

ANNUAL REPORT 2015-2016







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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



As I complete my first year as President of Swimming Canada, I would like to thank everyone who contributed to the success of our athletes in Rio at the Olympic and Paralympic Games. We have an incredible group of athletes, coaches, administrators, medical personnel and officials that are the envy of the swimming world.

The new quadrennial cycle starts now! Canada has the honour of hosting the 13th FINA World Swimming Championships (25 m) in Windsor this December and the 2017 Speedo Can Am Para-swimming Championships in March. I wish our athletes success at these events.

Swimming Canada has continued to implement the strategic direction set out in Vision 2020. Progress has been made in each of our four priorities: world leading performance, athlete development, organizational excellence and financial capacity. Strategic initiatives have been, and continue to be, implemented to address our priorities. Many of these initiatives require our membership to embrace change. Although implementing change can have its challenges, the results from the changes made to date have been remarkable. Not only have our athletes

excelled on the world stage, but the financial stability of Swimming Canada has continued to strengthen, a memorandum of understanding with Masters Swimming was completed, the number of swimmers registered with Swimming Canada increased, head office was relocated to a building owned by Swimming Canada and following the completion of a competition review, the Competition Improvement Plan was released.

Please enjoy your time at the Annual General Meeting. It is a great time to be a part of swimming in Canada!

A handwritten signature in black ink, which appears to read 'Cheryl Gibson', followed by a long, horizontal flourish.

Cheryl A. Gibson, President
Swimming Canada

CEO'S MESSAGE



I am pleased to once again report that Swimming Canada is on track towards the goals of the strategic plan, Vision 2020.

We had a spectacular Olympic & Paralympic year with some of the best results we have achieved in our history. One of our key goals is to “inspire Canadians through world leading performances to embrace a lifestyle of swimming, sport, fitness and health.” Our performances at the Rio 2016 Olympic and Paralympic Games have been truly inspiring. We have had the honour of swimmers carrying the flag at both the Olympic and Paralympic Games. This is a historical first and a spectacular achievement.

We have an extremely talented athlete base, superb coaching and technical staff, funding, resource availability and a focused and driven sport plan. Overall support of these key elements has been crucial and each province and club has contributed to strengthening swimming within Canada.

From an national operations perspective:

We have announced and begun to implement our new competition structure.

We have registered all our officials nationally.

We have completed our online national education system and will now be adding courses and clinics on a regular basis.

We have a memorandum of understanding with Masters Swimming Canada and have entered the implementation stages.

We have developed new revenue sources through our marketing department.

We have acquired property in Ottawa as our new permanent home for Swimming Canada national operations.

We have begun the safe sport implementation process.

We are in a strong financial position and will continue to build upon our long-term financial independence and stability.

While we are a not-for-profit we will maintain some key processes and disciplines of a for-profit business to help strengthen our position as we continue to grow and work towards Vision 2020. Professionalism, leadership and organization will continue to be key elements of our culture and success plan moving forward.

This was a historical year we should all be proud of.

Thank you,

A handwritten signature in black ink, which appears to read 'Ahmed El-Awadi'.

Ahmed El-Awadi, Chief Executive Officer
Swimming Canada

SENIOR NATIONAL TEAM

Over the past four years we have focused on a few specific key themes within the Senior National Team program. In 2013, post-London athlete retirements had left the program with the equivalent of just five remaining Olympic finals. The focus was on improvement i.e. how a swimmer could improve between the Trials and the summer benchmark Championships and Games. This focus remained in 2014. In 2015 we began to talk about progression, meaning all our selection policies for all teams were established to see swimmers progress from heats swims into semifinals and/or finals. This past year the focus on improvement and progression continued and we began targeting conversion in finals i.e. putting athletes on the podium. High Performance Director John Atkinson introduced new national team protocols in 2013 and the team worked to these every year in the quadrennial from 2013 to the Rio Games in 2016. John appointed a team Head Coach for each senior championships and/or Games through the quadrennial to implement this vision each year at the relevant competition(s).

The High Performance Director identified in 2013 that relay team development would play a key part in our target events for 2016, as well as maintaining targeted individual events. Having four relays make finals in Rio and two of them win medals shows how this strategy has worked and will continue to 2020.

All of these themes were key to our targeted success at the Rio 2016 Olympic Games. Our Canadian swimmers won a total of six Olympic medals (1 gold, 1 silver, and 4 bronze). This is more than in the previous 4 Olympics combined (5) and marks a 200 per cent increase from 2012. The underlying numbers are also encouraging. Canadians competed in 15 finals (vs. 7 in 2012), set 14 Canadian records, 4 world junior records, 2 Americas records and 1 Olympic record. The average age of the medallists is 21.

Penny Oleksiak’s gold medal in the 100m freestyle, in an Olympic record time of 52.70, was Canada’s first gold medal in the pool since 1992 (24 years) and first by a female since 1984 (32 years). Penny’s total of four Olympic medals makes her the most decorated Canadian athlete, from all sports, ever in a single summer Olympic Games.

OLYMPIC GAMES - MEDAL COUNT IN SWIMMING

RANK	COUNTRY	GOLD	SILVER	BRONZE	TOTAL
1	United States	16	8	9	33
2	Australia	3	4	3	10
T3	Hungary	3	2	2	7
T3	Japan	2	2	3	7
T5	Great Britain	1	5	0	6
T5	China	1	2	3	6
T5	Canada	1	1	4	6

The Swimming Canada strategic plan targeted at top 8 finish in Rio and this targeted was met, with the team finishing tied for 5th on the total medals table at the Games, as shown above, as well as finishing 7th on the Gold medal table.

When the High Performance Director was creating the vision and a strategic plan for success at the Olympic Games a key part is having swimmers and coaches support this vision. This has been achieved and the challenge now is to repeat the success in 2020. The foundations laid in 2013 to 2016 will be built on and new initiatives implemented such as the competition framework review and targeting specific events.

As 2016 comes to a close the focus shifts to a home World Championships in Windsor which will be a fantastic opportunity for our athletes to start off the new quadrennial. We will continue to focus on the key themes previously identified and look to build on the wonderful momentum from the 2016 Olympic Games.



KEY AREAS OF FOCUS OVER THE LAST YEAR

RELAY DEVELOPMENT STRATEGY

The focus on our relays continued in 2016. Following the selection of the Olympic team in April, all potential members of the men's and women's 4x100 F.R. and 4x100 M.R. met in Toronto for a short camp where the primary focus was on developing technical relay skills. In addition, having this group together allowed for the athletes to develop a sense of team cohesion and vision leading into the Games. The group flew directly from the camp in Toronto to the Charlotte Pro Swim Series meet where they swam the event and also participated in relay events.

TARGETED ATHLETE VISITS

Swimming Canada staff did an extensive series of visits to targeted athletes' home programs in the fall of 2015 (September – December). The goal of these visits was to interact with these athletes and their coaches in their home environments and offer any additional support possible (financial or otherwise) in their Rio preparations.

SELECTION TRIALS

The 2016 Canadian Olympic Swimming Team was selected from the Canadian Olympic & Para-Swimming Trials held at the Toronto Pan Am Sports Centre in early April. We continued to see positive signs in the number of swims that met the FINA 'A' standard at Trials.

In Open Water, Stephanie Horner and Jade Dusablon represented Canada at the final Marathon Swimming Olympic Qualifier in Setubal, Portugal on June 11. By virtue of her 14th place finish, Stephanie Horner qualified to represent Canada in the Marathon Swimming event in Rio. Stephanie joined Richard Weinberger on the men's side who qualified in 2015 based on his result in the 10km race at the World Championships.

OLYMPIC GAMES - RIO, BRAZIL

Key highlights include:

- 11 swimmers won a medal
- 82% of swimmers progressed past heats (a key goal of our selection strategy)
- 61% improvement rate from the Trials selection times (47% in 2012)
- 65% of swimmers improved in at least 1 event
- 72% of all swims improved or maintained on pre-competition ranking
- 40% personal best rate (32% in 2012)
- Taylor Ruck and Penny Oleksiak became the first swimmers born in the 2000's to win an Olympic medal
- The medal in the women's 4x100 F.R. was the first in this event since 1976, and the first medal in a women's relay at the Games since 1988 for Canada.
- The medal in the women's 4x200 F.R. was the first medal ever in that event for Canadian women.
- The team featured 20 females and 10 males (30 swimmers in total) and was supported by 19 staff members in Rio (The High Performance Director, 6 coaches, 2 managers and 10 IST members of staff).



OLYMPIC GAMES - RESULTS TABLE

FINISH	LAST NAME	FIRST NAME	EVENT
Gold	Oleksiak	Penny	100 FS
Silver	Oleksiak	Penny	100 FL
Bronze	Caldwell	Hilary	200 BK
Bronze	Masse	Kylie	100 BK
Bronze	Mainville Van Landeghem Ruck Oleksiak <i>Williams</i>	Sandrine Chantal Taylor Penny <i>Michelle</i>	4x100 F.R.
Bronze	Savard Ruck MacLean Oleksiak <i>Goss</i> <i>Overholt</i>	Katerine Taylor Brittany Penny <i>Kennedy</i> <i>Emily</i>	4x200 F.R.
4th	Condorelli	Santo	100 FS
5th	Overholt	Emily	400 IM
5th	Nicol	Rachel	100 BR
5th	MacLean	Brittany	400 FS
5th	Masse Nicol Oleksiak Van Landeghem <i>Thomas</i> <i>Ruck</i>	Kylie Rachel Penny Chantal <i>Noemie</i> <i>Taylor</i>	4x100 M.R.
6th	Pickrem	Sydney	200 IM
6th	Cochrane	Ryan	1500 FS
7th	Smith	Kierra	200 BR
7th	Condorelli Kisil Thormeyer Van Moerkerke	Santo Yuri Markus Evan	4x100 F.R.

Red italics indicated swimmers who competed in the preliminary heats only.





PRIORITIES FOR 2017

- As 2016 comes to a close, Canada will play host to the FINA World Swimming Championships (25m) in Windsor, ON. Canada will be represented with a full team at this event.
- Pool trials for the 2017 FINA World Championships, FINA World Junior Championships and 2017 FISU Games will be held in Victoria from April 6-9.
- Continued work on development of our relay teams.
- Attendance at FINA World Cups in both the pool and open water will form a strategy for identified athletes.
- Implementing the Competition Framework throughout Canada, and at all levels of swimming is a key aspect to making our 2016 Olympic success sustainable for the long term i.e. 2020 and 2024.
- The Gap Analysis process continues to be refined and will once again be used to identify areas of improvement with our targeted athlete group with a scaled down version of the process being used with all carded athletes.
- The Gold Medal Profile is an evolving process being established by Own The Podium. As the requirements are clarified, the process will continue in order to implement an effective Podium Pathway that will encompass the GMP and Podium Results Track.
- On Track times have been updated based on the most recent results for Rio 2016 and have been enhanced through the analytics work with Canadian Tire. The updated times will be released and form our primary identification tool for 2017-2020.
- 2018 Commonwealth Games selection will be based on the summer events in 2017.
- Continued coach development through the Swimming Canada select coaches group. This year's group represents has strong representation from across the country: Chris Stone (Nova Scotia), Rob Novak (Ontario), Bill O'Toole (Ontario), Abderrahmane Tissira (Saskatchewan), Tina Hoebe (BC), Rob Pettifer (BC), Brian Johns (BC), Brad Dingey (BC)

PARA-SWIMMING NATIONAL TEAM

For the past two years the Paralympic program has focused on reshaping how the team operates to put in place the systems that will help support long-term development in swimming. This includes an increased accountability of home club coaches, athletes and working to improve the daily training environment.

KEY FOCUSES FOR THE 2015-2016 SEASON

PREPARATION FOR THE RIO PARALYMPIC GAMES

Canada had its best ever staging strategy for the Paralympics with four weeks of combined team training (Gatineau and Toronto) prior to travel in to Rio. The staging camp structure was built to ensure that swimmers were provided with an optimal world-class daily training environment. This was established to address the challenges that occur in the daily training environment with the impact of the Canadian Age Group Championships and Canadian Swimming Championships, as well as the support available in the home club program at this time of the year. The feedback from staff and athletes was that this was the best preparation period that has occurred for the national team.

INCREASE THE NUMBER OF CLUB VISITATIONS

Club visitations are conducted by all three of the full-time coaching staff – National Coach, National Performance Coach and National Development Coach, as well as the Senior Manager, High Performance Para-swimming Programs. The carded athlete/national team visits result in a report for both the athlete and coach looking at the gap analysis areas and the work being done to address these gaps. For the National Development Coach visits, summary reports based on individual athletes/programs are prepared as part of the long-term track for coach and athlete development.

IN TOTAL 133 CLUB VISITS WERE CONDUCTED

- National Coach 37
- National Performance Coach 41
- National Development Coach 45
- Senior Manager High Performance Para-swimming Programs 10 (not including PSITPQ)

COMPLETION OF THE GOLD MEDAL PROFILE AND PODIUM PATHWAYS

Significant work has been made in this area, although with changing needs and requirements of our partners this project is ongoing. Swimming Canada received funding under Own The Podium to start a research project that will allow Canada to have performance data by event, by sport class and by impairment type. This will be the first database of its kind in the world. The initial data capture has occurred for the video, the next step is analysis of the data and then compilation of initial data.

INTEGRATED TRIALS FOR 2016 PARALYMPIC GAMES SELECTION

The integrated trials of 2012 was a significant starting point. For 2016 a key focus was to ensure that Swimming Canada made the trials the best possible integrated trials event for both Olympic and Paralympic hopefuls. Quote from Coach Vicki Keith: ‘Thank you for your efforts in helping make the Olympic & Para-Swimming Trials a very inclusive experience. The welcoming environment and the thought that went into making the meet completely inclusive was appreciated by all my athletes and their families. I explained to them the growth we had seen over the years, but especially the changes between four years ago and this past week. My athletes and I (are) excited for the next four years.’

INCREASED SUPPORT TO THE NEWLY CREATED PARA-SWIMMING INTENSIVE TRAINING PROGRAM

Initial plans were for a slow rollout of the program starting similar to the High Performance Centre - Ontario, with limited athletes and visitations. Three athletes joined the ITP immediately (Huot, Bouckley, Lavalliere) and the program was in full swing by October 2015. All three athletes qualified and represented Canada at the Paralympic Games, with Huot going lifetime bests and earning his 20th career medal. The PSITP – Quebec will see an expanded membership for the 2016-2017 season with eight athletes committed. This includes a mix of NextGen, Paralympic medallists and Quebec target athletes: Tess Routliffe, Danielle Kisser, Zach Zona, Jean-Michel Lavalliere, Camille Berube, Hicham Boufkane, Nathan Clement, Benoit Huot.



PARALYMPIC GAMES

Swimming Canada’s target was 14 medals, and by mid-season with the addition of newly classified athletes, the target was revised to 11/12. Unlike Olympic sport, sport classification can have a tremendous impact on the world rankings and the ability to predict medals and performance. The development in the former eastern bloc nations and China make prediction difficult. As eastern European nations and China are increasing their focus on Paralympic sport we are seeing a dramatic shift in the placing of western nations. Only countries that are putting significant funding into their programs are staying at least on par with that development. For example, Morgan Bird’s 50 freestyle time in the finals at the Paralympic Games would have been a silver medal at the world championships just 12 months earlier, but due to reclassification and new classifications of athletes was a 7th-place finish. In the men’s S10 category, the addition of 3 Ukrainian swimmers shifted that category with Ukraine sweeping several events, even with lifetime bests other athletes were challenged to reach the podium. The only western country that has increased significantly in the medal tally is Great Britain, which receives significant funding from UK Sport.

COUNTRY	TOTAL MEDALS 2012	TOTAL MEDALS 2016
China	58	92
Ukraine	44	74
United States	41	37
Australia	37	29
Britain	39	47

PARALYMPIC GAMES - RESULTS TABLE

FINISH	LAST NAME	FIRST NAME	TIME	EVENT
Gold	Rivard	Aurélie	27.37	50 FR - S10
Gold	Rivard	Aurélie	59.31	100 FR - SM10
Gold	Roxon	Katarina	1:19.44	100 BR - SB8
Gold	Rivard	Aurélie	4:29.96	400 FR - S10
Silver	Rivard	Aurélie	2:30.03	200 IM - SM10
Silver	Routliffe	Tess	3:02.05	200 IM - SM7
Bronze	Huot	Benoît	4:04.63	400 FR - S10
Bronze	Turbide	Nicolas-Guy	59.55	100 BK - S13

IN TOTAL WE ALSO HAD FIVE 4TH PLACES OF WHICH FOUR WERE WITHIN A CLOSE MARGIN OF 3RD PLACE

LAST NAME	FIRST NAME	TIME	EVENT	3 RD TIME	DIFF (\$)	DIFF (%)
Rivard	Aurélie	1:09.62	100 BK - S10	1:09.39	0:00.23	0.33%
Routliffe	Tess	1:35.09	100 BR - SB7	1:34.66	0:00.43	0.45%
Huot	Benoît	2:11.85	200 IM - SM10	2:10.48	0:01.37	1.05%
Mehain	Sarah	36.46	50 FL - S7	35.97	0:00.49	1.36%
Elliot	Alec	58.35	100 FL - S10	56.50	0:01.85	3.27%

Sorted by Diff (%)

RECORDS BROKEN AS FOLLOWS

- 2 World records
- 5 Paralympic record
- 9 Americas records
- 29 Canadian records

PARALYMPIC GAMES - RIO, BRAZIL

Key highlights include:

- 45 Finals (23 female, 22 male)
- Canada tied for 12th on total swimming medal table
- Canada was 10th on swimming gold medal table
- 4 Canadian medallists were under age 20: Liam Stanley (athletics), Tess Routliffe (swimming), Nicholas-Guy Turbide (swimming) and Stefan Daniel (triathlon), 2 of the 4 were from swimming which bodes well for the future, and 1 was a sport transfer from swimming to triathlon
- Five-time Paralympic swimmer Benoit Huot won his 20th Paralympic medal, a bronze
- Katarina Roxon of Newfoundland and Labrador won gold in her third Paralympic Games, her first Paralympic medal
- Swimming's 4 golds were more than any other Canadian Paralympic sport
- Swimming tied for second-most Canadian medals behind cycling's 9
- Swimming earned 27 per cent of Team Canada's medals
- Canada overall finished 13 on the medal table with 29, and 14th based on gold medals
- Many swimmers on the team plan to continue to Tokyo 2020
- Personal Best in at least one event
 - Total Men and Women 19/26 = 73%
 - Men 9/14 = 64%
 - Women 10/12 = 83%
- Triple gold medallist Aurélie Rivard led Team Canada in to the Closing Ceremony as flag bearer. The 20-year-old from St-Jean-sur-Richelieu set two world records en route to winning three gold medals and a silver.



PRIORITIES FOR 2017

- Solidification of the international calendar
 - 2017 IPC Swimming World Championships – Mexico City, Sept 29-Oct 6
 - 2018 Commonwealth Games – Gold Coast, Australia, April 4-15
 - 2018 Pan Pacific Para-swimming Championships – Canberra, Australia, July
 - 2019 Parapan Am Games – Lima, Peru
 - 2019 IPC Swimming World Championships - TBD
- Development of the Para-swimming Select Coaches Group
- Provision of 2 National Coach sessions linked to the Can Am Championships and Can Am Open
- Enhancement of the PSITPQ and potential expansion to HPC network
- Completion of the PSO/Club survey
- Development of the technical/tactical event/sport class/impairment project
- Creation of updated Can Am standards
- Development of competition program and integration of Swimming Canada meets as part of the ongoing competition review
- Improved daily training environment tracking for carded swimmers and coaches
- Hiring of a new Senior Coach
- Refinement of Start-up Camp program
- Gap analysis and gap close strategy work continues to be refined and implemented
- The Gold Medal Profile is an evolving process being established by OTP. As the requirements are clarified, the process will continue in order to implement an effective Podium Pathway that will encompass the GMP and Podium Results Track.

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 2015 – 2016 SEASON PRIORITIES WERE:

1. International Competitions and Tours:

2015 Eindhoven Technical Camp

Oct. 16 - 24, 2015 | Eindhoven, NED

• Tour Goals:

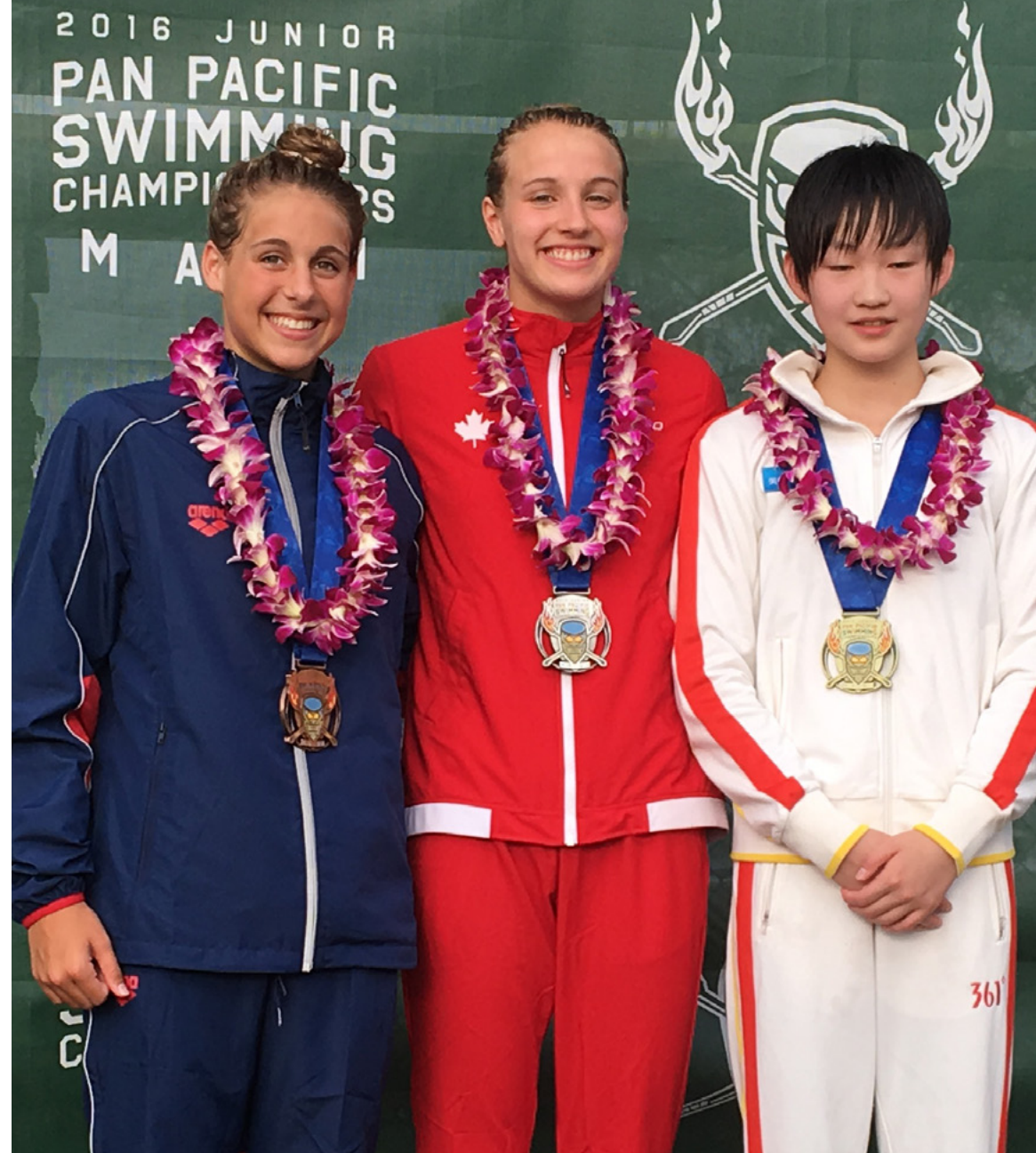
- Provide the athlete and coach the resources to develop the athlete's performance level that season and over the next quadrennial with the goal of reaching the podium
- Identify any technical weakness using video analysis and measured standards in the athlete's stroke making, starts, turns and relay takeovers
- Ensure that the athlete and coach are aware of any/all technical areas that need improvement and that they are both aware of the changes required to correct them
- Maintain seasonal training targets through the week
- The team was composed of 4 swimmers and was supported by 1 team leader, 4 coaches, 2 biomechanists and 1 manager

2015 Mid-East World Cup Tour:

Oct. 29 - Nov. 8, 2015 | Doha; Dubai

• Tour Goals:

- Provide the athlete and coach the resources to develop the athlete's performance level that season and over the next quadrennial with the goal of reaching the podium



NATIONAL DEVELOPMENT TEAM PROGRAM

- Provide international racing opportunities/exposure to international competition in season with minimal preparation
- Provide expert biomechanical feedback and race analysis to the athlete and coach on-site during the tour
- Ensure that the athlete and coach are both aware of any technical or tactical areas identified that need improvement and that they are both aware of changes needed to improve them
- The team was composed of 2 selected athletes, 5 self-funded athletes and supported by 1 team leader, 2 selected coaches, 1 self-funded coach, 1 biomechanist and 1 manager

2015 Thailand Training Camp:

Dec. 27, 2015 - Jan. 14, 2016 | Phuket, Thailand

- Tour Goal: to provide the opportunity to enhance training for a key period of 16 days and to directly and positively affect the athletes' performances at Trials
- The team was composed of 4 selected swimmers, 2 self-funded swimmers and was supported by 1 team leader, 2 coaches, 1 biomechanist and 1 team manager

2016 Mare Nostrum Tour:

May 31 - June 14, 2016 | Monaco, Canet, FRA, Barcelona, ESP

- Tour Goal: to expose our highest level NDTP targeted athletes to international LC racing in season
- Swimmers are identified for this tour following the Trials each year
- The team was composed of 5 selected swimmers (3 of whom were named to the Olympic Team), 1 self-funded swimmer and was supported by 1 team leader, 1 coach, 1 race analyst and 1 team manager
- **Medal Count:** 2 gold, 2 silver, 2 bronze

2016 Youth Relay Training Camp:

May 15 - 23, 2016 | Bermuda

- This initiative is the beginning of our 2016-2020 Relay Strategy
- Tour Goals:
 - To expose our next generation of potential relay swimmers to the same training and experience as the Senior and Junior Relay Initiatives in the 2013-2016 quadrennial
 - To challenge everyone on the team during the entire training session, while focusing on training and tactics that support the 100 & 200m events
 - Train into and through the Bermuda Nationals with no extra rest
 - The team was composed of 12 swimmers and was supported by 1 team leader, 2 coaches, and 1 team manager
 - Targeted athletes: 6 female, YOB 2001-2002, and 6 male, YOB 1998-2000
 - **Medal Count:** 14 gold, 13 silver, 7 bronze

2015 FINA World Junior Open Water Championships Tour:

July 11 - 19, 2016 | Hoorn, NED

- The team was composed of 8 swimmers and was supported by 1 team leader, 2 coaches, 1 massage therapist, 1 physician and 1 team manager

2016 Junior Pan Pacific Championships:

Aug. 14 - 29, 2016 | Maui, Hawaii

- Tour Goals:
 - Over 65% PB's at the meet
 - Winning more races by out-swimming the competition during the last 15 metres of the race

NATIONAL DEVELOPMENT TEAM PROGRAM

- Improve our individual performances on the 800 freestyle relays
- Improve our racing abilities when swimming backstroke outdoors
- The team was composed of 29 swimmers and was supported by 1 team leader, 5 coaches, 2 apprentice coaches, 2 massage therapists, 1 race analyst and 2 team managers
- Staging was held in Victoria
- Medal Count: 2 gold, 7 silver, 6 bronze (Best ever performance at this event)
- 3rd in team standings

2. National Development Team Program “ID Team”:

The Swimming Canada National Development Team Program focuses on the identification and development of talent for the purpose of progression to the Senior National Team and International podium success. ID Teams are determined by long course performances only for the purposes of recognition, reward and potential programming opportunities.

In September 2016 we are changing the ID process to focus on the “ON TRACK” times rather than Canadian age group rankings.

3. National Development Coach Visitation Program:

- **Championship Meet Visitations included:** 2015 Ontario International Invitational, 2016 Eastern Cup, 2016 Alberta Open, 2016 Eastern Swimming Champs, 2016 Western Swimming Champs, 2016 Orlando Grand Prix, 2016 BC Open, 2016 Olympic Trials, 2016 Canadian Age Championships, 2016 Canadian Swimming Championships
- **ID Swimmer Meetings:** The targeted swimmer visits continue to focus on a smaller short list of athletes we feel have podium potential for the 2020 Tokyo Olympics.





DOMESTIC OPERATIONS

CORE STRATEGIC INITIATIVES

1. Athlete pathways and strategies

- Athlete development strategy/Long Term Athlete Development (LTAD)
- Domestic competition management
- National records and rankings oversight

2. Coaching development

- National Coaching Certification Program
- Professional development strategies

3. Masters Swimming pathways and strategies

4. Service to clubs / provincial sections

5. Entry recruitment and talent ID strategies

6. Officials development

1. Athlete Development Pathways and Strategies

a. Athlete development strategy/Long Term Athlete Development (LTAD)

i. Athlete Development Matrix (ADM)

- Initial draft of ADM developed including both able-bodied and Para-swimming elements

ii. Competition Review

- Phase 1 completed with changes being implemented over the next three seasons
- Use of long-course qualifying times only at national competitions

- Creation of peak performance windows in March/April and July/August

- Eastern & Western Championships move to April from February

- Creation of a youth qualifying standard for Canadian Trials

- Changing Canadian Age Group Championships into the Canadian Junior Championships

- Targeted placement of the stroke 50 events (fly, back and breast)

- Emphasis on relays

- Phase 1 also included a review of Para-swimming competitions with all changes above applicable to Para-swimming being implemented. In addition, Para-swimming events will be included in the Canadian Swimming Championships when a Can Ams does not take place in that timeframe

- Phase 2 will be looked at after the Olympic/Paralympic Games and will be focused on reviewing the competition structure for age group and provincial-level swimming as well as reviewing the Open Water competition structure

b. Domestic Competition Management

- i. No significant changes took place this past year as we move towards the first set of changes taking place next season as a result of the competition review



DOMESTIC COMPETITION STATISTICS

2016 CANADIAN OLYMPIC TRIALS | PROVINCIAL MEDALS TABLE

PROV	GOLD	SILVER	BRONZE	TOTAL
BC	11	7	8	26
ON	10	11	9	30
Unattached Canada	3	2	1	6
QC	1	2	6	9
AB	1	4	1	6
MB			1	1
SK				0
NB				0
NS				0
PE				0
NL				0

CANADIAN SWIMMING CHAMPIONSHIPS | PROVINCIAL SCORING STATISTICS

PSO	TOTAL PTS	TOTAL AG CLUBS IN PROV	# OF CLUBS AT CSC	% OF CLUBS AT CSC	# OF SCORING CLUBS	AVG PTS / SCORING CLUB	% OF TOTAL CLUBS SCORING
BC	2411	56	19	33.9%	15	160.7	26.8%
QC	2144.5	92	18	19.6%	15	143.0	16.3%
ON	1941	124	24	19.4%	20	97.1	16.1%
AB	1375.5	49	11	22.4%	8	171.9	16.3%
NS	402	15	3	20.0%	2	201.0	13.3%
MB	175.5	15	2	13.3%	2	87.8	13.3%
SK	133.5	13	2	15.4%	2	66.8	15.4%
NB	20	14	3	21.4%	2	10.0	14.3%
NL	19	11	1	9.1%	1	19.0	9.1%
PE		2	0				

2016 CANADIAN PARALYMPIC TRIALS | PROVINCIAL MEDALS TABLE

PROV	GOLD	SILVER	BRONZE	TOTAL
QC	9	7	7	23
AB	5	5	2	12
ON	4	2	6	12
BC	4	4	3	11
NL	1	2		3
SK	1			1
NS		1		1
MB			2	2
NB				0
PE				0
Unattached Canada				0

CANADIAN AGE GROUP CHAMPIONSHIPS STATISTICS | PROVINCIAL SCORING STATISTICS

PSO	TOTAL PTS	TOTAL AG CLUBS IN PROV	# OF CLUBS AT CGAC	% OF T CLUBS AT CAGC	# OF SCORING CLUBS	AVG PTS / SCORING CLUB	% OF TOTAL CLUBS SCORING
ON	7707.5	124	50	40.3%	41	188.0	33.1%
BC	6972.5	56	34	60.7%	29	240.4	51.8%
AB	5554	49	20	40.8%	15	370.3	30.6%
QC	3367	92	19	20.7%	14	240.5	15.2%
NS	724.5	15	5	33.3%	4	181.1	26.7%
SK	474	13	4	30.8%	3	158.0	23.1%
MB	464.5	15	3	20.0%	2	232.3	13.3%
NB	409.5	14	4	28.6%	4	102.4	28.6%
NL	129.5	11	3	27.3%	2	64.8	18.2%
UNCAN	73						
PE		2	2	100.0%	0		

DOMESTIC OPERATIONS

2. Coaching Development

- Transfer of qualifications took place transitioning all coaches from the old NCCP levels (1, 2, 3) to the current system of Community Coach, Fundamentals Coach, Age Group Coach and Senior Coach
- As a result of the transfer, all coaches must now collect professional development points in order to maintain their “trained” and “certified” statuses.

COURSE DELIVERY STATISTICS 2015-16

PROV	COMMUNITY SPORT COACH	COMPETITION INTRODUCTION (SWIMMING 101)	COMPETITION INTRODUCTION ADVANCED (SWIMMING 201)	COMPETITION DEVELOPMENT (SWIMMING 301)
AB	121 (76)	117 (121)	8 (13)	
BC	17 (0)	77 (117)	16 (0)	
MB	3 (0)	12 (21)	6 (0)	
NB	4 (15)	9 (15)	10 (0)	
NL	0 (0)	0 (7)	5 (0)	
NS	27 (0)	29 (11)	0 (4)	
ON	0 (0)	188 (212)	20 (42)	7
PE	0 (0)	4 (7)	0 (0)	
QC	27 (0)	154 (88)	32 (19)	10 (5)
SK	21 (0)	26 (36)	0 (0)	
National				(17 National)
Totals	220 (91)	616 (635)	97 (78)	17 (22)

2014-15 totals in brackets Total NCCP participants (all courses all provinces) = 950 (826)

3. Masters Swimming pathways and strategies

- An MOU was drafted and signed in May outlining the respective roles and responsibilities of Swimming Canada and Masters Swimming Canada

4. Service to clubs / provincial sections

- Service to clubs and provincial sections continues to be ‘on demand’ and in consultation with inquiries as they come forward.

5. Entry recruitment and talent ID strategies

- National talent identification programs to be considered; elite development pathways emerging under HP department.

6. Officials development

- Officials, Competitions and Rules Committee was restructured and includes the following members: Bill Hogan (NL), Suzanne Paulins (ON), Cynthia Pincott (QC), Marguerite Middleton (PE), Jim Fleury (MB), Rob Fillion (ON), Sheila Nelson (BC), Jocelyne McLean (QC), Nicole Normandin (QC), Louise Leblanc (QC), David de Vlieger (AB), Larry Chrobot (BC) and Annette Gillis (AB)
- Officials registration added to the Swimming Canada registration, Tracking and Results System. System allows all PSOs to register their officials and track their certifications and experience.
- Officials Symposium held during the 2015 AGM in Ottawa

DOMESTIC OPERATIONS

OFFICIALS NUMBERS BY PROVINCE

The following table represents the officials active in Swimming Canada's online registration system as validated by the provincial sections. This report does not show officials whose certification information is incomplete in the system. This past year was the first time that all officials were registered in Swimming Canada's online registration system.

PSO	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	TOTAL
BC	417	73	43	30	11	574
AB	5664	474	61	7	40	6246
SK	1362	143	11	2	17	1535
MB	757	0	0	1	0	758
ON	6238	542	229	69	118	7196
QC	5387	581	294	45	79	6386
NB	109	12	2	4	1	128
NS	917	15	8	10	10	960
PE	28	59	5	0	3	95
NL	222	45	6	5	5	283

FINA AND IPC SWIMMING LISTS

For a list of current FINA & IPC Swimming officials and appointments, please consult: <https://www.swimming.ca/content/uploads/2015/06/2015-2016-international-officials-lists-and-appointments.pdf>.

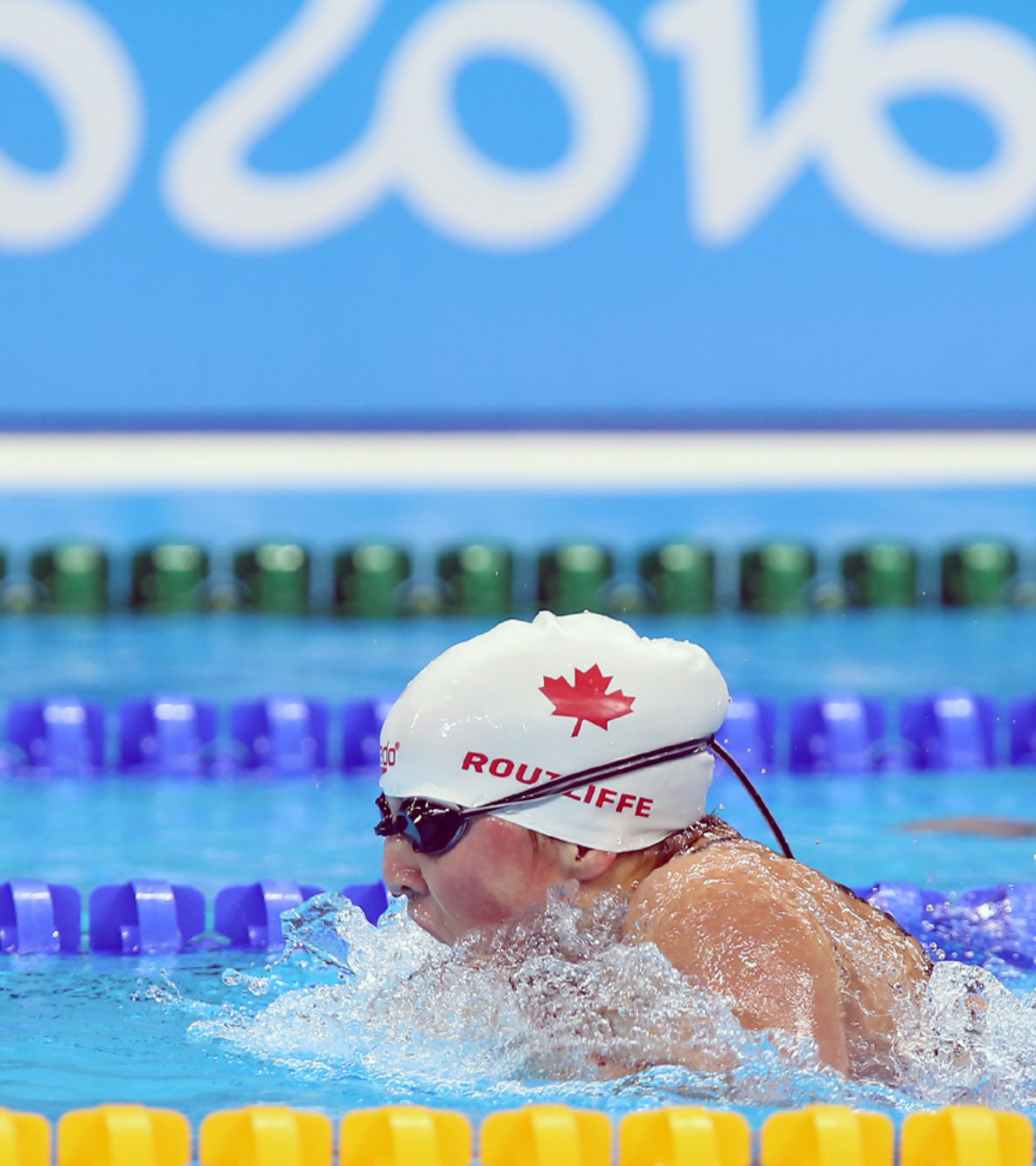
CANADIAN RECORDS

There were 92 national senior and age group records broken in the 2015-16 season (30 male, 62 female) and 153 Para-swimming records broken (59 male, 94 female). For complete lists, please consult <https://www.swimming.ca/content/uploads/2015/05/2015-16-canadian-records.pdf>.

CLASSIFICATION STATISTICS

The following table shows the number of classifications that were completed in the 2015-16 season broken down by province and level of classification. Non-members were classified this past year but will not be classified moving forward.

PROV	N/E		PROVINCIAL		NATIONAL		INTERNATIONAL		TOTAL (ELIGIBLE)	
	MEMBER	NON	MEMBER	NON	MEMBER	NON	MEMBER	NON	MEMBER	NON
AB	4	0	9	0	6	0	3	0	18	0
BC	2	0	9	1	5	0	4	0	18	1
MB	0	0	4	0	4	0	2	0	10	0
NB	0	0	1	0	0	0	1	0	2	0
NFLD	0	0	2	0	0	0	0	0	2	0
NS	0	0	1	0	0	0	0	0	1	0
NWT	1	0	1	0	0	0	0	0	1	0
ON	3	1	13	30	7	0	3	0	23	30
PEI	0	0	0	0	1	0	1	0	2	0
QC	4	0	18	0	6	0	3	0	27	0
SK	1	0	2	0	0	0	0	0	2	0
Subtotal	15	1	60	31	29	0	17	0	106	31
TOTAL	16		91		29		17		137	



DOMESTIC OPERATIONS

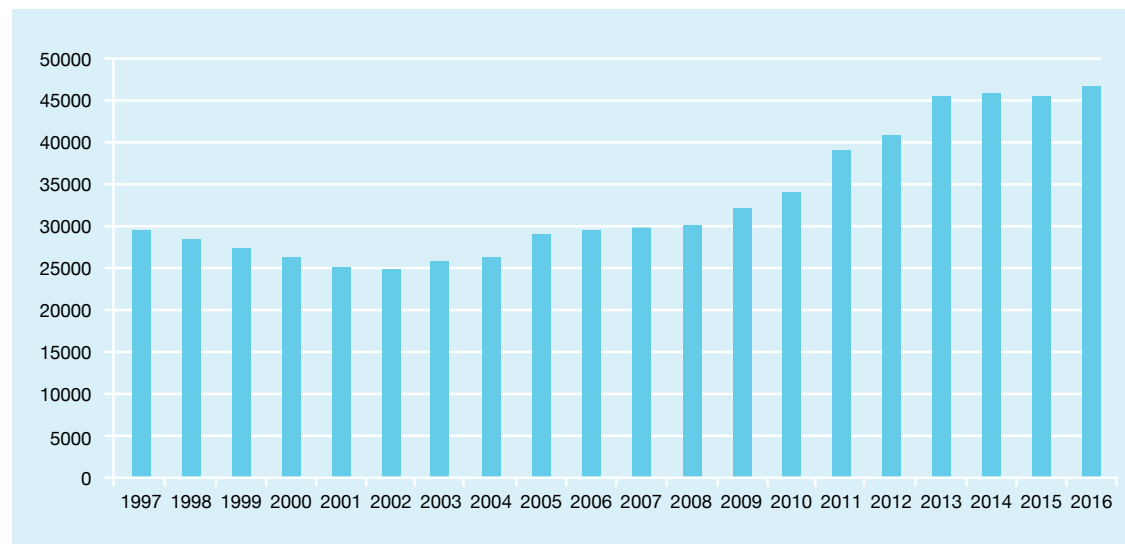
The next table shows the number of classifications completed in the 2015-16 season broken down by province and impairment type - Physical Impairment (PI), Visual Impairment (VI) and Intellectual Impairment (II).

PROV	PI		VI		II	
	MEMBER	NON	MEMBER	NON	MEMBER	NON
AB	12	0	1	0	5	0
BC	14	0	2	0	2	1
MB	7	0	0	0	3	0
NB	2	0	0	0	0	0
NFLD	1	0	0	0	1	0
NS	1	0	0	0	0	0
NWT	0	0	0	0	1	0
ON	17	3	2	1	4	26
PEI	2	0	0	0	0	0
QC	21	0	2	0	4	0
SK	1	0	0	0	1	0
Subtotal	78	3	7	1	21	27
TOTAL	81		8		48	

REGISTRATION INFORMATION

REGISTERED AGE GROUP & UNIVERSITY SWIMMERS AT AUGUST 31, 1997-2016

	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	4906	1049	1320	17802	9008	1072	1142	810	357	6	45260	11.2
2014	8102	5115	1103	1191	17727	9263	1046	1117	752	339	7	45762	1.1
2015	8143	4980	1145	1213	17538	9139	1078	1100	788	345	12	45481	-0.1
2016	8587	4876	1364	1199	18128	9182	1051	1095	835	342	20	46679	2.6



COACH REGISTRATION

YEAR END	2016	2015	2014	2013	2012	2011
TOTAL	3015	3003	3023	2857	2748	2673
A1	295	295	307	328	319	321
A2	140	145	135	117	112	106
B	232	214	248	351	328	344
C	1257	1237	1214	1033	1045	967
D	1091	1112	1119	1028	944	935

REGISTRATION INFORMATION

OVERVIEW OF REGISTRATION

REGISTRATIONS							MSC	PROGRAMS				
2015-16	SWIMMERS	COMPETITIVE	UNIVERSITY & COLLEGE	NON-COMP	SUMMER	LIMITED EVENT	MASTERS	AGE GROUP CLUB	UNIVERSITY TEAMS	COLLEGE TEAMS	SUMMER CLUB	MASTERS CLUB
ON	21537	12267	438	5551	0	1	3280	124	12			*
QC	11781	8043	577	562	0	0	2599	102	8	16		105
BC	10257	3762	89	4748	0	8	1650	57	3			*
AB	9148	3718	102	1064	3322	20	922	49	3			15
SK	2268	641	16	719	642	0	250	12	1		16	7
NS	2182	956	54	94	747	0	331	15	2		16	13
NL	1541	480	17	284	593	57	110	11	1		12	*
MB	1666	1172	19	0	161	12	302	15	1			*
NB	1189	1010	47	0	0	0	132	14	2			3
PE	390	213	17	114	0	0	46	2	1			*
UNCAN	20	20	0	0	0	0	0	1				
TOTAL	61979	32282	1376	13136	5465	98	9622	402	34	22		143

MASTER SWIMMING REGISTRATIONS

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	1644	923	259	294	3452	3031	163	384	109	74	10333
2015	1602	900	220	294	3400	2749	130	354	116	49	9814
2016	1650	922	250	302	3280	2599	132	331	110	46	9622

SUMMER CLUB PROGRAM REGISTRATIONS WHERE MANAGED BY PSO

SUMMER	BC	AB	SK	MB	ON	QC	NB	NS	NL	PE	TOTAL
2013		3321	716					816	na		4853
2014		3422	649	180				781	681		5713
2015		3302	626	169				693	579		5369
2016		3322	642	161				747	593		5465

*Masters clubs affiliated directly to MSC

MARKETING | EVENTS | COMMUNICATIONS

The performance of our athletes in Rio was inspiring to say the least and gave swimming unprecedented attention in Canada. Our research partner IMI International reports that 45 per cent of Canadians said that the performance of Canadian swim team made them feel “proud to be Canadian.”

Although we didn’t anticipate all of the incredible success our swimmers and coaches had this summer, much of our past two years in particular were spent preparing the organization for this increased profile.

When Canadians looked up Swimming Canada this summer they found a clean, professional brand, a striking online presence and a clear message. Even if we didn’t know exactly when it would be, the organization was ready for the spotlight when it came.

CONTINUED SWIMMING CANADA BRAND DEVELOPMENT

After the extremely successful launch of the new Swimming Canada Brand, followed by our mobile-friendly website, the last year was spent bringing the brand to life in new applications.

Our Team Canada uniform was completely redesigned in time for the Olympics and Paralympics. In addition, Swimming Canada launched our first ever online store featuring authentic Swimming Canada merchandise. We are extremely proud that this new line of both team gear and merchandise is Made in Canada. In addition, each shirt is made from 50% organic cotton and 50% recycled polyester that diverts 3 plastic water bottles from the waste stream.

We continue to work with Hulse & Durrell to ensure that our brand guidelines are executed in the most professional way possible.



MARKETING | EVENTS | COMMUNICATIONS

REVENUE GENERATION

- Self-generated revenues held firm at 26 per cent of total budget (fees and sponsorship).
- Sport Tourism continues to increase revenues and provide stable participation fees at our competitions.
- Our partnership with Chicken Farmers of Canada continues to grow in scope and length of term.
- We are in renewal discussions with major partners RBC and Speedo.
- We continue to evolve our strategy to further diversify our revenue streams. This will continue to provide the organization with sustainable non-government based revenues.
- Our success at the Olympics and Paralympics provides us with additional marketing assets without question.

CANADA'S SWIM TEAM

- The Canada's Swim Team campaign continues to grow exponentially each year.
- Over 600,000 membership cards were distributed to Red Cross, the Lifesaving Society, YMCA, I Can Swim and Swimming Canada lesson providers. (Up from 150,000.)
- YMCA Canada joined our coalition in 2015 adding another major national partner.
- Corporate interest in Canada's Swim Team continues to grow and act as a catalyst to our revenue growth.

COMMUNICATIONS | MEDIA

- The Canadian Olympic & Para-swimming Trials, combined with the Olympics and Paralympics, offered an intense spotlight on Swimming Canada in 2016.

- We executed an innovative social media content plan at the Trials that when combined with CBC coverage created our largest audience ever for a domestic meet.
- Swimming Canada Facebook now has more than 64,000 fans (up 50 per cent in one year).
- Swimming Canada Twitter has more than 14,500 followers. (up 50 per cent in one year)
- Swimming Canada launched Instagram and already has 14,800 followers (up 500 per cent in one year)

SWIM-A-THON

- Swim-a-thon was run with our online program nationally for the third year.
- Further changes were made to our charitable receipt rules to ensure our compliance with CRA regulations.
- The online platform continues to provide a convenient and effective way for clubs to raise money, injecting more than \$1.2 million into Canadian clubs in 2016.

EVENTS

- The 2016 Olympic & Para-swimming Trials, presented by RBC, were a tremendous success in all respects.
- The first phase of the national competition review has led to many exciting changes that will be instituted in 2017.
 - Eastern and Western Championships are back to being championship competitions.
 - The inaugural Canadian Junior Championships will replace the Canadian Age Group Championships in 2017.
- Bids for event locations for the next quadrennial have been received and are being secured as we speak.

CHIEF FINANCIAL OFFICER EXECUTIVE REVIEW

In 2015-2016 Swimming Canada was able to increase total net assets from operations by \$366,862 of which \$60,000 has been earmarked as internally restricted by the Board of Directors. The net surplus from hosting of events accounts for 44.5 per cent of this increase in net assets and is attributable to additional event hosting grants secured by the Events Management Team.

The year-end audit was conducted by KPMG and did not reveal any deficiencies in the ICFR (Internal Control over Financial Reporting).

Administrative expense increased by 4.6 per cent in 2015-2016 over the previous fiscal year, which is mostly attributable to an increase in administrative staff costs. Technical and Education expenses increased by 2.6% in 2015-2016 over the previous year.

A significant post-audit development for Swimming Canada has been the purchase of a building to house the National Office.

Swimming Canada continues to actively seek other sources of revenue through new sponsorships, merchandise sales and donations to support new initiatives and reduce dependency on government funding.



STATEMENT OF FINANCIAL POSITION

March 31, 2016, with comparative figures for 2015

	2016	2015
ASSETS		
Cash	\$ 1,875,726	\$ 1,198,416
Amounts receivable	1,449,451	1,581,226
Prepaid expenses and travel advances	353,251	289,087
Inventory	7,998	12,486
	3,686,426	3,081,215
TRUST FUND ASSETS		
Swimmer Reserve Fund	34,309	12,676
Victor Davis Memorial Fund	107,643	102,275
Dr. Jeno Tihanyi Memorial Fund	10,899	699
	152,851	115,650
	\$ 3,839,277	\$ 3,196,865
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$ 306,236	\$ 320,827
Deferred revenue	1,051,854	798,914
	1,358,090	1,119,741
TRUST FUND LIABILITIES		
Swimmer Reserve Fund	34,309	12,676
Victor Davis Memorial Fund	107,643	102,275
Dr. Jeno Tihanyi Memorial Fund	10,899	699
	152,851	115,650
NET ASSETS		
Internally restricted	295,000	235,000
Unrestricted	2,033,336	1,726,474
	2,328,336	1,961,474
	\$ 3,839,277	\$ 3,196,865

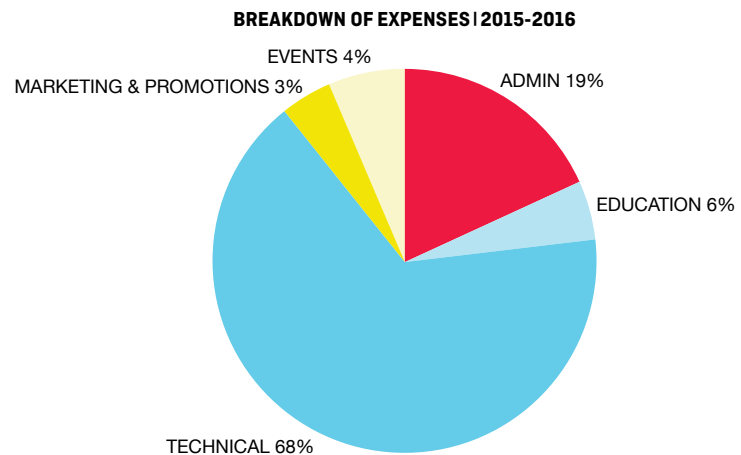
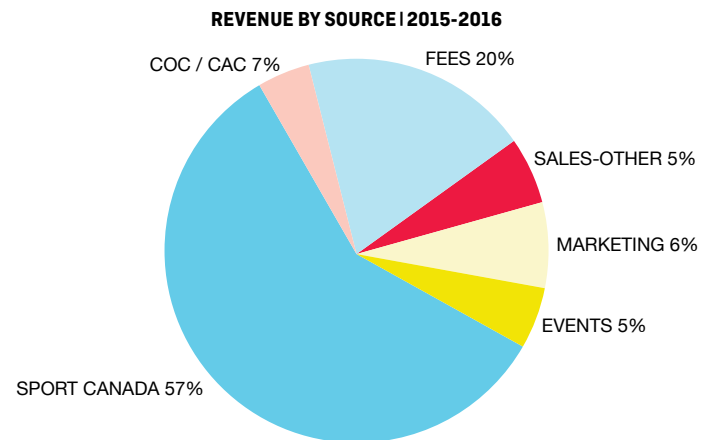
 Director

 Director

STATEMENT OF OPERATIONS

Year ended March 31, 2016, with comparative figures for 2015

	2016	2015
REVENUE		
Sport Canada	\$ 5,529,300	\$ 5,620,000
Canadian Olympic Committee	644,000	379,000
National Sport Centres	215,000	175,000
Coaching Association	27,260	12,611
Membership Fees	1,980,708	1,903,287
Sponsorships	589,103	684,355
Events	535,027	507,901
Interest and other	189,500	324,973
Canadian Swim Coaches & Teachers Association	25,000	25,000
Sale of products	12,997	29,318
	9,747,895	9,661,445
EXPENSES		
Administration :		
National Office	404,111	389,923
Payroll & benefits	603,163	533,170
Planning & management	125,333	153,276
Promotions & communications	492,211	474,361
Association	152,675	149,090
Technical	6,403,353	6,188,033
Education	590,817	465,176
Events	371,778	604,472
Marketing	234,551	393,797
Cost of products sold	3,041	13,822
	9,381,033	9,365,120
Excess of revenue over expenses	\$ 366,862	\$ 296,325



THANK YOU TO OUR PARTNERS





SWIMMING.CA