



**NATATION
ARTISTIQUE
CANADA 
ARTISTIC
SWIMMING**

**2024-2028
Strategic Plan**

**EMPOWERING THE
CANADIAN
STYLE OF
WINNING**

PRESIDENT AND CEO'S LETTER

Dear Canadian Artistic Swimming (CAS) Community,

We are thrilled to share our new strategic plan for 2024-2028, focused on re-establishing Canada as a Top Five Ranked Nation in Artistic Swimming. The development of this strategic plan has been a truly collaborative process which involved more than 1,000 members of the artistic swimming community. CAS welcomed the insights of coaches, athletes, officials, parents, volunteers and staff representing the diversity of geography, language, ability, gender and orientation across this country. Our heartfelt thanks go out to you for your dedication to the sport and your contributions to its growth.

To achieve our goal of a top five international ranking, CAS will focus on a culture of excellence across three pillars: "Living our Gold Medal Profile," "Leading By Example," and "Strengthening Organizational Excellence."

Pillar #1: Developing, Thriving, and Winning: Living Our Gold Medal Profile

Our primary goal is for sport to thrive at all levels by emphasizing development and growth. We will focus on programs that nurture talent and empower athletes to embrace a winning mindset. Alongside excellence in performance, we will also prioritize life skills, health, and wellness, particularly for our high-performance athletes.

Pillar #2: Leading By Example

To be a leader in the Canadian sport world, we must exemplify a positive and safe sport experience. Embracing diversity, equity, and inclusion is the core of our community, setting an inspiring example for others. We commit to being world leaders in training and education opportunities, ensuring that our coaches, officials, and administrators from club, province, and national levels have access to the best resources and support.

Pillar #3: Strengthening Organizational Excellence

A coveted and exceptional organization requires world-class business execution, positive interactions, and sustainability. We will dedicate ourselves to achieving excellence in all aspects of our operations making CAS an organization of choice to work and partner with. Strengthening our brand and increasing sport awareness will attract new participants and fans. We will continue to set the standard for governance excellence within our industry, fostering transparency, accountability and responsibility.

To build these pillars, we must work together as a united and passionate community. Each member's commitment to living our Gold Medal Profile, leading by example, and upholding organizational excellence will be crucial to our success. As we set our sights on the next quadrennial, we are excited about the opportunities that lie ahead.

We extend our gratitude to all those who have contributed to shaping this strategic plan especially the stakeholders of our community who volunteered their time to provide valuable feedback. Thank you also to Bedford Hill Consulting. Your dedication and passion drive our sport's growth and success.

Thank you for your unwavering support.

Sincerely,



Florence Klein
President



Steve Wallace
CEO



WHAT WE DO IS WHO WE ARE

OUR VISION

To be a world-leading nation in Artistic Swimming and to inspire and support all participants to realize their dreams in artistic swimming.

OUR MISSION

To achieve excellence in all aspects of Artistic Swimming in Canada.

CORE VALUES

PEOPLE

We encourage diversity in backgrounds, gender, ethnicity, age, and ability.

EXCELLENCE

We achieve excellence and innovation in everything we do.

TEAMWORK/COLLABORATION

We believe in the power of our team, people, and organizations.

ETHICS/RESPECT/SAFETY

We build trust and expect behaviour of the highest ethical standard, demonstrating accountability, integrity, respect, and safety for all people in the sport.

2024-2028 STRATEGIC PLAN ON A PAGE

**DEVELOPING, THRIVING,
WINNING:
LIVING OUR GOLD
MEDAL PROFILE**

Thriving Sport
at All Levels of
Development

Team Culture:
Encompass a
Winning
Mentality

Life Skills,
Health, and
Wellness at the
HP Level

**LEADING BY
EXAMPLE**

Positive and
Safe Sport
Experience

Role Model for
Diversity, Equity
& Inclusion

World Leader in
Training &
Education
Opportunities

**STRENGTHENING
ORGANIZATIONAL
EXCELLENCE**

Exemplary
Organization
of Choice

Growing Brand
& Sport
Awareness

Industry
Leading
Governance
Excellence

Openness | Values In Action | Innovation

CAS GOLD MEDAL PROFILE



**LIFE SKILLS,
HEALTH AND
WELLNESS**

**TEAM
CULTURE**

**MENTAL
PERFORMANCE**

ATHLETICISM

**ELEMENTS &
EXECUTION**

**ARTISTIC
IMPRESSION**

STRATEGIC DIRECTION I

DEVELOPING, THRIVING, & WINNING: LIVING OUR GOLD MEDAL PROFILE

Thriving sport at all levels of development

Artistic swimming in Canada will offer a fulfilling journey for all participants. Athletes, parents, coaches, officials, volunteers, and fans will find joy in the sport from AquaGO! to Masters and all through the development pathway - across club, regional, provincial, national, and international levels of competition.

We will work with all members of the artistic swimming community to empower the Canadian style of winning.

Team culture: Encompass winning mindset

Remaining aligned with our goals to reach the podium, we will achieve success responsibly, ethically, and in such a way that we succeed by modelling winning behaviours in and out of the pool.

By harnessing Canadian innovation, technical skill, and artistry we will win on the global stage.

Our emphasis on cultivating a winning mindset will elevate CAS's status from a culture of quality to one of unparalleled excellence.

Life skills, health, and wellness at the high performance level

A strategy to harmonize athletic and life pursuits is essential. This approach empowers athletes to not only excel in the pool but also flourish in other dimensions of their lives.

CAS's commitment extends beyond the water, inspiring excellence in all facets.

STRATEGIES

- Employ the Gold Medal Profile to cultivate essential skills for podium success.
- Collaborate with PTSOs for ongoing advancement of the development system.
- Formulate a comprehensive pathway to promote extended high-performance athlete careers, aligning with external goals.
- Forge a daily training atmosphere aligned with CAS values and performance targets.
- Establish partnerships with schools and relevant organizations to support athlete balance.
- Commemorate achievements of accomplished alumni beyond their sporting careers.
- Harness the potential of the Canadian club system for added strength and synergy.

TARGETS

- Integrate the CAS Gold Medal Profile into the development pathway
- Increase World Cup, Pan Am, and Olympic competition experiences on the team.
- Progress average Senior National team athlete age from 20 to 23 by 2028.
- Achieve podium placements at World Cup, World Championships, Pan Am, and Olympic tiers.
- Enhance the 'Belonging' metric from 71% agreement to 80% by 2028.
- Improving the opportunity for athletes to attend post-secondary education.

STRATEGIC DIRECTION II

LEADING BY EXAMPLE

Positive and safe, sport experiences

Safe sport stands as a contemporary cornerstone within the Canadian sport landscape, and CAS is dedicated to establishing and implementing policies that ensure a safe and welcoming experience for everyone.

Our emphasis on fostering positive sport encounters will extend beyond the daily training environment of the national team, encompassing the organization of exceptional competition events for both national and international participants. Through these platforms, CAS will engage and celebrate the artistic swimming community.

Role model for Diversity, Equity, & Inclusion

As our nation and sport in Canada continue to be more diverse, we will continue our efforts for cultural and gender inclusivity. Over the course of this strategic plan, the Olympics will welcome its first male artistic swimming competitors.

As a national sport organization, we will transform from taking *steps* for inclusivity into taking *leadership*. We will support body positivity, gender inclusivity, athletes with unique abilities, and newcomer participation in the sport.

World leader in training & education opportunities

Access to training and education for coaches and officials is pivotal for Canadian artistic swimming's future success. We will need expert tacticians to leverage the new scoring system. CAS will provide leadership, training, and access to programs at all levels.

Inviting participation of athletes of all abilities, offering programs for lifetime participation, and providing educational training will ensure our commitment to excellence.

STRATEGIES

- Actively implement and promote Safe Sport.
- Reflect Safe Sport, body positivity, and DEI principles in CAS marketing materials.
- Create an inclusivity checklist/score sheet for events.
- Develop additional inclusion resources and support.
- Standardize programming, training, and assessment across NSO, PTSOs, and clubs.
- Enhance coaching and officials' development opportunities.
- Streamline pathway to Certified Instructor status.
- Work with clubs and PTSOs to offer early-level programming to attract boys and newcomers.
- Launch an anti-bullying campaign.
- Progress policies and programs for Athletes with Unique Abilities.
- Advocate for increased male, mixed and open events in national competitions.
- Emphasize the inclusivity of Artistic Swimming.

TARGETS

- Enhance "belonging" metrics annually via member surveys.
- Surpass mandated Safe Sport standards set by Sport Canada.
- Introduce an open category for increased diversity.
- Champion inclusion and incorporate Mixed Duets in key events.
- Elevate non-female identifying gender participation from 4% to 10% over the quadrennial.
- Host major international events to showcase our country, including an annual World Cup event and PanAm Aquatics Age group championship every 4 years.

STRATEGIC DIRECTION III

STRENGTHENING ORGANIZATIONAL EXCELLENCE

Exemplary Organization of Choice

Our aim is to build an organization admired for its excellence in work and collaboration. We will nurture open dialogue, uphold accountability, and demonstrate social responsibility for people and the planet.

We will create an environment that fosters collaboration, shared values, high standards, and significant contributions to sport.

By embracing these principles, we are dedicated to making CAS a coveted and desirable place to work, place to train, and organization to partner with.

Growing Brand & Sport Awareness

We acknowledge the significance of enhancing awareness, visibility, and appreciation for Artistic Swimming throughout Canada. Through focused marketing campaigns, media interactions, and community outreach endeavours, we will actively champion the sport's promotion.

CAS will cultivate engagement and involvement among athletes of all genders, newcomers, and athletes with unique abilities. By spotlighting athlete athleticism and creativity, we will captivate audiences and ignite enthusiasm for Artistic Swimming.

Industry Leading Governance

For CAS to emerge as a premier leader among Canada's National Sports Organizations, it must continue to take leadership and uphold compliance with the Canadian Sports Governance Code expectations.

Through advocating fiscal responsibility and securing support of funding partnerships, we will create a sustainable financial foundation for Artistic Swimming in Canada. This will empower us to amplify athlete development, training, coaching resources, and competitive opportunities.

STRATEGIES

- Launch multi-year marketing campaign for brand and artistic swimming awareness in Canada.
- Work with clubs and PTSOs to increase AquaGO! program participation.
- Support inclusion of participants of all genders, all ages, newcomers, and unique ability athletes.
- Create playbook for streamlined event execution and promotion.
- Ensure clear, consistent communication in the artistic swimming community.
- Identify revenue and cost-saving opportunities through partnerships.
- Strengthen committee, board, and volunteer structures.
- Improve corporate social responsibility by engaging in UN Sports for Climate Action initiative
- Develop a strategy and commitment to improving employee/staff engagement, welfare, and retention

TARGETS

- Increase Canadian Artistic Swimming members from 10,828 to 12,500 by 2028.
- Double social media followers from 34,228 to 68,000 by 2028.
- Achieve strong positive ratings through 360° staff review and annual community survey.
- Work to carbon neutrality of our events by 2026.
- Achieve compliance with Canadian Sport Governance Code by April 2025.
- Expand broadcast viewership of hosted World Cups in Canada.
- Support the expansion of AquaGO! participants from 800 to 1,400 annually.
- Enhance employee and partner engagement and satisfaction scores.

THE CANADIAN STYLE OF WINNING

POWERED COLLABORATIVE
INCLUSIVE DYNAMIC
INCLUSIVE DYNAMIC



RESEARCH HIGHLIGHTS

In April 2023, Canada Artistic Swimming conducted a comprehensive long-form survey among its membership to track progress of previous initiatives, establish a benchmark for measuring change, and gain valuable insights for the strategic planning process.

The survey provided insights by exploring three main areas:

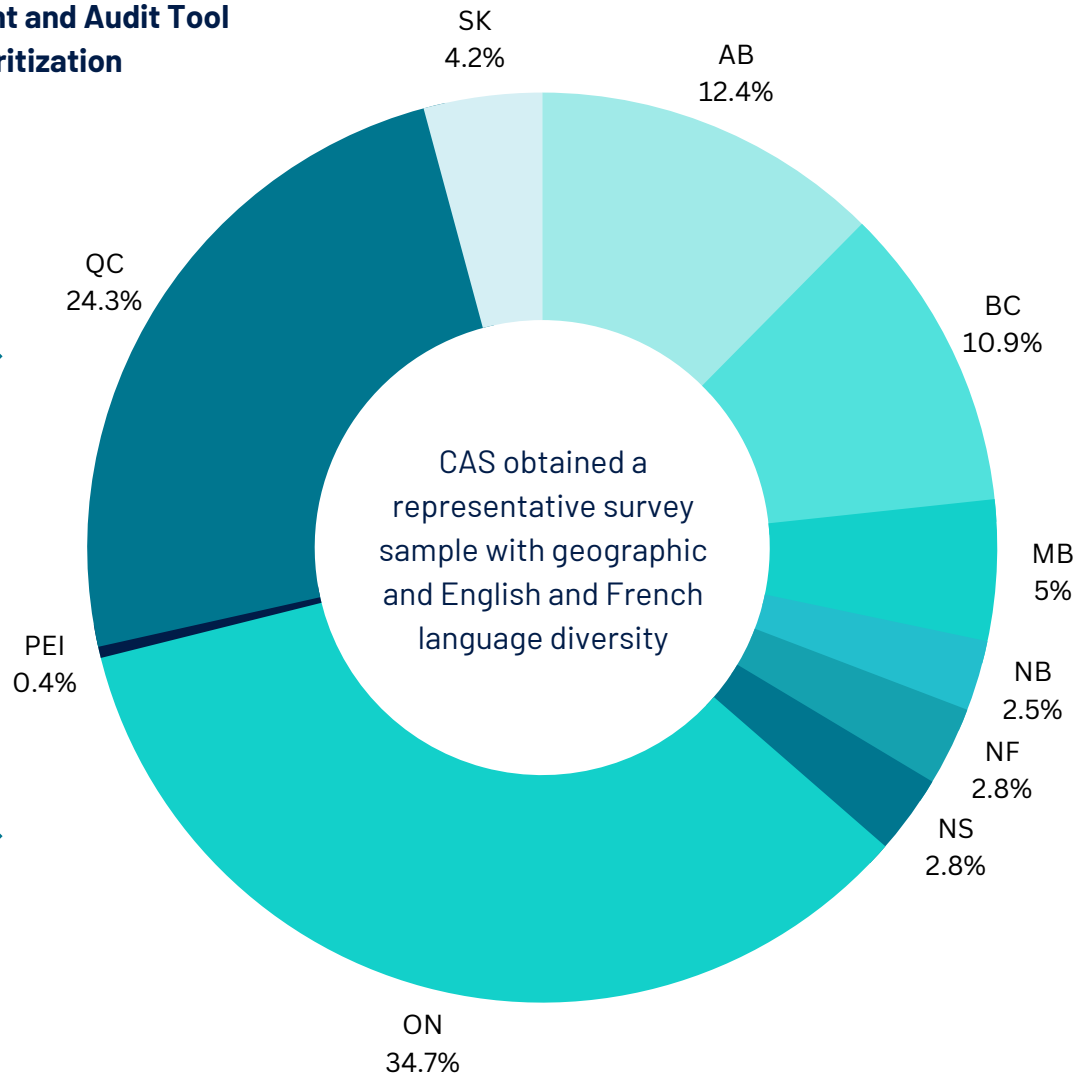
1. **Inclusion, Belonging and Respect**
2. **Culture Assessment and Audit Tool**
3. **Strategic Plan prioritization**

757

Responses from across Canada

10,000

Members of artistic swimming in Canada



Four priority themes were identified by the members.

Create a safe and inclusive environment

Develop athlete health and wellbeing

Support coach and official development

Provide opportunities for growth and development

RESEARCH HIGHLIGHTS

BELONGING	% WHO AGREE
There is a level of respect in the community	72%
I feel welcome and belong in the artistic swimming community	71%
Artistic Swimming is open to everyone	56%
People are treated fairly in this community	55%

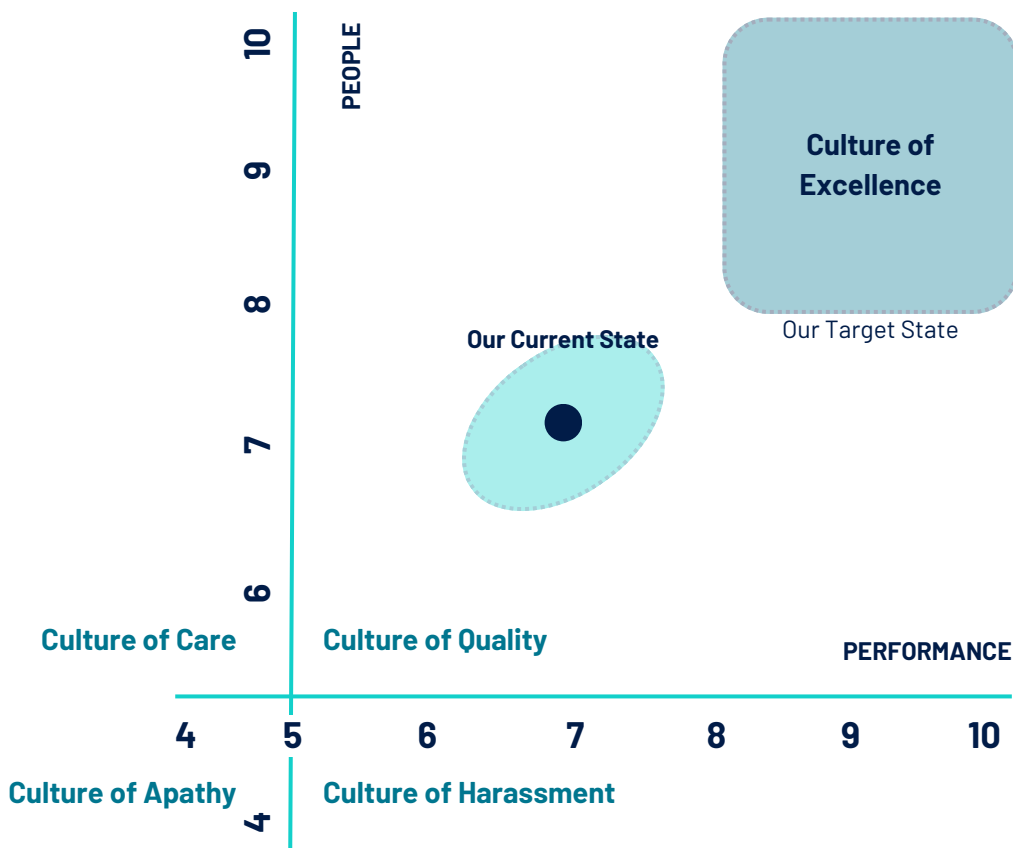
RESPECT	% WHO AGREE
My club respects members of the community by providing support and programs to create a safe and welcoming sport experience	78%
The provincial artistic swimming organization respects members of the community by providing support and programs to create a safe and welcoming sport experience	61%
Canada Artistic Swimming organization respects members of the community by providing support and programs to create a safe and welcoming sport experience	56%

CULTURE INDEX RATINGS - PERSON RELATED QUESTIONS	OUT OF 10
Artistic swimmers feel connected to their team and coaches	8.0
Participants, coaches and support team pay attention to the physical safety of swimmers	7.9
Coaches share information & feedback in open, honest, candid manner	7.2
Artistic swimmers feel in control of their performance	6.9
A physical health strategy including prevention and rehabilitation strategies are in place and available	6.8
Mental health and well-being are discussed and are well-supported	6.4

RESEARCH HIGHLIGHTS - CULTURE AUDIT

CULTURE INDEX RATINGS - PERFORMANCE	OUT OF 10
Athletes perform at their best with available pathways to develop & grow	7.6
Athlete's coaches have the expertise (knowledge and capabilities) that is needed to promote and support podium performances	7.2
Coaches and support staff consistently perform their duties in a way that promotes and sustains podium performance	7.1
Athlete training environment has access to people and facilities that positively contributes to a culture of excellence	6.8
Athlete's integrated support team (physical/mental health, nutrition, strength/ conditioning) has the level of expertise needed to support high performance	6.4

CULTURE AUDIT MAP FOR CAS



The X and Y axes on the graph represent the ratings detailed above from our research survey. As we move forward and put into action the strategies outlined in this plan, our objective is to progressively transition our current position towards the esteemed "Culture of Excellence" quadrant by strengthening performance-centric and person-centric ratings.

ACKNOWLEDGEMENT

Thank you for your involvement in the creation of the 2024-2028 strategic plan

A national sport organization's strength lies in the unity and collective power of its stakeholder group. Our consultation process encompasses a wide range of individuals, including athletes, coaches, officials, NSO & PTSO staff, volunteers, parents, funding partners, event partners and fans. Recognizing the significance of this diverse stakeholder group, we embarked on a collaborative journey to develop a comprehensive plan that will shape the future of our organization.

In the process of creating this plan, we actively sought engagement and support from stakeholders across Canada. By doing so, we ensured that we captured a multitude of perspectives, drawing from the wisdom and experiences of each individual involved. Our commitment to inclusivity and diversity allows us to harness the collective intelligence of our stakeholder community, resulting in a plan that is truly representative of our shared aspirations and goals.

1,000
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757 Member Survey Respondents

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CAS would like to thank Bedford Hill Consulting for their help in the creation of this plan.

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