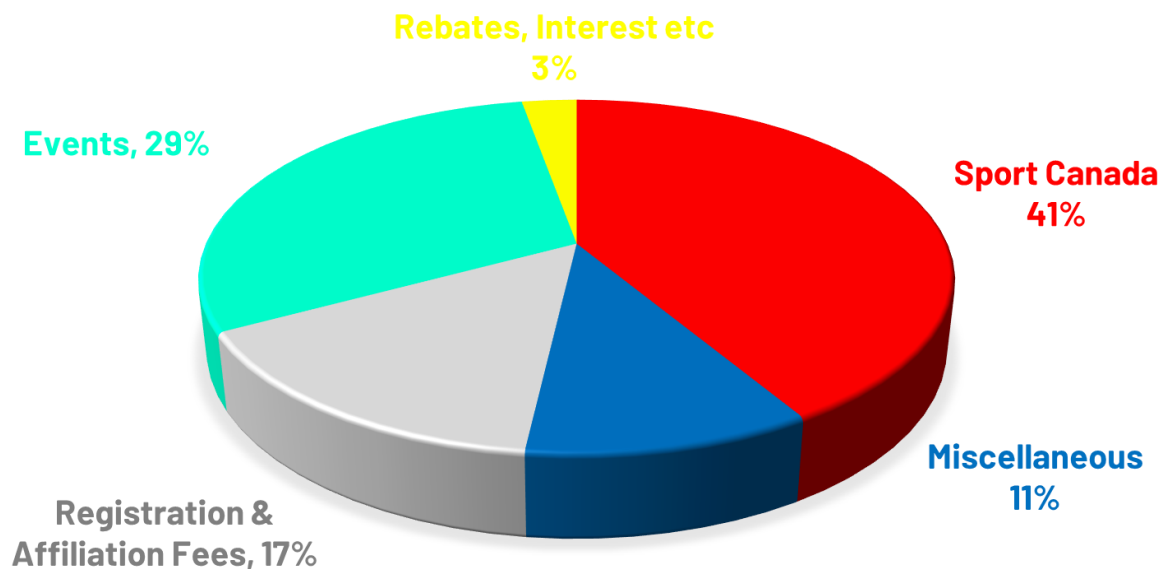
- Sport Canada - \$143K (above reference - safe sport, gender equity)
- Events - UANA - \$375K
- Prize Money - \$275K
- Donations - Make-A-Champ - \$21K

Expense Highlights/Variances 2020 vs 2019

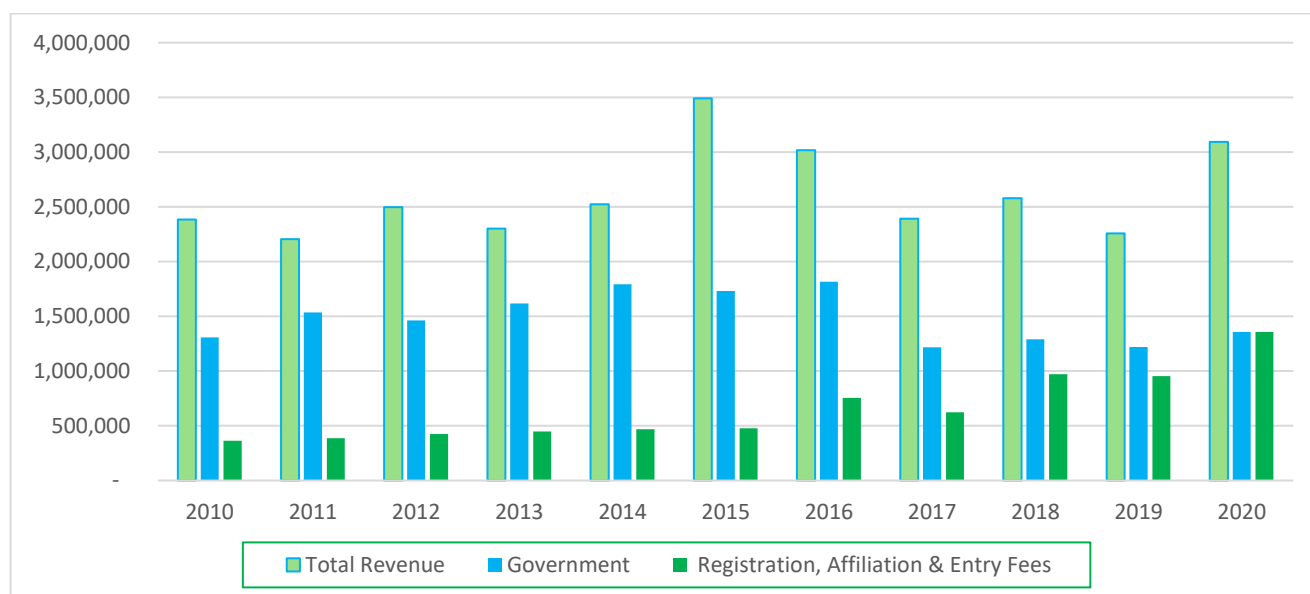
- HP spending up almost \$500K
- Sport Development spending up \$273K - all related to events
- Admin / National Office type expenses are down
- Association Expenses up \$23K (\$13K COVID Costs & \$9K Safe Sport)

Revenue Summary 2019-2020

Sources of Revenue



Revenue Trends



The most important observation to make in considering the revenue sources and trends is the steady levelling out of funding between government and self generated revenues as CAS works to its strategic goal of more balanced revenue streams.

Registration/Membership Revenue

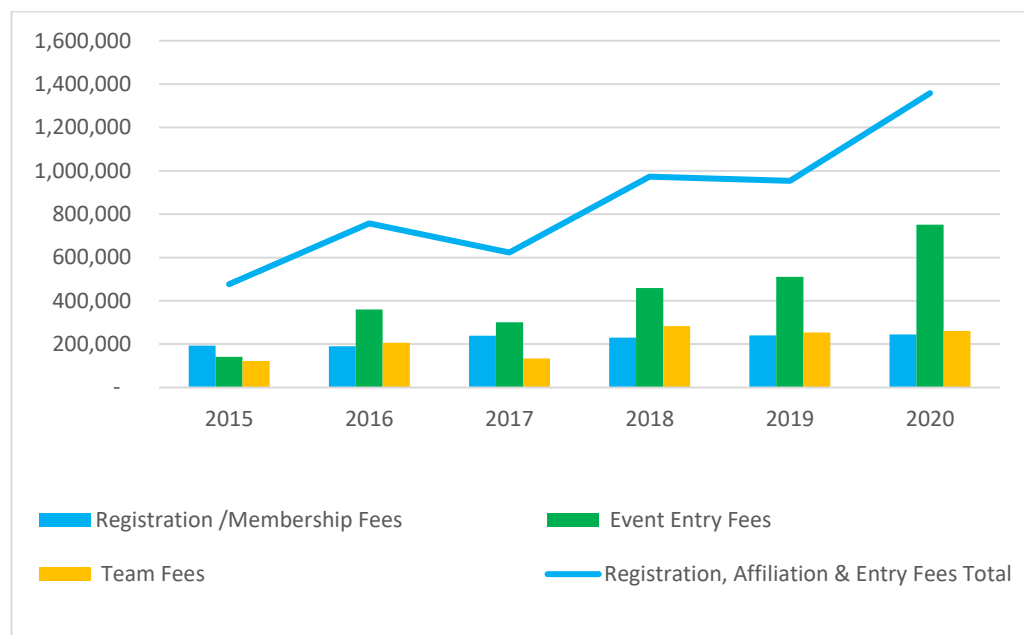
	2019-2020	2018-19	2020 to 2019	% Change	2017-18	2020 to 2018	% Change
British Columbia	17,822	19,339	(1,517)	(7.8%)	18,544	(722)	(3.9%)
Alberta	32,230	33,652	(1,422)	(4.2%)	30,825	1,405	4.6%
Saskatchewan	22,860	10,208	12,652	123.9%	15,502	7,358	47.5%
Manitoba	10,983	7,520	3,463	46.1%	6,847	4,136	60.4%
Ontario	67,502	70,445	(2,943)	(4.2%)	66,138	1,364	2.1%
Quebec	73,000	77,502	(4,502)	(5.8%)	72,647	353	0.5%
New Brunswick	7,058	7,295	(237)	(3.2%)	7,506	(448)	(6.0%)
Nova Scotia	4,616	4,467	149	3.3%	3,301	1,315	39.8%
Prince Edward Island	1,232	1,897	(665)	(35.1%)	989	243	24.6%
Newfoundland	5,359	5,341	18	0.3%	4,972	387	7.8%
Yukon	795	980	(185)	(18.9%)	859	(64)	(7.5%)
Other	2,100	1,857	243	13.1%	1,748	352	20.2%
	245,557	240,503	5,054	2.1%	229,878	15,679	6.8%

Note 1: Membership fee increase effective September 1, 2018

Note 2: Other is CUASL fees



Registration Revenue Trends



Registration Fees	
2012	169,072
2013	176,018
2014	187,484
2015	193,152
2016	190,585
* 2017	239,694
2018	229,878
* 2019	240,503
2020	245,651
* years where fees increased	

Registration/Membership Data

The new registration system / database allows for much more accurate and detailed reporting than previously so comparing the historic year over year numbers is somewhat problematic. Previous to 2019, there was some double counting of those with multiple roles and counting the same person with multiple registration records more than once. Going forward, Sport Canada reporting requires us to count and report registrants only once. The 2018-2019 and the 2019-2020 data has been reported such that those with multiple roles were counted only in their highest ranked role with the priority being structured as follows: competitive athlete, school athlete or recreational athlete in that order, coach (competition, school, recreational), official, associate registrant, volunteer.

On the next page is the summary of registration from September 1, 2019 to August 31, 2020 by province. Future years will be reported in the same manner to allow for more meaningful comparison. Registration totals from 2018-2019 are included for comparison.



Registration Data - 2019-2020 Season																							
(September 1, 2019 to August 31, 2020)																							
prov no	PTS0 Member	comp clubs	rec clubs	schools	comp athlete male	comp athlete female	rec athlete male	rec athlete female	school athlete male	school athlete female	comp coach male	comp coach female	rec coach male	rec coach female	school coach male	school coach female	official male	official female	assoc reg male	assoc reg female	volunt eer male	volunt eer female	Totals
10	BC ARTISTIC SWIMMING	12	3	0	1	267	5	228	0	0	0	40	0	17	0	0	0	10	3	37	52	79	
11	MANITOBA ARTISTIC SWIMMING	3	1	0	0	146	3	197	0	0	0	21	1	16	0	0	1	4	2	20	36	75	
12	NL ARTISTIC SWIMMING	3	0	0	0	72	0	66	0	0	0	17	0	4	0	0	0	3	1	1	0	0	
13	ALBERTA ARTISTIC SWIMMING	16	4	0	1	451	6	353	0	0	0	91	0	32	0	0	4	27	13	84	0	7	
14	SASKATCHEWAN ARTISTIC SWIMMING	11	0	0	0	251	12	206	0	0	0	52	1	12	0	0	0	15	4	47	155	264	
15	NATATION ARTISTIQUE/NB ARTISTIC SWIMMING	4	0	0	0	97	1	60	0	0	0	0	0	1	0	0	0	4	0	7	0	19	
16	NOVA SCOTIA ARTISTIC SWIMMING	2	0	0	0	66	1	44	0	0	0	16	0	2	0	0	0	0	1	1	4	9	
17	ONTARIO ARTISTIC SWIMMING	20	1	0	6	1175	14	635	0	0	1	178	0	31	0	0	1	34	18	132	56	700	
18	SYNCHRO PEI	1	0	0	0	13	7	44	0	0	0	5	0	0	0	0	0	0	0	7	0	0	
19	NATATION ARTISTIQUE QUEBEC	34	3	0	4	1261	22	694	0	0	2	171	0	38	0	0	6	89	3	15	11	34	
20	SYNCHRO YUKON	1	0	0	0	11	0	9	0	0	0	0	0	0	0	0	0	2	1	3	0	0	
995	CANADIAN UNIVERSITY AS LEAGUE (CUASL)	0	0	19	0	0	0	0	2	262	0	0	0	0	0	25	0	0	0	0	0	0	
Total Affiliated Orgs		107	12	19																			138
Total Registrants					12	3810	71	2536	2	262	3	591	2	153	0	25	12	188	46	354	314	1187	9568
Note: adjusted for highest active role (does not count all roles for those with more than one) and active affiliated organizations																							
Registration Data 2018-2019																							
Total affiliated organizations		114	16	19																			149
Total individual registrants					13	4017	77	2759	3	235	1	591	1	151	0	37	14	208	40	366	304	1152	9969

Statistics show that there has been a slight decrease of 4% in registration overall in 2019-2020 from the same period last season. At least some portion of this can be attributed to the loss of summer programming due to COVID restrictions and pool closures.



Event Results

Event reporting shows more detailed results by event for the 2019-2020 fiscal year.

	2019 CASC	2019 ASWS Open & Masters	2020 QUAL	2019 UANA	TOTAL
Entry/Athlete Fees	95,074	166,678		228,297	490,049
Sponsorship	11,650				11,650
Sport Canada Hosting Grants		50,000		50,000	100,000
City, Tourism & Other Grants	11,500	40,450		77,363	129,313
Delegations	160,655				160,655
Other	13,636	26,848		19,562	60,046
	292,514	283,976	-	375,222	951,713
Venue/Tech	9,203	7,945	167	29,593	46,909
Prod/Scoring/Web	16,684	21,129		14,136	51,949
Officials & Staff	49,978	22,554	7,678	11,280	91,489
Hospitality	24,615	39,556		11,589	75,760
Delegations	145,469	69,636		155,150	370,254
Local Transport	2,330	6,338		3,180	11,848
Legacy	13,990	21,828	5,752	21,401	62,971
Other	7,541	29,716	2,029	13,921	53,208
	269,810	218,703	15,626	260,250	764,388
	22,705	65,273	-	114,972	187,324

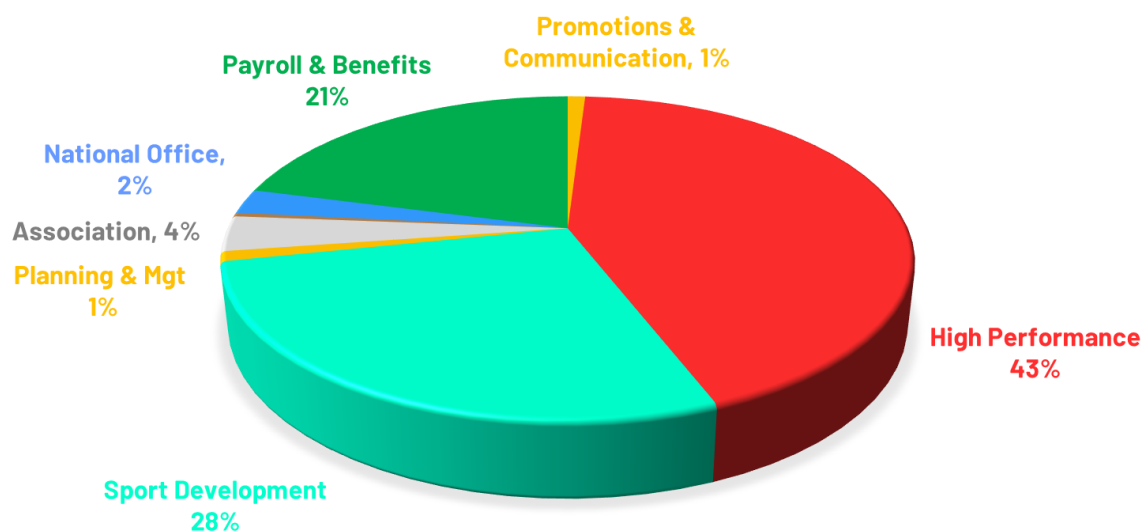
Note 1: National Qualifier 2020 cancelled due to COVID

The financial outcomes of events, particularly international events like the UANA Pan Am Championships in 2019, continue to improve. Centralized application for government hosting grants, as well as working collaboratively with the Provincial host to secure grants available only at the provincial level continues to achieve a more coordinated approach to funding. National organization of events, including budgeting, has meant more leverage in contract negotiation with facilities and hotels and better overall expense management. Additionally, allocating a percentage of local sponsorship returns to the LOC in cash has led to greater efforts being made to recruit local partners than before. Events are delivered in a more consistent manner from location to location and it is possible to realize economies of scale that were not present in the past. Part of this new process is a guaranteed minimum hosting grant to the host committee and a removal of the risk of a financial loss to a host club or province – CAS has taken over the financial responsibility in the case of a loss – and each event team works very hard to avoid a deficit on each event. Anticipating that the combined FINA Junior World Championships and the World Youth Championships scheduled for August 2021 is able to occur as planned, a similar positive result will again contribute favorably to the retained earnings.



Expense Summary 2019-2020

Breakdown of Expenses



Expenditure Highlights – High Performance

	2020	2019
Senior National Team	299,227	166,732
Junior Team	70,890	158,776
13-15 National Team	147,181	63,818
Coaching & Other Support	413,077	255,945
FINA World Championships	24,394	-
International Events	211,112	65,142
Other	20,972	25,088
	<u>1,210,457</u>	<u>735,500</u>
Own the Podium funding to INS	49,000	25,000
	<u>1,259,457</u>	<u>760,500</u>

It is a demonstration of strategic success and important to realize that 70% of CAS expenditures annually are invested in athlete development at all levels of the pathway.

Expenditure Highlights – Sport Development

	2020	2019
Annual Meeting and Leadership	22,192	69,157
Events Expenses & Hosting	764,389	413,292
NCCP	10,304	8,625
LTAD Implementation	9,530	40,421 **
International Initiatives	-	-
Other Development Projects	1,000	2,654
	<u>807,416</u>	<u>534,150</u>

**AquaGO!



Financial Risks and Opportunities – Looking Forward

While there are always risks identified annually by organizations and attempts made to mitigate those risks through careful strategic and operational planning, the COVID-19 pandemic has pushed national sport organizations and sport in general to a whole new level of short and long-term uncertainty.

There are significant inherent risks to revenue streams related to the impact of the pandemic. In particular, there is a possible risk that athletes do not return to the sport or return in drastically reduced numbers such that current registration revenue at all levels is seriously impacted. There is a corresponding risk that this happens and results in a catastrophic reduction in the size of the talent pool which might be unrecoverable for years to come, even if CAS is able to stabilize the financial impact. This reduction in the talent pool will most certainly impact high performance results in the next five years and that creates a corresponding risk in the position of the sport in the NSO family in terms of marketability and government funding.

Similarly, a drop in the number of competitive athletes in particular will have an impact on CAS' ability to hold events given that domestic events are not structured to be profit-making and many host costs are fixed regardless of the number of athletes participating. This could also seriously impact CAS' finances and ability to invest in athlete development through hosting national events.

Given the huge deficit undertaken by the federal government through the various emergency economic measures realized during the pandemic to date, it is also highly possible that current levels of Sport Canada funding will be negatively impacted over the foreseeable future as the country attempts to paydown the massive debt we will be left with. Although CAS has managed to reduce its reliance on Sport Canada funding somewhat, we have a long way to go to consider ourselves self-sustaining and too small a membership base to rely on our self-generated funds and carry on with our current level of programming. This risk could have a catastrophic result on CAS' ability to exist as a National Sport Organization and cannot be understated.

Finally, there are anticipated increases in expenses to participate in the sport based on the financial reality of the sport, hospitality and tourism industry. Costs for flights, accommodation, event and training facilities given the additional safety measures required for them to re-open, and escalating insurance costs – especially related to finding providers without overly restrictive exclusion clauses are a few that are a given.

As the old saying goes....when life hands you lemons, you make lemonade!

Working together as a whole organization – aligned in planning, operations and strategy, policies and structure to streamline the ability for the organization to pivot quickly to address changing environment, to



minimize the duplication of effort and investment in resources is more important now than ever before in our sport. While philosophically, the federated model of governance for sport works well, in practical application it does not. CAS has recently embarked on a series of steps to better integrate and align operations with our provincial partners which will serve us well in the post pandemic recovery period. It is critical that these efforts continue.

CAS has the benefit of having several solutions already in our hands that with good management by CAS and its Members and cooperation at the club level can help mitigate some of the financial risks discussed above. The most significant of these is the acceleration of the full implementation of the **AquaGO!** program. This entry level program, designed for girls and boys from five to nine years old, targets two communities that CAS has historically not extensively recruited within: young children and boys specifically. The organization has competitive desires to grow the male side of the sport at the international level along with the rest of the artistic swimming countries. We need to start at the beginning. More importantly than this aspect is the fact that presently our club programming aims at only half of a very small part of the Canadian youth population. There is ample room for growth and by being organized and nimble to respond to diverse community needs for quality, nationally standardized programming, Canada Artistic Swimming and its Members and clubs have an opportunity to “make lemonade”. AquaGO! (and its companion program AquaGO!2 set for release in the next two years) will be the key to post-pandemic success for CAS.

Similarly, the **Canadian University Artistic Swimming League (CUASL)** and CAS have begun a process of integration that will assist CAS in adding strength to the active for life stage of LTAD and encourage more junior athletes to consider targeting post secondary education in a university that would allow them to continue to participate in their sport longer than they do currently. CAS can bring administrative support to the CUASL as well as the potential for event support by hosting some or all of their current competitions in conjunction with CAS and PTSO events. A collaborative partnership with benefits to both will also help to increase participation numbers.

Money Management – CAS needs to continue to find ways to stretch its dollars as much as possible through the means available: managing expenses, targeting any and all funding programs including being strategic about the pursuit of prize money to help offset National team expenses; timely and clever investments through a policy that allows for some creativity to respond to market conditions; and expanding as much and as quickly as possible on its fledgling philanthropic and sponsorship recruitment programs.

Hosting International Events – when the pandemic hit and CAS realized that the 2020 FINA Junior World Championships scheduled for Quebec City in August 2020 was likely to fall victim to the rage of event



cancellations and postponements, its leaders reacted proactively to suggest to FINA that not only could and should the Junior Worlds event be re-scheduled the following summer in Canada, but it was a clever idea to add the 2021 World Youth Championships to it – to make one giant developmental return to sport at that level. The idea can help participating countries realize some cost savings in sharing resources between teams and allows for the creation of a “festival” atmosphere with the potential for over 500 athletes to gather together. This suggestion, along with a call to adjust the maximum age for junior athletes by one year for 2021 demonstrates CAS’ ability to “make lemonade” in an unfortunate situation. Indeed, the hosting of international competitions in general, in whatever form they take moving forward, will continue to provide financial opportunities for CAS, but we will likely need to get way outside of what is “normal” in order to realize this revenue stream at least in the short term. We fervently hope that the pandemic situation is resolved enough to allow a face to face competition in August 2021 and after that, but if for some reason it does not, we will find a way to protect this source of revenue as much as possible.

The **virtual world** – CAS will continue to explore how we can use the virtual platform to carry on our business without compromising the quality of programming or the services we provide. Ultimately, the safety of our participants is our number one priority so this must factor into future decisions. At a time when spectator sports seem to be a thing of the past, we will need to work hard to achieve our vision of moving and inspiring Canadians through the performances of our artistic swimmers. But we have some advantages in being a judged sport that does not require head to head competition in order to participate and we need to take full opportunity to maximize those advantages.

Next Year...Key Metrics

Year five of the eight year strategic plan will see Canada Artistic Swimming focused on achieving several key metrics and measures centred under these rally cries:

- AquaGO! is recognized as one of the best entry level grassroots programs for families – of any sport in Canada.
- Canada Artistic Swimming supports the principles of diversity and inclusivity in all programming and activity at all levels in the organization with a focus on enabling and encouraging males and all under-represented communities to participate in the sport. Registration data will quantify the achievement of this goal.
- Revision of NCCP training components will continue to be the focus with emphasis on building coaching skills and professionalizing the role through education components built into every opportunity (mentorship programs, webinars, workshops, and others).



- Canada Artistic Swimming is well on its way to having a fully integrated HP system from top to bottom including national testing protocols, flexibility and strength programs, has completed the Gold Medal Profile, and integrates the provincial and national streams into one system working toward aligned meaningful competition experiences for all athletes.
- Our National Team athletes consistently finish in the top 4 in the World Series ranking. Developmental teams hold or improve their world ranking in 2021.
- NSO, PTSOs and Clubs are aligned in program delivery, actions, and values as an organization.
- Progressive alignment of NSO and PTSO operations based on consistent policies, rules and best practices and a commitment to values-based culture through collective support of the Conduct Policy, mandatory respect training and screening, and demonstration of the principles of the Responsible Coaching Movement is achieved.

The Last Word

Despite the most unpredictable set-back imaginable, and corresponding concern for the financial future, Artistic Swimming-In-Canada remains focussed to achieve its strategic objectives by 2024. Working together at all levels to build and streamline inclusive programming, align administrative practices and processes, and share resources where possible, will enable the organization to make faster and better decisions where we need to stay ahead of the curve – the path forward for artistic swimming, will be filled with even more twists and turns. It remains important that particularly in this difficult period we stay true to our values as an organization, serve all Members and current and potential registrants well, and live our brand.



J. Buckingham, CEO

September 2020

