



ANNUAL REPORT

2013-2014



SWIMMING • NATATION
CANADA

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OUR VISION

We inspire Canadians through world leading performances to embrace a lifestyle of swimming, sport, fitness and health.

OUR MISSION

We **create and develop** an environment that allows people to achieve sustained success and leadership;

We **ensure** a welcoming and safe environment;

We **promote** our brand so that Canadians view swimming as a premier sport and activity in Canada;

We **drive growth** through innovation, quality programming and partnerships;

We **lead and govern** with organizational excellence and business performance.

All of this is achieved by holding true to our core values



OUR CORE VALUES

Excellence & Professionalism

Everyone delivers peak performance and proactively seizes the opportunities that come from change in the quest for continuous improvement. It is not only up to the national coaching staff or the national centers or the athletes to win medals and go for gold. Everyone shares in this responsibility, including the Board, staff, officials, volunteers, clubs, provinces and territories. We must all strive for excellence with a “no excuses” policy.

Respect

We value respect as integral to our culture. By collaborating, proactively communicating and cooperating with our swimming community and stakeholders, we promote and build on this value for the betterment of our sport, our people and our society.

Integrity

We are committed to honest and accountable delivery of its programs, services and activities.

Commitment

Commitment is emotional, intellectual and requires a steadfast purpose. It is the alignment of our personal goals with those of the organization that will make us successful. We bring energy, passion and a commitment to win so that the organization will be successful; everyone contributes 100%.

Accountability

We are all accountable and directed towards peak performance. We each take responsibility, are open to systemic evaluation and live up to our commitments.



PRESIDENT'S MESSAGE



On behalf of the Swimming Canada Board of Directors, it is my great pleasure to welcome you to Calgary for our Annual General Meeting. This weekend sees the launch of a new initiative to capitalize upon the power of community by bringing together more strands of our swimming family for the Canadian Swimming Congress. This promises to be a wonderful opportunity to share knowledge, expertise and visions with a view to furthering swimming in Canada. Welcome!

Vision 2020

September 2014 brings us to the midpoint of this Olympic quadrennial – and also to the quarter mark of our Vision 2020 Strategic Plan. The first two years of the quadrennial have seen significant changes to our management team and structure. I am both excited and confident that we have the team in place to lead the organization forward – and to meet our targets. Enhanced results require enhanced support – and this is in place. This is a necessary and normal process of the organization's evolution as it progresses on its path to being a true world leader in all

things swimming!

High Performance

Our athletes represented us at the Commonwealth Games, the Pan Pacific Championships and the Para Pan Pacific Championships. Ryan Cochrane continued his incredible career, winning three gold medals between Commonwealth Games and Pan Pacs, while Audrey Lacroix and Katherine Savard joined him on top of the podium in Glasgow. We continue to be global leaders in high performance swimming and development for both able-bodied swimmers and swimmers with a disability, with our Para team collecting 67 medals at Para Pan Pacs. That included included 10 golds – three from rising star Aurelie Rivard. Meanwhile, our junior athletes competed at the Junior Pan Pacific Championships and the Youth Olympics and also made us proud.

Athlete Development

Canada continues to punch well above its weight in terms of international hosting opportunities. In 2013 we hosted the IPC World Championships while this year saw Montreal welcome the FINA World Masters Championships. We are proud that Canada continues to be a leader on the international swimming scene – and are strong believers that we can leverage these events to improve and promote the sport within our own country.

For swimming to be a lifelong pursuit, we need to continue to work to get swimmers in the water earlier. This year saw the continued growth of Canada's Swim Team, with RBC Insurance joining the team as presenting sponsor.

Looking Forward

I am very happy with our outlook and feel we have taken steps in the first half of the quadrennial to solidify our team and our capacity – we are well positioned to advance the sport of swimming in Canada. Our team cannot do this alone – we rely upon and thank our many partners and stakeholders who share this dream with us. We aim to work with all of our members, registrants, sponsors, and partners to solidify swimming as a core Canadian activity. Let's continue to inspire Canadians through world leading performances to embrace a life-style of swimming, sport, fitness and health!

Yours in swimming,

David de Vlieger, President
Swimming Canada

CEO'S MESSAGE



I am pleased to report that Swimming Canada is well on the path of executing the Vision 2020 Strategic Plan. Many plans are easier to write than they are to execute. The Swimming Canada plan has been no different. There are many exciting and difficult objectives to attain within the plan. We had to make some changes to ensure that our base of support within the organization was in place.

We began to implement the philosophy of “being a not-for-profit that behaves like a for-profit business.” This meant the evaluation of technology, programming, staffing, finances and partnerships. We completed these evaluations and created plans for each of those areas focusing on milestones we could achieve with the finances we had in place. In some cases we reallocated and reorganized for the purpose of increasing capacity.

Some of the goals we wanted to achieve as an organization are:

- We wanted to affect the way we recruit. We want the best people to come to SNC and we want to retain the best people for the long term.
- We wanted to become more competitive within our industry and we have.
- While we are an amateur sport and will always be one we want to absorb some best practices from the professional circles and adapt them to our environment.
- We will be more professional and encourage that throughout the entire sport system.
- We will always represent the organization and country both domestically and internationally with character and pride.
- We will improve our communications internally and externally.
- We will be a leading National Sport.
- We will project plan our activities while still being able to adapt as needed.

We redeveloped the organizational chart and dedicated a renewed emphasis to delivering our programs both domestically and internationally. We increased the number of key personnel in areas of high performance, domestic operations and technology by realigning programming and budgets. We placed a great emphasis on people and human resources support. We have a stronger direction on succession planning and future development. Our core business is people. The goal is not to just have a stable base but to have one we can grow.

We still have a way to go and the transitions and changes are not easy but we are poised to improve our organization and build upon the solid foundation that have been put in place by those who have built this organization over the last many decades. We look forward to inspiring Canadians once again and reigniting the passions that have made Swimming in Canada one of the best Canadian sports.



Ahmed El-Awadi, CEO
Swimming Canada

HIGH PERFORMANCE PROGRAMS

In the first full year with John Atkinson as High Performance Director the department has progressed in a number of areas:

High Performance Centre (HPC)/Intensive Training Program (ITP)

- Full review of the five National Swim Centres/Academies from May to October 2013
- Review determined to continue funding to three Centres: Ontario, Vancouver and Victoria. Funding removed from Calgary, future program in Montreal to be studied in more detail.
- Programs rebranded Swimming Canada High Performance Centres as of April 1, began to operate under a new set of accountabilities and operating procedures.
- After a thorough consultation process, an Intensive Training Program was developed in Montreal. Goal is to provide a positive interim solution as a high performance training option in the province while Swimming Canada works to rebuild a full High Performance Centre over a three-year period.

On Track Times – Podium Pathway

- “On Track” time system developed in Spring 2013 to define a performance pathway in all events to identify athletes on track towards Olympic medal and final performances.
- Also represents a practical tool for the Own The Podium (OTP) request for all sports to have a “Podium Pathway”
- “On Track” was implemented across all aspects of the program during the past season.
- Undergoing further development through an OTP facilitated partnership with the Canadian Tire Financial Services (CTFS) Analytics department.

New Staff

- Director, Integrated Support Team as of May 2014
- Senior Manager, High Performance Programs as of May 2014
- Coordinator, High Performance Data Management as of May 2014

Selection Trials

- Pool teams for Commonwealth Games and Pan Pacific Championships selected from Canadian Trials in Victoria in early April.
- Open Water team for Pan Pacs selected from Canadian Open Water Trials held as part of 2014 Fran Crippen Cup the weekend following pool trials.
- Goal of continual improvement can be measured in many ways, in particular improvement from trials to summer championships and/or Games. In 2014 the senior team had two major events with the Commonwealth Games in Glasgow, Scotland, followed by Pan Pacific Championships in Gold Coast, Australia.

SENIOR NATIONAL TEAMS



Commonwealth Games, Glasgow, Scotland –

The Canadian swimming team, with a significantly younger age, performed above themselves in Glasgow winning more medals than they did at the 2010 Games in India and featuring in more finals. The average age of the swimmers on the team was 21.5 (22.0 for the women's team and 20.5 for the men's team). At the London Olympic Games the men's team average age was 25.2 years old. The age of the team is a real positive for the future as we lead into 2016 and also 2020.

Continual team improvement was also very good and can be summarized as follows;

- 30 out of 32 swimmers progressed from heat performances to semifinals and finals (27 able-bodied, 3 Para).
- 46 out of 69 swims (66.7%) improved their pre meet ranking.
- 24 of 29 able-bodied swimmers improved in at least one performance from the trials at the Games, this is 82.8% compared to 50% in Barcelona at the World Championships in 2013.

The high level overview of the team's performance is as follows:

- 11 medals won as follows (10 able body, 1 Para)
 - 4 gold, 1 silver and 6 bronze
 - o Ryan Cochrane continues to lead the team by example, defending his gold medals in both the 400 FS and 1500 FS
 - o Audrey Lacroix improved on her silver medal from Delhi in 2010, winning the 200 FL
 - o Katerine Savard continues to climb the ranks internationally, winning the 100 FL.
 - o 3 women's relays won a medal compared to 1 relay in 2010.
 - o In all 16 able-bodied swimmers returned with a medal from a team of 29 swimmers, which is 66% of the team; with our Para-swimmers this was 1 out of 3 swimmers on the team.
 - o The team finished 3rd on the gold medal table and 4th on total medals.
- 50 pool finals (45 able-bodied, 5 Para)
- 4 Canadian records were established in Glasgow.
 - o Men's 400m FS – 3:43.46 Ryan Cochrane
 - o Women's 800m FS – 8:20.91 Brittany MacLean
 - o Women's 50m BK – 27.97 Brooklynn Snodgrass
 - o Women's S10 100 BR – 1:23.95 Katarina Roxon
- 1 World Junior Record was established in Glasgow.
 - o Women's 400 IM – 3:37.89 Emily Overholt
- The team featured 23 females (20 able-bodied, 3 Para) and 9 males (32 swimmers in total) and was supported by 17 staff members in Glasgow (The High Performance Director, 7 coaches, 2 managers and 7 IST members of staff).



Commonwealth Games – Results table

Finish	Name		Event	
Gold	Lacroix	Audrey	200 FL	
Gold	Savard	Katerine	100 FL	
Gold	Cochrane	Ryan	400 FR	
Gold	Cochrane	Ryan	1500 FR	
Silver	Cheverton	Samantha	4 x 200 FR	
	MacLean	Brittany		
	Ackman	Alyson		
	Overholt	Emily		
Bronze	Caldwell	Hilary	200 BK	
Bronze	MacLean	Brittany	800 FR	
Bronze	Rivard	Aurélie	200 IM SM10	
Bronze	Snodgrass	Brooklynn	50 BK	
Bronze	Poon	Victoria	4 x 100 FR	
	Mainville	Sandrine		
	Williams	Michelle		
	Ackman	Alyson		
Bronze	Russell	Sinead	BK	4 x 100 MR
	Smith	Kierra	BR	
	Van Beilen	Tera	BR	
	Lacroix	Audrey	FL	
	Savard	Katerine	FL	
	Williams	Michelle	FR	
	Mainville	Sandrine	FR	



Pan Pacific Swimming Championships

The team persevered in challenging weather conditions along the Gold Coast of Australia and exceeded expectations in medals and finals. Once again, Canada was represented by a much younger team than four years ago. The average age was 21.4 (women: 22, men: 20.7)

The high level overview of the team's performance is as follows:

- 7 Medals won as follows
- 1 Gold, 1 Silver and 5 Bronze
 - o Ryan Cochrane defended his gold medal in the 800 FS and won silver in the 1500 FS
 - o Brittany MacLean raced to two strong bronze medals (800 FS and 1500 FS)
 - o Chantal Van Landeghem continues her international rise, winning bronze in the 50 FS
 - o 2 women's relays won bronze medals (4x200 FR & 4x100 MR)
 - o In all 9 swimmers returned with a medal from a team of 35 pool swimmers, which is 26% of the team.
 - o The team finished 5th on the gold medal table and 4th on total medals.
- 38 pool finals
- 3 Canadian Records were established in Gold Coast.
 - o Women's 800m FS – 8:20.02 Brittany MacLean
 - o Women's 1500m FS – 15:57.15 Brittany MacLean
 - o Women's 50m FS – 24.69 Chantal Van Landeghem
- The team featured 24 females and 17 males (41 swimmers in total) and was supported by 21 staff members on the Gold Coast (The High Performance Director, 7 coaches, 3 managers and 10 IST members of staff).
- Unfortunately, due to severe weather the Open Water portion of the 2014 Pan Pacific Swimming Championships was cancelled. One swimmer went on to compete in the rescheduled event in Maui during the Junior Pan Pacs.



Pan Pacific Swimming Championships – Results table

Finish	Name			Event
Gold	Cochrane	Ryan		400 FR
Silver	Cochrane	Ryan		1500 FR
Bronze	MacLean	Brittany		800 FR
Bronze	MacLean	Brittany		1500 FR
Bronze	VanLandeghem	Chantal		50 FR
Bronze	MacLean	Brittany		4x200 FR
	Cheverton	Samantha		
	Ackman	Alyson		
	Overholt	Emily		
Bronze	Snodgrass	Brooklynn	BK	4x100 MR
	Smith	Kierra	BR	
	Savard	Katerine	FL	
	VanLandeghem	Chantal	FR	

Priorities for 2015

- 2015 promises to be an exciting year as we will see a home Pan American Games in Toronto where we will be represented by up to 36 pool athletes and 4 open water athletes.
- Continued focus on improving performance at FINA World Championships in Kazan, Russia.
- Pool trials for both events to be held at new Toronto Pan Am Sports Centre April 1-4. Open Water Trials will be held as part of the FINA Marathon World Cup in Cancun, Mexico, May 2.
- High Performance program will continue to develop relay initiatives begun in 2014, with a female identification process being undertaken as well as continuing to develop men's relays.
- On Track times will be used to identify select athletes for a Smart Track program
- We will be choosing a group of Select Coaches for professional development over the next two years from an open application process. Coaching can make the difference and Swimming Canada views this as an important development program.
- Finally, the first steps to Rio will be undertaken with the 10-km open water races at World Championships acting as the first selection opportunity for the 2016 Games.



PARA-SWIMMING NATIONAL TEAM

- 2014 Commonwealth Games - Glasgow, Scotland
 - o 3 swimmers and 1 coach were members of the team, highlighted by Aurelie Rivard's bronze medal in the S10 200 IM.
- 2014 Pan Pacific Para-swimming Championships – Pasadena, Calif.
 - o 33 Swimmers qualified and 32 competed: 22 with functional disabilities, 4 blind or visually impaired, 6 with intellectual disability
 - o Support staff included 5 coaches, 2 managers, 9 IST and 1 athlete support personnel
 - o Podium performances and second swim benchmarks were compared to the 2011 Pan Pacific Para-swimming Championships results. Outcomes were:
 - * Medals: 2011 Total- 57 | 2014 Total- 62
 - * Gold: 2011- 12 | 2014- 10
 - * Silver: 2011- 24 | 2014- 27
 - * Bronze: 2011- 26 | 2014- 30
 - Finals: 2011 Total- 165 | 2014 Total- 149
 - Gold medal rank: 2011- 6th | 2014- 5th
 - Overall medal standing: 2011- 4th | 2014- 3rd
 - Best Time Percentage off Entry Time: Target- 70% | Actual 81.3%
 - Canadian Records: 2011- 17 | 2014- 29 (8 women, 21 men)
- Both events acted as pre-selection meets for 2015 IPC World Championships in Glasgow and Toronto 2015 Parapan Am Games
 - 14 swimmers provisionally selected for 2015 World Championships with either Top 6 (2016 Track) or Top 8 (2020 Track) in the world performance
 - 25 swimmers provisionally selected for Toronto 2015 Parapan American Games with Top 3 in the Region performance.

PARA-SWIMMING DEVELOPMENT PROGRAM

- 13 Para Pan Pacs medal winners who have never attended a Paralympic Games or World have been/are members of development programs
- Rio Podium Project continued with targeted group of ~12 swimmers who will attend four three-week training camps annually with objective of podium performance at 2016 Paralympics in Rio de Janeiro.
 - o Camps were held Oct. 8-29 in Flagstaff, Ariz., and in Feb.-March in Plantation, Fla., prior to the Can-Am in Miami
 - o 9 Para Pan Pacs medal winners are/have been participants in these camps
 - o The 2014-2015 program has started with a new format with the Aerobic Endurance Camp in Flagstaff in May and an intensity camp in Calgary in June-July, which included a trip to Alberta Age Group Championships.
- Can-Am Para-swimming series continued with meets being held in Edmonton in December and Miami in April, with Miami serving as Trials for Commonwealth Games and Para Pan Pacs. Upcoming meets include December 2014 in Edmonton, 2015 World Championships and Toronto Parapan Am Games Trials in Toronto March 20-22.
- Development programs at all levels continue to be implemented and grow Para-swimming across the country
 - o Provincial sections continue to work in development areas in coordination with Swimming Canada Para-swimming Staff (Janet Dunn and Claude Picard) with camps in British Columbia, Alberta, Manitoba, Ontario, Quebec and the Maritimes
 - o The new hire of national Para-swimming Performance Coach Vince Mikuska will further strengthen Canada's chances of reaching the podium at Paralympic Games and World Championships.
- Record Setters
 - o Americas:

* LC Women	1 LC Men 2
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 - o Canadian

* LC Women	10 LC Men 27
* SC Women	8 SC Men 17
- Work with Canadian Paralympic Committee continues to develop national/international programming that positions us as leaders and trailblazers in disability sport development.
- Staff working with Coach Education Group to develop Para-swimming Coach Education Module.



NATIONAL DEVELOPMENT TEAM PROGRAM

The National Development Team Program's goal of providing Canada's identified swimmers and their coaches, the development opportunities to establish the will, attitude, and skills required to race to the podium at the senior international level is our guiding theme in defining our program initiatives.

Our 2013 – 2014 season priorities were:

1. International Competitions and Tours:

2013 World Cup Junior Tour

October 31-November 13, 2013

- The team comprised 3 swimmers, supported by 2 coaches, and a manager
- 2 finalists in Tokyo, 5 finalists in Singapore



2014 Australian Junior Tour:

December 27, 2013-January 21, 2014 | Melbourne, AUS

- The team comprised 15 swimmers, supported by 5 coaches, and a manager
- Australian Junior Tour Medal Count: 1 Gold, 2 Bronze
- Bill Sweetenham attends as a mentor coach

2014 Australian Age Championships Youth Tour:

April 10-24, 2014 | Sydney, AUS

- The team comprised 12 swimmers, supported by 4 coaches and a team manager
- AACYT Medal Count: 16 Gold, 7 Silver, 11 Bronze
- Bill Sweetenham attends as a mentor coach

2014 Male Junior Relay Initiative (Charlotte Grand Prix):

May 11-19, 2014 | Charlotte, NC

- The team comprised 12 swimmers, supported by 3 coaches, a team manager, a strength and conditioning coach, and a biomechanist
- Swimmers were selected from the Male Junior Relay Takeoff Camp in Victoria, BC in April 2014
- MJRI Medal Count: 3 Silver, 3 Bronze

2014 Mare Nostrum Development Team Tour:

June 11-15, 2014 | Canet, FRA & Barcelona, ESP

- The team comprised 4 swimmers, supported by 1 coach, and a team manager
- Mare Nostrum Medal Count: 2 Silver

2014 Youth Olympic Games:

August 17-22, 2014 | Nanjing, CHN

- The team comprised 7 swimmers, supported by 1 coach, and a team manager
- 4 Finalists



**2014 Junior Pan Pacific Championships:
August 27-31, 2014 | Kihei, Maui, USA**

- The team comprised 35 swimmers, supported by 7 coaches, an apprentice coach, 2 managers, 2 massage therapists, a sport bio mechanist, and a video technician/race analyst
- Staging was held in Victoria, BC
- Junior Pan Pacs Medal count: 5 Silver, 9 Bronze
- Best team performance to date

**2014 World Junior Open Water Championships:
September 5-7, 2014 | Balatonfured, Hungary**

- The team comprised 4 swimmers, supported by 3 coaches, and a manager

2. Domestic Programs:

**2013 Distance Camp
October 20-26, 2014 | Victoria, BC**

- Team comprised 9 swimmers, supported by 4 coaches
- 1 week training experience in Victoria with Head Coach Randy Bennett and his team
- All swimmers competed in the BC Senior Circuit meet
- 3 of the attending swimmers made the 2014 Commonwealth Games and Pan Pac Teams

**2014 Male Relay Takeoff Camp
April 6-7, 2014 | Victoria, BC**

- 40 swimmers were invited to attend this camp; 32 swimmers and 18 coaches attended the 2 day evaluation camp
- Target group: Male swimmers born 1994 and later, 50-100-200 Freestyle
- Goal: To identify and develop a group of male 100 and 200 freestylers capable of winning a medal in Rio 2016, Tokyo 2020

- Result: A group of 12 swimmers were identified to attend a relay based training and racing tour to the Charlotte Grand Prix in May 2014

**East-West Dual Meet:
July 29-30, 2014 | Winnipeg, MB**

- Athletes selected based on SC performances between September 1, 2013 and March 16, 2014
- Team West consisted of 47 swimmers from British Columbia, Alberta, Saskatchewan and Manitoba
- Team East consisted of 46 swimmers from Ontario, Québec, and Nova Scotia



3. 2013 LC and 2014 SC “ID” Teams:

The fastest swimmers in every Olympic event within 4 age groups for each gender were identified and named to the NDTP “ID” Teams. Swimmers were sent a Team Canada t-shirt, cap, and certificate along with a letter of congratulations from National Development Coach, Ken McKinnon. These swimmers make up the base of the list used to determine Championship Meet and Club visitations by our National Development Coach.

4. 2013-2014 Test Camps:

The January Australian Junior Tour swimmers and coaches attended a 2-day test camp before flying to Sydney for the 2014 Australian Junior Tour. Dr. Allan Wrigley, Swimming Canada Integrated Support Team Director, worked with the team on stroke technique, starts, turns, relay takeovers and streamline in a group setting, as well as in individual video analysis sessions. Eugene Liang, Victoria Centre Strength and Conditioning Lead, taught, monitored and evaluated coaches and swimmers on the current activation protocols developed in Victoria that were to be used throughout the tour.

5. National Development Coach Visitation Program:

- **Championship Meet Visitations included:** Canada Cup Series: Toronto, Montreal, Vancouver, Eastern and Western Championships, Canadian World Trials, Summer National Championships, Age Group Championship, East-West Dual Meet
- **ID Swimmer Meetings:** Meetings were organized throughout the season with our Top Junior age “On Track” swimmers, their parents, coaches, Ken McKinnon and John Atkinson. Meetings were designed to recognise the swimmer’s talent and progress, the working relationship with their home coach, their future training plans, their post-secondary education plans and to express our commitment to supporting their continued development through the next few important seasons.
- **Carded Coaches Tour:** Our High Performance Team took a 7 stop cross-country tour in March giving a 4 hour comprehensive presentation to all carded coaches and other identified invited coaches.



COMMONWEALTH GLASGOW, SCOTLAND

11 MEDALS WON

GOLD (4): Audrey Lacroix, women's 200-m butterfly; Katerine Savard, women's 100-m butterfly; Ryan Cochrane, men's 400-m and 1,500-m freestyle

SILVER (1): Women's 4x200-m freestyle relay (Sam Cheverton/Brittany MacLean Alyson Ackman/Emily Overholt)

BRONZE (6): Hilary Caldwell, women's 200-m backstroke; Brittany MacLean, women's 800-m freestyle; Aurélie Rivard, women's 200-m individual medley SM10; Brooklynn Snodgrass, 50-m backstroke; Women's 4x100-m freestyle relay (Victoria Poon/Sandrine Mainville/Michelle Williams/Ackman); Women's 4x100-m medley relay (Sinead Russell/Kierra Smith/Tera Van Beilen/Lacroix/Savard/Williams/Mainville)





PAN PACIFIC CHAMPIONSHIPS GOLD COAST, AUSTRALIA

7 MEDALS WON

GOLD (1): Ryan Cochrane, men's 400-m freestyle

SILVER (1): Ryan Cochrane, men's 1,500-m freestyle

BRONZE (5): Brittany MacLean, women's 800-m and 1,500-m freestyle; Chantal Van Landeghem, women's 50-m freestyle; Women's 4x200-m freestyle relay (MacLean, Sam Cheverton, Alyson Ackman, Emily Overholt); Women's 4x100 medley relay (Brooklynn Snodgrass/Kierra Smith/Katerine Savard/Van Landeghem)



PARA PAN PACIFIC CHAMPIONSHIPS

PASADENA, CALIFORNIA

**67 MEDALS
WON**

GOLD (10): Aurélie Rivard, women's 50-m and 400-m freestyle and 100-m breaststroke S10; Nathan Stein, men's 100-m butterfly S10; Benoit Huot, men's 200-m individual medley S10; Adam Rahier, 200-m IM S14; Gordie Michie, 100-m backstroke S14, Katarina Roxon, women's 100-m breaststroke S8; Men's 4x100-m 56-point freestyle relay (Dalton Boon/ Michie/Rahier/Maxime Rousselle), Men's 4x100 56-point medley relay (Michie/Rousselle/Rahier/Boon)





DOMESTIC OPERATIONS

New Roles and New Staff

Ken Radford — Director, Domestic Operations as of Oct. 2013

Michelle Killins — Senior Manager, Domestic Operations as of May 2014

Melinda Megan Rock — Coordinator, Domestic Operations as of May 2014

Core Strategic Initiatives

1. Athlete Development Pathways and Strategies 2013-14 recap

- Tackling LTAD from an applied perspective (eg: Limiting of 'bonus swims' to entrench multi-event training goals)
- Review of domestic competitions to better align with High Performance needs and support appropriate athlete development pathway
 - o Regional championship meets (Speedo East / West Champs) will change to long course
 - o Canada Cup will revert to locally driven competition
 - o November Canada Cup will be removed to allow longer preparation cycle for December competitions
 - o Focus on four "Designated Meets": Canadian Swimming Trials; Canadian Swimming Championships (summer); Canadian Age Group Championships; and Para Can Ams

2. Coaching Development 2013-14 recap

- National Coaching Certification Program (NCCP) was brought in house
- Significant review of NCCP operations and content
- Coach mentorship opportunities within Senior, Junior and Para programs
- Select Coaches group professional development program initiated

3. Service to Clubs / Provincial Sections - 2013-14 recap

- Reengaged as member of Club Excellence Collective within Club Excellence Program
- New entry-level affiliate status created at beginning of the Club Excellence continuum
- Collective will be developing more tools, templates and best practices for clubs to use as they navigate through certification process
- 20 clubs registered as Club Excellence candidates with two recently declaring affiliate status

4. Officials Development

2013-14 recap

- More proactive role in defining and supporting officials' governance, development, activities and recognition.
- Officials, Competitions and Rules Committee created with sub-committees in Para and Open Water providing support: Bill Hogan (NL) – Chair; David Davidson (NS), Annette Gillis (AB), Louise Leblanc (QC) -expert appointees; Jim Fleury (MB), Rob Fillion (ON), Sheila Nelson (BC) – provincial appointees.

OFFICIALS NUMBERS BY PROVINCE

Prov	Level 1	Level 2	Level 3	Level 4	Level 5	Totals
BC						
AB	1704	292	37	4	34	2071
SK	1562	168	13	1	20	1764
MB						
ON	6220	677	209	80	128	7314
QC	4893	562	283	43	77	5858
NB	350	36	11	11	10	418
NS	422	53	27	10	16	528
NL						
PEI	42	55	5	0	3	105

FINA AND IPC SWIMMING LISTS

Senior Canadian officials are nominated to FINA by the OCRC. FINA list officials serve for four years and are then nominated to officiate at international competitions. Senior Canadian Para officials can become certified IPC Swimming Technical Officials if they complete training and evaluation conducted by certified IPC officials. Once certified, their certification is valid for four years. For a complete list of current FINA and IPC Swimming officials, please consult <https://www.swimming.ca/docs/2013-2014%20Canadian%20Officials%20List.pdf>

5. Masters Swimming Canada (MSC) 2013-14 recap

- Creation of Masters coaching course delayed due to technical logistics complicated by NCCP transition
- Other initiatives put on hold in 2014 during process of MSC Executive Director search

6. Para Swimming Domestic Integration 2013-14 recap

- Began transitioning domestic elements such as record keeping, officials and classifier education and certification, long term athlete development, and coach education and certification

7. Domestic Competition Statistics

Canadian Swimming Trials – Provincial Medals Table

Prov	Gold	Silver	Bronze	Total
AB	10	6	5	21
ON	9	10	7	26
BC	8	9	11	28
QC	5	9	6	20
NS	0	1	1	2
MB	0	0	1	1



Canadian Swimming Championships - Provincial Scoring Statistics

Prov	Total Pts	# of scoring clubs	avg pts / club	Total clubs in Prov	% of Total Clubs scoring
ON	2669	18	148.3	129	14%
BC	1691	15	112.7	55	27%
AB	1493.5	7	213.4	50	14%
QC	1493.5	15	99.6	99	15%
MB	325	3	108.3	17	18%
NS	185	3	61.7	17	18%
SK	88	3	29.3	11	27%
NB	15	1	15.0	15	7%
NL	0	0	0	12	0%
PEI	0	0	0	3	0%

Canadian Age Group Championships statistics - Provincial Scoring Statistics

Prov	Total Pts	# of scoring clubs	Avg pts / club	Total clubs in Prov	% of Total Clubs scoring
ON	11044.5	47	235	129	36%
BC	5506	28	196.6	55	51%
AB	4118	18	228.8	50	36%
QC	3341.5	29	115.2	99	29%
MB	681.5	4	170.4	17	24%
NS	670.5	3	223.5	17	18%
SK	485.5	3	161.8	11	27%
NB	44.5	1	44.5	15	7%
NL	11	2	5.5	12	17%
PEI	0	0	0	3	0%

7. National records

- There were 43 national records broken in the 2013-14 season. For a complete list, please consult : <https://www.swimming.ca/docs/2013-2014%20Canadian%20Records%20-%20Annual%20Report.pdf>

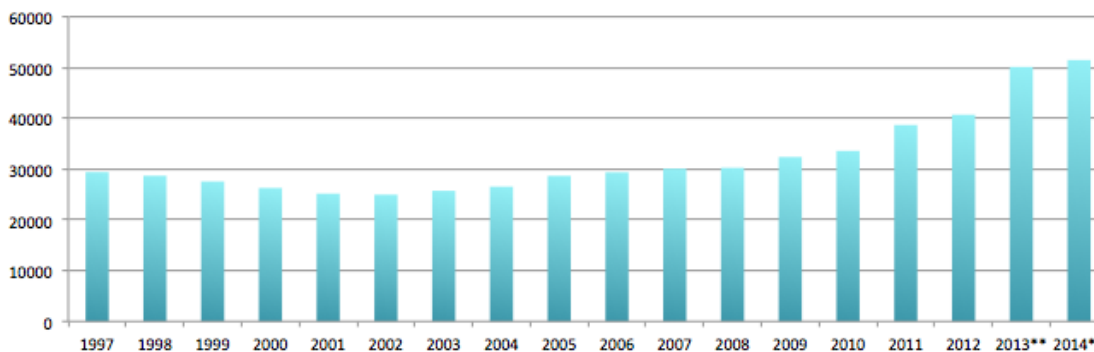
MEMBERSHIP INFORMATION

REGISTERED AGE GROUP SWIMMERS 1997-2014

	BC	AB	SK	MB	ON	QC	NB	NS	NL	PE	UNCAN*	TOTAL	% change
1997	4425	3110	1236	1063	11756	5715	628	871	505	90		29399	
1998	4571	2900	1131	958	11756	5362	620	810	464	115		28687	-2.4
1999	4823	2847	601	864	10729	5611	634	810	515	127		27561	-3.9
2000	4917	2780	464	742	9716	5425	656	951	501	127		26279	-4.7
2001	4781	2748	532	698	9142	5070	647	835	568	140		25161	-4.3
2002	4572	2754	566	692	8637	5582	670	862	489	140		24964	-1.0
2003	4794	2854	620	787	9119	5404	629	876	497	135		25715	4.1
2004	4663	2977	559	788	9470	5781	622	912	659	106		26537	3.2
2005	5049	3246	532	950	10291	6230	660	885	668	148		28659	8.0
2006	5343	3372	616	1050	10026	6630	673	818	662	169		29359	2.4
2007	5908	3597	590	1067	9887	6651	634	934	635	187		30090	2.5
2008	6108	3354	610	983	10180	6691	612	904	625	185		30252	0.5
2009	6200	3680	619	1221	10768	7217	764	918	745	248		32380	7.0
2010	6557	3798	656	1111	11209	7439	867	938	793	209		33577	3.7
2011	6535	4189	813	1198	14915	8090	969	999	736	237		38681	15.2
2012	6847	4347	971	1109	16028	8300	961	1053	760	313	13	40702	5.2
2013**	7788	8227	1765	1320	17802	9008	1072	1958	810	357	6	50113	23.1
2014**	8102	8537	1752	1371	17727	9263	1046	1898	1433	339	7	51475	2.7

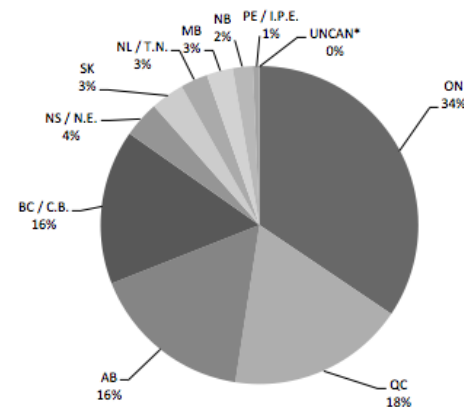
* non-resident Canadians

** Total includes summer club registrations



SWIMMERS						PROGRAMS			
2013-14	Swimmers	Competitive	University	Non-Comp	Summer	Age Group Club	CIS University Teams	equipe CÉGEP	Masters Club
ON	17727	11554	425	5833		128	12		
QC	9263	7832	174 / 511	746		105	5	22	105
AB	8537	3710	99	1327	3422	53	3		35
BC	8102	3538	94	4494		56	3		
NS	1898	958	50	129	781	15	2		13
SK	1752	590	15	511	649	12	1		7
NL	1433	487	23	247	681	12	1		
MB	1371	1182	16	n/a	180	17	1		
NB	1046	995	51	n/a		15	2		5
PE	339	244	15	88		3	1		2
UNCAN*	7	7				1			
TOTAL	51475	31097	1473	13375	5713	417	31	22	167

51475 registered swimmers



Competitive Open-Varsity category registrations are reflected in University registrations.

Registered Masters Swimmers

MASTERS	BC	AB	SK	MB	ON	QC	NB	NS	NL	PE	Total
2008	1594	963	276	314	3028	2490	114	394	38	36	9247
2009	1823	925	247	324	3458	2358	73	328	80	49	9665
2010	1866	1049	276	350	3605	2267	133	318	115	67	10046
2011	1694	1060	330	308	3556	2317	162	279	120	57	9883
2012	1752	1140	276	328	3415	2453	143	255	114	70	9946
2013	1732	1025	283	284	3671	2608	144	329	111	70	10257
2014~		923	259			3031	163	396	109		4881

~ TBC by MSC



MARKETING, EVENTS & COMMUNICATIONS

REVENUE GENERATION

- For the fourth year in a row Swimming Canada set a record for self-generated revenues and budget offsetting VIK sponsorships.
- A new multi-year partnership was signed with RBC Insurance and RBC.
- Our partnership with Myrtha Pools was renewed.
- Membership Fees entered their first year of a three-year rolling plan bringing budget stability to Swimming Canada and the Provincial Sections.
- Sport Tourism revenues continue to climb as our corporate intelligence in this industry continues to grow.



CANADA'S SWIM TEAM



- The Canada's Swim Team campaign continues to grow as a corporate asset in multiple directions.
- RBC Insurance joined Canada's Swim Team as presenting sponsor in a highly-publicized launch featuring Mark Tewksbury, Martha McCabe and Brittany MacLean.
- 150,000 membership cards were distributed to lesson programs across Canada during the summer as part of the "25 Metres Matters" campaign.
- The Designated Water Watcher program was launched through RBC Insurance retail locations.
- New 30-second and 50-second spots promoting Canada's Swim Team were created and launched during the summer.



SWIM-A-THON

- Swim-a-thon was run online across Canada for the first time.
- Ontario revenues continue to grow in the second year.
- Swimming Canada looks to continue to grow and revitalize this program in the coming years.





COMMUNICATIONS /MEDIA

- Sportsnet aired four days of coverage from Pan Pacific Championships and swimming featured prominently in CBC coverage of Commonwealth Games
- Professional photo/video shoots with both national teams
- Leader in content marketing and social media among Canadian sports: Facebook has more than 30,000 likes, Twitter more than 8,000 followers.
- Planning for revitalized swimming.ca continued as part of a long-term plan to deliver informative, high-quality content across multiple digital platforms.

DESIGNATED EVENT OVERVIEW

2013 - 2014 Competitions	Qualifiers	Entries	Men	Women	# of Clubs	# of Countries	Total Entry Fees	Total Revenues*	Total Expenses	SNC Profit/Loss	LOC Profit**
Speedo Western Canadian Championships - New Westminster	900	539	242	297	63	1	\$51,090.00	\$65,921.00	\$69,514.00	\$(3,593.00)	\$16,790.00
Speedo Eastern Canadian Championships - Windsor	1468	708	314	394	107	1	\$68,405.00	\$72,782.00	\$55,488.00	\$17,294.00	\$10,233.00
Canadian Swimming Trials - Victoria	754	502	245	257	109	6	\$52,490.00	\$64,921.00	\$66,184.00	\$(1,263.00)	\$14,000.00
Canadian Swimming Championships - Saskatoon***	869	426	226	200	82	3	\$58,800.00	\$63,725.00	\$61,447.00	\$2,278.00	\$8,410.00
Canadian Age Group Swimming Championships - Winnipeg***	1184	875	385	490	144	4	\$82,730.00	\$106,333.00	\$133,555.74	\$(27,222.74)	27,800.00
CANAM - Edmonton	NA	109	53	56	66	4	\$10,900.00	\$42,192.00	\$47,670.00	\$(5,478.00)	\$7,500.00
\$ (17,984.74)											

* Note: Total revenues do not include tourism dollars or hotel contract dollars which are part of the corporate income budget.

** Note: LOC Revenue does not include individual cash sponsorships that were paid directly to the LOC, as cash sponsors are 100% accruable back to the LOC.

*** Note: Financial values are as of Sept 8, 2014.

CHIEF FINANCIAL OFFICER - EXECUTIVE REVIEW

In 2013-2014 Swimming Canada was able to increase total revenues (excluding event revenue) by 2.7 per cent over the 2012-2013 fiscal year. This revenue increase can be attributed to an increase in membership and sponsorship revenue.

The loss from events held by Swimming Canada was \$6,072 in 2013-2014, which was due to a \$50,000.00 write-off of an uncollectable grant for hosting the Olympic Trials.

Administrative expenses decreased by 21 per cent in 2013-2014 over the previous fiscal year and Technical and Education expenses increased by 7.6 per cent in 2013-2014 over the previous year.

The current year surplus for 2013-2014 is \$293,574.

Swimming Canada continues to actively seek other sources of revenue through sponsorship and fundraising to enhance operations and support new initiatives.



STATEMENT OF FINANCIAL POSITION

March 31, 2014, with comparative figures for 2013

	2014	2013
Assets		
Cash	\$ 134,926	\$ -
Amounts receivable	1,455,988	1,425,480
Prepaid expenses and travel advances	416,524	339,793
Inventory	11,586	14,555
	2,019,024	1,779,828
Trust fund assets		
Swimmer Reserve Fund	4,880	4,880
Victor Davis Memorial Fund	108,305	110,248
Dr. Jeno Tihanyi Memorial Fund	3,699	6,699
	116,884	121,827
	\$ 2,135,908	\$ 1,901,655
Liabilities and Net Assets		
Bank indebtedness	\$ -	\$ 27,035
Accounts payable and accrued liabilities	273,346	221,841
Deferred revenue	80,529	159,377
	353,875	408,253
Trust fund liabilities		
Swimmer Reserve Fund	4,880	4,880
Victor Davis Memorial Fund	108,305	110,248
Dr. Jeno Tihanyi Memorial Fund	3,699	6,699
	116,884	121,827
Net assets		
Unrestricted	1,665,149	1,371,575
	\$ 2,135,908	\$ 1,901,655

On Behalf of the board:


Director

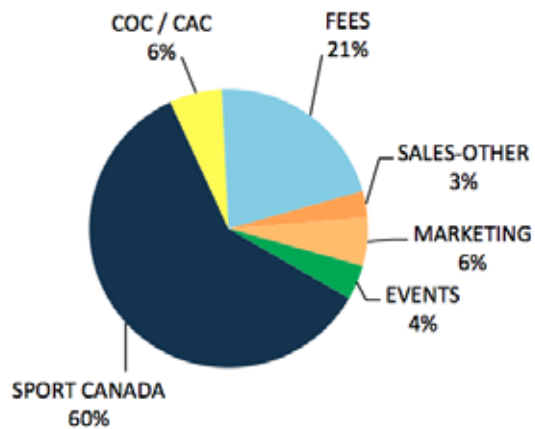

Director

STATEMENT OF OPERATIONS

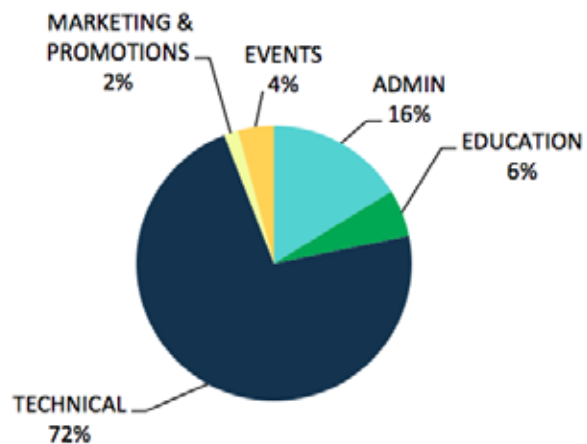
March 31, 2014, with comparative figures for 2013

	Restricted	Unrestricted	2014 Total	2013 Total
Revenue				
Sport Canada	\$ 4,493,000	\$ 575,000	\$ 5,068,000	\$ 5,580,645
Canadian Olympic Committee	480,000	-	480,000	132,000
National Sport Centres	95,000	-	95,000	75,000
Coaching Association	36,000	-	36,000	48,092
Membership Fees	-	1,815,716	1,815,716	1,613,043
Sponsorships	-	474,790	474,790	295,038
Events	-	339,471	339,471	1,142,440
Interest and other	-	112,154	112,154	116,587
Canadian Swim Coaches & Teachers Association	-	50,000	50,000	50,000
Sale of products	-	11,689	11,689	18,630
	5,104,000	3,378,820	8,482,820	9,071,475
Expenses				
Administration :				
National Office	-	422,631	422,631	414,166
Payroll & benefits	90,000	251,554	341,554	443,813
Planning & management	-	101,847	101,847	151,627
Promotions & communications	-	352,079	352,079	483,458
Association	-	109,935	109,935	189,739
Technical	4,908,000	1,007,244	5,915,244	5,442,343
Education	106,000	348,426	454,426	479,742
Events	-	345,543	345,543	1,278,337
Marketing	-	135,984	135,984	170,579
Cost of products sold	-	10,003	10,003	5,102
	5,104,000	3,085,246	8,189,246	9,058,906
Excess of revenue over expenses	\$ -	\$ 293,574	\$ 293,574	\$ 12,569

**SWIMMING CANADA
Revenue by Source
2013-2014**



**SWIMMING CANADA
Breakdown of Expenses
2013-2014**



Thank you to our partners







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