



**Canada Artistic Swimming  
AquaGO! Business Case**

**September 2018**



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# 1. Background to a National Entry Level Program for Artistic Swimming

For many years, Canada Artistic Swimming has operated as a series of loosely connected organizations, including provincial members and clubs, offering customers a variety of programming incorporating nationally produced materials and/or programming developed regionally or locally.

This diversity in curriculum through the developmental levels across the country has meant an inconsistent athlete pathway which may be one factor contributing to a decline in international results in a sport where fundamental skills like core flexibility and the ability to synchronize technique and execution is of paramount importance.

In 2016, Synchro-in-Canada established an eight-year strategic plan that included aligning operations and programming with an overall objective of winning medals at the 2024 Olympic Games. As a first step, the Long Term Athlete Development (LTAD) Framework 2.0 guide to the development of synchronized swimmers was completed and published.

There are several components Synchro-in-Canada will implement through its new strategic plan to collectively address the gaps in our feeder system and better reflect the science behind our LTAD. The subject of this business proposal is one such component - a Canada-wide learn-to-synchro program with the current working title AquaGO! (Allez a l'eau).

Canada Artistic Swimming's new national introductory program is a six level program geared to children 5 to 9 years old, offering basic aquatic instruction taught in a group lesson format by Canada Artistic Swimming certified professional Instructors/coaches who are assisted by trained program assistants.

While having fun on land and in the water, children learn these important fundamental skills that can prepare them for any aquatic sport:

- ✓ Aquatic Breathing
- ✓ Floating
- ✓ Water entries
- ✓ Sculling
- ✓ Body positions and water awareness
- ✓ Agility, balance and coordination
- ✓ Strength and flexibility

Canada Artistic Swimming's LTAD model provides information about how athletes develop and when it is most beneficial to train certain areas of fitness and skills to acquire physical & aquatic literacy. For AquaGO!, speed, flexibility and solid basics are the most important aspects to be trained. This is accomplished by introducing effective movement in the pool, using strategies such as skill stations, effective warm-ups and cool-downs, and teaching

skill progressions on land before moving them into the water – to enable skills to be developed to a higher level of proficiency at each level.

AquaGO! has been developed to reflect these important LTAD benchmarks in the sport of synchronized (artistic) swimming, and to promote fun land and water activities in order to stimulate and maintain interest and enthusiasm among participants. The entry level synchro (artistic) swimmer’s learning environment is enhanced through fun games, music, teaching aids and tools, and weekly awards and incentives, along with positive group and individual feedback from Instructors. Program assistants provide additional safety, motivation, enthusiasm, and support to swimmers.

## **1.1 Purpose of this Business Plan**

This purpose of this business case is to communicate the reasons for making the introduction of AquaGO! the top priority in our organization, as well as to present a fiscally responsible plan for managing the program once it is operational.

## **2. The Case for AquaGO! – Why and Why Now?**

### **2.1 Review of Organizational Strategic Objectives and Values**

Synchro-in-Canada has set a strategic objective to grow and improve our feeder system by 2024 including the following tactics:

- **TACTIC 2.1: Collectively identify and address the gaps in our feeder system**
- **TACTIC 2.2: Collectively ensure that we develop and implement standardized athlete development pathways and programs that enhance the athlete experience and contribute to the overall success of the feeder system**

Supporting the Canada Artistic Swimming values of **excellence, athlete-centred/coach led, teamwork/collaboration, and respect/ethics**, AquaGO! is designed for all Canada Artistic Swimming clubs to enable them to deliver a high quality, cost-effective, nationally supported entry level artistic swim program that accomplishes the following objectives:

- Provides Canadian families with a safe, fun, welcoming and inclusive first or next experience in aquatic programming for girls and boys, focusing on different development priorities than other entry level swimming programs
- Provides our network of clubs and coaches across the country a high quality, ready to deliver, nationally tested and monitored program, technical support and marketing tools to give them a competitive advantage in the cluttered sport program market.
- Develops swimming, artistic swimming and general motor skills through natural learning

phases (Introduce, develop, consolidate and accomplish) and the use of skill progression and repetition throughout the stages to improve the technical skills of young athletes.

- Capitalizes on sensitive periods of trainability (periods in development when the body is more responsive to specific training) to improve the skill base of athletes moving on into the sport of artistic swimming.
- Fosters personal achievements and fun as well as excellence in skill acquisition, to improve registrant recruitment, retention and development.

## **2.2 Vision for AquaGO!**

The vision for AquaGO! is to provide an inclusive, safe and welcoming environment for young participants of all genders, that focuses on building fundamental aquatic skills leading to better trained artistic athletes across the country, and that provides basic aquatic development for young athletes looking for skills to help them move into other water-based sports.

## **3 The Case for AquaGO! – How we can Achieve the Vision?**

Canada Artistic Swimming must focus resources at all levels on successfully and fully implementing AquaGO! in clubs and licensed affiliated organizations across Canada between 2018 and 2020. The reasons why this is important are outlined in 2.1 above. How we can collectively achieve the goals is discussed below.

### **3.1 Situational Assessment and Opportunities**

Canada Artistic Swimming has opportunities that can be capitalized on through the introduction of a nationally standardized entry level program. These opportunities work together and can be presented as follows:

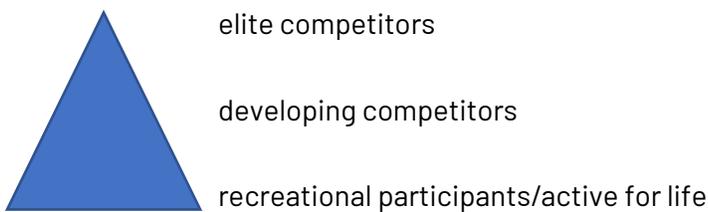
- **Registrant Data:** by increasing the number of entry level recreational participants, we will strengthen the talent pool overall, leading to a more stable registrant structure as well as providing more revenue in the system to support athlete programming at all levels.
- **Demographic Data:** by providing programming for under-represented communities with an emphasis on males, new Canadians and aboriginal Canadians (with a future goal of adding adapted programming for para athletes), Canada Artistic Swimming can increase its recreational membership base and service a larger part of the entry level sport market.
- **Club and Coach Support and Development:** we want to provide Canada Artistic Swimming member clubs with a competitive advantage to enable them to operate more profitably in a competitive field of sport activities. We will mandate that only NCCP certified artistic swimming coaches be permitted to teach this program (in clubs and registered affiliated organization programs) to ensure its quality delivery.

- **Improved Program Quality:** by delivering a high quality, standardized, LTAD friendly program across the country, athlete experience and skill can be improved in general and Canada Artistic Swimming's reputation for delivering excellent recreational aquatic programming will be enhanced.

### 3.1.1 Registrant Data

#### **Registrant Distribution**

In most successful early entry sports, there exists a pyramid structure where a large recreational base learning fundamental movement skills supports diminishing identified athlete pools in a format like the figure below:

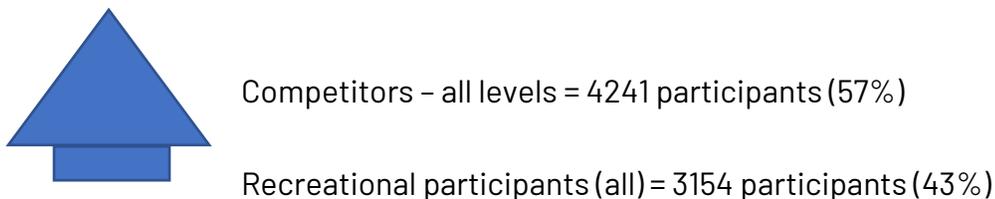


The benefit of this structure is an increase in the available talent pool to progress through the ranks to the elite level; plus the overall financial contribution of many recreational participants subsidizes the cost for clubs and the rest of the organization to offer higher levels of programming and to enable on-going investment in growth of the organization's programs.

Consider for example:

- 90% of Gymnastics Canada total individual membership of 300,000 is enrolled in the CANGYM recreational program (they have 20,000 competitive gymnasts – 65% are female and 35% are male);
- More than 80% of all Skate Canada participants are registered in the Canskate – learn to skate program (approx. 75%) or the STAR Skate recreational figure skating program (approx. 7%).

Consider by contrast the athlete base for the sport of artistic swimming in Canada using 2016-2017 membership statistics:



The downside of this current structure is a smaller talent base, and higher costs for participants who progress in the sport. This structure supports the reality that many

competitive artistic swimmers are coming directly into the sport having received their introduction to aquatics from another sport or another aquatics provider. This also supports the observation that the development of some fundamental aquatic literacy skills has therefore potentially been missed.

### **3.1.2 Demographic Data<sup>1</sup>**

Demographic information - population facts - support a decision to aim programming at younger children to ensure we build a sustainable talent pool that possess the important fundamental skills taught before the age of 11, and with an emphasis on under-represented groups - including males, who currently represent less than 2% of all athlete registrants, and immigrant families who may not have parents who took swimming lessons as children. Recent census data also supports the decision to provide a nationally developed and supported curriculum for those clubs targeting aboriginal children with a program to introduce them to safe and enjoyable aquatic environment.

#### ***Immigration Data - the Numbers***

According to the 2016 Census, over one-fifth of Canada's total population came to Canada through the immigration process. The current proportion is close to the 22.3% recorded during the 1921 Census, the highest level since Confederation. Almost 2.2 million children under the age of 15 were foreign-born (first generation) or had at least one foreign-born parent (second generation), representing 37.5% of all Canadian children. This is an increase from 2011, when this proportion was 34.6%.

According to Statistics Canada's population projections, the proportion of Canada's foreign-born population could reach as much as 30.0% by 2036. The population of children with an immigrant background could continue to grow and could represent up to 49.1% of children under the age of 15 by 2036.

**Call to Action:** organizations who anticipate the demographic patterns of the future will build participant programs to meet the recreation and sport needs of tomorrow, not only

#### ***Where are Immigrants Settling?***

Over the past 15 years, the share of recent immigrants in the **Prairie provinces** has more than doubled. The percentage of new immigrants living in **Alberta** rose from 6.9% in 2001 to 17.1% in 2016, a higher share than in **British Columbia** (14.5%) who has experienced a decrease over the past 15 years, from 19.9% in 2001 to 14.5% in 2016. In **Manitoba**, the percentage increased from 1.8% to 5.2% during the same period. **Saskatchewan's** share also grew, from just under 1.0% in 2001 to 4.0% in 2016.

In 2016, the **Atlantic provinces** were home to 2.3% of all recent immigrants in Canada. Each of the Atlantic provinces received its largest number of new immigrants, which more than doubled the share of recent immigrants in this region in 15 years.

**Ontario**, Canada's most populous province and the place of residence of most of the country's immigrants, received 39.0% of recent immigrants in 2016. This share decreased from 55.9% in 2001.

In 2016, 17.8% of recent immigrants lived in **Quebec**, a higher share than in 2006 (17.5%) and in 2001 (13.7%). Overall, Quebec had the second highest number of recent immigrants in 2016, after Ontario.

**Call to Action:** non-traditional provinces are receiving larger populations of immigrants and should assess how their programs are adapting to changing population diversity.

### ***Where are Immigrants Coming From?***

Asia (including the Middle East) remained the top source continent of recent immigrants. The majority (61.8%) of newcomers to Canada from 2011 to 2016 were born in Asia.

Asian countries accounted for 7 of the top 10 countries of birth of recent immigrants in 2016 and include: the Philippines, India, China, Iran, Pakistan, Syria and South Korea.

**Call to Action:** Canada Artistic Swimming needs to consider the first language of families making activity decisions for their children when publishing its promotional and marketing communications and club executives need to know their municipal demographics when recruiting members.

**Call to Action:** Government funding exists in many provinces for clubs who can invest in seeking grants available for non-traditional, targeted populations.

### ***Aboriginal Census Data***

Past censuses have emphasized two key characteristics of the Aboriginal population: that Aboriginal peoples are both young in age and growing in number. The 2016 Census reaffirmed these trends. New data also reveal both the changing nature and the diversity of the First Nations, Métis and Inuit populations.

In 2016, there were 1,673,785 Aboriginal people in Canada, accounting for 4.9% of the total population. This was up from 3.8% in 2006 and 2.8% in 1996.

Since 2006, the Aboriginal population has grown by 42.5%—more than four times the growth rate of the non-Aboriginal population over the same period. According to population projections, the number of Aboriginal people will continue to grow quickly. In the next two decades, the Aboriginal population is likely to exceed 2.5 million persons.

### **Over half of First Nations people live in the western provinces**

The First Nations population was concentrated in the western provinces, with more than half of First Nations people living in: British Columbia (17.7%), Alberta (14.0%), Manitoba (13.4%) and Saskatchewan (11.7%). By comparison, only 30.3% of the non-Aboriginal population lived in the western provinces.

Almost one-quarter (24.2%) of the First Nations population lived in Ontario, the largest share among the provinces, while 9.5% lived in Quebec.

A further 7.5% of the First Nations population lived in the Atlantic provinces (double that reported in 2006) and 2.1% lived in the territories.

**Call to Action:** Canada Artistic Swimming needs to track its aboriginal participants more accurately in the registration process and compare against general population data. We also need to ensure programs are inclusive of non-typical population groups and monitor the demographic trends in under-represented population groups.

### **More Children than Seniors**

One of the defining characteristics of Aboriginal peoples is that they are a young population. While the total Canadian population has recently undergone a generational shift such that there are now more seniors than children (according to *the Daily*, May 3, 2017), this is not the case for the Aboriginal population.

Among First Nations people, Métis and Inuit, children continue to make up a greater share of the population than seniors. Among the Aboriginal population in 2016, 8.7% were in the youngest age group (0 to 4 years), while 7.3% were seniors aged 65 and over. In contrast, among the non-Aboriginal population, 5.3% were children aged 0 to 4, while seniors accounted for more than triple this share (16.3%).

According to the 2016 Census, 145,645 Aboriginal children aged 0 to 4 lived in private households in Canada, making up 7.7% of all children in this age group. In some regions, Aboriginal children comprised a much higher percentage of children. In Nunavut, for example, 91.8% of children aged 0 to 4 were Inuit. In every province and territory, higher percentages of children aged 0 to 4 were Aboriginal than the total population in the region.

For example, Aboriginal people represented 18.0% of the population of Manitoba in 2016, but 29.6% of children aged 0 to 4.

**Call to Action:** In addition to addressing an objective of the Canadian government in general, based on the target audience for AquaGO!, it makes good business sense to ensure programs designed for young children provide an inclusive and welcoming environment for aboriginal populations, and further, Canada Artistic Swimming should actively target those populations in program promotion where aquatic facilities exist.

<sup>1</sup> Data was taken from 2016 census results - see [www.statcan.gc.ca](http://www.statcan.gc.ca) for more information

### **3.1.3 Club Support is Key to our Future**

It is important to recognize that a strong entry level program may also service athletes who decide not to pursue a future in our sport – that this is not only okay, it is ideal – in some ways Canada Artistic Swimming and its Members and clubs can have a direct influence on the health and well-being of Canadian children, and also may assist with the development of an athlete who eventually finds their passion in another sport – related or unrelated to aquatics – for example: water polo, sailing, rowing, canoe/kayak, cheerleading, and many others.

Additionally, it is in our organizations' best interest to provide more opportunities, through offering additional recreational programming hours, for Canada Artistic Swimming certified instructors/coaches to earn a living from the sport as a legitimate career choice, rather than having to work part-time in another field to support themselves.

It is also critical as an organization that our clubs be recognized as the principle and most important delivery agent of Canada Artistic Swimming programs across the country. Improving the program offerings, information flow, human resources and finances of our clubs is our number one responsibility in protecting the future of the sport. Every decision we take, in addition to reflecting the values of Canada Artistic Swimming must work to strengthen our club operations at all levels.

### **3.1.4 Improved Program Quality**

#### ***Club Delivery Standards***

To ensure the success of AquaGO!, it will be important that the program be delivered consistently and in accordance with minimum program delivery standards outlined in the Club Program Guide in every club and affiliated organization. To this end, clubs may eventually be asked to sign a memorandum of agreement committing to the minimum delivery standards and affiliated organizations will agree to abide by these standards as a condition of their license agreement to use the program. One of these standards will be the

utilization of NCCP certified coaches in addition to certified instructors to ensure quality program delivery.

## **4 Financial Model**

The basis of the AquaGO! financial model is to recognize the importance of and provide incentive for clubs, and PSOs to use the program and the materials by giving them discount pricing or a percentage of the revenue generated by each salable component of the materials while retaining sufficient income from the program sales to support on-going monitoring and revision to the program by Canada Artistic Swimming.

### **4.1 Principles of the Financial Plan for AquaGO!**

The principle intentions of the financial strategy behind the AquaGO! Program are as follows:

- 1) Enable PSOs to develop and/or replace current materials revenue streams with a new one that is more sustainable
- 2) Produce a stable revenue source for Canada Artistic Swimming that can be used to reinvest in future program development
- 3) Consider cost implications for member clubs, and coaches (and to a lesser extent, communities) participating in the program (minimize the urge to “tax our own” more)
- 4) Provide access to [artisticswimmingcoach.ca](http://artisticswimmingcoach.ca) as a point of sale mechanism for coach materials and training, and the [artisticswimming.ca](http://artisticswimming.ca) website as a point of sale mechanism for program materials for clubs.
- 5) Find an ‘everybody benefits somehow’ approach to ensure a financially sound plan for all stakeholders.

### **4.2 Challenges/Risks**

- 1) Canada Artistic Swimming currently has little concrete knowledge of PSO merchandise sales, coach and other course revenue or existing business plans at the provincial level.
- 2) Uncertainty of club/PSO engagement in the new AquaGO! program release. Volume participation will ensure financial success and growth of the brand.

### **4.3 Synchro-in-Canada Investment to Date in AquaGO!**

As an indication of the level of commitment by Canada Artistic Swimming and the importance given to this program, Canada Artistic Swimming has made the following investments in its development to date:

- 1 part-time LTAD/CS4L staff person to manage the technical development (4 years)
- 3 occasional contractors to contribute specific aspects to the program (1.5 years)
- Contributions by other staff in accordance with their job functions (4 years)

- AQUAGO! program material development and on-going updating including club pilot support and committee support (3 years)
- AQUAGO! marketing and advertising/promotion program and materials (brand campaign - 1 year)
- Development of Coach education materials generally, and standardized training programs for delivery by PSOs (4 years)
- Learning Facilitator training (LFs) – face to face workshop to re-set the technical path starting at the first point of entry (1 year and on-going)
- Order and supply awards, incentives, and other program deliverables (inventory costs) (1 year then on-going)
- Translation, legal and other administrative costs associated with program implementation (4 years)
- Total investment each year 2014 – 2017 from \$50,000 to \$100,000+; year of implementation investment (2018) = \$120,000
- PSO and Club investment in terms of support for pilot clubs and programs, provision of committee resource people and support of the development process

## **4.4 Financial Plan Framework**

### ***Revenue Share Sales Plan***

The principle behind the financial structure of the program is that there will be subsidized Member (club) pricing for all materials. Licensed Affiliated Organizations will pay full price. Additionally, PSOs will receive 10% of the cash value of materials sold by Canada Artistic Swimming to help offset their administrative expenses in supporting the program at the provincial level.

### ***Details***

- The first registration fee for [artisticswimmingcoach.ca](http://artisticswimmingcoach.ca) will be included with coach registration for their first NCCP course at no additional charge (will have to renew annually)
- PSOs will manage the training courses for AquaGO! Instructor; will also access pre-course on line modules through [synchrocoach.ca](http://synchrocoach.ca)
- PSOs will not retain costs/risks associated with inventory of items
- Purchases of materials (clubs, affiliated organizations) and courses (coaches) to be made on line through [artisticswimming.ca](http://artisticswimming.ca) or [artisticswimmingcoach.ca](http://artisticswimmingcoach.ca) respectively – the breakdown of revenue calculated at source and issued automatically to paypal account for each province or by cheque quarterly

## 5 Project Framework

### 5.1 Governance/Project Supervision

The Board of Directors has delegated responsibility for the implementation of AquaGO! to several key groups of talented and passionate technical leaders including:

- Project Oversight: Jennifer Langlois (LTAD Program Manager)
- Project Implementation: K. Heald (AquaGO! Project Manager)
- Master Learning Facilitators: S. Robertson, J. Thompson, J. Langlois
- Instructor Manual writer: J. Thompson
- AquaGO! Working Group: M-J. Ling, H. Hjartarson; I. Lemay, K. Kalin, C. Stempin, K. Kulesza; J. Healy
- AquaGO! Business Plan Working Group – J. Enns Bradette, J. Sanders, M. Dwyer, K. Dufour, J. Boivin, K. Heald, J. Buckingham

Additionally, a large group of enthusiastic clubs and coaches (listed below) have been piloting the program and the materials for the past two seasons to provide feedback as the program has evolved. Canada Artistic Swimming gratefully recognizes and thanks:

1. Aquatica - MB - Holly Hjartarson
2. Summit Synchro - NL - Alicia Vey / Kayleigh Wareham
3. Calgary Aquabelles - AB - Pam Larose / Jenn Tregale
4. Killarney - AB - Sarah Dallaire (Croteau)
5. Halton Hills - ON - Brenna Thompson
6. OSSC - ON - Amy Bush / Kerri Morgan / Jayne Powell
7. London - ON - Alex Cross / Kyra Moura (Gardner)(rec Head Coach)
8. Nepean - ON - Isabelle Lemay / Jen Elizabeth / Michelle St-Cyr (Herman) rec coach
9. York Synchro - ON - Mary-Jane Ling / Selina Lee
10. Granite - ON - Melissa Last / Briana MacLellan (Head coach)
11. Burnaby - BC - Anne-Sophie Coté
12. Kamloops - BC - Mandy Curtis / Tina Naveri (Head Coach)
13. Vancouver Pacific Wave - BC - Kara Kalin / Angie Rossi / Élise Marie
14. Hippocampes - QC - Marie-Hélène Fournier
15. Nixines - QC - Mélanie Cousineau / Laurence St-Hilaire
16. Décibelles Val d'Or & QC - Nancy Désaulniers
17. Hip'O de Rouyn-Noranda - QC - Christine Gendreau
18. St-Laurent - QC - Nancy Bélanger
19. Synchro Schubert - QC - Zoé Bilodeau
20. Quebec Excellence Synchro - QC - Claire Stempin
21. Performance Synchro - QC - Laurence Cayouette / Roxanne Leblanc / Rachel Fréchette
22. Saguenay Synchro - QC - Christine Pedneault / Karen Lindsay
23. Côte St-Luc Synchro - QC - Andréeanne Cormier / Laurent-Pierre Marsella / Élise Cormier / Meagan Butters
24. Gatineau Synchro - QC - Annie Charron / Alycia Martine
25. Astérides de Sept-Iles - QC - Caroline Dubé

## 5.2 Description of Materials

- i. **AquaGO! Learning Facilitator Guide** -> the purpose of this resource is to educate and guide learning facilitators (LFs) how to deliver training for AquaGO! Instructors
- ii. **AquaGO! Program Guide** -> the purpose of this resource is to educate the user on how to run the AquaGO! program and give them the required resources to administer the program (attendance sheets, tracking sheets, etc.). Includes overview of the program (ie skill matrix).
- iii. **AquaGO! Instructor Manual** -> the purpose of this resource is to educate new Instructors and give them the tools to teach and evaluate AquaGO! -> includes Technical details, Lesson Plans, Evaluation tools.
- iv. **Lesson Plans** -> for Instructors & Coaches. Received as part of the Instructor Course (Note: NCCP certified AquaGO! Instructors must be delivering the program for clubs and registered affiliated organizations)
- v. **Skill Descriptions & Performance Benchmarks for Evaluation** -> Part of Instructor Materials - describes what performance is needed to pass each skill
- vi. **Progress Reports** -> for participants to receive periodically to record their progress through the skills at each level.
- vii. **Marketing Kit** -> tools and tips for clubs to customize to assist with local promotion and advertising



### 5.3 Canada Artistic Swimming “AquaGO!” Program Starter Kit Packaging

Each club and affiliated organization will receive a free Starter Kit before the commencement of the 2018-2019 membership season, to introduce them to the program. The starter kit will include the items outlined below:

	<b>Program Guide</b>	<b>Progress Reports</b>	<b>Swim Caps</b> (pass level)	<b>Stickers</b> (for progress reports)	<b>Promotional Posters</b>	<b>Program/Parent Pamphlet</b>	<b>Other?</b>
<b>Club/Affiliated Organization Starter Kit Package</b>	1 program guide	sample Level 1-6 Progress Reports and Interim Progress Reports	sample Swim Caps (1 set)	Sample stickers (2 sets)	2	TBD (to follow in 2019)	Digital materials including ad mats (professional copy) – to follow in 2019

\*Notes:

- a) one “hard copy” starter kit will be provided free to registered clubs and licensed affiliated organizations (eg. municipalities). Coaches need to register for an instructor update course where they will receive their manual and lesson plans for free. Additional items will be available for clubs to purchase and/or download.
- b) Clubs and Affiliated Organizations can purchase replacement or additional items included in the starter kit.

## 5.4 Target Metrics and Measures (Draft at March 7, 2018)

AquaGO! is recognized as one of the best grassroots programs for families of any sport in Canada, as measured by:	Annual Goals	Gatekeeper	Responsibility Centre		
	Strat Plan Tactic Reference		NSO	PSO	Club
AquaGO! introduced in September 2018 and fully operational in every CAS club (AquaGO! is defined as a minimum operating standard for all CAS member clubs) and rated highly on satisfaction surveys as being high quality for good value by 2020;	2.2	LTAD ITF, AquaGO! Working Group	√	√	√
Number of affiliated organizations offering AquaGO! increases by 2% annually until 2024 (after baseline of 5% of licensed organizations vs clubs is achieved) - note 5% is approx 10 licensed organizations	2.1	PSO	√	√	
The need to consistently follow the principles of LTAD is fully understood by clubs, coaches and clubs and programming reflects principles at all levels (AquaGO! in particular) by the end of 2020	2.1.1		√		√
New recreational programming results in higher registration of new and returning registrants - 7% increase in recreational registrants / year on average (approx 220 registrants) until target of 70% of total swimmer registrants is reached; 10% for males after goal of 5% of recreational registrants is realized; plus: retention rate of entry level participants from 5-9 years old improves by 2% each year starting in 2019 (note: turnover rate of swimmers <10 years old in 2017 was 57%)	2.1.3	PSO	√	√	√
Implement exit surveys at all levels - club, provincial team and national team	2.1	PSO	√	√	√
More inclusive programming (gender, ethnicity, etc) defined as important and offered in 50% of clubs by 2020;	2.1	PSO		√	√
Program assistants (AquaGO! Assistants) increase the ability of clubs to recruit entry level members; assist in keeping participants in the sport (role models); and better prepare athletes for future coaching roles; certified AquaGO! instructors recognized as experts in entry level program delivery by 2020 (count the PCs and instructors)	2.5.4	CSO	√	√	√
Address issues of cost of programs: L2T and T2T program become less expensive at club level because of subsidy by additional members entering and staying longer in entry level programming and higher - assess every 2 years and note trends	2.1.2				√
CAS supports an effective and successful national marketing campaign (AquaGO!) that is designed to reach Canadians in all communities (determine which pieces are most effective by asking clubs for input / feedback)	1.3.3	Marketing / Sponsorship Committee	√	√	√

## 5.5 Materials Order Form for Clubs/Affiliated Organizations



### MATERIALS ORDER FORM

Item	Member Club Cost	Affiliated Org. Cost	Quantity	Total Cost
<b>Swim Caps</b>				
Level 1 (orange)	\$5.00	\$6.00		
Level 2 (green)	\$5.00	\$6.00		
Level 3 (yellow)	\$5.00	\$6.00		
Level 4 (red)	\$5.00	\$6.00		
Level 5 (blue)	\$5.00	\$6.00		
Level 6 (purple)	\$5.00	\$6.00		
<b>Progress Chart (Poster)</b>	\$2.00	\$3.00		
<b>Progress Sticker Sheet</b>	\$2.00	\$3.00		
<b>Progress Reports</b>				
Level 1-2	\$1.00	\$1.50		
Level 3-4	\$1.00	\$1.50		
Level 5-6	\$1.00	\$1.50		
<b>AquaGO! Program Guide</b>	\$20.00	\$25.00		
<b>Mid-Session Feedback Forms</b>				
Level 1 (cut for 2 copies)	\$1.00	\$1.50		
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Level 5 (cut for 2 copies)	\$1.00	\$1.50		
Level 6 (cut for 2 copies)	\$1.00	\$1.50		
<b>Taxes (ON)</b>				
<b>Shipping Cost</b>				
<b>Total Cost</b>				

## **Conclusion**

To restate our objectives:

- Provide a safe and welcoming environment for an increasingly diverse population
  - with an emphasis on boys and under-represented communities
- Build better athletes – recreational and competitive
- Grow our registration numbers across the country – increase the talent pool
- Empower clubs and coaches – strengthen our delivery agents
- Bring programming costs down in general (avoid duplication) and increase revenue available for on-going program maintenance

Canada Artistic Swimming is really excited about the potential this program has in ensuring our next generation of artistic swimmers follow a standardized curriculum at the fundamentals stage, as well as providing a nationally supported, turn key entry level program for clubs and coaches across the country.