We are connected as a COMMUNITY ▪ We strive for EXCELLENCE ▪ We offer INCLUSIVE programs ▪ We act with INTEGRITY ▪ We communicate RESPECTFULLY

Club Operations Policy

Date created: May 17, 2021	**Review date:** October 20, 2025	**Date approved:** October 20, 2025

The BCAS Club Operations Policy follows a phased implementation plan as described in Appendix A.

Definitions

1. The following terms have these meanings in this Policy:

   a. "Affiliated Organization or Member Club" – Any Competitive, Recreational, Scholastic, University artistic swimming club or AquaGO! or Trillium awards program provider registered with BC Artistic Swimming
   b. "Board" – Board of Directors
   c. "CAS" – Canada Artistic Swimming
   d. "Coach" – Any person who instructs figures or routines on a regular basis and includes Instructor, which is a specific level of coach who teaches AquaGO! or other recreational programming
   e. "Director" – A member of the Board of Directors
   f. "Including" – Including but not limited to
   g. "Individuals" – Any organization or individual that has fulfilled the requirements of registration as required by CAS as well as all individuals engaged in Activity with CAS or its Members or Affiliated Organizations. A complete list of Registrant categories can be found in the CAS Registration Policy
   h. "MOU" – Memorandum of Understanding
   i. "Organization" – The organization to which this Policy applies and includes CAS and its Members and Affiliated Organizations
   j. "Policy" – A written directive ratified by the Board that defines objectives, principles, procedures and methods to govern decisions and actions of an Organization with respect to its programs and services
   k. "Suspension" – Immediate temporary cessation of membership in BC Artistic Swimming (subject to possible reinstatement or termination) in accordance with the provisions of any BC Artistic Swimming By- Law or policy
   l. "Termination– Immediate permanent cessation of Membership in accordance the provisions of any BC Artistic Swimming By-law or policy.

Appendix C includes a comprehensive **Glossary of Terms** used by Canada Artistic Swimming and BC Artistic Swimming.

Purpose

2. The purpose of this policy is to describe the minimum requirements for Member Clubs of BC Artistic Swimming to maintain their status as a member in good standing. By providing an annual

verification that they continue to meet these requirements, Club's provide assurance that their organization operates in a safe and effective manner.

Application

3. This Policy applies to Affiliated Organizations and/or Member Clubs of BC Artistic Swimming.

Incorporation

4. Each Member Club will provide proof of incorporation as a legal entity (i.e., a registered "not-for-profit" organization or "for profit" business), or obtain an exemption following the procedure set out under Exemption Procedures. Proof of incorporation may include but is not limited to a copy of the Member Club's Annual Report filed with BC Registries or a Certificate of Good Standing from BC Registries.
5. BC Artistic Swimming reserves the right to waive the requirement for incorporation at its sole discretion.

Board of Directors

6. Each Member Club that is structured as a not-for-profit organization will have a Board that numbers not fewer than three (3) directors who are elected by its members subject to the provisions of the Organization's By-laws.
7. The Board shall meet with sufficient frequency to carry out its basic fiduciary and governance duties, and at least quarterly.
8. The Member Club is expected to update BC Artistic Swimming regarding any changes in its Board composition and to ensure all contact information for Directors is accurate.
9. Any Member Club that has an exemption from being incorporated is expected to provide names and contact information of the individuals who are responsible for the management and administration of the Organization to BC Artistic Swimming and to ensure all information is accurate and up to date.
10. Each Member Club carries Directors & Officers Liability supplemental coverage.

Governance

11. Each Member Club will abide by the By-Laws and policies of BC Artistic Swimming.
12. Each Member Club will have governance structures in place to ensure it has the organizational capacity to align with key roles and responsibilities as described in Appendix B.
13. Each Member Club, whether incorporated or not, will adopt by-laws, or rules of operation that govern the financial and legal affairs and other activities of the Club. These by-laws or rules of operation will be guided by the BC Artistic Swimming By-laws and will not at any time conflict with the BC Artistic Swimming By-laws.
14. Each Member Club's by-laws, or rules of operation, at a minimum, will include the following:
    a. Organization name
    b. Membership including requirements of admission, membership duration and conditions of withdrawal or expulsion
    c. Organization meetings including annual meeting and notice, quorum, and voting rights
    d. For Organizations that are incorporated, board structure including board composition, the appointment and removal of directors and officers and their duties, powers, and remuneration
    e. For Organizations that have an exemption from being incorporated, the names of the individuals who are responsible for the management and administration of the Organization
    f. Finance and management including financial year

g. The manner of making, amending and rescinding by-laws, or rules of operation
h. Dissolution.

15. Any amendments to the Organization's' by-laws or policies will be submitted in writing to BC Artistic Swimming by no later than the annual deadline for Member registration as prescribed by BC Artistic Swimming.

Financial Controls

16. Each Member Club will adopt financial management policies including procedures and processes that must be met in order to protect the financial integrity of the organization. These policies will include, at a minimum:
    - Signing authority; and
    - Financial year end.
17. It is best practise for financial management policies to also include the following:
    - Authority to enter into contracts;
    - Regular financial reporting;
    - Annual budgets;
    - Reserve funds;
    - Expense reimbursement including travel; and
    - Fees for services including refunds.
18. Each Member Club's Board/Executive or management must review the Organization's financial position regularly and ensure effective financial controls are in place.
19. It is a best practice for each Member Club with sufficient financial capacity to do so to appoint a chartered professional accountant by ordinary resolution at each Annual Meeting to conduct an annual audit or review engagement, and to submit a copy of their audit report or review engagement report to BC Artistic Swimming.
20. Each Member Club is expected to submit in writing to BC Artistic Swimming annually the internally or externally prepared financial statements for their previous fiscal year, by no later than the annual deadline for Member registration as prescribed by BC Artistic Swimming.

Naming Convention

21. Each Member Club will seek approval from BC Artistic Swimming for any change to their legal name or call letters.

a. Each Organization's call letters must be different from CAS, BCAS and other PTSO call letters;
b. Each Organization will include "Artistic Swimming" and "Club" somewhere in their legal name; and
c. No Organization may use "Canada" or the name of a province or territory in their legal name.

22. Call letters will be assigned by BC Artistic Swimming on a first come, first serve basis and may not be duplicated within the province.
23. The Organization may request an exemption from the naming convention from BC Artistic Swimming following the procedure set out under Exemption Procedures.
24. BC Artistic Swimming reserves the right to decline requests for approval of an Organization's name and call letters if BC Artistic Swimming, in its judgement, considers it does not appropriately reflect the brand.

Policies

25. Each Member Club will adopt the following CAS and BC Artistic Swimming policies as part of their operations:
    a. Appeal Policy;
    b. Coach Registration and Certification Policy
    c. Concussion Policy
    d. Conduct Policy
    e. Discipline and Complaint Policy;
    f. Privacy Policy;
    g. Screening Policy; and
    h. Any future policies identified by the CAS or BCAS Board for application to Members.
26. BC Artistic Swimming encourages Organization's to adopt other CAS or BCAS policies, as appropriate. BC Artistic Swimming at its discretion may provide a template for policies and guidelines, including minimum requirements, as an appendix to this Policy.

Programs

27. Effective September 1, 2022, where recreational artistic swimming or aquatic literacy programming is offered by a Member Club, the Organization will adopt AquaGO! exclusively as its entry level (active start) recreational program offering.
28. Member Clubs may continue to offer recreational programming focussed on FUNdamentals and higher level LTAD stages.

Websites

29. Each Member Club will post the following material on their website where it is available to all members and the public:
    a. For Organizations that are incorporated, the names of Board members;
    b. For Organizations that have an exemption from being incorporated, the names of the individuals who are responsible for the management and administration of the Organization;
    c. By-laws;
    d. Minutes of their most recent Annual Meeting; and
    e. All Board-approved policies including links to CAS or BCAS policies, as applicable.

Compliance

30. Decisions to grant or deny membership are made by BC Artistic Swimming in accordance with this Policy.

31. Membership recognition is ongoing provided that the Member Club satisfies the following requirements:
    a. Each Organization will re-apply annually in the manner and time prescribed by the BC Artistic Swimming Board; and
    b. Each Organization will verify annually that they continue to meet the requirements set out in this Policy.
32. If a Member Club cannot demonstrate that it meets all of the requirements of this Policy to BC Artistic Swimming's satisfaction, BCAS may take one or more of the following actions, at its discretion:
    a. Attach such conditions to the membership as BC Artistic Swimming considers appropriate, and the Organization shall abide by such conditions. Before attaching conditions, BC Artistic Swimming will give the Organization:
        - Written notice of the deficiencies; and
        - An opportunity to correct the deficiencies, to BC Artistic Swimming's satisfaction, by a date to be determined by BCAS.
    b. Provisionally and immediately, suspend the membership if BC Artistic Swimming, in its judgement, considers the deficiencies give rise to serious safety or organizational capacity concerns. In such situations, BC Artistic Swimming will give the Organization:
        - Written notice of the provisional suspension and the reasons for this decision; and
        - An opportunity to correct the deficiencies, to BC Artistic Swimming's satisfaction, by a date to be determined by BCAS.
    c. Revoke the membership. Before revoking membership, BC Artistic Swimming will give the Member:
        - Written notice of BC Artistic Swimming's intent to revoke the membership and the reasons for this decision; and, if applicable, an opportunity to correct the deficiencies, to BCAS' satisfaction, by a date to be determined by BCAS;
        - If the Organization fails to correct the deficiencies, to BC Artistic Swimming's satisfaction within the allotted time, BCAS may revoke the membership.

Exemption Procedures

33. Where this Policy offers an exemption from certain requirements, the following steps shall be taken:
    a. A person with authority to act on behalf of the Member Club will submit a request in writing to BC Artistic Swimming to be exempted from the requirement stating all reasons relevant to the matter and explaining in specific terms why they should be granted an exemption;
    b. The Organization will be notified in writing of the approval or denial of their exemption in writing using the contact information provided in the original request;
    c. All decisions made by BC Artistic Swimming regarding a request for an exemption from certain requirements under this Policy will be final and binding, with no right of appeal.
34. BC Artistic Swimming reserves the right to require any Organization requesting an exemption to enter a Memorandum of Understanding (MOU) with BC Artistic Swimming that sets out the objectives and responsibilities of each party.
35. The term of the MOU will align with the recognized membership year of BC Artistic Swimming.
36. The MOU, at a minimum, will include a commitment by the Member Club to:
    a. Abide by the By-laws, policies and rules of BC Artistic Swimming including:
        - Ensuring that all coaches adhere to the requirements of the CAS Coach Registration and Certification Policy;

- Ensuring that all Individuals engaged in Activity with the Member Club adhere to the CAS Concussion Policy, Conduct Policy and Screening Policy.

Appendix A – Phased Implementation Plan

The requirements set out in the BC Artistic Swimming Club Operations Policy will be implemented according to a phased implementation plan as described here:

Phase 1

- ❒ Each Member Club will ensure the following requirements are in place by no later than December 31, 2021:
- ❒ Member Club is incorporated as a not-for-profit organization.
- ❒ Member Club has a Board that numbers not fewer than 3 directors who are elected by its members.
- ❒ Member Club has provided BCAS with up-to-date contact information for Directors.
- ❒ Member Club has adopted Bylaws align with the new BC Societies Act and, at a minimum, include:
  - Member Club name
  - Membership including requirements of admission, membership duration and conditions of withdrawal or expulsion
  - Member Club meetings including annual meeting and notice, quorum, and voting rights
  - Board structure including board composition, the appointment and removal of directors and officers and their duties, powers, and remuneration
  - Finance and management including financial year
  - The manner of making, amending and rescinding by-laws, or rules of operation
  - Member Club Dissolution.
- ❒ Member Club has provided BCAS with a copy of its current bylaws.
- ❒ Member Club signs attestation that:
  - All members – athletes, executives, and volunteers – will be duly registered as appropriate in the CAS E-Registration System to ensure they are covered by the BCAS insurance policy.
  - No coach will be permitted on deck without confirmation that they have duly registered for the current season in the CAS E-Registration System and met the requirements of the BCAS Coach Certification Policy.
  - Confirms whether the Member Club carries Directors & Officers Liability insurance.
- ❒ Member Club has adopted the following BCAS policies:
  - Appeal Policy
  - Coach Certification Policy
  - Concussion Policy
  - Discipline and Complaints Policy
  - Privacy Policy
  - Screening Policy

Phase 1 – BCAS Commitments

- ❒ Education and training on related BCAS policies that clubs must adopt.
- ❒ Development of a Club Operations Policy Readiness Audit
- ❒ Development of a Club Operations Policy Readiness Assessment and Gap Analysis Report.
- ❒ Development of a Club Operations Policy Compliance Template / Reporting Mechanism.

Phase 2

Each Member Club will ensure the following requirements are in place by no later than **October 1, 2022**:

- ❒ Member has adopted a Finance Policy that includes, at a minimum:
  - Signing authority
  - Authority to enter into contracts
  - Regular financial reporting
  - Annual budgets
  - Reserve funds
  - Expense reimbursement including travel
  - Fees for services including refunds.
- ❒ Member has appointed a public accountant by ordinary resolution at its last Annual Meeting in accordance with the stipulations of the BCAS Club Operations Policy or confirms receipt of an exemption from BCAS.
- ❒ A public accountant is engaged to conduct and/or prepare one of the following in accordance with the BCAS Club Operations Policy:
  - Internally Prepared Statement for Club Members with annual operating budgets less than $100,000.
  - Externally Prepared Statement for Club Members with annual operating budgets of $100,000-$249,999.
  - A Review Engagement for Club Members with annual operating budgets of $250,000-$499,999.
  - An Annual Audit for Club Members with annual operating budgets of $500,000 or more.
- ❒ At the time of annual registration, Member Clubs provide BC Artistic Swimming with a copy of the audit report, financial engagement report, or externally prepared statements prepared by the public accountant for their previous fiscal year.
- ❒ Member has posted the following material on their website where it is available to the public:
  - Name of board members
  - Bylaws
  - Minutes of their most recent Annual Meeting
  - All board-approved policies with general application to its membership

Phase 2 – BCAS Commitments

- ❒ Development of a Finance Policy Template
- ❒ Financial Management Training

Appendix B – Roles & Responsibilities

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 and BC Artistic Swimming.

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

CANADA ARTISTIC SWIMMING PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern artistic swimming nationally respecting the vision, mission and values of Canada Artistic Swimming (CAS) and in accordance with requirements of national sport governing agencies
- Respect and adhere to accountability-based requirements as necessary (e.g. 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 that are the properties of CAS
- As rightsholder, hold national and international competitions and other events in compliance with CAS, FINA and UANA rules and practices, as applicable

REPRESENTATION & LOBBYING

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

CANADA ARTISTIC SWIMMING 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 and 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 and approve athletes to represent Canada at Pan Am, Olympic, World and other international championships and competitions
- Build a world-class senior national training program
- In partnership with PTSO'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 or 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 hold 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 PTSOs, Sport Canada, Own the Podium (OTP), Aquatics Canada, Canadian Olympic Committee (COC) and other partners or funding agencies

STATEMENTS OF PURPOSE

VISION:

An inclusive and accessible sport community inspiring excellence.

MISSION:

Leading growth and development in artistic swimming.

DECLARATION:

Our athletes are the heart of our community.
We nurture collaboration, life-long learning and sport for life.
We strive for innovation, excellence, and integrity in and out of the pool.
We celebrate our collective journeys honouring our past, present, and future.

We foster growth.
We believe in fulfillment.
We welcome everyone.
We are a vibrant community.

Joy…Unity…Mission…Passion

VALUES STATEMENT:

We are connected as a True Sport **COMMUNITY**.
We strive for **EXCELLENCE**.
We offer **INCLUSIVE** programs.
We act with **INTEGRITY**.
We communicate **RESPECTFULLY**.

BC ARTISTIC SWIMMING PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern artistic swimming provincially or territorially respecting the vision, mission and values of CAS and the province or territory, in accordance with requirements of sport governing agencies
- Respect and adhere to accountability-based requirements as necessary (e.g., 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 and coach development pathways and programming
- Provide opportunities provincially for talent identified coaches and officials

MARKETING & EVENTS

- Consistent and aligned with the NSO marketing and branding program, promote provincial artistic swimming programs, teams and events that are the properties of the province
- Host provincial and partner with CAS to host national competitions and other events

REPRESENTATION & LOBBYING

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

BC ARTISTIC SWIMMING 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 consistent with those at the national level 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 PTSO 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 and awards programs, and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Offer volunteer education programs and materials for PTSO or 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 considering National rules and calendar
  - Partner with stakeholders in the hosting and organization of these events.
- Host National & International Competitions
  - Partner with CAS (the rightsholder) to support and deliver aspects of national and international events assisted by provincial or club volunteers.
- 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 CAS
- 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 or 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

AFFILIATED ORG/CLUB PRIMARY ROLE

ORGANIZATIONAL EXCELLENCE

- Govern artistic swimming at the local or club level respecting the vision, mission and values of CAS, the province or territory and club in accordance with requirements of the respective governing sport agencies
- Respect and adhere to accountability-based requirements as necessary (e.g., 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 and PTSO implemented pathways and programs
- Offer and encourage enhanced opportunities to promote optimal athlete development and growth

QUALIFIED TECHNICAL OFFICIALS & COACHES

- Support Officials' and Coach development and programming
- Ensure compliance with NSO and PTSO implemented pathways and programs

MARKETING & EVENTS

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

REPRESENTATION & LOBBYING

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

AFFILIATED ORG/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 or club
- Consistent with those at the National and Provincial levels, 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 and awards programs, and external nominations
- Support volunteer recruitment, development, engagement, and retention
- Utilize volunteer education programs and materials available from the NSO and PTSO 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 NSO and PTSO 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 and PTSO 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
  - Partner with PTSO to host provincial, national or invitational events adhering to the standards, protocols, bid processes 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 (PTSO)
- Influence public and government policy through local liaison with municipal government and their employees and various facilities and funding agencies
- Partner with the NSO, PTSO and other aquatic partners in lobbying for adequate facilities in local communities with standard list of requirements

Appendix B – Glossary of Terms

As of March 2020

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 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.

Affiliated Organization (Club) means an organizational member 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 Organization (NSO) means the body recognized by FINA, UANA, Sport Canada, the COC and OTP as 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 Territorial Sport Association (PTSO) means any one of Alberta Artistic Swimming, British Columbia Artistic Swimming, New Brunswick Artistic Swimming, Nova Scotia Artistic Swimming, Synchro Prince Edward Island, Natation Artistique Québec, Ontario Artistic Swimming, Saskatchewan Artistic Swimming, Manitoba Artistic Swimming, Newfoundland-Labrador Artistic Swimming and Synchro Yukon, or any of their successors and assignees responsible for artistic swimming in the applicable Province or Territory.

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