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## 1. Background

The purpose of this document is to establish a formal partnership agreement between Masters Swimming Canada (hereafter MSC) and Swim Canada (hereafter SNC). Both MSC and SNC believe that a sound partnership is important to help fulfill each other's vision and strategic priorities. There are many areas of mutual interest and responsibility and many opportunities to work together for the advancement of swimming in Canada.

Its intent is to broadly define the guiding principles, the key responsibilities and services provided by the primary players involved today.

It also identifies the areas of concern that need to be addressed, as well as identifying potential future opportunity areas for cooperation.

## 2. Partnership Guiding Principles

These are the guiding principles which broadly shape how the partnership operates:

- Built on mutual trust and respect of each other
- Recognition of and respect for the differences in our core mandates, member needs and therefore, priorities
- Forward looking in nature
- Good communications and open dialogue at all levels
- Ongoing agreements are well documented, (broadly communicated) and followed

- Disputes are dealt with promptly, through a well-defined process
- Seeking of opportunities for services sharing and mutual benefit
  - Any mutually agreed to outsourced services offered by MSC & SNC are to be closely controlled and managed. Defined and agreed to service level metrics should apply
- Continuous improvement should be an ongoing goal of both parties

### 3. Affiliations, Relationships and Operating Models:

#### AFC, FINA

MSC shares the responsibility for Masters Swimming in Canada. For the purposes of competition, MSC derives its affiliation with Aquatics Federation of Canada, through to FINA via its relationship with SNC as the primary contact point member of Aquatics Canada. It is through this relationship that Masters Swimming Sanctioning for competitions is derived. Therefore, together, MSC and SNC ensure Master swimmers have the opportunities, rules and structure to compete in Canada. In the current Swim Canada structure, SNC has delegated the sanctioning authority to the Provincial Sections. (see responsibilities below).

#### Provincial Swim Bodies

The Provincial Swim Bodies play a critical role in the governance, oversight and delivery of many of the services required to operate Masters Swimming in Canada today. Swimmers are organized into clubs, and clubs are members of both the Provincial bodies and of MSC.

There are two equally valid Provincial organizational operating models in place in Canada today to deliver services to Masters Swimmers:

- Provincial Swim Organizations (PSO's), called Provincial Sections, in the SNC governance structure documents.
- Provincial Masters Organizations (PMO's) that are provincially incorporated bodies, with their own board of directors, policies and procedures.

Both these provincial bodies are recognized in the MSC bylaws, and are members of MSC, along with their respective Masters Clubs.

Both MSC and SNC recognizes and works with both operating models, and do not advocate one model over the other. When operating well, both can deliver quality services that Masters Swimmers need and have come to expect.

Regardless of operating model, both MSC and SNC have a responsibility to ensure master's swimmers needs are being fulfilled. A key role played is to provide mediation services to help resolve disputes that may arise in the province by acting as neutral 3rd parties with the sole purpose of ensuring the

betterment of Masters Swimming. A formal dispute resolution process may be created down the road, if deemed required.

Additionally, MSC performs satisfaction level surveys of its member clubs and swimmers, from time to time. The results are shared with SNC and the Province Swim Bodies, and together as required, joint actions can be undertaken to address areas of concern or opportunities identified.

## 4. MSC Responsibilities and Services

MSC has these responsibilities and offers these services to its Swimmers and Clubs:

### Governance & Operations

- MSC is incorporated under the Canada Corporation Act and operates with a National Board of Directors (8 total, with 4 elected every 2 years by members)
- Maintains its bylaws, and assures alignment with SNC bylaws, as required
- Maintains its own Policy's (including code of conduct), Procedures, and a set of Board and Operational Committees. The Procedures include a formal arbitration process in the event of breaches by any swimmers or clubs of the relevant codes of conduct.
- Runs board committees in key areas of Executive and Strategic Planning, Governance & HR and Finance.
- MSC operates with a small Staff and budget. Much of the work is executed through Operational Committees reporting to the Executive Director (ED).

### Events and Programs

- Run National Competitions and Events
- Run swimmer online programs – e.g. Million meter challenge, 1k, pentathlon, 1 hr & 30 min swims
- Online Masters Coaching modules (pilot state currently)
- Run National Awards, volunteer recognition and similar events

### Rules

- Maintains a Masters Rules book in step with FINA Masters directions, and SNC rules as ratified through the SNC OCR

### Swimmer and Club Information and Communications

- Maintain a National database for all Masters Swimmers, including providing ability for Club registrars and members to access their profiles. Database shared with SNC and Provincial partners as required.
- Broad Communication services (in both French & English)– includes web site, Facebook, twitter, new letters, email notifications, publishing of material of interest to masters swimmers

- Maintain National Records, and Provincial Records (for some provinces)
- Maintain records of all Masters meets results, easily accessible to all members
- Maintain a calendar of upcoming competitions and key events of interest to members
- Run satisfaction surveys and broadly shares results with SNC, Provinces and Clubs.

### Partnership management

- With SNC, and Provincial Bodies
- With other Masters groups around the Globe (e.g. USMS)
- With National corporate partnerships management for Masters Swimmers
- Liaison and interface with Government bodies on matters pertaining to Masters swimming

## 5. SNC Responsibilities and Services: (in relationship to Masters)

SNC currently offers these services: **AHMED TO UPDATE**

- Advocate and liaison with AFC & FINA (on MSC behalf)
  - SNC will give priority consideration to representatives chosen by MSC for activities that exclusively deal with Masters Swimming issues, such as appointment of representatives to FINA Masters meetings
  - Assistance with International FINA meets (World Championships ) registration
- Sanctioning oversight (as delivered through Provincial Sections)
- Ensure its bylaws are aligned with MSC bylaws as required
- Provides insurance for annual MSC Nationals event
- Where possible, will represent and include Masters Swimming Canada in projects concerning government relations.

## 6. Current Provincial Services

These services are delivered to Masters Swimmers today by the relevant provincial master's bodies, which may be the PSO or the PMO depending on the model adopted in that province: **AHMED TO UPDATE**

- Club member and & Swimmer Registration
- Swimmer Insurance
- Meet Officials services - including meet sanctioning (delegated by SNC) , official training, meet officiating

- Running of provincial level Masters meets
- Providing a web site for sharing masters information – provincial and local meets information and results, records and other general information (some provinces)
- Masters club support services (if any)
- Membership growth initiatives & provincial industry partnerships

## 7. Potential future opportunity areas for SNC Partnership delivered services provided to MSC

It is essential that all existing and any new services that may be delivered to MSC should be well documented, with appropriate service level agreements, and regular review to ensure quality services are received by all Masters Swimmers and Clubs.

### Current top priorities

- Masters coaching training and certification delivery services (Note: in progress, but very late – needs to be managed as a program)
- MSC Registration Database and supporting apps and tools
- Web Site integration
- Masters membership growth, with a particular focus on transitioning or migrating senior age group or university swimmers who, having completed their age group or university career, can be encouraged to join Masters as a way of continuing in their sport.

### Future potential opportunities

- Meet Registration and Management Services
- Masters Membership growth initiatives
- Promotion of provincial services best practice sharing
- Lobby of local town and city governments for pool investments
- Federal and Provincial Government funding and support for Masters
- Initiatives focus on adult health and wellness is key. This includes general cardio-vascular fitness and also recovery/return to activity after major illness.

## 8. Partnership Agreement - Operational Aspects

## Overall

- Acknowledge and respect for each other's core mandate, objectives, bylaws and Policies and their respective differences that reflect the fundamental differences in their memberships.
- Acknowledges that each organization support the existing structure of Masters Swimming in Canada, and will not actively promote or lobby for changes to that structure
- To be reviewed annually, and amended as required
- Agreement may be terminated, with 3 months' notice, by either MSC or SNC following August 30th.
- Services management - All services delivered by each organization to the other is documented, with clear service level objectives and annual review of performance against those objectives
- Communications:
  - All communication received from FINA regarding Masters to be sent to MSC. Any actions or responses required back to FINA to be initiated and led by MSC, both organizations ensure that all communications are transparent
  - Prominent MSC link to appear on SNC web site, and prominent SNC Link to appear on MSC web site
  - SNC opportunity to have presence (booth or the like) at MSC nationals, and MSC opportunity to have presence (booth or the like) at nationals
  - SNC to attend MSC AGM
  - Both organizations to be invited to each other's special events, as appropriate

## Registration & Fees

- Annual fees paid by MSC to SNC
  - paid by January 31 annually
  - Reviewed annually, and in conjunction with Services delivered – must be fair and reasonable

## Common responsibilities for both PMO's and PSO's

- Abide by MSC and SNC bylaws and policies.
- Fees due to MSC are to be paid directly:
  - Confirmation & payment of Member #s and fees September 1st-December 31st by January 15th (or 31st)



- Confirmation & payment of Member #s and fees January 1st-March 31st by April 15th (or 30th)
- Confirmation & payment of Member #s and fees April 1st-June 30th, as well as provision of estimated additional member #s July 1st-August 31st, by July 15th (or 31st). This will allow MSC to accrue fee receivables to June 30th and determine deferred revenue within an acceptable period of time prior to audit
- Confirmation & payment of Member #s and fees July 1st-August 31st by September 15th (or 30th)
- Provide Insurance for its swimmer members
- Registration - working with MSC and SNC, ensure all National registration processes and procedures are followed to ensure accuracy and consistency of registration information.
- For fees are paid by Masters Swimmers or clubs to a PSO, the Masters Swimmers and Clubs shall receive reasonable support and services from the PSO for such fees.
- Provide a Web Site location for Masters Information and services:
  - Includes Masters events and programs.
  - Provide recognition to MSC by providing links on web site and actively promoting events and programs.
  - MSC provides recognition to Province by providing links on web site and promoting events and programs
- Host a Masters Provincial Championships on an annual basis.
  - Timing of which to be coordinated with MSC to avoid overlap with other Provincial, National or International Masters events.
  - Smaller Provinces may team up to provide combined Regional Championships as an alternative.
- Providing a central point of contact to aid in communications with MSC. This role is required to be proactive in working with MSC to ensure MSC communications are received by all Masters Clubs and Swimmers in their Province.
- Providing recommendations for MSC awards to MSC Awards Committee, as appropriate.
- Providing delegates to MSC meetings and AGM, and may invite MSC representative to their AGM's
- Endeavouring to provide volunteers to sit on MSC Committees and Work groups

- From time to time, assesses Masters Club and Swimmer member satisfaction (may be done in partnership with MSC). Take action on areas of dissatisfaction or issues.

#### Specific to PMO's

- Operate as a provincially incorporated NFP entity, with an independent board of directors, and governing bylaws, policy and procedures. They should be consistent with MSC bylaws and policies.
- Establish and maintain an open lines of communication with the PSO to ensure ongoing cooperation and partnership. A documented agreement between them is the preferred mechanism to ensure a good relationship is maintained.
- Where cost effective and appropriate for masters operations in any province, offer and arrange to provide insurance for registered master's swimmers, clubs and meets.
- Establish and maintain open lines of communication with the PSO to ensure ongoing cooperation and partnership

#### Specific to PSO's

- Where there is no PMO, operate a Masters Swimming Committee or equivalent structure
  - Substantial Representation on committee from Masters Membership through an election process from the master's swimmers in the province.
  - Chair should have at or seat on the Board of Directors
  - Chair is invited to attend all MSC sponsored meetings (including AGM). Any expenses related to this will be shared between the province body and MSC
  - Provides the Committee with a minimum reasonable budget, to allow for a functional committee that would serve its membership needs as stated by the MSC. The budget would reflect the size of Masters Membership in the province and would be spent on meeting their needs
- Provide Sanctioning services to Masters meets.
- Agreement that withholding Masters meet sanctioning services or insurance is not to be used as a lever to resolve unrelated disputes or to extract concessions from Masters. **Rather, engaging SNC and MSC to assist in resolution is the preferred method.**

## 9. Operation Focus areas and Actions

- Commitment to review, understand the differences in bylaws, Policy and Procedures, in areas that matter. Plan to address any issues, as required and in a timely manner

- SNC commitment to address masters coaching as a top priority – managed as a program - defined parameters, committed dates and deliverables
- Working together, ensure a well-defined and supported registration processes for Masters nationwide. Regardless of where the Masters Registration database resides, ensure the flow of Masters Swimmer information both ways, to ensure both SNC and Masters database records are current and in sync.

## 10. Signatures:

### **Masters Swimming Canada**

_____	_____	_____
President (Print)	Signature	Date

_____	_____	_____
Executive Director (Print)	Signature	Date

### **Swimming Canada**

_____	_____	_____
President (Print)	Signature	Date

_____	_____	_____
CEO (Print)	Signature	Date

## Appendix

### Core MSC Mandate and Objectives

MSC shares the responsibility of Masters Swimming in Canada. MSC is incorporated under the Canada Corporation Act, and operates under its own set of bylaws, and is governed by a National board of directors per those bylaws. MSC also maintains its own Policies and Procedures, which are published on its website. This core mandate is not subject to renegotiation or change.

The mandate of the corporation is exercised through focusing on the following primary **Objectives**:

- a) To promote fun and friendship, health and wellness, participation and achievement.
- b) To promote physical fitness and well-being through regular swimming training over the adult lifespan.
- c) To provide educational assistance and support designed to ensure safe training programs and techniques which furnish the motivational spur necessary for continued participation.
- d) To co-ordinate the activities of and provide opportunities for individuals, primarily through clubs, to meet together for social interaction, friendship and understanding.
- e) To provide competitive opportunities for Masters swimming in Canada.
- f) To draw up, publish, administer and enforce the rules and regulations governing Masters swimming at the national level in co-operation with Swimming/Natation Canada.
- g) To enhance public awareness and support of Masters swimming.
- h) To stimulate and co-operate in research designed to investigate the benefits and effect of sustained programs, specifically swimming in adult health and the aging process.

### Core SNC Mandate and Objectives

Ahmed to add

## Masters Swimming in Canada Today

There are approximately 10,000 registered Masters Swimmers in Canada in approximately 240 clubs today. Operationally ~ 60% of Masters Swimmers reside in PMO governed provinces, and 40% in PSO governed provinces.

- Current PSO's managing Masters: NFLD, NS, PEI, NB, QC, ALB, and SASK.
- Current PMO's: ONT, MAN & BC

Membership growth has been largely flat over the past 4 or 5 years, across all provinces. Of particular concern is a recent down trend in the 2014/2015 season.

Most Masters Swimmers reside in Masters only clubs (estimated at 90 %+), with the balance in combined age group and masters clubs. Most clubs are NFP, but there are a small number of large for profit clubs. Formal bylaws, Policy & Operating Procedures are not the norm, and not required by MSC.

Most clubs have part-time, volunteer, or combined coach/swimmer coaches. It is not uncommon for smaller clubs to operate with no coaches at all. Many clubs conduct at least some of their practices with a posted workout but no coach on deck. Most of those persons who provide some form of coaching, instruction or supervision have no formal certification as coaches.

In order to understand the core purposes and objectives of master's swimmers and club, it is critical to note that in 2015, only 15% of master swimmers competed. This normally ranges between 15% and 25% and has been declining in recent years. Therefore, the motivations and needs of the vast majority of Masters Swimmers must be a top of mind consideration in services delivered. **Clearly, the prime motivation driving the majority of masters is not competition, but rather health and wellness/fitness, friendship and socialization, and swimming improvement.** The challenge moving forward is to ensure that the needs of all Masters Swimmers will be addressed. MSC is currently revising its strategic plan where all of these elements will be reviewed.

A recently conducted national survey will provide a more detailed picture of the Masters landscape, needs, and more clearly identify areas of swimmer concern and opportunities for improvements.