

MANITOBA 
ARTISTIC 
SWIMMING



STRATEGIC PLAN
2025 - 2029

PRESIDENT AND EXECUTIVE DIRECTOR'S LETTER

Dear Members of the Manitoba Artistic Swimming Community,

We are pleased to present the Manitoba Artistic Swimming (MAS) Strategic Plan for 2025-2029, a comprehensive roadmap that will help us shape the future of artistic swimming in Manitoba and Northwestern Ontario. This strategic plan contains our mission, vision, and values, as well as our key areas of focus and initiatives necessary to achieve our goals.

We are committed to delivering on these strategic priorities while maintaining our core values: Respect, Collaboration, Integrity, Excellence and Inclusion. This plan is the result of stakeholder engagement and input from across our community. Therefore, we would like to thank all the people involved in its development. Our strategic plan is designed to be flexible, applicable and effective, ensuring that we can respond to emerging opportunities and threats. Together, we will create an inclusive, diverse, equitable, safe, and healthy community of which we can all be proud. We look forward to working with everyone in the artistic swimming community to execute on our mission and strive to achieve our vision.

Sincerely,



Christian Gosselin
President



Debra Kofsky
Executive Director



MISSION

Manitoba Artistic Swimming leads the growth and sustainability of artistic swimming in Manitoba and Northwestern Ontario while providing pathways to excellence for our community.

VISION

Manitoba Artistic Swimming is an inclusive and diverse community that fosters passion for the sport and pride in collective and personal accomplishments.

VALUES

Respect, Collaboration, Integrity, Excellence and Inclusion

Area of Focus #1 - Performance Pathway:

By 2029, MAS performance pathway athletes will have improved performances at national level competitions, including one MAS athlete on a CAS national team.

Area of Focus #2 - Grow the Sport:

By 2029, MAS will have increased participants with improved retention and conversion rates into artistic swimming programs that meet their needs.

Area of Focus #3 - Environment and Culture:

Over the course of the next five years, MAS and member clubs will promote Safe Sport and continually demonstrate our core values: Respect, Collaboration, Integrity, Excellence, and Inclusion.

Area of Focus #4 - Organizational Effectiveness:

MAS is structured with applicable and effective Bylaws and policies moving towards a governance style Board of Directors.



PERFORMANCE PATHWAY:

Athlete Development and Talent Identification



The focus of the “performance pathway” is to develop athletes and identify talent for performance at the national and international high performance competitive level. Generally, the late Train to Train, Learn to Compete, Train to Compete and Train to Win stages are the LTAD stages where “performance” skills are developed. This development includes technical/tactical, physical, psychological, social/emotional and life skills under the guidance of qualified coaches and officials (technical leadership). There will be an increase in training sessions and training load when an athlete moves from “sport initiation” to the “performance

pathway”. Programming may be with the clubs, but athletes will begin to be guided by provincial and national level programs. The training and competitive environment will be respectful, safe and accessible for athletes, coaches, and officials. Developmental support for coaches and officials will continue to ensure excellence in technical leadership for the province.

Success Statement

By 2029, MAS performance pathway athletes will have improved performances at national level competitions, including one MAS

athlete on a CAS national team.

Measures

- Improved ranking at National Qualifiers and National Championships to top 12 finishes in Youth and Junior national stream provincial team in solo, duet and team performances
- Increased number of athletes in talent pool to 20 athletes by final trials for 2029 Canada Games with scores above 7.0 for Youth and 7.5 – 8.0 for Juniors
- At least one MAS athlete makes the Canadian Junior National Team
- Increased number of qualified competition judges to five (Level 3 and above)
- increased number of coaches with qualifications and skills to coach performance pathway athletes

Initiatives

1) Athlete Development and Talent Identification

- Develop and implement a comprehensive athlete development program emphasizing the performance pathway technical skills, physical conditioning, and mental resilience
- Host and/or participate in athlete development camps with appropriate coaching expertise

2) Athlete Retention

- Identify and implement initiatives to retain athletes throughout their artistic swimming journey

- Promote a lifelong connection to the sport, including coaching, officiating or other volunteer activities
- Promote and implement a fun and enjoyable culture for Performance Pathway athletes

3) Technical Leadership

- Leverage the expertise and experience of technical leaders to develop additional coaches, judges and referees
- Provide additional training and certification opportunities for coaches, judges and referees
- Promote and implement a fun and enjoyable culture for coaches, judges and referees

4) Developmentally Appropriate and Meaningful Competition

- Establish a performance pathway competition structure to reinforce a “high performance” culture including incentivizing improvement and scores
- Explore competition and camp opportunities with other provinces to share expertise and development opportunities
- Ensure MAS has sustainable competition management systems and structures



GROW THE SPORT:

Sport Initiation and Ongoing Participation in Artistic Swimming



This area of focus is where growth of the sport happens through recruitment and retention. MAS will collaborate with clubs to support growth while respecting the strategic priorities of each club. Quality club programs are provided to meet the needs of the athletes in the FUNdamentals, Learn to Train, early Train to Train and Competitive for Life stages. New participants enter as beginners in the AquaGO! program and progress as their artistic swimming skills improve. Athletes may advance to the performance pathway or continue to enjoy

artistic swimming in the Competitive for Life context. Upon retirement from their competitive career, athletes from the performance pathway have opportunities to participate in the Competitive for Life programs as athletes, coaches or officials. Providing technical leadership is critical for beginner athletes which is supported by qualified coaches and officials. Foundational artistic swimming skills are taught by coaches with NCCP Instructor Beginner or Competition Introduction qualifications.

Success Statement

By 2029, MAS will have increased participants with improved retention and conversion rates into artistic swimming programs that meet their needs.

Measures

- Capacity at each club is maximized. (Thunder Bay Artistic Swimming Club 24/year, Aquatica Synchro Club 30/year)
- One additional club outside of Thunder Bay and Winnipeg
- 30 to 40 new athletes try artistic swimming yearly
- Athletes complete all AquaGO! requirements with scores of 4.0 to 5.0
- Have a full slate of qualified judges and officials, i.e. 5 element judges, 5 artistic impression judges, 3 difficulty technical controllers, 3 synchronization technical controllers and 4 people trained as Chief Referee

Initiatives

1) Athlete Recruitment

- Ensure that interested participants can easily access and register for programs
- Enhance communication channels to keep members and the public informed about events, programs, and achievements
- Explore additional pool options to expand opportunities for growth
- Establish and share athlete pathways for performance pathway, competitive for life, and sport for life

2) Athlete Development

- Collaborate with relevant organizations to stimulate the growth and development of artistic swimming
- Create a system where more experienced coaches work with beginner athletes and their coaches to improve AquaGO! scores

3) Athlete Retention

- Implement initiatives to retain athletes throughout their artistic swimming journey, promoting a lifelong connection to the sport, including coaching, officiating or other volunteer activities

4) Promote and Activate a Fun and Enjoyable Culture for Athletes

- Group athletes of similar ability and motivation together, i.e. recreational and competitive pathways
- Establish connection activities with role models or senior athletes

5) Coach and Official Recruitment

- Create a “judge-in-training” and a “coach-in-training” program for athletes

6) Coach and Official Development

- Schedule and deliver CAS NCCP training and evaluation courses
- Provide mentoring opportunities with senior coaches and judges
- Increase coach and official capacity and capability to support positive athlete development and competition experiences



7) Coach and Official Retention

- Simplify the process of becoming a coach or official and reduce barriers (including cost)

8) Developmentally Appropriate and Meaningful Competition

- Host fun mock competitions to allow beginner athletes to demonstrate their AquaGO! skills

9) Volunteer Recruitment

- Develop strategies and initiatives to inform and recruit parents that will subsequently fill the roles required at provincial competitions

10) One Additional Club

- Develop and implement a strategy to add one more club to the Manitoba Artistic Swimming membership



ENVIRONMENT AND CULTURE:

Inclusive and Safe Sport

Over the last years, the importance of Safe Sport and the principles of Diversity, Equity, and Inclusion (DEI) have percolated to the top of conversation regarding sport in Canada. Additionally, the MAS athletes have indicated that “fun” and “friends” are an important part of their love of the sport. While initiatives in this area of focus blend into all aspects of artistic swimming, there are unique and new considerations that may require additional training as well as program and policy adjustments.

Success Statement

Over the course of the next five years, MAS and member clubs will promote Safe Sport and continually demonstrate our core values: Respect, Collaboration, Integrity, Excellence and Inclusion.

Measures

- 100% of all coaches complete Respect in Sport training
- 100% of coaches and officials complete Safe Sport training
- MAS clubs have the capability to offer programs for athletes with disabilities and adaptive swimming



Initiatives

1) Environment and Culture: Inclusive and Safe Sport

- Ensure MAS and member clubs are current with any new safe sport initiatives announced by Sport Manitoba or Canada Artistic Swimming
- Promote and implement the Canada Artistic Swimming “We All Swim Together” program
- Develop and deliver a parent orientation session including the Code of Conduct and Ethics
- Explore and promote coach education opportunities for coaching athletes who are cognitively or physically less able



ORGANIZATIONAL EFFECTIVENESS:

Infrastructure to Support Our Growth



This area of focus underpins and supports the infrastructure for a sustainable organization. This encompasses policies and processes in key areas, including governance, board effectiveness, financial oversight, human resource management, marketing and communications. The effectiveness in these areas is an integral part of MAS delivering on the mission and vision of the organization.

Success Statement

MAS is structured with applicable and effective Bylaws and policies moving towards a governance style Board of Directors.

Measures

- 100% implementation of the recommendations from the 2025 governance review report
- All positions filled on the MAS Board of Directors
- All positions filled on the MAS Committees
- All the member clubs have representation at the table
- 100% performance evaluations of staff are completed annually

Initiatives

1) Governance

- Committees will be formed as per the Sport Law Governance Review with applicable Terms of Reference.

2) Volunteer Recruitment, Support and Retention

- Orientation packages and job descriptions are developed for Board of Directors and volunteer roles

3) Communication

- The website is kept current and contains all the Bylaws and policies
- Modernize communication platforms (social media) to improve the connection to the athletes and the community

ACKNOWLEDGEMENTS

MAS STAFF

Debra Kofsky, Executive Director
Laurel Hindle, Technical Director

MAS BOARD

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Alena James
Lisa Ferguson
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Calla Gosselin

MAS CLUBS

Aquatica Synchro Club
Thunder Bay Artistic Swimming Club

FACILITATOR

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