

ANNUAL REPORT 2016-2017







TABLE OF CONTENTS

Our Vision 4

Our Mission 4

Our Core Values 5

President’s Message 6

CEO’s Message..... 7

Senior National Team 8

Para-Swimming National Team 14

Distance | Open Water 18

National Development Team Program..... 20

Domestic Operations..... 24

Registration Information 31

Marketing | Events | Communications..... 34

Operations..... 35

Chief Financial Officer Executive Review 36

Statement of Financial Position..... 37

Statement of Operations 37

Thank you to our partners 39

SWIMMING CANADA

307 Gilmour Street, Ottawa, ON, K2P 0P7
T. (613) 260-1348 F. (613) 260-0804
natloffice@swimming.ca swimming.ca
facebook.swimming.ca · twitter.swimming.ca · instagram.com/swimmingcanada

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

Please note this is an interim version of the annual report. A final version will be produced following the World Para Swimming Championships in October.





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



Swimming Canada has enjoyed another spectacular year in the pool. Thank you to our swimmers, coaches, staff and volunteers for their hard work and commitment to our sport.

As we enter the second year of the Paralympic/Olympic quadrennial, we continue to build momentum with world records and medals at both senior and junior levels. There is no doubt that our members are fulfilling Swimming Canada's vision to inspire Canadians through world leading performances to embrace a lifestyle of swimming, sport, fitness and health.

Canada was centre stage in December when Windsor, Ont., hosted the 2017 FINA World Swimming Championships (25m). Thank you to the City of Windsor, the organizing committee and the staff of Swimming Canada for transforming a hockey arena into a first-rate swimming venue and running a fabulous event.

The year 2017 saw Swimming Canada move into its new home at 307 Gilmour St., Ottawa. This purchase has provided us with the additional space we require on a cost-efficient basis. When in Ottawa, please stop by for a visit.

Best wishes to all for the 2017-2018 season!

A handwritten signature in black ink, which appears to read 'Cheryl Gibson'. The signature is fluid and cursive, with a long horizontal line extending from the end.

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 another spectacular year with some of the best results we have achieved in our history in many areas and disciplines, including world records in the Olympic program (Kylie Masse) and Paralympic program (Aurelie Rivard). In addition to our talented athletes, our base is strong and steady with dedicated volunteers and officials and superb coaching. Each province and club has contributed to the strengthening swimming within Canada.

From an national operations perspective, we have:

- implemented our new competition structure
- registered our officials nationally and will now deploy electronic learning opportunities
- continued to work with Masters Swimming Canada
- developed new revenue sources and renewed all major sponsors
- purchased a permanent home for national operations
- progressed in the safe sport implementation process
- streamlined and adjusted our organization for maximum output and efficiency
- developed active committees and working groups

- begun to set aside critical funds to ensure our hosting of the 2022 Pan Pacific Swimming Championships will be a financially sound first-class competitive event

As we approach 2020 and review our goals, we have achieved many of them already. This means we will press forward and challenges ourselves even more. We will explore our full potential and embark on new pathways that had not been reachable in the past.

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 another historic year, and everyone who has contributed to the continued growth of Canadian swimming should be proud.

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

After a successful conclusion to the 2013-2016 Olympic quadrennial, we are well into the new quad with Tokyo 2020 in the sights. In the previous four seasons, the National team performance focus shifted from time improvements from Trials to the main competitive event, to improvements from prelims to finals at the benchmark event, then improved placing at finals, to standing on the podium. Performances out of Rio in 2016 confirmed that these objectives are being realized. The driving objective of the High Performance team is to lead the advancement of the training and competition environments and opportunities, ensuring progression of the level of performances achieved to date.

2016-2017 KEY AREAS OF FOCUS

HIGH PERFORMANCE PROGRAMS ORGANIZATIONAL STRUCTURE

A focus for the 2016-17 season, was to build up the organizational structure to support the greater depth of programing. High Performance Director John Atkinson's staff has been rounded out with the appointment of Martyn Wilby, Senior Coach Olympic Program; Mark Perry, Open Water/Distance Coach; Vince Mikuska, Senior Coach Paralympic Program; and designation of Senior Manager Iain McDonald, NextGen Pathway Programs Coach. The High Performance technical team is complete with Ken McKinnon, National Development Teams Coach and Dr. Allan Wrigley, Director IST, and their respective staff.

Martyn Wilby is supporting the High Performance Director in areas of technical leadership and universally raising expectations and performance standards. He is leading high performance coach development across the Olympic program; in the field communicating objectives and providing input to swimmers and coaches targeting podium performances in Tokyo. Martyn serves as the Head Coach at major international meets, and oversees camps, program and budgets.

Mark Perry began by identifying short-, medium- and long-term strategies focused on building a national open water program and developing the longer distance events in the pool. Mark is providing leadership to the coaches in the field and the High Performance Centres, organizing national open water and

distance camps, carrying out visitations across the country and evaluating programs. He will provide inspired OW and distance swimmers a pathway to international performances. Mark leads Canada's Open Water team at major Games and championships.

Iain McDonald is leading Swimming Canada's 2024 NextGen strategies including the NextGen Institute Programs, growth and development of the High Performance Centre RBC/COF NextGen Scholarships and introducing a network of NextGen Accelerator Programs. In addition Iain will continue to manage the Select Coaches program and HPC operations.

PERFORMANCE LINKS

A new initiative for 2017 was the development of Performance Links. Targeted swimmers and their coach are paired with an assigned Swimming Canada senior high performance staff member. The relationship provides resourceful leadership, open communication, program and athlete monitoring and mentorship.

PODIUM PATHWAY

The Swimming Canada Podium Pathway continues to be used as an evaluation tool in team selection, athlete monitoring and evaluation, and carding selection. Education on the use of Podium Pathway is integrated into all Swimming Canada directed professional development opportunities and presentations to coaches. We have a highly functional system in place to identify NextGen athletes with World Class On Track Times, leading into a detailed gap analysis and tracking process for the final four years of podium preparation.

2024 NEXTGEN STRATEGY

Swimming Canada's 2024 NextGen strategy is based on a combined systemic and targeted approach to engage identified athletes who are on track to achieve world-leading performances, at the appropriate stage in their high performance development. The focus of NextGen is directed in three key areas:

- NextGen Institute Program support; NGIP - Victoria, and Ontario Swimming Academy
- High Performance Centre - RBC/COF NextGen Scholarships
- NextGen Accelerator Programs (NGAP); delivering services to identified NextGen swimmers as they progress through the podium pathway when not near an NGIP.



RELAY DEVELOPMENT

Significant effort has been focused on the development of Canada's relay teams. Relay camps at the National Development Team and senior team level, have focused on skill and strategy development, and team cohesion. The camps lead into relay-focused competitions. Swimming Canada have won medals in relays at all major championships and Games since the Rio Olympic Games: FINA World Championships (25m), Windsor, Ont., Dec. 2016, FINA World Championships, Budapest, Hungary, July 2017, FISU 29th Summer Universiade, Taipei, August 2017 and FINA World Junior Championships, Indianapolis, August 2017. This success is the result of a targeted approach and it will continue towards the 2020 Tokyo Olympic Games.

DEVELOPMENT OF THE MEN'S TEAM

While Swimming Canada is currently in a rebuilding phase of the men's senior team, we are directing focus to developing strategies to enhance performances. An intensive eight-day training camp and competition took place in May to give particular attention to bringing identified athletes together with training sessions, team-building exercises, guest speaker presentations, and mental performance workshops focusing on interaction and communication.

SELECT COACHES PROGRAM

Eight coaches were selected through an application process to be part of the 2016-17 Select Coaches Group. The group attended the FINA Gold Medal Clinic and FINA World Swimming Championships (25m) in Windsor in December. In addition the Select Coaches were offered funding to visit the daily training environment of a mentor coach, reporting back to the group on their experience.

IST STRATEGIES

The overall IST strategy from the 2016/17 was to continue to identify and develop practitioners in all areas of support, increasing the pool of available personnel. Lead IST and HP staff evaluate the IST cohesion from each team in order to identify highly effective staff combinations. The team, led by Dr. Allan Wrigley, has been expanded with the hiring of Johnny Fuller, Manager, Paramedical Services, working from HPC-ONT

MENTAL HEALTH SUPPORT PROGRAMS

As part of Swimming Canada's mental health strategy all carded athletes have access to Morneau Shepell's Employee and Family Assistance Program (EFAP) through Swimming Canada's benefits package.

2016-2017 SENIOR NATIONAL TEAM EVENTS

FINA WORLD CHAMPIONSHIPS (25M), WINDSOR, ONT., DEC. 6-11

Windsor, Ont., hosted the 2016 FINA World Championships (25m). While the face of the national team changed with the retirement of some swimmers and additions of new team members, the team continued to produce world-class results. Competing at home was a special occasion.

Highlights included: the team placed 6th in both the medal table and medal ranking, equalling Team Canada's best ever number of medals at a World SC championships with 2 gold, 3 silver and 3 bronze. Team Canada had 15 individual finals swims and 8 relay finals swims. 15 swimmers earned medals. Team Canada placed 5th in FINA Championships Trophy point scores. The Canadian women scored the second highest number of points. In addition, the team set 17 Canadian records, 1 Americas record and 2 World Junior records.

RANKING	NAME	EVENT
Gold	Katerine Savard Taylor Ruck Kennedy Goss Penny Oleksiak *Alexia Zevnik	W 4x200 freestyle relay
Gold	Michelle Williams Sandrine Mainville Taylor Ruck Penny Oleksiak *Alexia Zevnik *Sarah Darcel	W 4x50 freestyle relay
Silver	Kylie Masse	100 backstroke
Silver	Kelsey Wog	200 breaststroke
Silver	Kylie Masse Rachel Nicol Katerine Savard Penny Oleksiak *Hilary Caldwell *Taylor Ruck	W 4x100 medley relay

RANKING	NAME	EVENT
Bronze	Taylor Ruck	200 freestyle
Bronze	Penny Oleksiak	100 freestyle
Bronze	Yuri Kisil Markus Thormeyer Michelle Williams Sandrine Mainville *Mirando Jarry *Alexia Zevnik *Katerine Savard	Mixed 4x50 freestyle relay

FINA WORLD CHAMPIONSHIPS, BUDAPEST HUN, JULY 14-30

A team of 32 athletes and 24 staff staged in Ostia, Italy, then moved to Budapest, Hungary. The team consisted of 26 pool swimmers (9 men/17 women) and Open Water swimmers (3/3)

Key Highlights include:

- Total medals: 4 (1 gold and 3 bronze)
- Gold medalist Kylie Masse, women's 100 backstroke in world record 58.10
- Last Canadian gold medal at FINA World Championships was in 2007 (Brent Hayden, M 100 free)
- Last Canadian LC world record was in 2009 (Annamay Pierse, W 200 breast)
- Equal 10th on the Total medals table
- 10 swimmers won a medal
- Number of finalists: 17 (Best since the 1978 FINA World Championships)
- Canada was 8th nation on FINA points scoring and # of finalists
- Women's team was 4th on total point scoring
- Number of additional Top 16 finishers: 21 (Total of 38)
- 2 Americas records, 1 Commonwealth record, 1 championship record
- 12 Canadian records - best ever at World Championships
- Youngest swimmer: 16 years old (Kayla Sanchez)
- Oldest swimmer: 26 years old (Michelle Toro)
- Youngest and oldest in Kazan 2015: 17, 31

RANKING	NAME	EVENT
Gold	Kylie Masse	100 backstroke
Bronze	Kylie Masse Richard Funk Penny Oleksiak Yuri Kisil *Javier Acevedo *Rebecca Smith *Chantal Van Landeghem	Mixed 4x100 medley relay
Bronze	Yuri Kisil Javier Acevedo Chantal Van Landeghem Penny Oleksiak *Markus Thormeyer *Sandrine Mainville	Mixed 4x100 freestyle relay
Bronze	Sydney Pickrem	400 individual medley
4th	Penny Oleksiak	100 butterfly
4th	Sandrine Mainville Chantal Van Landeghem Kayla Sanchez Penny Oleksiak *Rebecca Smith *Michelle Toro	W 4x100 freestyle relay
4th	Kylie Masse Kierra Smith Penny Oleksiak Chantal Van Landeghem *Rebecca Smith *Sandrine Mainville	W 4x100 medley relay
5th	Kylie Masse	200 backstroke
5th	Kierra Smith	200 breaststroke

*Denotes prelim relay swimmer

RANKING	NAME	EVENT
5th	Penny Oleksiak	50 butterfly
6th	Penny Oleksiak	100 freestyle
6th	Hilary Caldwell	200 backstroke
6th	Yuri Kisil Markus Thormeyer Javier Acevedo Carson Olafson	M 4x100 freestyle relay
6th	Kierra Smith	100 breaststroke
8th	Mary-Sophie Harvey Rebecca Smith Katerine Savard Mackenzie Padington	4x200 freestyle relay

FISU 29TH SUMMER UNIVERSIADE, TAIPEI, AUG. 19-30

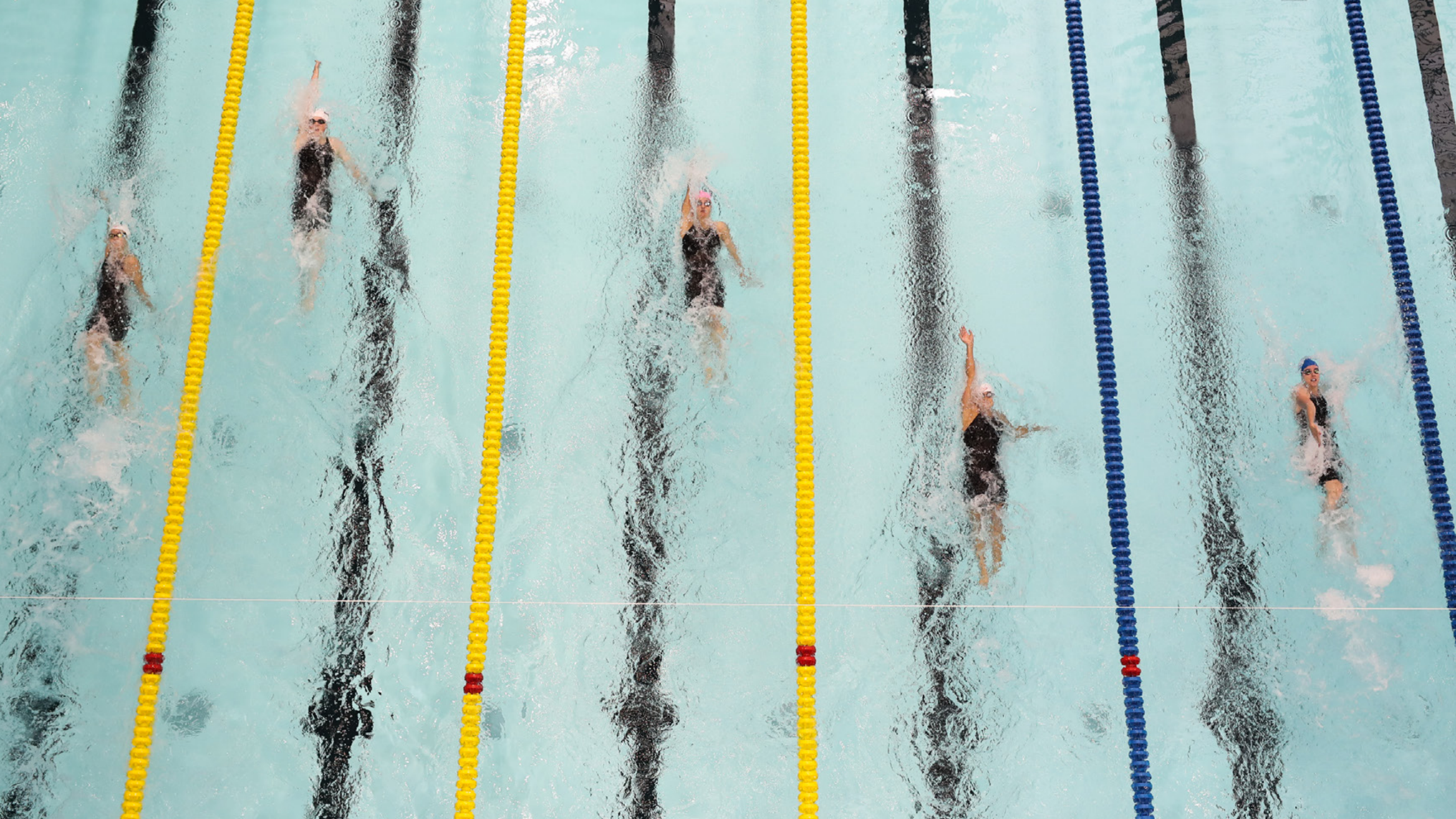
Canada's team of 19 pool swimmers (8 men and 11 women) and 4 open water swimmers (2 men and 2 women) was led and supported by seven staff. The positive relay results are a direct reflection of the focused work being done in this area. Team members gained valuable experience in a multi-sport Games in Asia.

RANKING	NAME	EVENT
Gold	Sarah Fournier Jacqueline Keire Katerine Savard Alexia Zevnik *Kennedy Goss *Kelsey Wog	W 4x100 freestyle relay
Silver	Alexia Zevnik	200 backstroke

2017-2018 HIGH PERFORMANCE PROGRAMS PRIORITIES

- Perform a comprehensive Senior Team Operations and Performance Review (STOPR)
- Continue focusing efforts on building depth and increasing the level of high performance across all disciplines. This includes further advancement of the NextGen Pathways program, Performance Links, Select Coaches Program, NextGen Accelerator Program, High Performance Centre programming, and communication and collaboration with coaches, clubs and provincial sections
- Various camp initiatives led by Swimming Canada staff
- Continued leadership and collaboration with the provinces to align performance development pathways and competition strategies
- Enhance and update all Podium Pathway tools
- Continue to develop the selected team of IST practitioners to service the national teams at key events
- Gold Coast 2018 Commonwealth Games, AUS. Selected nominees to be announced in September. Canada will send 30 Olympic program and 13 Paralympic program athletes to the event in April
- FINA World Cups - continued experience competing in Asia, identified athletes in both Pool and OW will attend various events
- Team Selection for Pan Pacific Swimming Championships (pool and OW), Junior Pan Pacs, (pool and OW), World Junior Open Water Championships, IOC Youth Olympic Games and FINA World Championships (25m)
- Pan Pacific Championships Pool and OW, Tokyo, JPN in August





PARA-SWIMMING NATIONAL TEAM

RECORDS

Aurelie Rivard - World Record S10 200 Free

CANADIAN RECORD SUMMARY

#OF NEW RECORDS	130	AB	12
#OF MALE RECORDS	56	BC	19
#OF FEMALE RECORDS	74	ON	47
# OF 25M RECORDS	21	QC	31
# OF 50M RECORDS	109	NB	2
		NL	4
CAN RELAY	3	SK	12

STAFFING UPDATE

- Senior Coach Paralympic Program Vince Mikuska
- NextGen and Pathways Coach Paralympic Program Michel Berube
- Assistant Coach High Performance Centre Quebec - to be determined

PSITPQ/HPC QUEBEC

Elevation of the Para-swimming Intensive Training Program Quebec to the High Performance Centre Quebec

TECHNICAL PROGRAM

PARA-SWIMMING SUMMIT

- Para-swimming Summit in Ottawa, May 18/19 to discuss the future directions and to help map our course with our partners and provincial sections.
- Provincial Sections: Swim BC, Swim AB, Swim SK, Swim MB, Swim ON, FNQ, Swim NS, Swim NB, Swim PE
- Partners: Red Cross, Little People Canada/Little People Ontario, Ontario Blind Sports, Parasport Newfoundland & Labrador, Own The Podium, Canadian Swimming Coaches & Teachers Association, Canadian Paralympic Committee, Municipality of Mississauga, Municipality of Fredericton

The Summit objectives were to:

1. Review & discuss Swimming Canada's Critical Success Factors
2. Discuss the gaps within 5 key program areas
3. Define gap strategies PSO, NSO, Partners

Five key topics:

- Athlete and Coach Development Programs
- Recruitment and Talent Identification
- Competition Model and Competition Frame
- Advancing Education, Athletes and Systems
- Culture, Inclusion, integration and Valuing
- Swim Ontario provincial summits in June 2017

CRITICAL SUCCESS FACTORS (CSF)

CSF Maintain:

1. Reliability of podium performance (Podium Target)
2. Advancing from trials to competition
3. Targeted Athlete Approach
4. Introduction of HPC Quebec
5. Progression from prelims to finals (NextGen)
6. Transition time from warm-up to racing
7. Importance of dual racing / intensity
8. Maintain monitoring of Heart Rate Variability



CSF Introduce:

1. Increased integration of the HPD
2. Expansion of ITP/HPC's (Quebec, Ontario, BC)
3. Club visitation and development program
4. Select Coaches Group - integrate with Olympic Program
5. Integration of Para-swimming events in to all SC Championships and Trials
6. Sport Class specific targeting
7. Impairment targeting - VI, Dwarf/Short of Stature/Spinal Cord
8. New Senior Coach Paralympic Program
9. Identified need - mental performance
10. Regional Talent ID Officers
11. Para-swimming Summit

CAMP PROGRAMS

- The para-swimming division has enhanced our camp programs and created better linkages for each of the camps from the Sport Class 1-5 to NextGen to Podium Camps
- Continued to build on the carded swimmers start-up camp with evaluations being done over 8 different key areas including:
 - Individual GAP analysis
 - ifestyle analysis,
 - functional movement screening
 - medicals
 - race analysis
 - biomechanical review
 - skinfold
 - strength
 - mental performance (OMSAT)
 - step tests

Focus concept of Mindfulness, ensuring focused and deliberate practice of skills, mental and physical

Sport Class 1-5 Camp

- Five swimmer and seven coaches participated in our second Sport Class 1-5 camp - Victoria BC.
- Swimmer and coach education and physical literacy were the key elements for the camp.
- The focus is to develop the skills of both the target athletes and coaches
- Curriculum:
 - Functional movement screening for shoulders and a healthy shoulders information
 - Mental Skills
 - Workout and workout planning assessment of coaches
 - Physical Literacy and movement skill development
 - Introduction of National Team Testing Protocols

NextGen Camps 1 & 2

- NextGen Camp program to include 20 swimmers over a 2-week period - Toronto.
- Curriculum:
 - Introduction to national team testing protocols
 - Nutrition
 - Mental performance
 - Biomechanics
- Four swimmers qualified for the 2017 World Para Swimming Championships, three accepting positions based on their LTAD stage or readiness
- Nine swimmers also represented their provincial teams at the Canada Games

Train & Race Camp

- NextGen Train & Race Camp World Para Swimming World Series - Indianapolis
- Three swimmers participated, to gain exposure on international stage

ATHLETE DEVELOPMENT & STRATEGIES PARA-SWIMMING

- LTAD Matrix
 - Review of training standards for each sport class and stage of development:
 - Duration

- Frequency
- Session volume
- Weekly volume
- Work is underway on the strength and conditioning matrix
- Mental skills for age and stage of development

• Competition Structure

- Integration of para-swimming events in the Canadian Swimming Championships - Montreal
- Phase 1 of addition of para-swimming events in Eastern, Western, the Canadian Swimming Championships and Canadian Swimming Trials.

• Sport Classification

- Creation of new levels and process
 - Level 1 classification is provided to a swimmer in the FUNdamentals and Learning to Train context
 - Level 2 classification is provided for swimmers in the late Learning to Training and Training to Train
 - Level 3 classification is provided to swimmers in the late Training to Train to Training to Compete context
 - International classification is for the late Training to Compete to Competing to Win
- Database upgrades linking sport classification to swimmer registration system

• IST Practitioner Programs

- Strength & Conditioning lead Tessa Gallinger produced first core stability education program, and strength & conditioning supplement for coaches and athletes - physical, intellectual and visual Impairment
- Mental Performance Consultant Dr. Amelie Soulard has developed the four-year NextGen mental skills plan with supporting evaluation tools for use - OMSAT, Commitment Scale
- Physiologists Dr. Jared Fletcher and Myriam Paquette refinement of use of the HRV and LOGIT Health and Wellness programs/apps



- Coach Education & Mentorship
 - Coach Education Sessions
 - 2 hour workshop series at the 2017 Can Ams Miami, 2017 Can Ams Windsor, 2017 Canadian Swimming Championships
 - Programming this season included mental performance, HRV, International Ready Room process, Pre-race Ready Room Activation Planning, Mindfulness, Core Stability, Coaching Thoughts from HPD John Atkinson and YTP, training guidelines - duration, frequency, session volume, weekly volume, and Coaching Resources & suggested readings.
 - 54 coaches and IST were engaged
- Coach Mentorship Opportunities
 - Sport Class 1-5 Camp 7 coaches
 - NextGen Camps 4 Coaches
 - Train & Race Camp 1 coach
 - Select Coaches Group Para-swimming 4 coaches
 - Junior Parapan American Games 1 coach
- Club Visits 64
- Parent Education - Para-swimming 2017 CSC
 - What kind of athlete are we looking for?
 - What key principles are we trying to develop?
 - How to support your swimmer?
 - Creating personal excellence in sport and life?
 - LTAD education and resources
 - Sport Classification
 - National Teams & Selections
 - Athlete Funding
 - 27 parents attended

DISTANCE | OPEN WATER

Swimming Canada appointed Mark Perry in January to the new position of Distance / Open Water Coach to re-focus the program. This year the athlete development strategy has been in four key areas.

STAGE 1. NATIONALLY SUPPORTED PROVINCIAL CAMPS

Focus: Athlete and coach education

Content: Provincially organized camps with support from Mark Perry to run activities. Identified distance athletes have both pool and classroom open water exposure with some limited open water activities and where possible exposure to a basic event of a short distance. Provincial OW leads as a main point of contact for Swimming Canada are being identified and educated to become Provincial OW experts.

Camps in 2017

B.C. - Kelowna, June 22-25

Quebec - Florida, March 5-8

STAGE 2. NATIONAL OPEN WATER ORIENTATION CAMP - FORT MYERS, FLA., JUNE 3-6

Focus: Athlete and coach education

Content: Practical and theoretical open water coaching for an identified group before the UANA Championships.

STAGE 3. NATIONAL OPEN WATER DEVELOPMENT TEAM

Focus: Athlete and coach education

Content: Racing different distances (Mile, 2.5, 5k & relays) with different race tactics and 1:1 race analysis, feedback and advice

Activities in 2017

UANA CHAMPIONSHIPS, Cayman Is., June 6-13

Results

- 5k team: Gold
- 2.5k men: Alex Katelnikoff - Gold, Raben Dommann - Silver

- 2.5k women: Chantel Jeffrey - Gold, Marianne Rheaume - Bronze
- 5k men: Alex Katelnikoff - Gold, Raben Dommann - Silver
- 5k women: Marianne Rheaume - Gold, Marit Anderson - Silver, Chantel Jeffrey - Bronze

STAGE 4. NATIONAL OPEN WATER TEAM

Focus: Open water specific performance gaps analysis to identify individual gaps and areas for improvement, allowing targeted interventions and exposures to activities on a needs basis. Identification of those with the potential to be on track for podium success.

Activities in 2017

US NATIONALS, Santa Clarita, Calif., May 17-21

Results

- 5k women: Stephanie Horner 12th, Jade Dusablon 20th, Breanne Siwicki 22nd
- 5k men: Eric Hedlin 5th, Richard Weinberger 19th, Philippe Guertin 22nd
- 10k women: Dusablon 12th, Horner 17th, Siwicki 31st
- 10k men: Weinberger 7th, Guertin 8th, Hedlin DNF

UANA CHAMPIONSHIPS, Cayman Is., June 6-13

Results

- 5k women: Horner - Gold, Siwicki - Bronze
- 5k men: Nicolas Masse-Savard - Gold
- 10k women: Horner - Gold, Siwicki - Bronze
- 10k men: Masse-Savard - Bronze
- 5k team: Silver

WORLD CHAMPIONSHIPS Balaton, Hungary, July 3-21

Results

- 5k women: Siwicki 29th
- 5k men: Hedlin 14th
- 10k women: Horner 28th, Dusablon 32nd
- 10k men: Weinberger 23rd, Guertin 28th
- 5k team: Hedlin, Weinberger, Siwicki, Horner 11th

FISU, Taipei, Taiwan, August 11-28

Swimming Canada withdrew from the FISU Open Water events due to safety considerations. The venue water temperature exceeded the maximum temperature established by FINA for an open water swimming event.



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. In particular, the team at the FINA World Junior Championships featured excellent individual and team performances. The national junior team returned home with Canada's best ever total of medals, best ever number of gold medals and its highest ever position of second on the overall medal table. (See below for details.)

KEY AREAS OF FOCUS 2016-2017

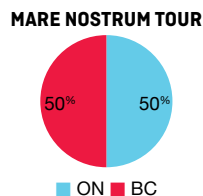
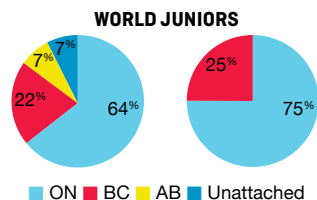
1. International Competitions and Tours:

2016 Asian World Cup Tour Oct. 21-31 | Tokyo & Hong Kong

- Tour Goals:
 - Resources and support to attend international competition
 - International in-season racing opportunities/exposure to high-level international competition
 - Biomechanical feedback and race analysis
 - Feedback and advice that ensures athlete/coach are aware of and address technical/tactical weaknesses
- 2 selected athletes supported by 1 team leader/coach
- Joined senior tour attending final 2 competitions of Asian cluster, also supported by 1 team manager and 1 biomechanist w/ senior team

2017 Mare Nostrum Tour June 6-19 | Monaco; Barcelona; ESP; Canet, FRA

- Tour Goals:
 - Expose highest level targeted athletes to international LC racing in season



- Combination of travel and concentrated racing at a highest international level; 6 days of racing in 3 cities over 9 days

- Swimmers identified following Trials each year

- Team of 4 males, part of recent development strategy for men's program

- Supported by 1 team leader, 1 coach and 1 team manager

- Medal count: 1 silver

6th FINA World Junior Swimming Championships

Aug. 13-29 | Toronto, ON; Indianapolis, IN

- Has developed into highest level major event supported by entire international swimming community.
 - Team of 14 swimmers supported by a staff of 13 staged final preparation Aug. 13-20 at TPASC in Toronto. 3 senior team members also attended the Junior Championships including Penny Oleksiak (relays only)
 - Medal count: 7 Gold, 5 Silver, 3 Bronze - **best total (15) and most gold ever** for Canada
 - Second on medal table, also **highest ever for Canada**
 - 5 gold medals in relays shows the strategy of building relays is working exceptionally well
 - Taylor Ruck (13) and Oleksiak (11) finish junior careers **1-2 on all-time career medal table** from all nations
 - Six World Junior Records:
 1. 100 backstroke (Ruck - 59.28)
 2. Women's 4x200 freestyle relay (Kayla Sanchez/Oleksiak/Rebecca Smith/Ruck - 7:51.47)
 3. Mixed 4x100 freestyle relay (Ruslan Gaziev/Alexander Pratt/Ruck/Oleksiak - 3:26.65)
 4. Women's 4x100 freestyle relay (Ruck(53.63 CR)/Oleksiak/R.Smith/Sanchez - 3:36.19)
 5. 200 freestyle (Ruck - 1:57.08 CR)
 6. Women's 4x100 medley relay (Jade Hannah/Faith Knelson/Oleksiak/Ruck - 3:58.38)



RANKING	NAME	EVENT
Gold	Taylor Ruck	200 Freestyle
Gold	Jade Hannah Faith Knelson Penny Oleksiak *Kayla Sanchez Taylor Ruck	W 4x100 Medley Relay
Gold	*Faith Knelson Taylor Ruck Penny Oleksiak Rebecca Smith Faith Knelson Kayla Sanchez	W 4x100 Freestyle Relay
Gold	Jade Hannah	50 Backstroke
Gold	Kayla Sanchez Penny Oleksiak Rebecca Smith Taylor Ruck *Mabel Zavaros	W 4x200 Freestyle Relay
Gold	*Jade Hannah Gabe Mastromatteo *Mabel Zavaros Ruslan Gaziev Taylor Ruck Penny Oleksiak	Mixed 4x100 Medley Relay
Gold	Ruslan Gaziev Alexander Pratt Taylor Ruck Penny Oleksiak	Mixed 4x100 Freestyle Relay
Silver	Faith Knelson	100 Breaststroke
Silver	Rebecca Smith	100 Butterfly
Silver	Taylor Ruck	100 Backstroke
Silver	Kayla Sanchez	200 Individual Medley
Silver	Faith Knelson	50 Breaststroke
Bronze	Jade Hannah	100 Backstroke
Bronze	Kayla Sanchez	100 Freestyle
Bronze	Rebecca Smith	50 Butterfly

2. Domestic Programs

Technical Camp 1

Oct. 2-8 | Toronto, ON

- Tour Goals:
 - This Tour is designed to provide in depth critical analysis on stroke technique and racing skills.
- Swimmers trained the week with the Toronto Centre program and participated in numerous video sessions dedicated to technical correction and development with NDTP Coach Ken McKinnon and Swimming Canada IST Director and bio-mechanist Allan Wrigley
- It is mandatory for coaches to attend this initiative with their athletes
- Three swimmers were selected for this initiative

Technical Camp 2

Oct. 9-15 | Victoria, BC

- Tour Goal: Provide in-depth critical analysis on stroke technique and racing skills.
- Swimmers trained with HPC-Victoria program and participated in numerous video sessions dedicated to technical correction and development with NDTP Coach Ken McKinnon and Swimming Canada IST Director and biomechanist Dr. Allan Wrigley
- Three swimmers selected. Mandatory for coaches to attend with athletes

Junior Race Camp

Jan. 8-14 | Toronto, ON

- Tour Goal: 2nd version of Race Camp we have offered. Based on maintaining seasonal training demands and racing at a high level with no break in training.
- The team swam 11 sessions: 5 sessions offered a combined racing and training demand and 6 were dedicated to seasonal training and technical development
- Team of 14 swimmers was supported by 1 team leader, 4 coaches, 1 race analyst, 1 stats manager, 1 biomechanist and 2 team managers.

Relay Takeoff Camps

April 10-11 | Victoria, BC

- Camp goal: Identify and develop a group of 100 and 200 freestylers capable of reaching the podium in Tokyo 2020
- 3rd version of Takeoff Camps initiative combined men's (16-19) and women's (12-16) camps. A continuation of our commitment to developing our relays into the 2020 Olympic Games.
- Consists of test sets and a relay strategy information session
- Top performing swimmers in each camp were named to attend a follow-up relay initiative at UBC in May.

2017 Junior Relay Camp

May 19-29 | Vancouver, BC

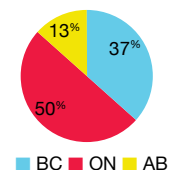
- Camp Goals: Identify and develop a group of 100 and 200 freestylers capable of reaching the podium in Tokyo 2020
- A continuation of our long-term Relay strategy (2016-2020)
- Team of 14 swimmers was supported by 1 team leader, 3 coaches, and 1 team manager
- Targeted athletes: 8 females, YOB 1999-2003, and 6 males, YOB 1997-2000
- Competed in the Mel Zajac Jr. International. Medal Count: 5 Silver, 3 Bronze

2017 Junior Race Training Tour

May 24-June 5 | Vancouver, BC & Santa Clara, CA

- Tour Goals:
 - Resources and support to attend international competition
 - International in-season racing opportunities/exposure to high-level international competition
- Team of 8 swimmers was supported by 1 team leader, 1 coach and 1 team manager
- Targeted athletes: 5 females, YOB 2000-2002, and 3 males, YOB 1999-2001
- Competed in Pro Swim Series Santa Clara. Medal Count: 3 Gold, 4 Silver, 7 Bronze

JUNIOR RACE TOUR





3. National Development Team Program “ID Team”:

The 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 changed the ID process to focus on the “ON TRACK” times rather than Canadian age group rankings

4. National Development Coach Visitation Program:

- **Championship Meet Visitations included:** 2016 World Cup Tokyo, 2016 World Cup Hong Kong, 2016 World SC Championships, 2016 Ontario Junior International, 2017 Eastern Cup, 2017 Pro Swim Series Indianapolis, 2017 Canadian Swimming Trials, 2017 Eastern Swimming Champs, 2017 Western Swimming Champs, 2017 Mare Nostrum Tour: Monaco/Barcelona/Canet, 2017 Canadian Junior Championships, 2017 Canadian Swimming Championships, 2017 Canada Games, 2017 World Junior Swimming Championships
- **Club and Camp Visitations:** 2016 Swimming Canada and CSCTA Conference, Montreal Fall visit: PCSC/CAMO/PSITP-Q, T Ruck - Arizona, K Wog - Winnipeg, A Mazko - Saskatchewan, Ontario Swim Academy Camp - Islamorada, Fla., Quebec Distance Camp - Pine Crest (Fla.), Quebec City - UL/N Perron, Moncton, NB - B Douthwright, Ostia, Italy - NDTP initiative
- **Select Coaches Group Workshop:** Aug. 29-Sept. 3, Washington DC, ASCA Conference

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 (NCCP)
 - Professional development strategy
3. Masters Swimming pathways and strategies
4. Service to clubs / provincial sections
5. Entry recruitment and talent ID strategies
6. Officials development

ATHLETE DEVELOPMENT PATHWAYS AND STRATEGIES

- a. Athlete development strategy/LTAD
 - i. Athlete Development Matrix (ADM)
 - Drafts have been completed for the Physical, Technical, Tactical, and Mental pillars for the Athlete Development Matrix / LTAD Table
 - Tables include both able-bodied and Para-swimming elements
 - ii. Competition review
 - First year of Phase 1 competitions complete - review of competitions to be completed in September
 - Phase 2 of competition review to be completed through 2017-18 season with focus on reviewing the competition structure for age group and provincial-level swimming
- b. Domestic Competition Management
 - i. Introduction of National Meet Director and National Meet Referee positions - review of these positions will take place as part of competition review process

DOMESTIC COMPETITION STATISTICS

2017 CANADIAN SWIMMING TRIALS | PROVINCIAL MEDALS TABLE

PROV	GOLD	SILVER	BRONZE	TOTAL
BC	24	29	25	78
AB	6	10	4	20
SK	1	1	2	4
MB	0	0	3	3
ON	22	16	18	56
QC	9	11	5	25
NB	1	0	1	2
NS	0	0	0	0
PE	0	0	0	0
NL	0	0	0	0
Unattached Canada	0	0	0	0

2017 CAN AM PARA-SWIMMING CHAMPIONSHIPS | PROVINCIAL MEDALS TABLE

PROV	GOLD	SILVER	BRONZE	TOTAL
BC	11	12	2	25
AB	8	7	2	17
SK	1	1	2	4
MB	0	1	6	7
ON	22	23	16	61
QC	41	19	15	75
NB	1	3	1	5
NS	1	5	2	8
PE	0	0	0	0
NL	6	0	0	6

DOMESTIC COMPETITION STATISTICS

2017 CANADIAN SWIMMING CHAMPIONSHIPS | PROVINCIAL MEDALS TABLE

PROV	GOLD	SILVER	BRONZE	TOTAL
BC	30	26	15	71
AB	9	12	12	33
SK	3	4	2	9
MB	2	1	2	5
ON	27	21	24	72
QC	17	22	21	60
NB	2	0	2	4
NS	0	2	2	4
PE	0	0	0	0
NL	2	2	2	6
UNCAN	1	1	1	3

2017 CANADIAN JUNIOR CHAMPIONSHIPS | PROVINCIAL MEDALS TABLE

PROV	GOLD	SILVER	BRONZE	TOTAL
BC	7	8	8	23
AB	12	17	11	40
SK	0	0	0	0
MB	0	0	0	0
ON	24	24	18	66
QC	15	7	20	42
NB	2	2	3	7
NS	0	0	0	0
PE	0	0	0	0
NL	0	1	1	2
UNCAN	5	1	0	6

2017 CANADIAN SWIMMING CHAMPIONSHIPS | PROVINCIAL SCORING STATISTICS

PSO	TOTAL POINTS	TOTAL AG CLUBS IN PSO	# OF CLUBS AT CSC	% OF CLUBS AT CSC	# OF SCORING CLUBS	AVG PTS / SCORING CLUB	% OF TOTAL CLUBS SCORING
BC	3045	58	18	31%	14	217.5	78%
AB	1311	52	9	17%	9	145.67	100%
SK	186		3	27%	2	93	67%
MB	255	15	1	7%	1	255	100%
ON	2898.5	125	44	35%	32	90.58	73%
QC	2607.5	91	23	25%	17	153.38	74%
NB	26	15	3	20%	2	13	67%
NS	52	14	4	29%	2	26	50%
PE		2	0	0%	0		
NL	13	11	2	18%	1	13	50%

2017 CANADIAN JUNIOR CHAMPIONSHIPS | PROVINCIAL SCORING STATISTICS

PSO	TOTAL POINTS	TOTAL AG CLUBS IN PSO	# OF CLUBS AT CJC	% OF CLUBS AT CJC	# OF SCORING CLUBS	AVG PTS / SCORING CLUB	% OF TOTAL CLUBS SCORING
BC	2097	58	20	34%	16	131.0625	80%
AB	2785.5	52	15	29%	12	232.125	80%
SK	135.5	11	4	36%	3	45.16666667	75%
MB	0	15	0	0%	0		
ON	6370	125	70	56%	54	117.962963	77%
QC	2716	91	23	25%	19	142.9473684	83%
NB	255	15	3	20%	3	85	100%
NS	77	14	5	36%	2	38.5	40%
PE	0	2	0	0%	0		
NL	91	11	3	27%	1	91	33%
UNCAN	322						

DOMESTIC OPERATIONS

COACHING DEVELOPMENT

- a. Professional development points program initiated
- b. Initiation of NCCP database enhancement project which will look to integrate multiple technologies to run coach education

COURSE DELIVERY STATISTICS 2016-17

PROV	COMMUNITY SPORT COACH	COMPETITION INTRODUCTION (SWIMMING 101)	COMPETITION INTRODUCTION ADVANCED (SWIMMING 201)	COMPETITION DEVELOPMENT (SWIMMING 301)
AB	159 (121)	119 (117)	13 (8)	
BC	8 (17)	98 (77)	0 (16)	
MB	6 (3)	30 (12)	4 (6)	
NB	12 (4)	0 (9)	0 (10)	
NL	0 (0)	21 (0)	0 (5)	
NS	24 (27)	53 (29)	0 (0)	
ON	0 (0)	182 (188)	21 (20)	0 (7)
PE	0 (0)	4 (4)	0 (0)	
QC	7 (27)	82 (154)	11 (32)	9 (10)
SK	19 (21)	21 (26)	0 (0)	
National				
TOTALS	235 (220)	610 (616)	49 (97)	9 (17)

2015-16 totals in brackets. Total NCCP participants (all courses all provinces) = 903 (950)

MASTERS SWIMMING PATHWAYS AND STRATEGIES

- a. Most elements of MOU signed last year between Swimming Canada and Masters Swimming Canada have now been put into place, including full registration of all Masters Swimmers and Coaches in the Swimming Canada registration system as of Sept. 1.

SERVICE TO CLUBS / PROVINCIAL SECTIONS

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

ENTRY RECRUITMENT AND TALENT ID STRATEGIES

- a. National talent identification programs developed and emerging under the HP department

OFFICIALS DEVELOPMENT

- a. OCRC continued with same structure as in 2015/16 and included the following members: Bill Hogan (NL), Suzanne Paulins and Rob Filion (ON), Marguerite Middleton (PEI), Jim Fleury (MB), Sheila Nelson and Larry Chrobot (BC), Cynthia Pincott, Jocelyne McLean, Nicole Normandin and Louise Leblanc (QC), David de Vlieger and Annette Gillis (AB)
- b. Officials Symposium held prior to World SC Championships in Windsor
- c. Swimming Canada Clinic task group struck resulting in the development and finalization of national official clinics for all positions
- d. Updated Swimming Canada Officials Certification Pathway finalized
- e. Swimming Canada Clinic Updating Procedure finalized



TRIALS
ESSAIS

PRESENTED BY
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speedo



Canada

DOMESTIC OPERATIONS

OFFICIALS NUMBERS BY PROVINCE

The following table represents the officials active in Swimming Canada online registration system as validated by the provincial sections.

PROVINCE	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	TOTAL
BC	1418	234	59	40	40	1791
AB	3288	287	44	5	28	3652
SK	157	27	4	1	13	202
MB	201	9	4	4	7	225
ON	6899	592	226	78	120	7915
QC	6657	712	351	46	81	7847
NB	17	0	1	3	0	21
NS	203	15	9	19	14	260
PE	41	64	6	2	3	116
NL	5	3	1	3	1	13

FINA AND IPC SWIMMING LISTS

For a list of current FINA & IPC Swimming officials and appointments, please consult <https://swimming.ca/content/uploads/2015/06/2016-17-international-officials-lists-and-appointments.pdf>

CANADIAN RECORDS

There were 94 national senior and age group records broken in the 2016-17 season (34 male, 57 female, 3 mixed) and 130 Para-swimming records broken (56 male, 74 female). For complete lists, please consult <https://swimming.ca/content/uploads/2015/05/2016-17-canadian-records.pdf>

CLASSIFICATION STATISTICS

The following table shows the number of classifications that were completed in the 2016-17 season broken down by province and level of classification. Please note that non members were not classified and instead given letters documenting impairments and, when appropriate, were given rule exceptions in their letters.

PROVINCE	PI	VI	II	N/E	TOTAL
AB	5	0	5	3	10
BC	14	1	4	1	19
MB	1	0	1	0	2
NB	3	0	0	1	3
NF	1	0	1	1	2
NS	2	0	1	1	3
ON	18	1	7	2	26
PEI	1	0	0	0	1
QC	16	1	4	3	21
SK	5	0	1	4	6
TOTAL	66	3	24	16	93

DOMESTIC OPERATIONS

The next table shows the number of classifications completed in the 2016-17 season broken down by province and impairment type - Physical Impairment (PI), Visual Impairment (VI) and Intellectual Impairment (II).

PROV	PI			VI			II			TOTAL		
	ELIGIBLE	N/E	N/M	ELIGIBLE	N/E	N/M	ELIGIBLE	N/E	N/M	ELIGIBLE	N/E	N/M
AB	5	2	0	0	0	0	5	1	1	9	3	1
BC	14	0	1	1	1	0	4	0	0	19	1	1
MB	1	0	0	0	0	0	1	0	0	2	0	0
NB	3	1	0	0	0	0	0	0	0	3	1	0
NF	1	1	0	0	0	0	1	0	0	2	1	0
NS	2	1	0	0	0	0	1	0	0	3	1	0
ON	18	2	3	1	0	2	7	0	21	24	2	26
PEI	1	0	0	0	0	0	0	0	0	1	0	0
QC	16	2	0	1	0	0	4	1	0	20	3	0
SK	5	1	2	0	0	0	1	0	1	21	4	1
SubTotal	66	10	6	3	1	2	24	2	23	104	16	29
TOTAL	82			6			49			149		

PROV	LEVEL II	LEVEL III	INT	N/E	N/M	TOTAL MEMBERS	TOTAL ELIGIBLE	TOTAL
AB	5	3	2	3	1	13	10	14
BC	4	12	3	1	1	20	19	21
MB	0	2	0	0	0	2	2	2
NB	2	1	0	1	0	4	3	4
NF	1	1	0	1	0	3	2	3
NS	0	3	0	1	0	4	3	4
ON	15	7	4	2	26	28	26	54
PEI	0	0	1	0	0	1	1	1
QC	7	11	3	3	0	24	21	24
SK	2	1	3	1	3	7	6	10
TOTAL	36	41	16	13	31	106	93	137

*No Level I Classifications completed to date



REGISTRATION INFORMATION

REGISTERED AGE GROUP & UNIVERSITY SWIMMERS AT AUGUST 31, 1997-2017

SEASON	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	UNCAN*	TOTAL	% CHANGE
1997	4425	3110	1236	1063	11756	5715	628	871	90	505		29399	
1998	4571	2900	1131	958	11756	5362	620	810	115	464		28687	-2.4
1999	4823	2847	601	864	10729	5611	634	810	127	515		27561	-3.9
2000	4917	2780	464	742	9716	5425	656	951	127	501		26279	-4.7
2001	4781	2748	532	698	9142	5070	647	835	140	568		25161	-4.3
2002	4572	2754	566	692	8637	5582	670	862	140	489		24964	-1.0
2003	4794	2854	620	787	9119	5404	629	876	135	497		25715	4.1
2004	4663	2977	559	788	9470	5781	622	912	106	659		26537	3.2
2005	5049	3246	532	950	10291	6230	660	885	148	668		28659	8.0
2006	5343	3372	616	1050	10026	6630	673	818	169	662		29359	2.4
2007	5908	3597	590	1067	9887	6651	634	934	187	635		30090	2.5
2008	6108	3354	610	983	10180	6691	612	904	185	625		30252	0.5
2009	6200	3680	619	1221	10768	7217	764	918	248	745		32380	7.0
2010	6557	3798	656	1111	11209	7439	867	938	209	793		33577	3.7
2011	6535	4189	813	1198	14915	8090	969	999	237	736		38681	15.2
2012	6847	4347	971	1109	16028	8300	961	1053	313	760	13	40702	5.2
2013	7788	4906	1049	1320	17802	9008	1072	1142	357	810	6	45260	11.2
2014	8102	5115	1103	1191	17727	9263	1046	1117	339	752	7	45762	1.1
2015	8143	4980	1145	1213	17538	9139	1078	1100	345	788	12	45481	-0.1
2016	8587	4876	1364	1199	18128	9182	1051	1095	342	835	20	46679	2.6
2017	8568	5939	1437	1295	19539	10060	1054	1070	343	842	13	50160	7.5

*Non-resident Canadians

COACH REGISTRATION

YEAR END	2011	2012	2013	2014	2015	2016	2017
A1	321	319	328	307	295	295	297
A2	106	112	117	135	145	140	130
B	344	328	351	248	214	232	232
C	967	1045	1033	1214	1237	1257	1216
D	935	944	1028	1119	1112	1091	1095
E	N/A	N/A	N/A	N/A	N/A	N/A	11
TOTAL	2673	2748	2857	3023	3003	3015	3055

MASTER SWIMMING REGISTRATIONS

SEASON	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	TOTAL
2008	1594	963	276	314	3028	2490	114	394	36	38	9247
2009	1823	925	247	324	3458	2358	73	328	49	80	9665
2010	1866	1049	276	350	3605	2267	133	318	67	115	10046
2011	1694	1060	330	308	3556	2317	162	279	57	120	9883
2012	1752	1140	276	328	3415	2453	143	255	70	114	9946
2013	1732	1025	283	284	3671	2608	144	329	70	111	10257
2014	1644	923	259	294	3452	3031	163	384	74	109	10333
2015	1602	900	220	294	3400	2749	130	354	49	116	9814
2016	1650	922	250	302	3280	2599	132	331	46	110	9622
2017	1511	1034	271	282	356	2562	126	338	49	100	6629

REGISTRATION INFORMATION

OVERVIEW OF REGISTRATION

REGISTRATIONS								PROGRAMS				
2016-17	TOTAL SWIMMERS	COMPETITIVE	UNIVERSITY & COLLEGE	NON-COMPETITIVE	SUMMER	LIMITED EVENT	MASTERS	AGE GROUP CLUB	UNIVERSITY TEAMS	COLLEGE TEAMS	SUMMER CLUB	MASTERS CLUB
BC	10090	4018	103	4458			1511	58	4			62
AB	10355	3870	111	1988	3352		1034	52	3		59	25
SK	2324	668	21	763	601		271	11	1			8
MB	1757	1271	22		178	4	282	15	1			9
ON	20024	13267	478	5923			356	125	12			
QC	12636	8719	681	660		14	2562	91	7	18		66
NB	1184	1010	48				126	15	2			17
NS	2129	908	58	105	720		338	14	2		1	13
PE	392	205	11	127			49	2	1			1
NL	1543	488	27	255	597	76	100	11	1		13	12
UNCAN	13	13						1				
TOTAL	62447	34437	1560	14279	5448	94	6629	395	34	18		213

SUMMER CLUB PROGRAM REGISTRATIONS WHERE MANAGED BY PSO

SUMMER	BC	AB	SK	MB	ON	QC	NB	NS	PE	NL	TOTAL
2013		3321	716					816		N/A	4853
2014		3422	649	180				781		681	5713
2015		3302	626	169				693		579	5369
2016		3322	642	161				747		593	5465
2017		3352	601	178				720		597	5448



MARKETING | EVENTS | COMMUNICATIONS

Our athletes continued the inspirational run that started in Rio throughout the 2016-17 season. With the Para-Swimming World Championships still to come, the Swimming Canada brand continues to grow and improve with every major competition.

Post-Olympics/Paralympics, our research partner IMI International reported that 45% of Canadians said that the performance of Canadian Swim Team in Rio made them feel “proud to be Canadian”. When compared against our vision statement, this is a powerful step towards achieving the major objectives in our strategic plan. Momentum has continued into 2017 as the public attention paid to World Championship and World Junior Championship results has been increased dramatically.

SWIMMING CANADA BRAND DEVELOPMENT

We continue to adhere to our new brand guidelines in every corner of the organization. This summer we launched our new “In Our Nature” campaign on all our platforms. This campaign is meant to further amplify our brand position as the leader of the activity of swimming in Canada. We continue to look for ways to bring Canadians that are passionate about the activity of Swimming into our regular audience.

Our Team Canada uniform will remain consistent throughout the quadrennial with some specialty items being added based on the event. This allows us to build a solid visual identity as well as increase efficiency of buying and designing behind the scenes.

REVENUE GENERATION

- RBC has renewed their partnership with Swimming Canada and signed the largest sponsorship deal in Swimming Canada’s history.
- Our longest tenured partner, Speedo has increased their commitment to Swimming Canada and signed another four-year partnership. This takes us to 36 continuous years of partnership with the world’s #1 swimsuit brand.
- Our partnership with Myrtha Pools has been expanded and renewed to include some exciting new products.
- Our partnership with Chicken Farmers of Canada continues to evolve in fun and exciting ways. Stay tuned for exciting news later this fall!

- Our partnership with the Dairy Farmers of Canada continues to highlight their commitment to women in sport, yet benefit all members of Swimming Canada.
- Self-generated revenues rose to 28% of total revenues.

CANADA’S SWIM TEAM

The Canada’s Swim Team campaign is now evolving into a digital and mobile application. This will provide us with expanded reach into a larger audience than ever possible before.

COMMUNICATIONS / MEDIA

- CBC has been signed as our official broadcast partner through 2020. This will bring more coverage of international and domestic events (mostly streamed but some on broadcast) than any other time in the past 20 years.
- Our “self-coverage” of our own events and team performance has continued to evolve and improve.
- Swimming Canada Facebook now has over 67,500 fans (up 5% in one year).
- Swimming Canada Twitter has over 18,900 followers. (up 20% in one year)
- Swimming Canada launched Instagram and already has 18,200 followers (up 30% 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 over 1.2 million dollars into Canadian clubs in 2016.

EVENTS

- The first season executing the results of the competition review was executed successfully. Feedback on every meet was collected and improvement will be made wherever possible for all 2018 events.
- Implementation of the new National Meet Director, National Meet Referee and National Entries coordinator positions further professionalized our competition delivery.
- Bids for the 2020 Olympic and Paralympic Trials will be received this season with a goal of announcing before the 2018 Trials.

OPERATIONS

Starting January 1st, Swimming Canada added a dedicated staff person in the area of Operations. Brian Edey, having spent three years within the High Performance department, moved into the role of Director, Operations. The primary focus of this new role is to improve operational processes across the organization and increase Swimming Canada's capacity to provide support to our membership. Some of the key areas of progress to date are listed below.

HUMAN RESOURCES

One of the positive effects of naming of an internal candidate into the Operations role was that it triggered a series of well-deserved internal promotions across the organization. Swimming Canada is fortunate to have a strong group of staff and it was very rewarding to be able to recognize several staff members with promotions. In total, seven staff were promoted into new roles over the past year.

During the same time period, Swimming Canada also welcomed in a number of new staff members to continue provide additional capacity across the organization. We welcomed a total of eleven new members of staff across the organization.

All of this change did make for a very busy environment as staff worked to get up to speed in their new portfolios. As we head into a new season, there is a real sense a strength with the staff as everyone has now had a chance to settle in to their roles and we are excited for the year ahead. As it stands, we have filled the majority of our capacity gaps to achieve our strategic plan. We are confident that by year end we will be at capacity to meet all of our short and long term goals.

SAFE SPORT

This past year saw the addition of a Coordinator role specifically dedicated to our Safe Sport program. With this increased capacity we are now in a position to push forward on this project with more focus. The Swimming Canada safe sport program will focus on three key areas: education, prevention and response, all of which will be supported by strong governance, policies and procedures. The goal is to ensure that all members and registrants of Swimming Canada, at all levels, have the resources to provide and access a fun, healthy, inclusive and safe environment. As part of the commitment to create a Safe Sport Environment, Swimming Canada is partnering with USA Swimming to share resources, tools and experiences.

OFFICES AT 307 GILMOUR

We celebrated the one-year anniversary of living in our new home this past June. The new space has been a wonderful improvement for our staff and the location is a great home for Swimming Canada. Without question, our new home is an asset to our organization in every sense of the word.

INFORMATION TECHNOLOGY

Our IT infrastructure continues to be a key area of focus. The Swimming Canada registration system remains the backbone of our organization and we are working hard to continually improve it. This past year we also added an online education platform which will be much more prominent in the delivery of course materials in the year ahead. As part of our plans we are also working to improve the efficiency of our coach education tracking by linking the Coaching Association of Canada's database directly to our registration system.

CHIEF FINANCIAL OFFICER EXECUTIVE REVIEW

In 2016-2017 Swimming Canada was able to increase total net assets from operations by \$782,121 excluding Trust Funds. The net surplus from hosting of events accounts for 17% 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 11.2% in 2016-2017 over the previous fiscal year, which is mostly attributable to an increase in administrative staff costs and legal fees. Technical and Education expenses increased by 1.5% in 2016-2017 over the previous year.

The acquisition of a new office building for Swimming Canada constitutes 50% of the net assets of the Association in 2016-17, excluding Trust Funds.

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, 2017, with comparative figures for 2016

	2017	2016
ASSETS		
Cash and cash equivalents	\$ 950,706	\$ 1,640,726
Amounts receivable	1,534,980	1,449,451
Prepaid expenses and travel advances	179,677	353,251
Inventory	15,832	7,998
	2,681,195	3,451,426
TRUST FUND ASSETS		
Swimmer Reserve Fund	9,272	34,309
Victor Davis Memorial Fund	110,113	107,643
Dr. Jeno Tihanyi Memorial Fund	18,149	10,899
	137,534	152,851
Investments	235,000	235,000
Tangible Capital assets (office building)	2,252,166	-
	\$ 5,305,895	\$ 3,839,277
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$ 560,176	\$ 306,236
Deferred revenue	820,754	1,051,854
Current portion of mortgage payable	47,841	-
	1,428,771	1,358,090
Mortgage payable	629,133	-
NET ASSETS AND TRUST FUNDS		
Swimmer Reserve Fund	9,272	34,309
Victor Davis Memorial Fund	110,113	107,643
Dr. Jeno Tihanyi Memorial Fund	18,149	10,899
Internally restricted	295,000	295,000
Invested in tangible capital assets	1,575,192	-
Unrestricted	1,240,265	2,033,336
	3,247,991	2,481,187
	\$ 5,305,895	\$ 3,839,277

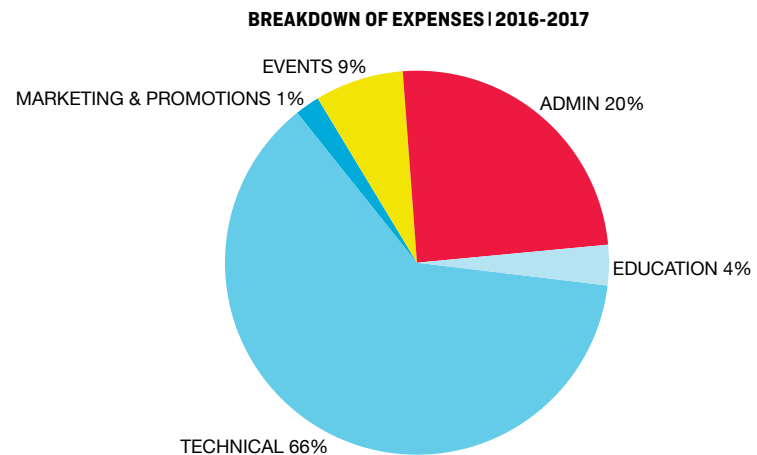
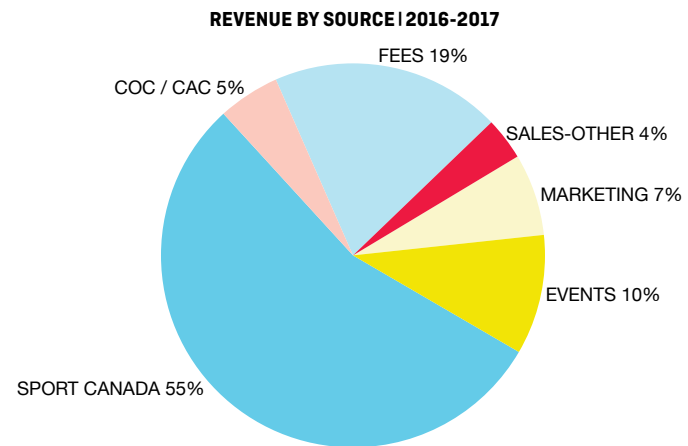
 Director

 Director

STATEMENT OF OPERATIONS

Year ended March 31, 2017, with comparative figures for 2016

	2017	2016
REVENUE		
Sport Canada	\$ 6,007,915	\$ 5,529,300
Canadian Olympic Committee	509,275	644,000
National Sport Centres	240,086	215,000
Coaching Association	31,484	27,260
Membership Fees	2,122,639	1,980,708
Sponsorships	710,929	589,103
Events	1,060,048	535,027
Interest and other	209,115	189,500
Canadian Swim Coaches & Teachers Association	25,000	25,000
Sale of products	32,562	12,997
	10,949,053	9,747,895
EXPENSES		
Administration :		
National Office	474,367	404,111
Payroll & benefits	660,760	603,163
Planning & management	116,683	125,333
Promotions & communications	485,555	492,211
Association	225,062	152,675
Amortization (office building)	15,722	-
Technical	6,699,877	6,403,353
Education	400,687	590,817
Events	927,622	371,778
Marketing	141,982	234,551
Cost of products sold	18,615	3,041
	10,166,932	9,381,033
EXCESS OF REVENUE OVER EXPENSES	\$ 782,121	\$ 366,862



THANK YOU TO OUR PARTNERS



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