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VISION 2020 | STRATEGIC PLAN



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*By 2020, Swimming Canada
wants to be among the world
leading swimming nations.*



INTRODUCTION

Swimming Canada is a leading national sport organization in Canada. In building on its recent successes at both the athletic and organizational levels, Swimming Canada is now looking forward towards 2020 and is poised to dream, aim and plan for higher levels of achievement. Swimming Canada will engage, mobilize, motivate and lead its entire community in achieving Canada's ultimate goals: "one vision for all, one vision for **swimming in Canada**".

Our Vision and Ultimate Goal for 2020

By 2020, Swimming Canada wants to be among the **world leading swimming nations**. Swimming Canada wants our Canadian athletes to be competitive with the world's best swimming nations and be recognized as a model organization in Canada. This next challenge and ultimate goal will require courage, audacity, unprecedented levels of efforts, organizational professionalism, resources, teamwork and commitments from all Swimming Canada members and partners. With this, Swimming Canada wants to inspire Canadians and our youth to be active and healthy.

How are we going to get there?

To be among the world leading swimming nations by 2020, Swimming Canada will concentrate on two strategic focuses.

Firstly, we strive to be a **leader in world class performance and athlete development**. We will create a department dedicated to world class performance and athlete development and allocate enhanced resources. We will lead a strong sport system that will be optimally aligned and engaged in the pursuit of the national vision.

Secondly, we strive to be a **leader in organizational excellence**. We aim to increase our budget by at least 50% compared to 2012 to better support our activities and achieve our expected targets. We will prioritize the professional development of our people, develop stronger partnerships and reinforce Swimming Canada's organizational effectiveness.

This strategic plan provides the direction Swimming Canada will take to achieve the 2020 Vision.

The importance and benefits of a performance based strategic plan

A dynamic strategic plan serves multiple purposes. Swimming Canada's strategic plan aims to inspire, engage and empower people to achieve ambitious goals and targets. This plan sets out a clear and concise path towards the organization's desired outcomes. The path is: the Vision, Mission, Values, Ultimate Goal, Strategic Focuses, Priorities and Strategic Initiatives.

Over the next 8 years, the competitive and economic landscape will certainly evolve, in Canada and internationally. Therefore, Swimming Canada must continually review and assess the plan to ensure it remains current and responsive to the organization's objectives. A good plan is just the start.

A good plan is also results-oriented. Without clear and measurable goals, a plan risks failure from the outset. With this strategic plan, Swimming Canada has set forth a series of clear and measurable goals that will guide the direction of the organization over the next 8 years. Clarity in the outcomes is essential.

Finally, Swimming Canada recognizes that it cannot achieve the 2020 Vision without the support and assistance of its community. Coaches, Provincial Sections, clubs, sponsors, members, partners and swimmers of all ages and skill are necessary contributors to ensure Canada is a world leading swimming nation.

THE PROCESS

Why Swimming Canada has decided to develop this plan in 2011?

Swimming Canada felt it was important to develop its vision and the plan before the 2012 Olympic/Paralympic year. We did not want this comprehensive process to disrupt the Olympic/Paralympic preparation. This was an appropriate time to assess the steps required to take the organization to the next level of excellence. It was necessary to canvass a broad spectrum of the swimming and sporting community to identify common objectives and shared visions. We also sought to benchmark Swimming Canada with other “best-in-class” sport organizations. To achieve those objectives, the process was divided in 5 phases.

Phase 1 consisted of performing an analysis of the current landscape of Swimming Canada and swimming in Canada. Using various methods of consultation, Swimming Canada was able to identify its strengths, weaknesses, opportunities and threats and then determine its most important strategic challenges.

Phase 2 aimed at the visioning portion of the process. Again, through comprehensive consultations, we sought broad visions of Swimming Canada’s future and asked what needed to be done to achieve this new vision.

Phase 3 gathered more than 30 of Canada’s swimming leaders for 2 days in Ottawa during a national strategic retreat to develop the various parts of the plan. These 3 phases allowed us to prepare this plan.

Phases 4 concentrated on the plan’s approval processes by Swimming Canada staff, the Board of Directors and the General Membership.

Phases 5 will target on the implementation strategy.

The process at glance is as follows:



THE PLAN "AT A GLANCE"



OUR VISION STATEMENT

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.

OUR ULTIMATE GOAL: WHAT SUCCESS LOOKS LIKE IN 2020



Canada is a World Leading Swimming Nation

We will have achieved success in 2020 when:

World Class Performance

Canada is recognized as a world leading swimming nation by:

Finishing in the top 6 in the world at the 2020 Olympic Games *as measured by the total medal count* and other international metrics as outlined in Appendix A.

Finishing in the top 6 in the world at the 2020 Paralympics Games *as measured by the total medal count* and other international metrics as outlined in Appendix A.

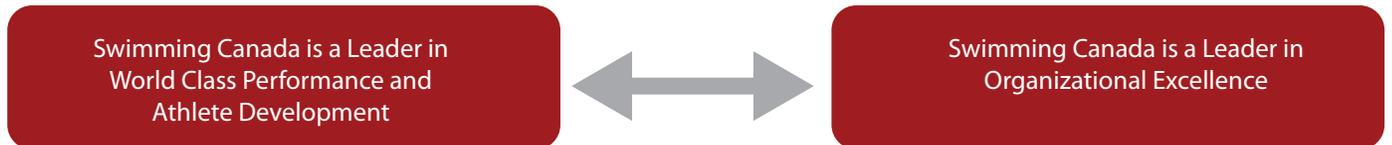
Depth of our delivery system

Swimming Canada will have the depth to realize sustainable world leading performances at the international level.

Impact on Canadian society

By creating heroes through our world leading performances, more Canadians will be inspired to swim and lead healthier lifestyles.

OUR TWO STRATEGIC FOCUSES



To achieve success in 2020, our efforts will be guided, inspired and organized around the two following strategic focuses:

We are a leader in world class performance and athlete development through:

- Strong technical leadership delivery
- A world leading coaching development system
- Effective support infrastructure
- Systematic athlete development pathway

We are a leader in organizational excellence through:

- Partnerships
- People development
- Aligned efficiencies and streamlined delivery processes
- Financial sustainability

OUR 2012-2020 PRIORITIES



For each of the two strategic focuses, we have identified two strategic priorities. We believe that if we concentrate on these priorities, we will get more efficiently and precisely to our ultimate goal.

Strategic focus: We are a leader in world class performance and athlete development

Priority 1-World Class Performance: We create and offer a leading edge training and competitive environment for sustained international podium performances.

Priority 2-Athlete Development: We lead and we drive an organized, efficient, integrated and aligned sport system that promotes, encourages, fosters and produces excellence at all levels, and in all respects.

Strategic Focus: We are a leader in organizational excellence

Priority 3-Organizational Excellence: We are a performance-oriented and optimally governed organization that stimulates the growth of swimming and in which our staff, volunteers, members and partners grow and contribute to the attainment of the vision.

Priority 4-Financial Capacity: We secure increased and diversified revenues to fully support our strategic objectives.

OUR STRATEGIC INITIATIVES



For each priority, we have identified strategic initiatives and expected results that will allow us to prioritize and measure success in 2020. Further, these expected results and milestones should guide Swimming Canada (both at the governance and operational levels) and our community in developing tactics and annual (or multi-year) operational plans.

**WORLD
LEADING
PERFORMANCE**



OUR EXPECTED RESULTS

Priority 1-WORLD LEADING PERFORMANCE

We create and offer a leading edge training and competitive environment for sustained international podium performances.

PERFORMANCE EXPECTED RESULTS

Top 8 total medal producing nation at the Olympic Games in 2016 (RIO)
Top 6 total medal producing nation at the Olympic Games in 2020
Top 8 total medal producing nation at the Paralympic Games in 2016 (RIO)
Top 6 total medal producing nation at the Paralympic Games in 2020
Other metrics as outlined in Appendix A

STRATEGIC INITIATIVES

S.I. 1.1 World class Performance (WCP) Program and Strategy

Swimming Canada will develop an integrated world class performance strategy for its national teams.

S.I. 1.2 Swimming Canada Staff Structure and Responsibilities

Swimming Canada will create a dedicated and focussed WCP department composed of leading edge experts in swimming and sport science/sport medicine.

S.I. 1.3 National Centres and/or HP Club Strategies

Swimming Canada will improve its HP delivery system and develop a more consolidated and resourced approach in creating an optimal daily training and competition environment for high performance athletes.

Priority 1-WORLD LEADING PERFORMANCE (cont.)**STRATEGIC INITIATIVES****S.I. 1.4 World Leading Coaches**

Swimming Canada supports our coaches in the pathway to becoming world leading in their field through education, mentorship, training, recruiting, hiring, retaining and holding accountable.

S.I. 1.5 IST, Research & Development and Athlete Support Services

Swimming Canada will recruit, hire and retain world class professional experts in sport sciences and sport medicine for Olympic and Paralympic disciplines.

Swimming Canada will undertake partnerships that initiate applied R & D projects aimed at elevating the performance of its national team members.

Our WCP leaders and experts keep themselves continually updated and at the forefront of sport sciences/medicine and swimming.

S.I. 1.6 Hosting for WCP

Swimming Canada will have a hosting strategy that allows for increased and diversified domestic and international competitive opportunities for its NT members.

S.I. 1.7 Support

Swimming Canada will provide resources and performance incentives to our world class coaches.

Swimming Canada will offer a financial support program to targeted NT members based on training and performance related criteria.

ATHLETE DEVELOPMENT



Priority 2-ATHLETE DEVELOPMENT

We **lead** and we **drive** an organized, efficient, integrated and aligned sport system that promotes, encourages, fosters and produces excellence at all levels, and in all respects.

EXPECTED RESULTS

By 2016, our athlete membership base has increased by 33% as compared to 2012

By 2020, our athlete membership base has increased by 66% as compared to 2012

By 2020, our Club Excellence Program has been instrumental in enhancing the members' experience and significantly improving the athlete performance

By 2020, our Coaching Development Program has been instrumental in improving the quality of coaching delivery in Canada

By 2020, we have significantly enhanced the performance measures throughout all stages of our swimmer pathways

STRATEGIC INITIATIVES

S.I. 2.1 National Team Development Program (NTDP) and Strategies

Swimming Canada will optimize our integrated and aligned pathway for athletes towards national development team programs.

S.I. 2.2 Post Secondary Development Strategies

Swimming Canada will be fully engaged in the ongoing development of the Canadian Interuniversity Sport (CIS) delivery and programs ensuring alignment with Swimming Canada's Long Term Athlete Development (LTAD) pathways.



Priority 2-ATHLETE DEVELOPMENT (cont.)

STRATEGIC INITIATIVES

S.I. 2.3 Athlete Pathways and Strategies

Swimming Canada's competitive pathways conform to LTAD principles.

Swimming Canada's competitive pathways are systematic and innovative, ensuring athlete development and athlete retention.

Swimming Canada will develop strategic sporting partnerships that support the principles of LTAD and enhance the growth of our sport and athletic experience.

S.I. 2.4 Coaching Development

Swimming Canada will offer a first-rate effective education and National Coaching Certification Program (NCCP).

Swimming Canada will offer world leading professional development and mentorship opportunities to targeted coaches that augment the NCCP platform.

Swimming Canada will offer professional development in the area of executive management training for our coaching leaders.

Swimming Canada will partner with the CSCTA and other organizations to offer a series of coaching conferences, workshops and seminars that augment the NCCP platform.

Swimming Canada will liaise with the CSCTA and other professional associations to provide applicable HR support and services for our club coaches.

S.I. 2.5 Masters Swimming Pathways and Strategies

Swimming Canada will develop strategic sporting partnership with Masters Swimming Canada (MSC) and other related organizations that enhances the growth of our sport and athletic experience of all masters swimmers in Canada.

Priority 2-ATHLETE DEVELOPMENT (cont.)

STRATEGIC INITIATIVES

S.I. 2.6 Services to Clubs / Provincial Section

We will provide a comprehensive club excellence and recognition program aimed at strengthening the national infrastructures of club swimming in Canada.

We will provide services, resources and best practices to clubs, regions and provincial sections that optimize athlete development.

Swimming Canada will provide leadership and expertise with facility owners (private and public owners) to ensure optimal and increased access to pool time and facilities.

Swimming Canada will provide ongoing assistance and resources for Club and Provincial Sections regarding facility access and development.

S.I. 2.7 Entry Recruitment and Talent ID Strategies

Swimming Canada will foster relationships with aquatic partners and non-aquatic organizations, that will enhance the recruitment of potential athletes with swimming aptitude.

Swimming Canada will implement a national talent identification and development program within our member clubs.

S.I. 2.8 Swimmer Recruitment

Swimming Canada will develop a swimmer recruitment strategy that includes strategic partnerships with Learn to Swim providers.

S.I. 2.9 Officials Development

Swimming Canada will offer an effective national education, recognition and certification program to ensure the congruent application and standards across the country and to attain a consistent high level of officiating.

Swimming Canada will offer international opportunities to targeted officials.

Swimming Canada will include official's development and coordination in the National Office staffing structure.

ORGANIZATIONAL EXCELLENCE



Priority 3 - ORGANIZATIONAL EXCELLENCE

We are a performance-oriented and optimally governed organization that stimulates the growth of swimming and in which our staff, volunteers, members and partners grow and contribute to the attainment of the vision.

EXPECTED RESULTS

Swimming Canada is effective in supporting international podium performances and sustained athlete development

Swimming Canada leads and supports its members

Swimming Canada grows the sport and activity of swimming in Canada

Swimming Canada is recognized as a leading organization by its members, by FINA, other swimming National Governing Bodies

STRATEGIC INITIATIVES

S.I. 3.1 Corporate Structure

Swimming Canada will adopt best business practices to allow optimal organizational effectiveness.

S.I. 3.2 Professional Management / HR Practice and System

Swimming Canada will implement a comprehensive HR strategy that stimulates people's professional growth and ignites performance in our staff team.

Swimming Canada will actively recruit, train, retain and hold accountable the very best professionals, contractors and volunteers.



Priority 3- ORGANIZATIONAL EXCELLENCE (cont.)

STRATEGIC INITIATIVES

S.I. 3.3 Financial Management and Oversight

Swimming Canada will implement financial policies and practices that allow the best financial ROI and ensure optimal transparency and accountability.

Swimming Canada will be strategic in its financial management practices to optimize international podium performances and sustained athlete development.

S.I. 3.4 Enterprise Risk Management

Swimming Canada will implement an enterprise risk management strategy that is well communicated internally and externally to our members and stakeholders.

S.I. 3.5 Communication

Swimming Canada will implement communication strategies and practices that maximize active listening, clarity and efficient information sharing and inclusiveness when consultation is necessary.

S.I. 3.6 Innovation

Swimming Canada will encourage creativity and innovation in its entire organization and will facilitate regular opportunities for creativity and innovation.

Swimming Canada will communicate and share our best practices to our members and stakeholders

Priority 3 - ORGANIZATIONAL EXCELLENCE (cont.)

STRATEGIC INITIATIVES

S.I. 3.7 Strategic partnerships

Swimming Canada will develop strategic partnerships both in the private and public sectors at the community, regional, provincial, national and international level that generate added value and optimal ROI to Swimming Canada and its members and grow the base of swimmers in Canada.

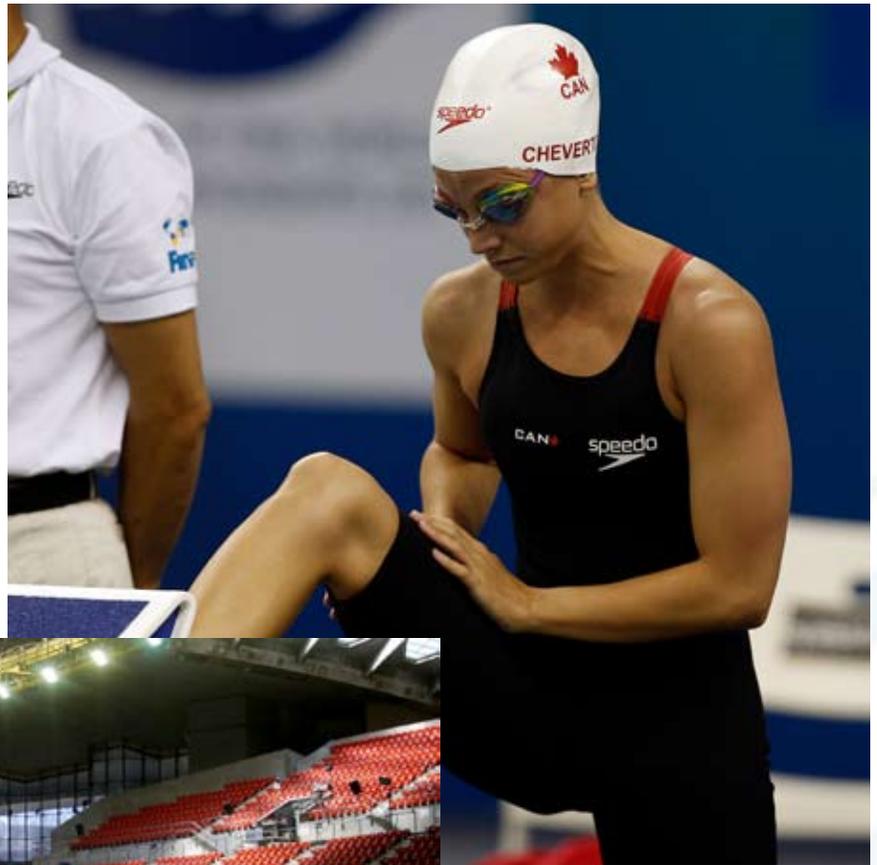
Swimming Canada leaders will be active internationally and domestically to influence changes and directions in swimming.



Swimming Canada's movement
to teach every child to swim



FINANCIAL CAPACITY



Priority 4-FINANCIAL CAPACITY

We secure increased and diversified revenues to fully support our strategic objectives.

EXPECTED RESULTS

By 2020, we have increased our budget by at least 50% as compared to 2012.

By 2020, we have the necessary financial resources to fully support our national teams be consistently among the top nations in the world and support the development of swimming in Canada.

By 2020, Swimming Canada will have the necessary reserve to sustain organizational changes and continue its business growth.

STRATEGIC INITIATIVES

S.I. 4.1 Comprehensive Revenue Generation and Cost Reduction Plan

The Revenue Generation plan will be based on best business practices and shall optimize all revenue sources.

Annually, there will be a comprehensive budget that determines projected expenses and the amount of revenue required.

Swimming Canada will investigate and maximize asset ownership strategies as a means of reducing operational costs.

S.I. 4.2 Creation of a Revenue Generation Department

Swimming Canada will create a dedicated Revenue Generation department composed of multi-talented, multi-tasking staff and contractors.

Swimming Canada will have a giving program that will maximize philanthropic donations.

Swimming Canada will develop and activate Alumni, family & friends programs that will maximize philanthropic donations.

S.I. 4.3 Maximize Public Funding

Swimming Canada will ensure that all government-funding programs are maximized.

Swimming Canada will value and foster its relationships with its public funding partners.

Priority 4-FINANCIAL CAPACITY (cont.)

STRATEGIC INITIATIVES

S.I. 4.4 Strategic Partnerships

Swimming Canada will create partnerships that will allow it to gain access to new markets, to increase awareness among Canadians and to increase our membership base.

S.I. 4.5 Corporate Partnerships

Swimming Canada will generate a comprehensive corporate sponsorship strategy and activation plan.

Swimming Canada will review and develop a comprehensive branding strategy.

S.I. 4.6 Event Hosting

Swimming Canada will strategically create, bid and host international events that generate a financial surplus for Swimming Canada and its organizing committees and partners.

Swimming Canada will create a designated domestic competition plan that will enhance the environment for participants as well as increase event financial surpluses.

Swimming Canada will develop a creative strategy aimed at generating broadcasting exposure and revenues.

Swimming Canada will explore partnership opportunities with professional sports organizations and entertainment organization.



APPENDIX A

Swimming Canada Performance Development and High Performance Tracking Metrics

Our World Leading Performance metrics will be defined by medal rankings at the Olympic and Paralympic Games. The strongest correlation we can draw to medal rankings is world rankings. Therefore, Swimming Canada will value the tracking of world rankings and a variety of derivative measures captured from world rankings to track and identify world class performance and potential.

Core measures:

- **Top 5, 16, 50, 100 and 150 World Rankings**
Rationale: The top 5 measure is widely considered to be a reliable predictor of medal potential in the year prior to a major event (World Championships or Olympic and Paralympic Games). Swimming Canada HP Director is currently reviewing the reliability of this measure and if necessary, will recommend revision. Top 8 provides indices of potential “second swims”. Top 50, 100 and 150 align with carding measures and are historical references that illustrate depth of field.
- **Top 30 – 2 / country 18 & under**
Rationale: this measure was first introduced in the 2010 High Performance plan as a measure of potential medalist in future games or world championships. It is a fairly reliable measure that historically has shown an athlete is on track to progress to the medals over a 4 year (quadrennial) development progression.
1%; 2%; 3%; 5% range off of top 5 WR
Rationale: this measure will show athletes within ‘range’ of the top 5 WR measure, it’s another way of identifying athletes within a bandwidth of medal potential territory

Competition specific measures:

- At each major international competition the following performance measures are tracked and utilized to monitor national team progression from competition to competition:
 - Top 8, top 16 swims (and competition scoring)
 - Number of swims (times) progressed from prelims -> semis -> finals
 - Personal bests

Domestic Measures:

- Swimming Canada has a robust data-base of performance indices tracked over many years. The following measures are recorded at each National Championships:
 - 1st, 2nd, 3rd place; 8th and 16th place in prelims; the average of the top 8, top 16; the average age of the top 8, top 16; number of entries, number of failed swims
 - These measures provide important data relevant to development depth and domestic performance

APPENDIX B

Structure

In order for the reader to better understand how the plan is structured, we are providing you with the definitions of the terms we use in this document. This plan is based on an approach where the vision is translated into a mission and realized through the prioritization of strategic focuses. Once an organization identifies its vision, it then decides what success would look like in 2020 in an ideal state but also in a realistic fashion, “the ultimate goal for 2020”. Once success is identified, the organization determines its organizational role and purpose, its mission (what is it going to do to achieve its vision).

The core values define the organizational culture and beliefs and set the framework for any decisions or actions. They drive our members and our organization’s performance and behaviours. To achieve its ultimate goal, an organization needs to concentrate on strategic choices (strategic focuses), choices that if done the right way and well prioritized should allow the organization to achieve success. For each strategic focus, the organization shall identify priorities. For each of the priority, the organization identifies strategic initiatives, expected results and key success indicators. Strategic initiatives are actions that implement the priorities in a timely and efficient manner. Expected results and key success indicators allow to measure performance and success. Tactics and then operational plans are not integral part of this plan as management develops them once the strategic plan is approved. The structure of the plan looks as follows:



Definitions

Vision: A vision is an expression of the dream, the ideal state of where we are heading. A Vision statement is purpose-driven, audacious, forward-looking, and inspires people to pursuing the ultimate ideal. A good vision statement is short and concise.

Mission: A mission represents what an organization does to achieve its vision. Multiple organizations or individuals can share a vision. The mission will prioritize what the organization will do to contribute to the attainment of the vision. In the literature, mission also means the organizational purpose.

The core values: The organizational values are reflective of the culture and beliefs of the organization. They define the organizational culture and DNA and set the framework for any decisions or actions made by it. It drives people/ organizations' performance and behaviours.

The ultimate goal(s): The ultimate goal (s) is an ambitious target that the organization strives to attain. It represents sometimes the business version of the dream (vision) with a timeline (in our case 2020).

The strategic focuses: The strategic focuses represent a chosen pathway or a direction taken by the organization that will bring it faster and more efficiently to its ultimate goal or destination. There are many ways to achieve its goals. The organization chooses what it thinks are the best strategies to achieve its dream.

The priorities: The priorities are things the organization shall accomplish first before anything else in each of the strategic focus.

The strategic initiatives: The strategic initiatives, related expected results and KSI (key success indicators) are ways and things that need to be done in order to realize the priorities. For each of those strategic initiatives derive typically the tactics and related operational plans.

The expected results: The expected results allow the organization to drive and guide performance at all levels and measure success.

Key success indicators or KSI: The KSI represents metrics and other results based measure used to monitor and evaluate progress and success in achieving the expected results.

Tactics: Tactics are specific implementation actions aimed at realizing the strategic initiatives. Tactics are then translated into annual or multi-year operational plans.



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