



# JULY 2021 REPORT

---

# GLOSSARY

- 03** Introduction from RUMC chair
- 04** RUMC summary
- 05** Current collaborators
- 06** CAS challenges & strengths
- 09** Strategic plan
- 10** Important actions recently taken
- 11** - Alias reporting & feedback mechanism
- 12** - National injury tracker reporting system
- 13** - Communication agreement with Balboa Sport
- 14** Next steps

# /03



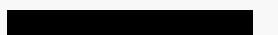
Rise Up Management Committee Chair

## **Lindsay Duncan**

- Lindsay has been involved in artistic swimming for 25 years, first as a swimmer then as a club coach, club head coach, provincial team coach, and university varsity program head coach
- Lindsay has served on the Board of CAS since 2017
- In her professional life, Lindsay is an Associate Professor of sport and exercise psychology

*"I am proud to be leading the Rise Up Management Committee. My vision is that the RUMC will help to connect the great efforts that are being made across the country toward safe & inclusive sport. Through our work we will open communication about these really important issues, showcase the people that are getting it right, and unite our community around supporting the humanity and best performances of our athletes, coaches, officials, staff, and volunteers."*

*In my two decades of coaching artistic swimming, I have learned a lot by observing and modeling myself after some of Canada's great coaches and by filling the gaps in my knowledge with some good old-fashioned trial and (hopefully not too much) error. During this time, I would have loved to have had more opportunities for open conversations about the best ways to achieve the highest levels of performance while ensuring that everyone feels welcome and supported in artistic swimming. I believe that Rise Up will provide our whole community with those opportunities."*



## RUMC SUMMARY

In these initial months of Rise Up, we have focused on putting together a strong Rise Up Management Committee.

The Rise Up Management Committee is made up of 15 members with a diversity of experience & expertise in Artistic Swimming. The RUMC membership includes CAS Board members, CAS staff, provincial executive directors, coaches, officials, and former athletes.

To this date, the RUMC has held 2 meetings. These two meetings have mainly focused on ensuring that the members of the committee are up-to-date on actions CAS has taken toward fulfilling the Rise Up Action Plan & to gather general feedback about the challenges and strengths of the organization.

Meetings will be held on a monthly basis and will focus primarily on the two following points:

### 01

**Receiving reports from the sub-committees & charting progress towards achievement of the Rise Up Action Plan.**

### 02

**Determining priority actions to address culture change at all levels of the organization.**



## CURRENT COLLABORATORS

The ***Rise Up Management Committee*** recognizes that listening to the perspectives of others is critically important. Therefore, the RUMC is committed to reaching out to experts and other members of the CAS community for consultation when appropriate.

On this date (July 2021), the official collaborators of the RUMC are the following:

- ***Sport Canada***
- ***Own The Podium (OTP)***
- ***Inclusion Incorporated***
- ***Respect Group***
- ***True Sport***
- ***Responsible Coaching Movement***



# /06

## **CAS CHALLENGES & STRENGTHS**

The RUMC conducted brainstorming activities to identify cultural challenges that are present but not often discussed as well as identifying strengths that the organization can capitalize on as it works to build a better culture. The challenges & strengths identified were:



## CHALLENGES

### 01. Cultural & organizational

- Quest for performance vs the development of individuals.
- Lack of athlete voice & understanding of the new generation of athletes.
- Trust issues between members of the organization.
- Individualism. Often working in silos.
- Poor ability to recruit & retain athletes.

### 02. Safe sport

- Toxic behaviors & accountability issues.
- Fear to bring forth questions or concerns.
- Lack of definition between right & wrong.
- Eating disorders issues.

### 03. Performance

- Teams that win seem to have hardcore & intense coaches.
- Appearance of a bias toward the selection of National Team coaches
- National team coaches are competitive with one another vs working as a team.
- Coaches feel like CAS wants to “educate the problem away”... they have too many courses to take. Coaches feel they don’t need more education – the education they get should be higher quality.

### 04. Communication

- Poor communication about actions taken so far.
- Poor communication skills or ability to manage conflict.

# /08

## STRENGTHS

### 01. Cultural & organizational

- Small enough to pivot quickly and make changes
- Smart people, motivated to make necessary change & improve
- Passionate, creative & committed people
- Many coaches, officials, volunteers have other jobs on the side so they have expert knowledge in other areas (e.g., education)
- Great volunteers
- A tradition of leadership internationally
- Access to international experiences
- Lots of connections & proximity within the sport
- AquaGO! Program. Can become a bigger asset for the sport
- Provincial/national alignment created through several years of work

### 02. Athletes

- Strong female role models
- Helping create good humans who leave sport with great life skills
- Athletes build technical knowledge that allow them to continue on in the sport as coaches or officials once they retire from swimming.
- Lifelong friendships





## STRATEGIC PLAN

A review of the CAS strategic plan indicates that not all of the values of the organization are apparent in the objectives outlined in the strategic plan.

The values of “excellence” and “teamwork/collaboration” are closely linked to specific tactics identified in the plan. We have made excellent progress on leading with these values since the implementation of the strategic plan (likely because of the close link to strategic objectives/tactics).

The values of “athlete-centered/coach-led” and “ethics/respect” are not closely linked to strategic objectives/tactics. We have not made good progress on leading with these values since the implementation of the strategic plan (likely because they are not well represented with clear objectives/tactics).

### Summary

- The upcoming development of a new CAS strategic plan ***should ensure all the organizational values are well represented with specific objectives and tactics.***
- The CAS Board of Directors should review the strategic plan with a view toward ***identifying specific objectives and tactics*** that allow us to live by the values of “athlete-centered/coach-led” and “ethics/respect”

**/10**

# **IMPORTANT ACTION RECENTLY TAKEN BY CAS**

Over the past few weeks, CAS has made important actions in connection with the challenges addressed by the RUMC. The following are some of the most notable.



## "ALIAS" REPORTING & FEEDBACK MECHANISM

Recognized as a leader among Canadian companies in this area, the Quebec company ALIAS is joining forces with a national sport federation and its provincial partners for the first time to offer an independent service for managing the feedback and safe sport reporting process of members of the community.

This platform, which is completely bilingual, confidential and available 24 hours a day, 7 days a week, will be operational across Canada this fall and will allow CAS registrants at all levels to make a report concerning conduct or other issues by phone, e-mail or on-line, through a highly secure feedback intake platform that can be accessed easily from multiple organization websites. Reports made through the online platform will automatically be directed to the independent report manager, for the applicable geographical area.

[More about the reporting mechanism](#)

## **NATIONAL INJURY TRACKER REPORTING SYSTEM**

The National Injury Tracker Reporting System will allow coaches to report injuries experienced by their athletes through a secure online platform.

The system will respect all privacy when tracking the aggregate information to allow our technical staff to follow trends of what types of injuries are being reported, when in the season they tend to occur and when in the specific training period. This will allow for program adjustments and modifications to be made in how coaches schedule practices and competition sessions.

The goal is fewer injuries and a safer training environment.

## **COMMUNICATION AGREEMENT WITH BALBOA SPORT**

Starting in March of 2021 and renewed in July of the same year, CAS has started to work with Sports Marketing specialists from Montreal, Balboa Sport, to work on communication & marketing.

Their role is to support the organization in communicating with the Artistic Swimming community, as well as putting in place innovative solutions to reach a broader audience and grow our feeder program. The launch of the AquaGO! campaign will, among other things, be one of their priorities in the coming weeks.

The help of Balboa Sport will also allow us to have more resources, to make sure we are able to communicate the important information to the community and actions taken by the organization as they relate to the Rise Up action plan.

***More about Balboa Sport***

## NEXT STEPS

Over the next three months, the RUMC will mainly focus on these areas as outlined in the Rise Up action plan as well as other, ongoing elements. The next report will be published in October 2021.

- **REVIEW & REVISE CURRENT SAFE SPORT POLICIES**
- **CHALLENGE THE BALANCE BETWEEN PERFORMANCE AND PERSONAL DEVELOPMENT**
- **ATHLETE-ONLY MEETINGS CHAIRED BY OUR ATHLETE COUNCIL AND INCLUDING ATHLETE REPRESENTATIVES**
- **NEW COACH TRAINING TO FOCUS ON A CULTURE THAT RESPECTS DIVERSITY AND INCLUSION**
- **ADDITIONAL SAFE SPORT E-LEARNING MODULES IMPLEMENTED FOR COACHES AND OTHER STAKEHOLDERS**

# THANK YOU

We welcome everyone to share their ideas and opinions to be able to create a better environment for our athletes. We are also seeking the support of organizations with the resources and expertise to work with us.

We invite feedback & support at [riseup@artisticswimming.ca](mailto:riseup@artisticswimming.ca)

[artisticswimming.ca/rise-up](https://artisticswimming.ca/rise-up)

