

ANNUAL REPORT 2017-2018



**SWIMMING
CANADA**





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OUR VISION

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

OUR MISSION

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

We ensure a welcoming and safe environment;

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

We drive growth through innovation, quality programming and partnerships;

We lead and govern with organizational excellence and business performance.

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





OUR CORE VALUES

EXCELLENCE & PROFESSIONALISM

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

RESPECT

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

INTEGRITY

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

COMMITMENT

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

ACCOUNTABILITY

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

PRESIDENT'S MESSAGE



Canada's Olympic and Paralympic program teams shone in the pool in the 2017-2018 season, amassing record-breaking medal hauls and world-record performances. Congratulations to our athletes, coaches, staff and volunteers!

Swimming Canada has begun the rollout of our Safe Sport program. This program focuses on three key areas: education, prevention and response. Our goal is to ensure that all members and registrants of Swimming Canada have access to a fun, healthy, inclusive and safe environment.

Welcome to Wayne Lomas, the new Associate High Performance Director and National Para-swimming Coach. Wayne's vision and leadership will complement the athletes, coaches and staff in our Paralympic swimming program.

As we enter the last two years of the 2020 Strategic Plan, Swimming Canada continues to pursue its goals in: World Leading Performance, Athlete Development, Organizational Excellence and Financial Capacity. The organization is financially sound. We have begun a process that will lead to the development of a post-2020 Strategic Plan. We encourage all of our stakeholders to participate in this process.

Best wishes for a successful 2018-2019 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



With another great year in the books, I am pleased to once again report that Swimming Canada remains on track towards the goals of the strategic plan, Vision 2020.

From Taylor Ruck's all-time medal records to world records by Aurelie Rivard and Shelby Newkirk to Kylie Masse's gold medals, we once again saw Canadians perform at the highest levels. Our membership remains a strong foundation, with a core of dedicated volunteers, officials and top-notch coaches.

Each year we get closer to 2020 we realize we have already achieved many of our Vision 2020 goals. Rather than be satisfied with this, we will continue to challenge ourselves to work towards excellence.

From a national operations perspective, we have:

- built upon the competition structure announced last year.
- deployed electronic learning opportunities that will continue to grow.
- renewed our Masters Swimming Canada working agreement.
- developed new revenue sources through our marketing department.
- expanded within our permanent home in Ottawa.
- taken on a leading national role in Safe Sport development, including hiring a full-time resource to make us one of the safest sporting environments in Canada.
- maintained active progress on all our committees and working groups, with a solid rhythm of implementing board policy.

- continued to set aside critical funds to meet our obligations to host the 2022 Pan Pacific Championships as a first-class and financially sound international competition.

We will continue to build on our strong financial position as a non-profit that maintains some key processes and disciplines of a for-profit business. We have regained our charitable status and are making changes to ensure that we will always remain compliant. We continue to streamline and adjust our organization for maximum output and efficiency and will embark on a consultation with Deloitte that will help guide us through the next evolution of our sport's business side.

As always, Professionalism, Leadership and Organization remain key elements of our culture and success. Thank you to all who contributed to another banner year in Canadian swimming history.

Thank you,

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

Ahmed El-Awadi
Chief Executive Officer
Swimming Canada

HIGH PERFORMANCE PROGRAMS REPORT

As the mid-point of this quad approaches Swimming Canada is in a strong position with the programming and staffing in place to deliver at the Tokyo 2020 Olympic and Paralympic Games. The next 12 months are about maintaining strengths and world rankings. Programming will become more specific and targeted as the 2020 Games get closer. Relay development will continue to be a high priority progressing into the first stage of Olympic relay qualification at the 2019 FINA World Championships. Coach professional development is also of primary importance, and opportunities will continue to be offered to coaches throughout the next two years.

2017-2018 KEY AREAS OF FOCUS

HIGH PERFORMANCE PROGRAMS ORGANIZATIONAL STRUCTURE

Swimming Canada's organizational structure continued to be enhanced over the 2017-2018 season. The new staff positioned in 2016-17 are fully established in their positions now. Two additions to round out the technical staff are Wayne Lomas, Associate Performance Director / National Coach Para-swimming and Michel Bérubé, NextGen & Pathways Coach, Para-swimming.

The appointment of Wayne Lomas will prove to be key in the buildup toward the Tokyo Games and beyond. He began on June 1 to lead all aspects of the Paralympic program and serve as team leader and head coach for all major international Para-swimming teams. Wayne has already started to make an impact in his role and is welcomed on board.

Michel Bérubé began in the fall of 2017. His role includes athlete tracking, regular visitation of identified athletes, coaches and clubs, and launching a new NextGen Coach Forum.

HIGH PERFORMANCE CENTRES

Swimming Canada continues to operate and fund three Olympic High Performance Centres in Toronto, Vancouver and Victoria and a Paralympic High Performance Centre in Montreal. All HPCs are positioned to contribute to the success of the team at the Tokyo 2020 Olympics and Paralympics. The evaluation process of the HPC network for post-2020 has begun in order to ensure that Swimming Canada is well positioned to immediately begin to drive towards the 2024 Olympics and Paralympics.

2024 NEXTGEN STRATEGY

Targeted programming and funding is in place to achieve sustainable ongoing international success. A multifaceted approach has been established as part of the Swimming Canada NextGen Strategy:

- Swimming Canada operates a NextGen Institute Program at Victoria and supports the NGIP program operated by Swim Ontario at Toronto.
- RBC/COF HPC Athlete Scholarships help athletes transition into full-time residential status at an HPC and help targeted NextGen athletes regularly visit HPCs to access expert coaching, Sport Science Sport Medicine (SSSM) services and an enhanced training environment.
- NextGen Accelerator Program funding has been used to support club programs working with a critical number of NextGen athletes, and to support training initiatives addressing key areas such as male development and distance/open water swimming.
- NextGen Coach Professional Development opportunities have been provided to coaches of targeted NextGen athletes.
- Bespoke SSSM support has been provided to targeted NextGen athletes and programs to enhance access to key practitioners.

HIGH PERFORMANCE COACH DEVELOPMENT

High Performance Coach Development continues to be a major focus of investment for Swimming Canada. In the past five years, 65 coaches from 10 provinces and territories have participated in Swimming Canada's Coach Development opportunities. The fourth edition of the Select Coaches Group took part in an intensive five-day conference and workshop experience led by Swimming Canada senior technical staff in September. A second workshop building on the initial sessions was held in February. In addition, three coaches benefitted from various development and education opportunities through the Para-swimming Select Coaches Group. This included taking an active part in national team activities and visits to local and international high performance programs.

Swimming Canada has been a leader in engaging the Coaching Enhancement Program (CEP) developed by Own The Podium. All Swimming Canada employed coaches have undertaken the 360 degree evaluation process and have been provided individual professional development plans. Three Swimming Canada coaches – Mike Thompson (CHP-Quebec); Vince Mikuska (Senior Coach, Paralympic Program)

and Ryan Mallette (HPC-Victoria) – have participated in the OTP Canada Coach Program. In addition, a number of club coaches have been nominated for and received opportunities to partake in a series of workshops being offered across the country.

Swimming Canada also provided professional development bursaries to eight coaches of carded athletes to put towards mentorship visits accessing leading coaches around the world.

APPRENTICE COACH PROGRAM

In partnership with the CSCTA, Swimming Canada offered Apprentice Coach development opportunities across the Senior, Development, Open Water and Para-swimming National Team programs. Through an application process, five coaches were selected to participate on the teams and were assigned specific responsibilities and tasks by the leadership staff.

NATIONAL TEAM EVENT	APPRENTICE COACH
Para Pan Pacific Championships, Cairns AUS	Ryan Allen, Club de Natation Bleu et Or, NB
Pan Pacific Championships, Tokyo JPN	Abderrahmane Tissira, Regina Dolphins, SK
Junior Pan Pacific Championships Suva, FIJI (2)	Janet Hyslop, Kenora Swimming, ON and Greg Kozell, Triton Swimming, AB
Open Water Best Fest, Mallorca, SPA	Olivier Renaud, Whitby Dolphins, ON

PODIUM PATHWAY

The Swimming Canada Podium Pathway, which encompasses On Track Times, Gold Medal Profile, gap analysis and predictive performance analysis, continues to be the cornerstone of the athlete identification and tracking process. Podium Pathway tools form the basis for all decision-making processes within the High Performance Program. Work continues on collecting reliable data to further enhance tools for Open Water events.

2018-2019 HIGH PERFORMANCE PROGRAMS PRIORITIES

- Continue to perform comprehensive Senior Team Operations and Performance Reviews (STOPR) on an annual basis
- Efforts will continue to be focused on building the depth and increasing the level of high performance across all disciplines through the further advancement of the NextGen Pathways program, Performance Links, Apprentice Coach Program, Coaching Enhancement Program, NextGen Accelerator Program, High Performance Centre programming, and communication and collaboration with the coaches, clubs and Provincial sections
- Continued leadership and collaboration with the provinces to align performance development pathways, competition strategies, and to produce a curriculum of areas to cover in provincial development programs and provincial teams.
- 2019 Trials in Toronto, selecting or nominating swimmers for: Parapan Am Games, World Para Swimming Championships, Pan Am Games (Pool and OW), World Championships (50m pool and OW), FISU Games (Pool and OW), as well as the FINA World Junior Championships
- Continued experience staging and competing in Asia, including World Championships (25m)
- Targeted and enhanced support to identified events and swimmers for 2020.

SENIOR NATIONAL TEAMS

Teams were selected to the Commonwealth Games and Pan Pacific Championships. At Gold Coast 2018 the team won 15 medals in the Olympic program which was the best Commonwealth Games since 1998 and the team followed this up with nine medals at the 2018 Pan Pacific Championships, along with 47 A finals or Top 8 finishes. There has been good progression compared to the same place in the quad in 2014.

“Medals and finals at the Pan Pacs and Commonwealth Games are great, however, we need to look at how medal and Top 8 performances stand up at the international level and how the performances feature in the world rankings to see where we’re really positioned at the end of 2018,” said High Performance Director John Atkinson. “Maintaining world rankings in the Top 8 is critical as we move toward the 2019 FINA World Championships in Gwangju, Korea, and ultimately the 2020 Olympic Games in Tokyo.”

FINA WORLD CUP, TOKYO AND SINGAPORE, NOVEMBER 2017

Six swimmers, including three senior and three junior level, attended the Asian cluster of the FINA World Cups, supported by five staff. This tour, beginning with the seniors staging in Wakayama, Japan, provided valuable experience for all team members on the road to the Tokyo 2020 Olympic Games.

COMMONWEALTH GAMES, GOLD COAST AUSTRALIA. APRIL 5-10 2018

Swimming Canada brought a team of 37 swimmers to the Gold Coast for Commonwealth Games pre-event staging. The integrated Team included 16 female and 10 male Olympic program swimmers, and eight female and three male Paralympic program swimmers were lead, coached and supported by 20 staff.

Key Olympic Program highlights include:

- Best Commonwealth Games for Swimming Canada since 1998
- 15 medals (10 in 2014) 3 gold, 8 silver, 4 bronze
- 45 finalists (12 men and 33 women)
- Second team on Olympic program total finalists behind Australia, beating England with 45 to 44 finals
- 5 Games records
- 2 Canadian records
- 1 Commonwealth record
- 4 Canadian age group records
- Medal table ranked by total medals: 3rd
- Medal table ranked by golds: 4th
- Kylie Masse won two gold medals, the first time for a Canadian woman since 1986
- Kylie Masse’s 200 backstroke ranked as world’s fastest time in 2018 and 100 backstroke 2nd fastest
- Taylor Ruck won eight medals, equalling the most ever by any athlete.
- 64% of swimmers swam faster than in 2017
- 33% personal best times
- 97% progression rate from heats to top 16
- 76% improved or maintained performance from pre-Games ranking



MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME	
Gold	Taylor Ruck	200 Freestyle	1:54.81 CWR (CR, GR)	
Gold	Kylie Masse	100 Backstroke	58.63 GR	
Gold	Kylie Masse	200 Backstroke	2:05.98 GR	
Silver	Alexia Zevnik	4x100 Freestyle Relay	53.95	3:33.92
	Kayla Sanchez		53.82	
	Penny Oleksiak		54.33	
	Taylor Ruck		51.82	
Silver	Penny Oleksiak	4x200 Freestyle Relay	1:58.03	7:49.66
	Kayla Sanchez		1:59.30	
	Rebecca Smith		1:57.19	
	Taylor Ruck		1:55.14	
Silver	Taylor Ruck	200 Backstroke	2:06.42	
Silver	Sarah Darcel	200 Individual Medley	2:11.14	
Silver	Kierra Smith	100 Breaststroke	1:07.05	
Silver	Kylie Masse	50 Backstroke	27.82	
Silver	Kylie Masse	4x100 Medley Relay	59.02	3:55.10
	Kierra Smith		1:06.68	
	Penny Oleksiak		57.86	
	Taylor Ruck		52.54	
Bronze	Markus Thormeyer	100 Backstroke	54.14	
Bronze	Taylor Ruck	50 Freestyle	24.26 CR	
Bronze	Taylor Ruck	100 Backstroke	58.97	
Bronze	Erika Seltenreich-Hodgson	200 Individual Medley	2:11.74	
Bronze	Taylor Ruck	100 Freestyle	53.08	

CR = Canadian record, GR = Games record, CWR = Commonwealth record

PAN PACIFIC SWIMMING CHAMPIONSHIPS, TOKYO JPN, AUGUST 2018

The Team of 35 (19 female and 16 male) prepared with pre-event staging in Wakayama, allowing familiarization to the Tokyo 2020 staging location and adapting to time zone differences, experiencing food and culture changes and in-country travel. Once arriving in Tokyo, preparations and the competition took place near the 2020 Olympic venue.

Key highlights include:

- Nine medals: 2 gold, 3 silver, 4 bronze
- 47 A finals or top 8 finishes
- 27 out of 33 swimmers made A finals/placed Top 8
- 34 further semifinal swims/9th to 16th
- 2 Championship records
- 1 Commonwealth record
- 3 Canadian records
- Taylor Ruck set a Canadian record for medals by a single athlete (5)
- Taylor's Commonwealth record 200 freestyle was the world's fastest in 2018; her 200 backstroke ranked 4th and 100 freestyle 5th
- Kylie Masse's Championship record 100 backstroke ranked 2nd in 2018. This swim earned Kylie the award for the best female performance at Pan Pacs
- Sydney Pickrem's 200 IM ranked 4th in world

MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME	
Gold	Kylie Masse	100 Backstroke	58.61 PPR	
Gold	Taylor Ruck	200 Freestyle	1:54.44 PPR, CWR (CR)	
Silver	Eric Hedlin	10 km Open Water	1:58:56.7 (+6.2sec)	
Silver	Sydney Pickrem	200 Individual Medley	2:09.07 CR	
Silver	Taylor Ruck	200 Backstroke	2:06.41	
Bronze	Yuri Kisil	50 Freestyle	22.02	
Bronze	Taylor Ruck	100 Freestyle	52.72	
Bronze	Kayla Sanchez	W 4x200 Free Relay	1:58.37	7:47.28
	Taylor Ruck		1:54.08	
	Rebecca Smith		1:58.08	
	Mackenzie Padington		1:56.75	
Bronze	Taylor Ruck	W 4x100 Free Relay	52.85	3:34.07
	Kayla Sanchez		53.11	
	Rebecca Smith		54.00	
	Alexia Zevnik		54.11	

CR = Canadian Record, PPR = Pan Pacs Record, CWR = Commonwealth record

2018-2019 SENIOR TEAM PRIORITIES

In 2018-19 the Senior Team focus points will be:

- Continued education of national team members in all areas of athleticism and event preparation
- Continuing to improve the strength of the men's team
- Continuing to build on the strength of women's team (especially in relays)



DISTANCE | OPEN WATER TEAMS

Swimming Canada's Distance and Open Water program development strategy has continued under the direction of Distance/Open Water Coach Mark Perry. Attention has been focused in the following four key areas:

1. NATIONALLY SUPPORTED PROVINCIAL CAMPS

Focus: Athlete and coach education.

Content: Provincially organized camps. 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 with support from Mark Perry as and when available and appropriate.

Camps in 2017-2018

- Nova Scotia – Dec. 2-3, 2017
- New Brunswick – Feb. 20, 2018

2. NATIONAL OPEN WATER ORIENTATION CAMPS

Focus: Athlete and coach education

Content: Practical and theoretical open water coaching for an identified Next Gen group. Race-Train-Race format allows athletes to swim a short open water race, receive 1:1 race analysis, followed by a training phase then an opportunity to improve performances the next weekend.

Camps in 2017-2018

- Train – Race 4.5k & Midmar Mile Pietermaritzburg, South Africa – February 2018
 - Six swimmers, supported by four staff
- Race – Train – Race LEN Cup 10k & French Cup 5k Spain and France - June/July 2018
 - Six swimmers, supported by four staff

3. NATIONAL DEVELOPMENT TEAM EVENTS

Focus: Athlete and coach education

Content: Racing different distances with different race tactics and receiving 1:1 race analysis, feedback and advice. Best Fest centered on building individual race strategies and improving skills in preparation for the primary event of the season, FINA World Junior Open Water Championships.

Activities in 2017-2018

- Best Fest, Mallorca – 1k, 4.5k, 5k, 7k, 10k & relay - May/June 2018
 - 12 athletes, supported by six staff
- FINA World Junior Open Water Championships Eilat, Israel - Aug / Sept 2018
 - 12 swimmers, supported by seven staff
 - 3 individual Top-10 finishes: Alex Axon, 5th, 14-16 age 5km; Kate Sanderson, 8th, 18-19 age 10km, Kenna Smallegange, 9th, 14-15 age 5km
 - 14-16 age mixed 5 km relay – 5th (Michael McGillivray, Smallegange, Emma O'Croinin, Axon)
 - The 4 Top 10 performances are the best ever result for Swimming Canada at the FINA World Junior Open Water Championships, with a further 4 top 20 performances
 - Canada placed 7th overall on Championships Trophy point scores, (0 points in 2016).

4. SENIOR NATIONAL TEAM EVENTS

Focus: Open water specific performance gap analysis to identify individual gaps and areas for improvement, allowing targeted interventions and exposures to activities. Identification of those with the potential to be on track for podium success. These events allow testing of race tactics and provide valuable experiences on the road to the 2020 Tokyo Olympic Games.

Activities in 2017-2018

- FINA/HOSA Marathon Swimming 10km World Cups
Chun'An CHN/Hong Kong, Oct. 2017; Doha, QAT, March 2018; Victoria, SEY, May 2018
 - Seven athletes participated in at least one leg of the event, supported by two to five staff
 - Top results: Hau-Li Fan, 14th/Steph Horner 19th in Seychelles
 - Difficult to compare and track improvement, as entry standards and numbers attending are not always comparable.



- Targeting tactical and training improvements, using time from the winner as a measure of success with a trend of improvement across the series.

•**UANA OW Championships – Cayman Islands, June 2018**

- Clubs/Swimmers attended independently. The event was used as a selection event for Pan Pacific Championships open water team.
- Men's 10km – Gold Eric Hedlin, Silver Hau-Li Fan
- Women's 10km – Gold Steph Horner
 - The fastest women's 800m (Mackenzie Padington) and men's 1500m (Eric Hedlin) swimmers during the selection window had qualified for Pan Pacs previously

•**Pan Pacific Swimming Championships – Tateyama Hojo Beach, Tokyo Bay, August 2018**

- Four selected swimmers, supported by full team staff and Integrated Support Team (IST)
- Men's 10km – Silver Eric Hedlin*, 7th Hau-Li Fan
- Women's 10km – 8th Steph Horner, 10th Kate Sanderson
 - This was a great result for Eric, his first international medal since silver in the 5km at 2013 world championships.
 - First senior A international medal under Mark Perry as Head Coach (Open Water) for Canada
 - The other athletes all gained valuable experience in a world-class field

2018-2019 DISTANCE | OPEN WATER PROGRAM FOCUS

In the 2018-19 season, the Distance – Open Water Program will continue to emphasize open water swimming specific development of swimmers, coaches, IST, and PSO lead contacts. Experiential and educational opportunities will continue, including visitations, camps, select open water competitions, race-train-race tours and selection/appointment to International Open Water competitions. Work will continue with events staff and race organizers to enhance and progress existing domestic race opportunities.

NATIONAL DEVELOPMENT TEAMS

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. National Development Coach Ken McKinnon continues to lead the National Development Team Program.

2017 - 2018 SEASON PRIORITIES

1. INTERNATIONAL COMPETITIONS AND TOURS:

2017 Asian World Cup Tour | Nov. 10 – 21, 2017 | Tokyo, JPN, Singapore

Tour Goals:

- To provide athlete and coach in-season, international competitive opportunities above their current performance level
- To provide coaching, feedback and input for future use re: pre-pool activation and strength/conditioning
- Ensure athlete and coach are aware of technical areas that need improvement and changes required to correct them
- Create training/simulated race experiences during finals sessions for swimmers who did not qualify for that night's finals

The team was composed of 3 swimmers, 1 coach and a team leader and joined the senior team in Tokyo and Singapore, which was supported by a senior team leader, a manager and a physical therapist/strength and conditioning coach.

2018 Male Training Camp | Feb. 3 – 11, 2018 | Trinidad

Tour Goals:

- To develop in our youngest identified male athletes the individual and team character and mental toughness necessary to succeed at the senior international level
- To provide our best younger male athletes an intensive training opportunity in a warm weather climate
- To live a training week as a professional athlete
- To provide a mentor swimmer experience with workshops, goal setting and motivational meetings

The team was composed of 16 male athletes, 1 team leader, 1 head coach, 2 selected coaches, 1 apprentice coach, 1 self-funded personal coach, 1 manager and guest male athlete mentor Mark Tewksbury

2018 Junior Pan Pacific Championships | Aug. 15 - 27, 2018 | Suva, Fiji

Tour Goals:

- Winning the close races
- Improving performances in 200-400-800 & 1500 metre events.
- Personal best splits on the 800 freestyle relays.

The team was composed of 32 swimmers and was supported by 1 team leader, 4 selected coaches, 2 apprentice coaches, 2 massage therapists, 1 biomechanist, 1 race analyst and 2 team managers

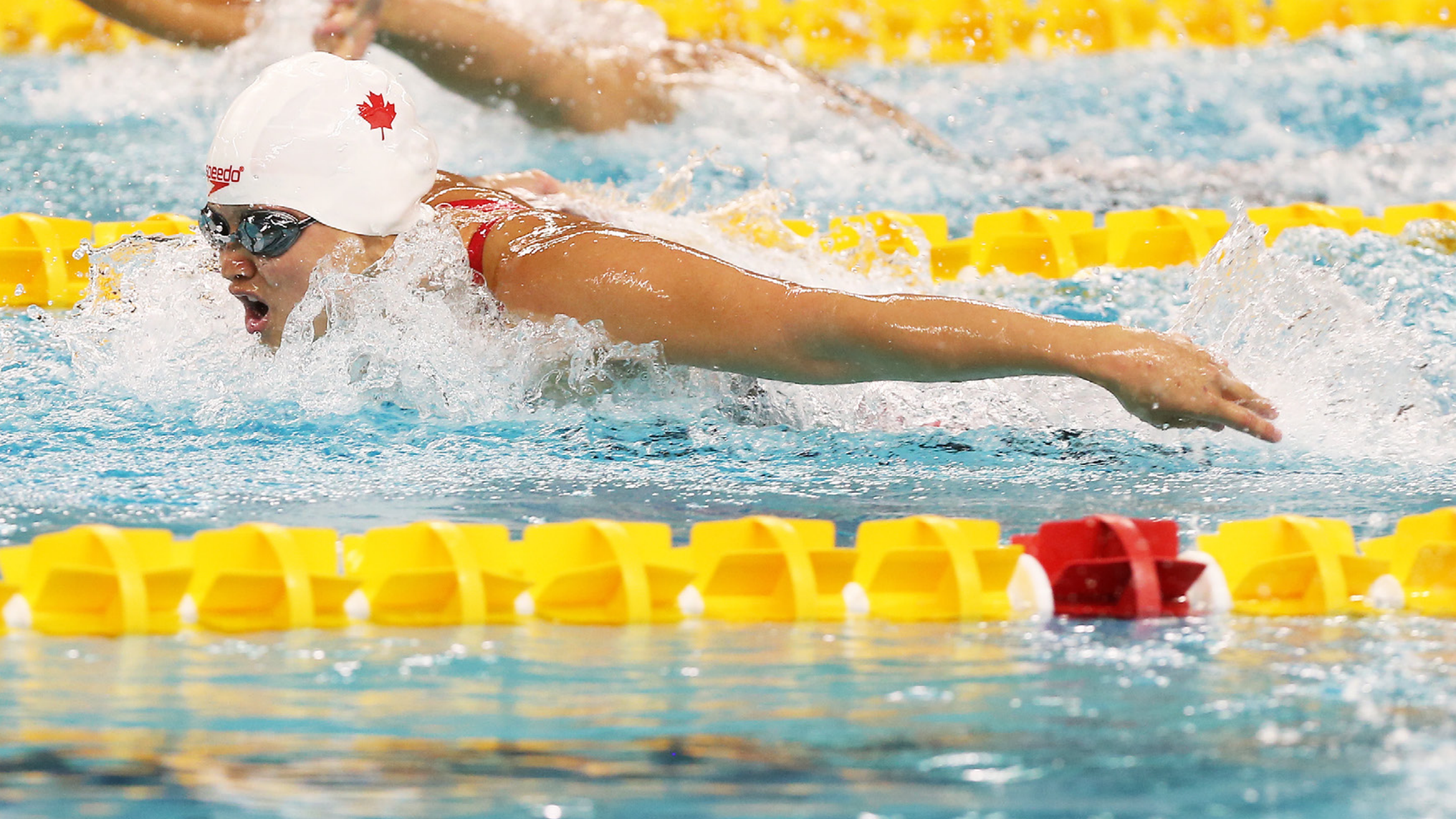
Staging was held in Suva, Fiji

This is the highest priority activity in the National Development Team Program for 2018

Four swimmers selected to the Junior Pan Pacs team in the April selection event subsequently earned selection to senior Pan Pacific Championships, in Tokyo. Four new swimmers were added to the team at the Canadian Swimming Trials in July.

BY THE NUMBERS

TOTAL MEDALS	12
GOLD	2
SILVER	4
BRONZE	6
Swimmers winning individual medals	7
Relays winning medals	4
Gold Medal Table Rank	3
Combined Total Medal Table Rank	4
# of Top 8 Finalists (includes Medalists & Relays)	26
# of Relay Finalists	7
# of Championship Records	1



MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME	
Gold	Gabe Mastromatteo	100 Breaststroke	1:01.27	
Gold	Maggie MacNeil	100 Butterfly	58.38	
Silver	Nina Kucheran	100 Breaststroke	1:08.81	
Silver	Madison Broad	200 Backstroke	2:10.73	
Silver	Tyler Wall	Mixed 4x100 Medley Relay	56.62	3:51.27
	Gabe Mastromatteo		1:00.40	
	Maggie MacNeil		58.58	
	Ainsley McMurray		55.67	
Silver	Madison Broad	W 4x100 Medley Relay	1:01.67	4:05.21
	Nina Kucheran		1:09.36	
	Maggie MacNeil		58.79	
	Ainsley McMurray		55.39	
Bronze	Madison Broad	100 Backstroke	1:00.53	
Bronze	Avery Wiseman	100 Breaststroke	1:08.52	
Bronze	Cole Pratt	200 Backstroke	2:00.82	
Bronze	Emma O’Croinin	1500 Freestyle	16:28.75	
Bronze	Ainsley McMurray	W 4x100 Freestyle Relay	56.55	3:44.73
	Maggie MacNeil		56.02	
	Sarah Watson		56.44	
	Hanna Henderson		56.72	
Bronze	Tyler Wall	M 4x100 Medley Relay	56.47	3:42.05
	Gabe Mastromatteo		1:01.22	
	Joshua Liendo		53.65	
	Noah Cumby		50.71	



2. DOMESTIC PROGRAMS

Technical Camps

Oct. 29 – Nov. 4, 2017 | Victoria, BC

Jan. 3-14, 2018 | Toronto, ON; Austin, USA

Camp Goals:

- To offer an in-depth technical analysis on stroke technique, starts, turns and underwater dolphin kicking with our best junior age identified swimmers and their coaches
- To offer a weeklong training experience with a national High Performance Centre and staff
- Victoria team composed of 5 swimmers, supported by 1 team leader, 4 coaches
- Toronto/Austin team composed of 4 swimmers and their coaches, supported by 1 team leader, 1 team manager and 1 biomechanist
- At the end of the January camp, the group flew to Austin to race in Pro Swim Series event

Mel Zajac Tour | May 25 – June 4, 2018 | Vancouver, BC

Camp Goal:

- To provide a mini national team experience to identified swimmers with the potential for high performance.

The team comprised 16 swimmers and was supported by 1 team leader, 2 coaches, 1 biomechanist and 1 team manager.

Result:

- 4 Silver – 1 Bronze – all women's events
- 2 Men's Bronze – 3 Women's Silver in Relay events
- 6 Men's – 19 Women's A Finals
- 19 Men's – 11 Women's B Finals
- 8 Men's – 3 Women's C Finals

3. NATIONAL DEVELOPMENT TEAM PROGRAM "ID TEAM"

The Swimming Canada National Team Development 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.

4. NATIONAL DEVELOPMENT COACH VISITATION PROGRAM

- Championship Meet Visitations included:** 2017 OJI, 2017 Pointe-Claire Invitational, 2018 Austin Pro Swim Series, 2018 Atlanta Pro Swim Series, 2018 Ontario Provincial Championships, 2018 Alberta Provincial Championships, 2018 BC Open, 2018 Canadian Swimming Championships, 2018 Western Canadian Swimming Championships, 2018 Mel Zajac Jr. Memorial International Invitational, 2018 Quebec Cup, 2018 Canadian Swimming Trials, 2018 Canadian Junior Championships, 2018 Junior Pan Pacs
- Targeted Swimmer and Training Camps Visits included:** 2017 Carded Coaches presentations at Ontario and BC Coaches Conferences, CAMO, PCSC, GO, ESWIM, Markham, FSSC, UCSC, RDCSC, SJL, MPMST, 2018 Prospects West Training Camp, 2018 PCSC Training Camp, 2018 Ontario Swimming Academy Training Camp

PARA-SWIMMING TEAMS

2017-2018 SEASON KEY FOCUS AREAS

In addition to the priorities mentioned elsewhere including domestic competition structure and high performance coach development, the Paralympic program focused on the following areas in 2017-18:

INTERNATIONAL CLASSIFICATION

Following the release of new rules and regulations by World Para Swimming (WPS) in 2017, international classification became a key challenge.

WPS mandated review as of Jan. 1, 2018 for all swimmers who had a confirmed sport classification in the Physical Impairment and Intellectual Impairment groups, resulting in 115 Canadian athletes needing to be reclassified.

Compounding the issue, WPS also limited its classification to World Series or major Games events only. Despite significant cost incurred primarily by individuals and their families in attending World Series events in Europe, the WPS system was seemingly unable to cater to the demand and only 23 Canadian swimmers were reclassified.

There were also 62 domestic classifications completed.

With great support from our key partner, the Canadian Paralympic Committee, Swimming Canada will develop a strategy to support our athletes as we move toward the 2019 World Championships (Kuching, Malaysia) and Tokyo 2020. Further, we will develop a strategy that guides our path and informs our investment toward focusing on classification for elite performance outcomes.

CANADIAN COACH EDUCATION SESSIONS

Coach education sessions were conducted at the Canadian Championships in Montreal and Trials in Edmonton. We were pleased that 40 coaches and a number of sport science and medicine experts, all of whom are members of Integrated Service Teams (IST), participated.

The two-hour workshops included presentations on Paralympic program strategy and performance culture, mental performance and mindfulness, technical insights following research on head position on posture of swimmers and the development of an effective gap analysis. Participants also received information regarding updates on World Para Swimming and a sneak peek of E-learning module on resilience.

2017-2018 SENIOR NATIONAL TEAMS

2017 PARA-SWIMMING CANADIAN OPEN, TORONTO, OCT. 2017

Swimming Canada hosted an Open international racing opportunity after the 2017 World Championships scheduled for Mexico City were postponed due to a devastating series of earthquakes.

The immense focus that the athletes showed adapting in a trying situation showcased the devotion to mindfulness. After seven weeks on the road the swimmer group remained cohesive and driven into a time trial event.

World Record: Shelby Newkirk women's 100 backstroke S7, 1:21.43

Americas Records: Aurelie Rivard 200 Individual Medley SM10, 2:28.93; Nicolas-Guy Turbide 200 Individual Medley SM13, 2:15.06

7 other Canadian Records

WORLD PARA SWIMMING WORLD SERIES

This year saw the second edition of World Para Swimming's World Series events. Having initially focused our participation on the NextGen programs, we took the decision to expand our involvement to include podium athletes, thus providing them additional international racing opportunities.

This season, we supported two NextGen "train and race" teams to compete in Europe and opened the meets to carded and national team athletes wishing to self-fund their attendance.



Highlighting the special partnership we have with U.S. Paralympics Swimming, the event in Indianapolis was open to Level 3 classified swimmers from Canada.

Whilst every event has a unique competition format and point systems, hence the variation of medals awarded, we believe that the racing opportunity was very valuable. Highlights included world records by Aurelie Rivard (200 Free S10, 2:08.64) and Shelby Newkirk (50 Back S7, 38.00) in Berlin.

MEET	CANADIAN ATTENDEES	GOLD	SILVER	BRONZE	TOTAL
Copenhagen, DEN	9		1	1	2
Sao Paulo, BRA	0				0
Indianapolis, USA	14	2	5	3	10
Lignano Sabbiadoro, ITA	14	2	4	1	7
Sheffield, GBR	11	1	2	1	4
Berlin, GDR	3	3	1	1	5

2018 COMMONWEALTH GAMES, GOLD COAST, AUS, APRIL 5-15, 2018

The Gold Coast 2018 Commonwealth Games hosted an all-time high 300 para-athletes competing across 38 medal events in seven sports, a 45 per cent increase from Glasgow 2014. Swimming Canada, taking advantage of this opportunity, increased the number of Para-swimmers in the fully integrated Team Canada to an all-time high 11 (from three in 2014).

MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME
Silver	Morgan Bird	Women's 50 Freestyle S8	32.03
Silver	Sarah Mehain	Women's 50 Fly S7	37.69
Silver	Aurelie Rivard	Women's 200 IM SM10	2:31.79
Bronze	Abi Tripp	Women's 50 Freestyle S8	32.49
Bronze	Philippe Vachon	Men's 200 IM SM8	2:34.03 CR



2018 PAN PACIFIC PARA SWIMMING CHAMPIONSHIPS, CAIRNS AUS, AUG. 9-13, 2018

The Pan Pacific Para Swimming Championships (Para Pan Pacs) are hosted every four years by Australia, Japan, Canada or the US. This season, the event attracted 135 swimmers from eight countries and offered exclusively Paralympic Games events over five days.

Events were run as multi-class heats followed by single or combined class finals. With a smaller than usual team of 18 swimmers, Canada’s focus was firmly on the achievement of personal bests, with medals being a great and welcome product. Canadians swam 24 personal-best times, set 10 national records, three Americas marks and one new world standard.

40 Medals

- 14 Gold
- 11 Silver
- 15 Bronze
- 4th on the Gold Medal table
- 4th on the Total Medal table

12 Medal Winning Performances were achieved with a time Ranked ‘Top 5’ in the World (2017) by 5 different individual swimmers (Rivard, Newkirk, Turbide, Routliffe & Roxon)

83% (15/18) of Team Canada won at least 1 medal;

94% of the team improved in at least one event from Trials;

100% of swimmers progressed to finals;

26% of medals won by CHP-Que program swimmers

GOLD MEDALS (14)

FINISH	NAME	EVENT	TIME
Gold	Aur�lie Rivard	Women’s 100 free S10	59.45
Gold	Aur�lie Rivard	Women’s 400 free S10	4:29.27 WR (AR, CR)
Gold	Angela Marina	Women’s 200 free S14	2:16.70 CR
Gold	Justine Morrier	Women’s 100 breast SB14	1:24.49
Gold	Katarina Roxon	Women’s 100 breast SB8	1:25.86
Gold	Tess Routliffe	Women’s 100 breast SB7	1:32.71
Gold	Tammy Cunnington	Women’s 50 back S4	1:10.25
Gold	Shelby Newkirk*	Women’s 100 back S7	1:20.66
Gold	Aur�lie Rivard	Women’s 50 free S10	27.72
Gold	Nicolas-Guy Turbide	Men’s 200 IM SM13	2:15.03 AR (CR)
Gold	Alec Elliot	Men’s 200 IM SM10	2:15.45
Gold	Nicolas-Guy Turbide	Men’s 100 back S13	59.28 AR (CR)
Gold	Alec Elliot	Men’s 100 back S10	1:02.39
Gold	Alec Elliot	Men’s 100 fly S10	58.21

*Shelby was just off the world record time of 1:20.13 set at Trials in Edmonton

PRIORITIES FOR 2018

CULTURE SHIFT

Next season is an important one with the world championships in Kuching, Malaysia, and Parapan Am Games in Lima, Peru. As we move toward those events, the Paralympic program will increase its emphasis on performing when it matters, prioritizing swimmers most likely to reach podium-level success at the major international events and investing in these swimmers and the plans developed with their coaches.

DOMESTIC OPERATIONS

CORE STRATEGIC INITIATIVES

1. Athlete development 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)
 - Activation Plan for LTAD/ADM developed with key initiatives planned through 2020
 - ii. Competition review
 - Phase 2 of Competition Review – Provincial & Age Group meets completed.
- b. Domestic Competition Management
 - i. Review of national meets ongoing with feedback solicited from all partners including CSCTA, National Meet Director, National Meet Referee and Swimming Canada Entries Coordinator.
 - ii. Full integration of Para-swimming events into all Swimming Canada national events brought elite and development Para-swimming to the forefront. This inclusion creates two-way exposure and allows elite athletes and their coaches to interact more regularly in the competition environment.

c. National records and rankings oversight

There were 53 national senior and age group records broken in the 2017-18 season (17 male, 36 female) and 198 Para-swimming records broken (65 male, 133 female). For complete lists, please consult the Records section of swimming.ca

COACHING DEVELOPMENT

- a. Ongoing work with Coaching Association of Canada (CAC) on Professional Development points program
- b. Continuation of NCCP database enhancement project with launch date of Sept. 1, 2018 in place. Project will see integration of multiple technologies to run coach education on a single Learning Management System (LMS).

COURSE DELIVERY STATISTICS 2017-18

PROV	COMMUNITY SPORT COACH	COMPETITION INTRODUCTION (SWIMMING 101)	COMPETITION INTRODUCTION ADVANCED (SWIMMING 201)	COMPETITION DEVELOPMENT (SWIMMING 301)
AB	139 (159)	157 (119)	9 (13)	
BC	26 (8)	96 (98)	9 (0)	
MB	0 (6)	23 (30)	0 (4)	
NB	16 (12)	12 (0)	6 (10)	
NL	0 (0)	4 (21)	0 (0)	
NS	17 (24)	22 (53)	0 (0)	
ON	0 (0)	177 (182)	23 (21)	0 (0)
PE	0 (0)	8 (4)	0 (0)	
QC	0 (7)	104 (82)	19 (11)	7 (9)
SK	20 (19)	26 (21)	10 (0)	
National				
TOTALS	218 (235)	629 (610)	76 (49)	7 (9)

2016-17 totals in brackets Total NCCP participants (all courses all provinces) = 930 (903)

MASTERS SWIMMING PATHWAYS AND STRATEGIES

- a. Ongoing strategies tied to MOU signed between Swimming Canada and Masters Swimming Canada. Masters Coaching Education module targeted for launch in September 2018.

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. Update to OCRC Terms of Reference in Jan. 2018. OCRC members include: Suzanne Paulins (Chair), Bill Hogan (Past chair), Louise Leblanc (FINA), Nicole Normandin and David de Vlieger (UANA Open Water), Jocelyne McLean (WPS), Sheila Nelson (BC), Rob Farmer (AB), Jim Fleury (MB & SK), Paul Corkum (ON), Cynthia Pincott (QC), and Maggie Middleton (PEI, NS, NFLD, NB).
- b. Officials Symposium held in November in Toronto, key working groups struck to move forward initiatives identified at Symposium.
- c. Swimming Canada Learning Management System (LMS) launched in Feb. 2018, with two clinics available, Introduction to Swimming and Safety Marshal. Additional clinics to become available in fall of 2018.

OFFICIALS NUMBERS BY PROVINCIAL SECTION

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

PSO	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	TOTAL
BC	997	204	54	43	42	1340
AB	2481	271	37	5	25	2819
SK	440	46	5	2	12	505
MB	159	11	1	2	7	180
ON	7004	629	249	74	130	8086
QC	7320	771	367	50	64	8572
NB	50	15	6	2	4	77
NS	417	19	13	10	7	466
PE	63	52	4	0	5	124
NL	11	8	1	3	1	24
TOTAL	18942	2026	737	191	297	22193



Don Smith Memorial Pool

Event	Heat	Time	Swimmer
100m Freestyle	1	1:05.12	John Pinckney
100m Freestyle	2	1:05.12	John Pinckney
100m Freestyle	3	1:05.12	John Pinckney
100m Freestyle	4	1:05.12	John Pinckney
100m Freestyle	5	1:05.12	John Pinckney
100m Freestyle	6	1:05.12	John Pinckney
100m Freestyle	7	1:05.12	John Pinckney
100m Freestyle	8	1:05.12	John Pinckney
100m Freestyle	9	1:05.12	John Pinckney
100m Freestyle	10	1:05.12	John Pinckney
100m Freestyle	11	1:05.12	John Pinckney
100m Freestyle	12	1:05.12	John Pinckney
100m Freestyle	13	1:05.12	John Pinckney
100m Freestyle	14	1:05.12	John Pinckney
100m Freestyle	15	1:05.12	John Pinckney
100m Freestyle	16	1:05.12	John Pinckney
100m Freestyle	17	1:05.12	John Pinckney
100m Freestyle	18	1:05.12	John Pinckney
100m Freestyle	19	1:05.12	John Pinckney
100m Freestyle	20	1:05.12	John Pinckney

REGISTRATION INFORMATION

REGISTERED AGE GROUP & UNIVERSITY SWIMMERS AT AUGUST 31, 1997-2018

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
2018	8714	6003	1645	1054	19807	9733	1066	1038	312	832	23	50227	0.1

*Non-resident Canadians

COACH REGISTRATION

YEAR END	2011	2012	2013	2014	2015	2016	2017	2018
A1	321	319	328	307	295	295	305	293
A2	106	112	117	135	145	140	133	137
B	344	328	351	248	214	232	236	264
C	967	1045	1033	1214	1237	1257	1236	1280
D	935	944	1028	1119	1112	1091	1134	1165
E	N/A	N/A	N/A	N/A	N/A	N/A	11	13
TOTAL	2673	2748	2857	3023	3003	3015	3055	3152

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
2018	1682	1058	255	282	1010	2719	114	311	39	75	7545

REGISTRATION INFORMATION

OVERVIEW OF REGISTRATION

REGISTRATIONS								PROGRAMS				
2017-18	TOTAL SWIMMERS	COMPETITIVE	UNIVERSITY & COLLEGE	NON-COMPETITIVE	SUMMER	LIMITED EVENT	MASTERS	AGE GROUP CLUB	UNIVERSITY TEAMS	COLLEGE TEAMS	SUMMER CLUB	MASTERS CLUB
BC	10415	4023	99	4611			1682	74	5			71
AB	10597	3863	100	2044	3532		1058	50	3		61	25
SK	2562	619	18	1021	647	2	255	16	3		18	10
MB	1502	1037	19	164			282	14	1			6
ON	20921	13166	498	6247			1010	128	12			32
QC	12452	8591	624	518			2719	100	11	18		96
NB	1181	1024	43				114	18	2			16
NS	2041	831	66	142	691		311	17	2		1	12
PE	360	198	10	113			39	2	1			1
NL	1510	497	21	279	601	37	75	15	3		11	13
UNCAN	23	23						1				
TOTAL	63564	33872	1498	15139	5471	39	7545	435	43	18		282

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
2018		3532	647					691		601	5471



MARKETING | EVENTS | COMMUNICATIONS

The 2017-18 season was a busy one for both our athletes and our team in Marketing, Events and Communications. As our swimmers made us proud at Commonwealth Games and Pan Pacific Championships, our team once again made sure that our audience got to follow our teams like never before.

Through our enhanced broadcast partnership with CBC, our own web-streaming of events, and our digital coverage through stories, photographs and social media, Swimming Canada has become a leader in self-coverage. We no longer wait for the mainstream media to cover us, we have become our own media outlet.

Our research partner IMI International continues to provide us with incredibly useful insights. This includes information from our own membership survey (over 3000 completed surveys – thank you!), or from the Canadian public. Thanks to this information our partnership reports and proposals are better than ever.

SWIMMING CANADA BRAND DEVELOPMENT

The Swimming Canada brand continues to evolve. Through our online store, our national team outfitting and all corporate communications, our brand grows through consistency.

This upcoming season we will be launching our “official club” emblem and usage guidelines. This is a specially designed emblem that all Swimming Canada clubs can use on their websites, banners and team clothing. The usage guidelines outline how to apply the mark on various backgrounds, and a few rules around how it must not be used.

As mentioned before, our Team Canada uniform will remain consistent throughout the quadrennial with some specialty items being added each season. This allows us to build a solid visual identity as well as increase efficiency of buying and designing behind the scenes. Bigger changes and adjustments to the Team Canada uniform will be launched at the 2020 Olympic and Paralympic Games!

REVENUE GENERATION

- Self-generated revenues were 26% of total revenues for year ending March 2018.
- We are in discussions with Speedo surrounding the run-up to 2020. This includes programs for grassroots meets as well as elite technical equipment. Exciting news is in the works!

- Discussions with RBC on renewal of their partnership through 2020 are ongoing.
- Our partnership with Chicken Farmers of Canada continues to create entertaining and engaging content for both organizations’ platforms.
- Our partnership with Myrtha Pools has expanded to include some exciting new products.

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 68,100 fans (up 1% in one year).
- Swimming Canada Twitter has over 19,800 followers. (up 5% in one year)
- Swimming Canada Instagram has over 20,600 followers (up 8% in one year)

SWIM-A-THON

- Swim-a-thon was run this past year without the use of charitable receipts due to our CRA status. It was equally successful to the year previous, and therefore we have decided to run it this way again in 2019.
- 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 2018.

EVENTS

- Our second season of events under the new competition framework saw the changes become more normalized and generally smooth.
- Our National Meet Director, National Meet Referee and National Entries coordinator positions evolved and further professionalized our competition delivery.
- Announcements on location for the 2020 Olympic and Paralympic Trials and 2022 Pan Pacific Championships will be out soon.



OPERATIONS

The primary focus of the Operations department is to improve processes across the organization and increase capacity to support our membership. Key areas of progress from the last year are:

HUMAN RESOURCES

We welcomed seven new people to our staff, which remains a tremendous strength. In addition to new faces, a key focus was updating HR policies and processes. Swimming Canada issued an updated Employee Handbook and mandated a series of new training modules for all staff.

Several staff hired in recent years came to the organization with a wealth of knowledge and expertise (marketing, education, finance, etc.) but not necessarily a swimming background. With this in mind, Swimming Canada offered a Swimming 101 program. The program included a series of lunch and learn sessions that covered topics such as the basics of training and racing, the rules of swimming, Para-swimming, Swimming Canada history, events, etc. This program culminated with a group attending the Canadian Swimming Championships.

OFFICES AT 307 GILMOUR

In early 2018, Swimming Canada expanded its operations to the third floor of our building. Taking over this space, which had previously been rented out, was a natural evolution for us given the continued growth in our staff.

INFORMATION TECHNOLOGY

The registration system remains the backbone of our organization and we are working hard to continually improve it. Infrastructure upgrades have improved the overall system speed. We continue to work with our service providers to ensure its long-term viability.

We also added an online education platform, which will be much more prominent in the delivery of course materials in the year ahead. Two officiating courses are available on the site and the coach education component of the platform has launched. We are also working to improve our tracking by linking directly to the Coaching Association of Canada's database.

PROVINCIAL SECTION PARTNERSHIP

The relationships between Swimming Canada and our provincial sections have always been important. Swimming Canada welcomed the provincial executive directors to Ottawa for two sets of meetings and there has been tremendous collaboration and increased focus amongst all parties. This includes the Facility Rules Working Group that dedicated significant time and energy into the development of the new Canadian Facility Rules that came into effect Sept. 1.





SAFE SPORT

The Safe Sport program's significant development culminated with its official launch in September. The program focuses on three key areas: education, prevention and response, all of which are 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.

A dedicated section for Safe Sport on the Swimming Canada website (<http://www.swimming.ca/en/safe-sport/>) provides resources for individuals and clubs on a variety of Safe Sport related topics. In partnership with the provincial sections and the CSCTA we also created a Safe Sport Working Group to aid in the development of additional resources. Swimming Canada attended the International Safe Sport Conference where we established links with a number of key organizations, both domestic and international.

The goal for the year ahead is to take meaningful steps to ensure safe sporting environments for all of our national team activities by signing on to the [Responsible Coaching Movement](#). We are pleased that each of the provincial sections and the CSCTA will be partnering with us in this initiative. The three key measures that we will be putting into place include background screening for all Swimming Canada staff, board members and any staff appointed to a national team activity, along with mandatory Safe Sport education for each of these groups. Finally, all national team activities will be guided by the philosophy of Open and Observable Environments. [Open and Observable Environments mean making meaningful and concerted efforts to avoid situations where a coach/official/staff member, etc. might be alone with an athlete. All interactions between an athlete and an individual who is in a position of trust should normally, and wherever possible, be in an environment or space that is both “open” and “observable” to others.](#)

CHIEF FINANCIAL OFFICER EXECUTIVE REVIEW

In 2017-2018 Swimming Canada was able to increase total net assets from operations by \$453,866 excluding Trust Funds. The net surplus from hosting of events accounts for 6.5% of this increase in net assets and is attributable to additional event hosting grants secured by the Marketing & 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 expenses increased by 7.4% in 2017-2018 over the previous fiscal year, which is mostly attributable to an increase in promotional expenses and legal fees.

Technical expenses increased by 10% in 2017-2018 over the previous year as a result of an increase in funding from Sport Canada and Own the Podium.

Education expenses which include officials and coaches development had an increase of 40% over 2016-17 due to the addition of staff and new enhancements to education programs.

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



STATEMENT OF FINANCIAL POSITION

March 31, 2018, with comparative figures for 2017

	2018	2017
ASSETS		
Cash and cash equivalents	\$ 1,061,662	\$ 950,706
Amounts receivable	1,604,591	1,534,980
Prepaid expenses and travel advances	364,215	179,677
Inventory	83,049	15,832
	3,113,517	2,681,195
TRUST FUND ASSETS		
Swimmer Reserve Fund	8,260	9,272
Victor Davis Memorial Fund	98,163	110,113
Dr. Jeno Tihanyi Memorial Fund	15,149	18,149
	121,572	137,534
Investments	243,975	235,000
Tangible Capital assets (office building)	2,201,855	2,252,166
	\$ 5,680,919	\$ 5,305,895
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$ 445,304	\$ 560,176
Deferred revenue	898,631	820,754
Current portion of mortgage payable	26,046	25,885
	1,369,981	1,406,815
Mortgage payable	625,043	651,089
NET ASSETS AND TRUST FUNDS		
Swimmer Reserve Fund	8,260	9,272
Victor Davis Memorial Fund	98,163	110,113
Dr. Jeno Tihanyi Memorial Fund	15,149	18,149
Internally restricted	295,000	295,000
Invested in tangible capital assets	1,550,766	1,575,192
Unrestricted	1,718,557	1,240,265
	3,685,895	3,247,991
	\$ 5,680,919	\$ 5,305,895



Director

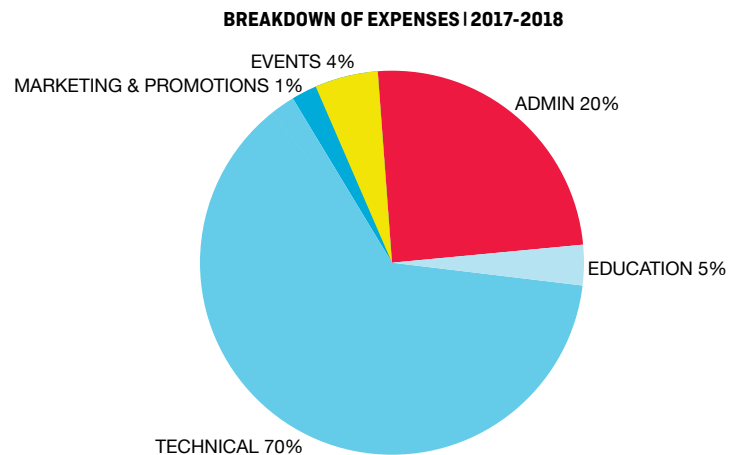
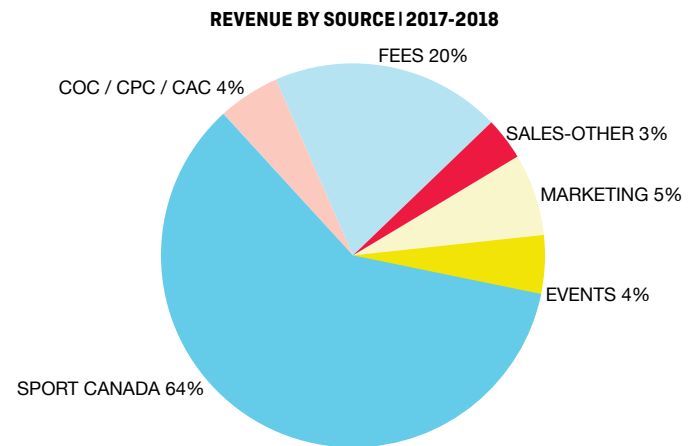


Director

STATEMENT OF OPERATIONS

Year ended March 31, 2018, with comparative figures for 2017

	2018	2017
REVENUE		
Sport Canada	\$ 7,064,000	\$ 6,007,915
Canadian Olympic Committee / Canadian Paralympic Committee	437,500	509,275
National Sport Centres	146,698	240,086
Coaching Association	13,611	31,484
Membership Fees	2,233,286	2,122,639
Sponsorships	523,992	710,929
Events	414,464	1,060,048
Interest and other	203,099	209,115
Canadian Swim Coaches & Teachers Association	32,500	25,000
Sale of products	19,848	32,562
	11,088,998	10,949,053
EXPENSES		
Administration :		
National Office	439,571	474,367
Payroll & benefits	675,369	660,760
Planning & management	124,631	116,683
Promotions & communications	586,301	487,797
Association	281,511	225,062
Amortization (office building)	50,311	15,722
Technical:		
Tours and competitions	3,550,229	2,890,835
High performance centres	1,532,577	1,729,606
Program management	1,144,537	1,055,673
Grants	473,377	324,490
Competition support	495,231	606,291
Coaching support services	185,683	90,740
Education	562,373	400,687
Events	384,763	927,622
Marketing	137,183	141,982
Cost of products sold	11,485	18,615
	10,635,132	10,166,932
EXCESS OF REVENUE OVER EXPENSES	\$ 453,866	\$ 782,121



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