

VISION	MISSION	
<i>Leading the nation in all aspects of the sport of synchronized artistic swimming.</i>	<i>To lead and develop people in the sport of synchronized artistic swimming in Alberta</i>	
VALUES		
Collaboration Excellence Innovation Integrity		
WHO WE SERVE		
<i>Membership - Athletes, Coaches, Officials, Volunteers, External Stakeholders</i>		
ATHLETE DEVELOPMENT		
<i>Recreational and Competitive athletes of our sport.</i>		
SMART OBJECTIVES		
1. Increase athlete membership. 2. Diversified membership and programs		
MEASUREMENTS OF SUCCESS		
Measurable Component Description	When to Measure	How to Measure
Increased overall athlete membership	Baseline at end of 2021-22 season & compare on successive years	Competitive and recreational athlete membership #'s on database
Numbers of Underrepresented populations Athletes - focus on persons with a disability and Indigenous	Baseline at end of 2021-22 season & compare on successive years	Membership #'s on database that self identify
Increased number of male athlete participants	Baseline at end of 2021-22 season & compare on successive years	Membership #'s on database that self identify
Increased number of clubs offering programs to athletes with a disability.	Baseline at end of 2021-22 season & compare on successive years	Sanction information collected from clubs during season

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ORGANIZATIONAL EXCELLENCE		
Club and Provincial organizations		
SMART OBJECTIVES		
1. Enhance provincial organization sustainability. 2. Enhance club sustainability.		
MEASUREMENTS OF SUCCESS		
Measurable Component Description	When to Measure	How to Measure
Financial diversification (decrease proportion of association grant to other revenue sources like fundraising, sponsorship, other, etc.)	Year End	Percentage of operating revenue from grants, acknowledging different types of sponsorship revenue (including donations in kind), other sources
Succession planning for Alberta Artistic Swimming Board and Staff Key leadership positions (President, Finance Chair & Executive Director)	Year End	Bylaw and/or policy changes that outline succession plan, individuals identified and staff pathway developed.
Standardized policy development and implementation.	October	Club Audit annually
Membership turnover (athletes and coaches)	Year End	Membership analysis by clubs considering growth, athlete/coach retention and recruitment.

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QUALIFIED TECHNICAL OFFICIALS AND COACHES		
<i>Officials and Coach development</i>		
SMART OBJECTIVES		
1. Increase the number of Level 1/2 officials by 15%. 2. Improve the technical competencies of officials in the province. 3. Engagement and participation of coaches in AAS professional development opportunities 4. Advance core technical competencies of coaches.		
MEASUREMENTS OF SUCCESS		
Measurable Component Description	When to Measure	How to Measure
Recruitment and training of new Level 1	June	Number of new officials trained at Level 1, including shadow judging component.
Retention of Level 1 & 2 officials	June	Number of officials trained in Level 1 complete certification, membership number of Level 1 officials from one year to the next who judge in the season.
Number of training opportunities attended		
Promotion of officials from Level 2 to 3.	Annually	Number of officials assessed to be promoted to Level 3 training.
Equity, Diversity and Inclusion Education	Annually	Number of coach members with equity, diversity and inclusion training and education.
Development Conference	Annually	Number of coaches registered.
NCCP practical completions of coaches.	Annually	Number of coaches completing practical evaluations to become certified.
Competitive athlete performance at Rocky Mountain Qualifier and Wildrose Classic in age groups of 11-12 and 13-15	Annually	Results for figures for 11-12 and 13-15 and results for solo, duet, team (technical and free events)

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MARKETING & EVENTS		
SMART OBJECTIVES		
1. Quality competition events hosted in the province.		
2. Improve public profile of sport.		
MEASUREMENTS OF SUCCESS		
Measurable Component Description	When to Measure	How to Measure
Number of entries/age group in all events. Retention of competitive athletes.	Annually	Number of athletes competing by age group and event.
Focus groups at the end of the season to get perspectives on events. (age groups 11-12 and over) Exit survey results of competitive athletes.	Annually	Standardized exit survey developed for distribution by clubs and collected anonymously by Alberta Artistic Swimming.
Experience survey of random first year 9-10 and Novice competitors.		Questions focused on the competition events that are the responsibility of delivery by AAS?
Number of officials on panels at Alberta Artistic Swimming sponsored meets.	Annually	Analysis of panel numbers by event and age group.
Social media followers on various platforms.	Annually	Number of followers on Facebook and Instagram, shares of social media posts.
Spectator attendance at Alberta Artistic Swimming sponsored events.	Annually	Evaluate attendance at Alberta Artistic Swimming sponsored meets.

Likelihood to recommend

QR code for the survey in event program or display board- immediate onsite (very short survey)

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REPRESENTATION AND LOBBYING		
SMART OBJECTIVE		
1. Alberta Artistic Swimming is recognized as an organization actively representing the sport.		
MEASUREMENTS OF SUCCESS		
Measurable Component Description	When to Measure	How to Measure
Representation on Canada Artistic Swimming committees	Annually	Number of Alberta Artistic Swimming members on Canada Artistic Swimming committees or Task Forces.
Membership on key organizations representing the Sport, physical activity and recreation sector.	Annually	Membership or representation on Alberta Sport Leadership Association, Active Alberta Coalition or other similar provincial groups
Collaboration with other provincial partners in artistic swimming and other provincial sport organizations.	Annually	Number of collaborative initiatives or aligned activities with other PSOs.