



ANNUAL REPORT 2018-2019





MARGARET MACNEIL



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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



PENELOPE OLEKSIK, KAYLA SANCHEZ, EMILY OVERHOLT, TAYLOR RUCK



DANIELLE KISSER, TESS ROUTLIFFE

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's goal is to be among the world's best swimming nations by 2020, both in terms of athlete performance and organizational excellence. Arguably, we are there now. Our athletes have taken the swimming world by storm and the operational acumen of the organization has become a role model for sport organizations in Canada and around the world.

Over the next year, our strategic plan will be updated to cover the next two quadrennials. This plan will challenge Swimming Canada to improve in each of our four core areas: world leading performance, athlete development, organizational excellence and financial capacity.

Since the last Annual General Meeting, the Board of Directors has undertaken an overhaul of Swimming Canada's policies. This was made possible by the significant efforts of the Policy and Governance Committee headed by Dean Crawford. These policies can be found on the Swimming Canada website.

The financial capacity of Swimming Canada is closely monitored by management and is subject to the oversight of the Board. Our financial position is sound.

The 2019-2020 season will be a busy one as we prepare for the Paralympics and the Olympics in Tokyo, while continuing to focus on athlete development. On behalf of the Board, I wish our athletes, coaches, staff and volunteers all the best in their pursuit of excellence over the next year.

A handwritten signature in black ink, appearing to read 'Cheryl Gibson', with a long horizontal flourish extending to the right.

Cheryl A. Gibson, President
Swimming Canada

CEO'S MESSAGE



As we near the end of our Vision 2020 strategic plan with most of our goals accomplished, we are beginning the process of setting objectives for the next eight to twelve years.

We had another phenomenal year, by many measures our best year of international competitive swimming in decades. Our athletes are talented. We will expand our efforts to strengthen our base with superb coaching and technical staff, funding, resource availability and a focused and driven sport plan. Our membership is strong and steady, supported by a dedicated group of volunteers, officials and coaches, some of whom are recognized internationally by UANA, FINA and World Para Swimming. We also fully welcome masters swimmers and look forward to providing them with great programming as we take a more active role in supporting this community.

I would like congratulate the entire Canadian swimming family. Each province, club and partner has contributed to helping develop, strengthen and expand our sport. We have raised the bar and will raise the bar again. This will not be easy and change is always difficult. Both on the domestic and international front, in and out of the water, we will reach for achievements we have never attained before. We will continue to invest to create a strong and sustainable future for swimming in Canada.

Our Safe Sport program is in full swing and growing, and we will share our successes with other Canadian sports and the rest of the world.

We are in a strong financial position and will continue to build upon our long term financial independence and stability. We have regained our charitable status and we have made changes to ensure we remain compliant. Some changes have been difficult for our community but we are in a stronger place both legally and financially and we intend to remain there.

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 and beyond. Professionalism, Leadership and Organization will continue to be key elements of our culture and success plan.

Having seen the Canadian flag rise at so many events from senior to youth makes my heart swell, and I hope it does yours too. We are walking a new path and intend to stay there.

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

Swimming Canada continues to be in a strong position with the programming and staffing in place to deliver at the Tokyo 2020 Olympic and Paralympic Games. The 2019 competition period provided opportunity for more than 130 swimmers and 80 coaches/support staff to receive international competition experience. Programming will become more specific and targeted as the Trials and Games get closer, all while keeping an eye on the next quad's strategy.

2018-2019 KEY AREAS OF FOCUS

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 teams at the Tokyo 2020 Olympics and Paralympics. The format and structure of the HPC network will continue to be evaluated, including review of facilities and coaching support, ensuring Swimming Canada is well positioned to immediately begin the drive towards the Paris 2024 Olympics and Paralympics.

2024 NEXTGEN STRATEGY

Swimming Canada operates a NextGen Institute Program (NGIP) at Victoria and supports the NGIP program operated by Swim Ontario at Toronto. Targeted NextGen programming and funding remains in place to achieve sustainable ongoing international success. In 2018-19 Swimming Canada undertook a major audit within each of the four largest provinces, observing development programming, performances and alignment with Swimming Canada objectives. Senior staff then met with each of the provinces to review findings and support program advancement/refinement. Swimming Canada is developing a NextGen curriculum for implementation at the provincial level. Specifically, within the Paralympic program, various identified NextGen swimmers were provided full-time or part-time opportunities to train within the High Performance Centre – Québec. A strategic approach was also taken to embed a development level team (2019 Parapan Am Games) into the Paralympic programming, providing a valuable multi-sport international competition opportunity.



KYLIE MASSE

The established NextGen strategy continues as shown in the following examples:

- Support from the RBC Future Olympian and Swimming Canada 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 and Sport Science Sport Medicine (SSSM) services in addition to supporting enhancements to home club programming.
- Open water training and racing experience for ten development swimmers at the BestFest open water swimming event.

HIGH PERFORMANCE COACH DEVELOPMENT

The 2018-2019 season began with all coaches of Athlete Assistance Program (carded) swimmers attending a Carded Coaches Meeting outlining High Performance strategies for the season. Led by the High Performance Director, all staff coaches and the paramedical staff presented, and a keynote presentation from Hockey Canada’s Mel Davidson was well received.

Swimming Canada employed coaches have undertaken the OTP Coach Enhancement Program (CEP) 360-degree evaluation process and received individual professional development plans. In addition, a new group of club coaches were accepted to take part in a series of workshops.

In February, 12 female coaches from six provinces participated in an intense two-day coach leadership workshop presented by the Humphrey Group and CEP.

COACH, CLUB, PROVINCE		
Marta Belsh, FAST, NB	Wendy Johnson, CASC, AB	Cathy Pardy, ROW, ON
Marie Bergeron, TORP, QC	Vicki Keith, KYPs, ON	Amélie Poirier, RED, QC
Tina Hoeben, KISU, BC	Melanie Melanson, CVAC, NB	Mandi Smith, CHENA, BC
Janet Hyslop, KSS, ON	Zoe Miles, SWAT, NS	Annie Wolfe, ISC, BC

In partnership with the CSCTA, Swimming Canada offered Apprentice Coach opportunities across the senior, development and open water national team programs. Through an application process, four coaches were selected to receive valuable professional development experience working alongside the appointed national team staff.

NATIONAL TEAM EVENT	APPRENTICE COACH
FINA World Championships, July 21-28, Gwangju, South Korea	Phil Garverick, Pointe-Claire SC, QC
World Para Swimming Championships, Sept. 9-15, London	Ian Roopnarine, COBRA SC, ON
FINA World Junior Championships, Aug. 20-25, Budapest, Hungary	Melanie Melanson, Codiac Vikings, NB
Open Water BestFest, May 22-June 3, Mallorca, Spain	Robert Novak, MANTA SC, MB

PODIUM PATHWAY AND GOLD MEDAL PROFILES (GMP)

The Swimming Canada Podium Pathway, which encompasses the 2017-2020 On Track Times, Gold Medal Profile, gap analysis and predictive performance analysis, continues to be the cornerstone of the athlete identification and tracking process. Swimming Canada continues collaboration with the Canadian Tire Analytics Group, building data-driven evaluation tools to identify gaps and develop mitigation strategies. Podium Pathway tools form the basis for all decision-making processes within the High Performance program. A focus in 2018-2019 was to identify reliable data to further enhance pathway and gap analysis tools specifically around open water swimming. A refresh of the GMP for Para-swimming for the upcoming season was conducted.

HIGH PERFORMANCE PROGRAM NOTES

Sport Canada Athlete Assistance Funding (Carding) - In the 2018-2019 carding cycle 89 Olympic Program swimmers received Sport Canada AAP Funds: 56 Development level and 33 Senior level cards. 23 Paralympic Program swimmers received carding: 19 Senior level and 4 Development.

Olympic Program High Performance staff, supported by the Selection Committee, produced eight selection/nomination criteria documents for 2019 pool and open water international events. The nomination criteria for the 2020 Tokyo Olympics pool and open water events were completed and posted in the 2019 season.

Paralympic Program High Performance staff, supported by the Selection Committee, produced selection/nomination criteria documents for Parapan Am Games and World Para Swimming Championships, and the nomination criteria for the 2020 Tokyo Paralympic Games.

Swimming Canada's Swimmer Reward Funding: \$45,000 will be awarded to FINA World Championships and World Para Swimming Championships finalists. The Speedo Medal Bonus program rewards up to \$37,500 for medal performances at the same competitions.

Swimming Canada offered tiered support to Family & Friends of national team swimmers. Three personal coaches took advantage of the Personal Coach Program to travel to staging and/or competitions alongside their selected athlete.

2019-2020 HIGH PERFORMANCE PROGRAMS PRIORITIES

- Continue annual comprehensive Senior Team Operations and Performance Reviews (STOPR)
- Further advancement of the NextGen Pathways program, Performance Links, Apprentice Coach Program, Coaching Enhancement Program and High Performance Centre programming, including communication and collaboration with coaches, clubs and provincial sections
- Development of selection criteria for upcoming international events: Junior Pan Pacific Championships, FINA World Junior Open Water Championships, FINA World Championships (25m)
- Development of selection/nomination criteria for additional upcoming Para-swimming international events and development camps
- Continued leadership and collaboration with the provinces to align performance development pathways and competition strategies
- 2020 Canadian Swimming Trials in Toronto, selection for nomination to: Olympic Games, Paralympic Games, Junior Pan Pacific Championships, FINA World Championships (25m), and to identify swimmers to attend the French Para Sport Championships and other camps/race opportunities
- 2020 Open Water Swimming Trials in the Cayman Islands, selecting swimmers for FINA World Junior Open Water Championships and to identify swimmers to attend other camps/race opportunities
- Targeted and enhanced support to identified events and swimmers for 2020
- Committed to supporting every opportunity for performance success at the Trials and subsequent Olympic and Paralympic Games.



SYDNEY PICKREM

OLYMPIC PROGRAM TEAMS

More than 80 individuals were selected to the following senior events: FINA World Championships, Pan Am Games, FISU Summer Universiade and the inaugural ANOC World Beach Games. Up to 40 individuals supported the teams: coaches, integrated support team and other staff. Additional international racing and camp opportunities took place throughout the season.

FISU SUMMER UNIVERSIADE - NAPLES, ITALY - JULY 6-10

32 pool swimmers (16 male and 16 female) and six staff attended the world university games. Ingrid Wilm (backstroke), Nina Kucheran (breaststroke), Hannah Genich (butterfly) and Ainsley McMurray (freestyle) earned the bronze medal in the women’s 4x100-m medley relay. Canada ended the swimming portion of the Games with six top-five results and 11 finals swims.

18TH FINA WORLD CHAMPIONSHIPS - GWANGJU, SOUTH KOREA - JULY 13-18 (OPEN WATER) AND JULY 21-28 (POOL)

Six open water swimmers (4 male and 2 female) and 25 pool swimmers (13 male and 12 female) were selected. The team staged in Toyota, Japan, for ten days before moving on to Korea. Eleven coaches and 16 support staff completed the team for Canada’s most successful world championships to date.

Highlights included:

- Nine medals (2 gold/6 bronze in pool events + bronze in OW)
- 4th nation in medal table
- 1 Americas/Commonwealth record (W100BU) among six Canadian records (M200BK, W4x100FR, W4x200FR, W4x100MR, Mix4x100FR)
- 19 Finals swims; 13 women, 1 male, 2 mixed relay, 3 female relay (most since 1978)
- 11 swimmers returned with a medal
- Six swimmers won three medals each
- Five relays qualified for Tokyo 2020 Olympic Games
- Four swimmers qualified for the ANOC World Beach Games

FINA WORLD CHAMPIONSHIPS MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME	
Gold	Margaret MacNeil	100 Butterfly	55.83 AR/CWR (CR)	
Gold	Kylie Masse	100 Backstroke	58.60	
Bronze	Eric Hedlin	5-km Open Water	53:32.4 (+10.3sec)	
Bronze	Sydney Pickrem	200 Individual Medley	2:08.70	
Bronze	Sydney Pickrem	200 Breaststroke	2:22.90	
Bronze	Kylie Masse	200 Backstroke	2:06.62	
Bronze	Kayla Sanchez Taylor Ruck Penny Oleksiak Margaret MacNeil <i>Rebecca Smith</i>	W 4x100 Freestyle Relay	53.72 52.19 52.69 53.18 54.37 P	3:31.78 CR
Bronze	Kayla Sanchez Taylor Ruck Emily Overholt Penny Oleksiak <i>Rebecca Smith</i> <i>Emma O’Croinin</i>	W 4x200 Freestyle Relay	1:57.32 1:56.41 1:56.26 1:54.36 1:58.74 P 2:00.37 P	7:44.35 CR
Bronze	Kylie Masse Sydney Pickrem Margaret MacNeil Penny Oleksiak <i>Kierra Smith</i> <i>Rebecca Smith</i> <i>Taylor Ruck</i>	W 4x100 Medley Relay	59.12 1:06.42 55.56 52.48 BR-1:08.61 FL-58.04 FR-53.00	3:53.38

Italics indicates preliminary relay swimmers
AR = Americas record; CWR = Commonwealth record; CR = Canadian record

PAN AMERICAN GAMES - LIMA, PERU - AUG. 6-10

16 pool swimmers (2 male and 14 female) and four open water swimmers (2 male and 2 female) were joined by five coaches and seven support staff. Canada won 15 medals; nine swimmers earned individual medals and five additional swimmers earned relay medals. Total number of finals swims was 32 (26 female, 4 male, 2 mixed relays).

PAN AM GAMES MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME	
Gold	Tessa Cieplucha	400 Individual Medley	4:39.90	
Silver	Danica Ludlow	400 Freestyle	4:11.97	
Silver	Mary-Sophie Harvey	200 Butterfly	2:11.68	
Silver	Danielle Hanus	100 Butterfly	58.93	
Silver	Danielle Hanus	100 Backstroke	1:00.34	
Silver	Alexia Zevnik	100 Freestyle	55.04	
Silver	Javier Acevedo James Dergousoff Danielle Hanus Alexia Zevnik <i>Haley Black</i> <i>Kyla Leibel</i>	Mix 4x100 Medley Relay	55.03 1:01.71 58.71 54.52 FL-59.43 FR-55.62	3:49.97
Silver	Alyson Ackman Katerine Savard Danica Ludlow Mary-Sophie Harvey	W 4x200 Freestyle Relay	1:59.55 2:00.36 1:59.83 1:59.42	7:59.16
Silver	Danielle Hanus Faith Knelson Haley Black Alexia Zevnik <i>Mackenzie Glover</i> <i>Mary-Sophie Harvey</i> <i>Katerine Savard</i> <i>Alyson Ackman</i>	W 4x100 Medley Relay	1:00.45 1:07.57 59.12 54.76 BK-1:03.16 BR-1:11.32 FL-1:00.30 FR-55.48	4:01.90
Bronze	Alyson Ackman Kyla Leibel Katerine Savard Alexia Zevnik	W 4x100 Freestyle Relay	55.79 55.75 55.44 54:03	3:41.01
Bronze	Alyson Ackman	400 Freestyle	4:12.05	
Bronze	Faith Knelson	100 Breaststroke	1:07.42	
Bronze	Mackenzie Glover	200 Backstroke	2:10.95	
Bronze	Mary-Sophie Harvey	400 Individual Medley	4:43.20	
Bronze	Bailey Anderson	200 Individual Medley	2:14.14	

Italics indicates preliminary relay swimmers

FINA CHAMPIONS SWIM SERIES - BUDAPEST, HUNGARY - MAY 11-12 | INDIANAPOLIS - MAY 31-JUN 2

FINA introduced three Champions Swim Series events into the calendar in 2019. Upon invitation from FINA, three Canadian swimmers took part in at least one of two events: Penny Oleksiak, Kylie Masse and Sydney Pickrem.

BREASTSTROKE CAMP - TORONTO - JAN 30-FEB 2

Six female swimmers and three home coaches attended a five-session camp led by the National Senior Coach and National Development Coach

WORLD CHAMPIONSHIPS POOL TEAM CAMP - TORONTO - MAY 6-10

The world championships team attended the 5-day camp led by the HPD/National Coach, Senior Coach and five coaches and seven support staff.

FINA WORLD CUP - TOKYO - AUG. 2-4

Eight male swimmers and one female swimmer attended directly out of the 18th FINA World Championships, supported by three staff. Swimmers achieved seven finals swims, winning two medals: Markus Thormeyer (silver, 100 back), and Jeremy Bagshaw (bronze, 400 free)

2019-2020 SENIOR TEAM PRIORITIES

For the 2019-2020 season, the focus will be:

- Upcoming ANOC World Beach Games, 5-km event, Oct. 13
- Final FINA Olympic Marathon Swim qualifier event, Spring 2020
- Male relay focus camp/Women's camp
- 2020 Tokyo Olympic Games
- Continued education of national team members in all areas of athleticism and event preparation



PENELOPE OLEKSIK, SYDNEY PICKREM, MARGARET MACNEIL, KYLIE MASSE

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: This year Swimming Canada organized a central camp in November which includes a basic competition. Identified distance athletes get both pool and classroom open water exposure with some limited open water activities. Mark Perry will lead this event with team manager and IST support, ensuring that the same syllabus and content are covered.

Camps in 2018-2019

- Pan-Canadian Provincial Distance & Open Water Camp, Barbados

2. NATIONAL DEVELOPMENT TEAM EVENTS

Focus: Athlete and coach education

Content: Racing different distances with different race tactics and receiving 1-on-1 race analysis, feedback and advice. These events are centered on building individual race strategies and improving skills in preparation for future open water events.

Activities in 2018-2019

BEST FEST, MALLORCA - 1.5K, 2.5K, 5K, 7K, 10K & RELAY - MAY/JUNE 2019

- 11 athletes, supported by 9 staff

UANA PAN AMERICAN JUNIOR OPEN WATER CHAMPIONSHIPS - PLEASANT PRAIRIE, WI - AUG. 2019

- 8 swimmers, supported by 5 staff
- Top individual performances: Kenna Smallegange, gold, 14-17 age 7.5km; Kyla Ross, silver, 20-and-under 10km; Raben Dommann, bronze, 20-and-under 10km

- 14-17 mixed 5km relay: silver (Kate Sullivan, Kenna Smallegange, David Quirie, Alexander Axon)
- 20 & under age mixed 5km relay: bronze (Kyla Ross, Patrick Hussey, Rosalie Davidson, Raben Dommann)

3. 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 Tokyo 2020 Olympic Games.

Activities in 2018-2019

FINA/CNSG MARATHON SWIM WORLD SERIES (10KM) - DOHA, QATAR - FEB. 2019

- Four athletes, supported by 3 staff and 1 personal coach
- Top results: Hau-Li Fan finished 22nd in the field of 80 swimmers

LEN OPEN WATER SWIM CUP - BRIVE-LA-GAILLARDE, FRANCE - MAY 2019

- Eight athletes, supported by 5 staff
- Kate Sanderson, Jon McKay, Chantel Jeffrey and Hau-Li Fan won a silver medal in the 4x1.25km team event
- Men's 10km: 7th Hau-Li Fan, 13th Jon McKay, 17th Nicolas Masse-Savard, 27th Eric Hedlin, 32nd Raben Dommann
- Women's 10km: 14th Stephanie Horner, 41st Kate Sanderson

18TH FINA WORLD CHAMPIONSHIPS - GWANGJU, SOUTH KOREA - JULY 2019

- Six selected athletes, supported by full team of staff and Integrated Support Team (IST)
- Men's 5km – Bronze Eric Hedlin, 16th Raben Dommann
 - This was a great result for Eric as it had been 6 years since he won a silver medal in this event at the 2013 World Championships



ERIC HEDLIN

- Men's 10km – 17th Hau-Li Fan, 24th Jon McKay
- Women's 5km – 24th Kate Sanderson, 28th Chantel Jeffrey
- Women's 10km – 35th Kate Sanderson, 45th Chantel Jeffrey
- Mixed 5km relay – 13th (Kate Sanderson, Hau-Li Fan, Chantel Jeffrey, Eric Hedlin)
- All four swimmers in the 5km qualified for the 2019 Doha World Beach Games
- The other athletes gained very valuable experience at their first World Championships

PAN AMERICAN GAMES - LIMA, PERU - AUG. 2019

- Four selected athletes, supported by four staff members
- Men's 10km – 7th Jon McKay, 10th Raben Dommann
- Women's 10km – 6th Kate Sanderson, 9th Chantel Jeffrey

2019-2020 DISTANCE & OPEN WATER PROGRAM FOCUS

In the 2019-20 season, the Distance – Open Water Program will continue to combine pool distance and open water swimming with specific development of swimmers, coaches, integrated support team, and provincial section 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.

2018-2019 SEASON PRIORITIES

1. INTERNATIONAL COMPETITIONS AND TOURS:

2018 YOUTH OLYMPIC GAMES - BUENOS AIRES, ARGENTINA - OCT. 4-13, 2018

Tour Goals:

- To compete in an in-season, multi-sport international event
- To get back into training in early September and represent Canada
- The team was composed of 8 swimmers, 1 coach, 1 manager and a team leader and won three medals:

FINISH	NAME	EVENT	TIME
Silver	Broad, Madison	200 Backstroke	2:10.32
Bronze	Knox, Finlay	200 Individual Medley	2:01.91
Bronze	Milanovich, Alexander	50 Breaststroke	27.87

2019 NDTP JUNIOR MALE TRAINING CAMP 2 - ST. PETERSBURG, FLORIDA - FEB. 8-17, 2019

Tour Goals:

- Follow up the 1st male camp (Feb. 2018 in Trinidad) with a higher quality and more specific and targeted training demand
- Work as a Team – Support your Teammates – Band of Brothers
- Self-responsibility – Take care of yourself
- Consistent hard work pays off – You need physical/mental toughness and grit to succeed
- The team was composed of 11 male athletes, 1 team leader, 2 selected coaches, 1 apprentice coach, and 1 manager.
- 3 of these athletes went on to compete at senior FINA World Championships in Gwangju, South Korea.

2019 FINA WORLD JUNIOR SWIMMING CHAMPIONSHIPS - BUDAPEST, HUNGARY - AUG. 12-26, 2019

Tour Goals:

- Improve on Trials times
- Swim PBs in the preliminaries
- Improve from heats to semifinals to Finals in the 50-100 and 200-m events
- Personal best splits on the relays
- The team was composed of 18 swimmers and was supported by 1 team leader, 5 selected coaches, 1 apprentice coach, 2 massage therapists, 1 race analyst and 2 team managers
- Staging was held in Gyor, Hungary
- This is the highest priority activity in the National Development Team Program for 2019



JADE HANNAH

WORLD JUNIOR CHAMPIONSHIPS MEDAL PERFORMANCES

FINISH	NAME	EVENT	TIME	
Gold	Jade Hannah	200 Backstroke	2:09.28	
Gold	Jade Hannah	100 Backstroke	59.63	
Silver	Jade Hannah	50 Backstroke	27.91	
Silver	Finlay Knox	200 Individual Medley	1:59.44	
Silver	Gabe Mastromatteo	50 Breaststroke	27.73	
Silver	Josh Liendo	100 Freestyle	49.17 CAGR	
Silver	Emma O'Croinin	400 Freestyle	4:08.11	
Bronze	Emma O'Croinin	200 Freestyle	1:58.64	
Bronze	Brooklyn Douthwright Katrina Bellio Genevieve Sasseville Emma O'Croinin, <i>Hanna Henderson</i>	W 4x200 Freestyle Relay	1:59.69 2:00.61 2:02.89 1:57.95 2:02.95 P	8:01.14
Bronze	Jade Hannah Avery Wiseman Hanna Henderson Brooklyn Douthwright <i>Genevieve Sasseville</i>	W 4x100 Medley Relay	1:00.42 1:08.23 59.16 55.36 FL-1:00.25	4:03.17
Bronze	Cole Pratt Gabe Mastromatteo Josh Liendo Finlay Knox <i>Tyler Wall</i>	M 4x100 Medley Relay	54.79 59.82 51.90 49.84 BK-54.84	3:36.35
Bronze	Jade Hannah Gabe Mastromatteo Josh Liendo Hanna Henderson <i>Brooklyn Douthwright</i>	Mixed 4x100 Medley Relay	1:00.23 1:00.58 52.33 55.06 FR-56.43	3:48.20

Italics indicates preliminary relay swimmers CAGR = Canadian age group record (15-17)

2. DOMESTIC PROGRAMS

2019 YOUTH RELAY CAMP - VANCOUVER, BC - MAY 17-27, 2019

Camp Goal:

- Training and tactics that support the 100 & 200 m events
 - Stroke reliability through stroke count
 - Efficient push off from a turn
 - Head and elbow catch position in freestyle
 - 1 step forward relay takeovers
- Challenge everyone on the team every set, every session.
- The team comprised 16 swimmers, supported by 1 team leader, 2 coaches, 1 biomechanist and 1 team manager

Results at Mel Zajac Jr. International Swim Meet:

- 1 bronze – Katrina Bellio, 800 freestyle
- 1 gold and 1 silver in women's relay events

2019 JUNIOR STROKE CAMP - VANCOUVER, BC - MAY 22-JUNE 3, 2019

Camp Goal:

- To offer a racing/training opportunity to some of our best junior athletes with the potential for High Performance, in preparation for a successful summer of LC Racing
- The team comprised 10 swimmers, 1 selected coach, 1 apprentice coach, 1 team leader, and 1 team manager

Results at Mel Zajac Jr. International Swim Meet:

- 1 bronze – Regan Rathwell, 200 backstroke
- 1 bronze - women's 400 medley relay

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:** 2018 Youth Olympic Games, 2018 Ontario International Invitational, 2019 USPORT Championships, 2019 BC Winter Provincial Championships, 2019 Alberta Spring Championships, 2019 Canadian Trials, 2019 Western Canadian Swimming Championships, 2019 OTP Coaches Conference, 2019 Mel Zajac Jr. International, 2019 FISU Games, 2019 Canadian Junior Championships, 2019 Canadian Swimming Championships, 2019 FINA World Junior Championships
- **Targeted swimmer and training camps visits included:** 2018 Carded Coaches Meeting, Victoria Swimming Academy, KISU Swim Club, Columbia Shuswap Selkirks Swim Club, CAMO, Manitoba Bisons, MANTA, Kenora Swim Club, NYAC, RAMAC, Toronto Swim Club, Chatham Y Pool Sharks, Fredericton Aquanauts Swim Team, Ontario Swimming Academy, 2019 Swimming Canada Female Breaststroke Camp, New Brunswick Training Camp, Youth Relay Camp, Junior Stroke Camp



BROOKLYN DOUTHWRIGHT, KATRINA BELLIO, GENEVIEVE SASSEVILLE, EMMA O'CROININ

PARALYMPIC PROGRAM TEAMS

2018-2019 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 2018-19:

INTERNATIONAL CLASSIFICATION

Swimming Canada continued to manage the complexity of accessing the limited availability to international classification opportunities. Ensuring our Tokyo 2020 priority swimmers have undertaken all necessary classification reviews and/or been confirmed well in advance of the Games has been our priority. The inclusion of the Parapan American Games as a classification event for 'New' swimmers this year allowed us to provide developing swimmers with an international classification opportunity and a valuable competition experience.

We are greatly indebted to the Canadian Paralympic Committee, which continues to provide Swimming Canada with great support in accessing and supporting international classification.

CANADIAN COACH EDUCATION SESSIONS

In alignment with Own The Podium's Canada Coach Program, we invited leadership and strategy consultant Judy Reige to conduct a valuable session for coaches in the lead up to the Trials in April. Judy, an expert in developing emotional intelligence and the development of leadership capability in adolescents, spoke with 46 coaches about strategies to develop insights and understanding of self and how that translates to high performance.

Judy also worked with all members of the team that represented Canada at the World Para Swimming Championships in London.



AURÉLIE RIVARD



JAMES LEROUX

PARALYMPIC PROGRAM SENIOR NATIONAL TEAMS

2019 WORLD PARA SWIMMING CHAMPIONSHIPS - LONDON - SEPT. 2019

The 2019 WPS Championships marked the first time that the whole world had raced since the Rio 2016 Paralympic Games. The event presented an incredible opportunity for our best swimmers to race world-class competition and enjoy the thrill of racing. Following a 10-day performance preparation camp in the French city of Vichy, the team assembled at Queen Elizabeth Park, host venue of the London 2012 Olympic and Paralympic Games.

Prior to the start of the championships, the team was told that success would be judged by our ability to stay calm, remain professional, focus on process and record personal bests on the day that matters. We also put an emphasis on being better at the international event than at trials. The team certainly delivered on that.

Out of 18 swimmers in London, 8 achieved at least one personal best and 16 swam at least one race faster than they had done at the Canadian Trials in April.

With less than a year until the first swim of the Tokyo Paralympics, every swimmer and coach now has a much clearer view about what they need to focus on in order to achieve their Paralympic dreams. For us, the journey to Tokyo has begun. London has provided a fantastic opportunity to learn, to grow and to perform.

LONDON 2019 BY THE NUMBERS

Canadian Records (including 4 Americas Records)

- Danielle Dorris: women’s 100-m butterfly S8 (1:16.42)
- Nikita Ens: women’s 100-m freestyle S3 (2:32.70)
- James Leroux: men’s 100-m breaststroke SB9 (1:08.56 - Americas Record)
- Tess Routliffe: women’s 100-m breaststroke SB7 (1:32.39)
- Tess Routliffe: women’s 200-m individual medley SM7 (2:58.06)
- Nicolas-Guy Turbide: men’s 50-m freestyle S13 (24.97)
- Nicolas-Guy Turbide: men’s 200-m individual medley SM13 (2:14.86 - Americas Record)
- Aly Van Wyck-Smart: women’s 50-m backstroke S2 (1:17.76 - Americas Record)
- Aly Van Wyck-Smart: women’s 100-m backstroke S2 (2:39.27 - Americas Record)

Other Personal Best Times

- Matthew Cabraja: men’s 100-m freestyle S11 (1:03.62)
- Matthew Cabraja: men’s 200-m individual medley SM11 (2:48.71)
- Alec Elliot: men’s 200-m individual medley SM10 (2:12.90)
- Tess Routliffe: women’s 50-m butterfly S7 (36.48)

2019 WORLD PARA SWIMMING CHAMPIONSHIPS MEDAL PERFORMANCES

FINISH	NAME	EVENT
Gold	Aur�lie Rivard	women’s 50-m freestyle S10
Gold	Aur�lie Rivard	women’s 100-m freestyle S10
Silver	James Leroux	men’s 100-m breaststroke SB9
Silver	Shelby Newkirk	women’s 100-m backstroke S7
Silver	Aur�lie Rivard	women’s 400-m freestyle S10
Silver	Tess Routliffe	women’s 100-m breaststroke SB7
Silver	Katarina Roxon	women’s 100-m breaststroke SB8
Silver	Nicolas-Guy Turbide	men’s 100-m backstroke S13
Silver	Aly Van Wyck-Smart	women’s 100-m backstroke S2
Bronze	Alec Elliot	men’s 400-m free S10
Bronze	Aur�lie Rivard	women’s 100-m backstroke S10
Bronze	Tess Routliffe	women’s 200-m individual medley SM7
Bronze	Aly Van Wyck-Smart	women’s 50-m backstroke S2
Bronze	Abi Tripp Katarina Roxon Aur�lie Rivard Tess Routliffe	women’s 4x100-m freestyle 34 points

Gold and Silver: nominated to the Canadian Paralympic Committee to represent Canada at Tokyo 2020
Bronze: in frame for nomination to the CPC when the final team size is announced in February



ALY VAN WYCK-SMART

WORLD PARA SWIMMING WORLD SERIES

We once again took the opportunity to race international-class swimmers by competing at many of the World Series events. These events also double as opportunities for international classification. Canadian swimmers raced in Melbourne, Australia; Berlin; Glasgow, Scotland; Singapore, and Lignano Sabbiadoro, Italy.

2019 PARAPAN AMERICAN GAMES - LIMA, PER - AUG. 24 – 31, 2019

13 national team rookies were selected to join Team Canada for the Parapan American Games in Lima, Peru. For these young men and women, many of whom were still teenagers, this event represented the biggest sporting accomplishment in their young lives. As well as memories that will last a lifetime, the team returned from Lima with 21 medals, which represented more than a third of Team Canada's total medal haul for the Games.

Other highlights include:

- 1 Americas record (Nicholas Bennett 100 BR S14 1:09.40)
- 8 Canadian records
 - Nicholas Bennett 100 BR, 200 IM S14 2:15.56
 - Myriam Soliman 50 BU 45.84, 50 FS 38.51, 100 FS S6 1:30.83
 - Angela Marina 200 FS S14 2:15.16
 - 4x100 S14 FR 4:03.16 (Bennett, Tyson MacDonald, Marina, Emma-Grace Van Dyck)
 - Jacob Brayshaw 50 FS S2 2:01.30
- 11 out of 13 swimmers achieving at least one new personal best
- 28 out of 60 swims resulted in a new personal bests
- 73% of swims in Lima were faster than those at Trials

DOMESTIC OPERATIONS

CORE STRATEGIC INITIATIVES

1. ATHLETE DEVELOPMENT PATHWAYS AND STRATEGIES

a. Athlete development strategy/LTAD

i. Athlete Development Matrix (ADM)

- Activation Plan for LTAD/ADM continued – one key delivery was the launch of Introduction to Para Swimming eLearning module through the Swimming Canada Learning Management System (LMS)
- Strategic partnership with Sport for Life consultant to complete Mental and Life Skills components of ADM

b. Domestic Competition Management

- Review of national meets ongoing with feedback solicited from all partners including Swimming Canada Events Manager, CSCTA, National Meet Director, National Meet Referee and Swimming Canada Entries Coordinator.
- Full Integration of Para-swimming events into all Swimming Canada national events continued this season. The implementation of this strategy brings elite and development Para-swimming to the forefront by inclusion in all of our selection Trials, Canadian Championships as well as Eastern and Western Championships. This two-way exposure also drives Para-swimming development by allowing elite athletes and their coaches to interact more regularly in the competition environment.
- A Canadian Open Water Trials was introduced in April 2019 in partnership with the Cayman Islands Aquatic Sports Association, offering a 10km race for men and women. This event will continue annually with the intention to add additional events and participants.
- Review of 2021 Canada Games Technical Package. First technical lead meeting for all NSOs scheduled for Sept. 2019.

2. COACHING DEVELOPMENT

- Launch of Swimming Canada Learning Management System (LMS) in Sept. 2018, used for coaching education programs including the addition of 2 eLearning modules – Coaching Masters Swimming and Introduction to Para Swimming.
- Ongoing work with Coaching Association of Canada (CAC) on Professional Development Points program
- Development of Swimming Canada Learning Facilitator, Coach Evaluator and Master Coach Developer pathways.

LMS EMODULE COMPLETION NUMBERS

PROVINCE	INTRO TO OFFICIATING SWIMMING (TIMEKEEPER) EMODULE	"INTRO TO OFFICIATING SWIMMING (TIMEKEEPER) REFRESHER EMODULE LAUNCHED FEBRUARY 2018 "	"SAFETY MARSHAL EMODULE LAUNCHED FEBRUARY 2018 "	"CHIEF TIMEKEEPER EMODULE LAUNCHED FEBRUARY 2019"	"COACHING MASTERS SWIMMING EMODULE LAUNCHED OCTOBER 2018 "	"INTRO TO PARA SWIMMING EMODULE LAUNCHED JUNE 2019 "
Alberta	922	220	426	83	5	2
British Columbia	95	39	65	15	3	0
Manitoba	7	3	5	0	0	0
New Brunswick	5	5	6	3	1	0
Newfoundland	7	4	6	1	0	0
NW Territories	15	5	6	2	1	0
Nova Scotia	20	7	15	5	1	1
Nunavut	0	0	0	0	0	0
Ontario	633	298	660	85	3	5
PEI	0	0	0	1	0	0
Quebec	1	0	1	0	0	2
Saskatchewan	98	27	51	19	0	0
Yukon Territory	0	1	0	0	0	0
TOTAL NUMBER OF COURSE COMPLETIONS	1,803	609	1,241	214	14	10

3. MASTERS SWIMMING PATHWAYS AND STRATEGIES

- a. Coaching Masters Swimming eLearning module launched in Fall 2018. Masters representative added to the Officials, Competition and Rules Committee (OCRC) in fall 2018.

COURSE DELIVERY STATISTICS 2018-19

PROV	COMMUNITY SPORT COACH	COMPETITION INTRODUCTION (SWIMMING 101)	COMPETITION INTRODUCTION ADVANCED (SWIMMING 201)	COMPETITION DEVELOPMENT (SWIMMING 301)
AB	150 (139)	135 (157)	8 (9)	
BC	26 (26)	130 (96)	7 (9)	29 (0)
MB	0 (0)	11 (23)	0 (0)	
NB	23 (16)	12 (12)	10 (6)	
NL	11 (0)	8 (4)	0 (0)	
NS	20 (17)	32 (22)	0 (0)	
ON	0 (0)	189 (177)	24 (23)	0 (0)
PE	0 (0)	7 (8)	0 (0)	
QC	27 (0)	103 (104)	9 (19)	9 (7)
SK	53 (20)	26 (26)	0 (10)	
National				
TOTALS	310 (218)	653 (629)	58 (76)	38 (7)

2017-18 totals in brackets Total NCCP participants (all courses all provinces) = 1059 (930)

4. 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.

5. ENTRY RECRUITMENT AND TALENT ID STRATEGIES

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

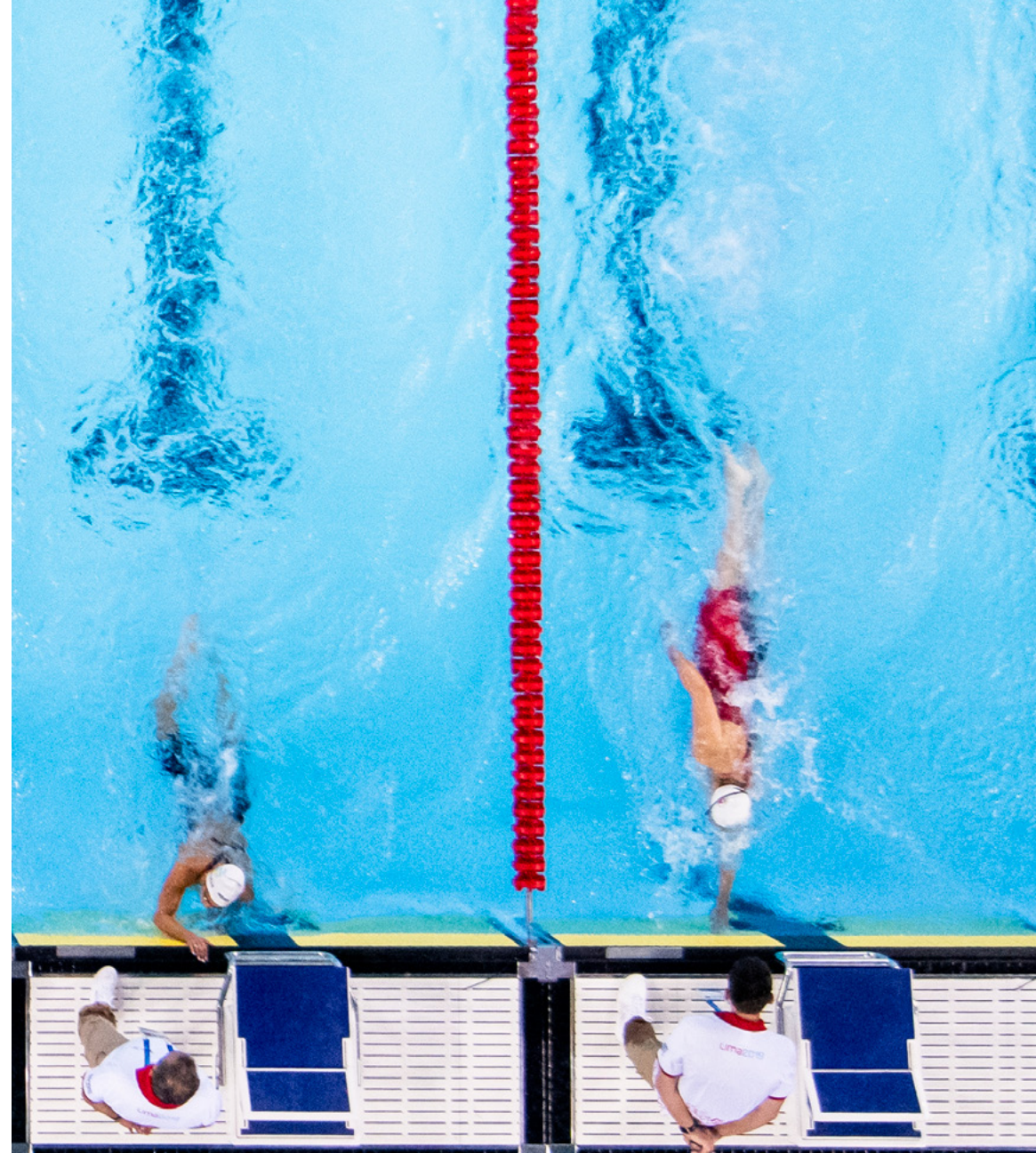
6. OFFICIALS DEVELOPMENT

- a. Update to Officials, Competition, and Rules Committee (OCRC) terms of reference in Sept. 2019 with the addition of a Masters Swimming Canada (MSC) representative. OCRC members include: Suzanne Paulins (Chair), Bill Hogan (Vice-chair), Louise Leblanc (FINA), Nicole Normandin and David de Vlieger (UANA Open Water), Jocelyne McLean (WPS), Greg King (MSC), 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 Oct. 2018. The meetings included the Provincial Officials representatives along with the OCRC and working group members.
- c. Swimming Canada Learning Management System (LMS) for officials launched in Feb. 2018. Additional officials clinics added through 2018/19 season. Also an Officials Deck Log feature was added to allow officials to track their on-deck experience.
- d. Full report provided through the OCRC

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	1306	243	43	45	43	1680
AB	2249	221	36	8	29	2543
SK	516	61	4	6	11	598
MB	125	8	0	4	1	138
ON	6953	601	264	81	129	8028
QC	7932	811	377	50	66	9236
NB	80	16	8	6	5	115
NS	227	28	9	11	1	276
PE	59	49	4	0	5	117
NL	41	6	2	4	1	54
TOTAL	19488	2044	747	215	291	22785



REGISTRATION INFORMATION

REGISTERED AGE GROUP & UNIVERSITY SWIMMERS AT AUGUST 31, 1997-2019

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
2019	8901	6510	2045	1220	19177	9524	1147	1001	307	794	36	50662	0.9

*Non-resident Canadians

COACH REGISTRATION

YEAR END	2011	2012	2013	2014	2015	2016	2017	2018	2019
A1	321	319	328	307	295	295	305	293	237
A2	106	112	117	135	145	140	133	137	99
B	344	328	351	248	214	232	236	264	205
C	967	1045	1033	1214	1237	1257	1236	1280	1031
D	935	944	1028	1119	1112	1091	1134	1165	1105
E	N/A	N/A	N/A	N/A	N/A	N/A	11	13	7
TOTAL	2673	2748	2857	3023	3003	3015	3055	3152	2684

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
2019	1660	993	232	279	1100	2579	127	273	43	62	7348

REGISTRATION INFORMATION

OVERVIEW OF REGISTRATION

REGISTRATIONS								PROGRAMS				
2018-19	TOTAL SWIMMERS	COMPETITIVE	UNIVERSITY & COLLEGE	NON-COMPETITIVE	SUMMER	LIMITED EVENT	MASTERS	AGE GROUP CLUB	UNIVERSITY TEAMS	COLLEGE TEAMS	SUMMER CLUB	MASTERS CLUB
BC	10574	4121	116	4664	0	13	1660	63	4			67
AB	11152	3688	110	2712	3649	0	993	50	3		61	24
SK	2983	615	19	1411	706	0	232	13	3		19	10
MB	1502	1145	14	61	0	3	279	17	3			8
ON	20277	13151	444	5582	0	0	1100	129	11			34
QC	12103	8292	660	572	0	0	2579	98	11	20		96
NB	1274	1100	47	0	0	0	127	17	2			17
NS	1930	766	71	164	656	0	273	16	3		14	14
PE	350	185	0	122	0	0	43	2				1
NL	1303	500	19	275	447	0	62	12	3		16	13
UNCAN	36	36	0	0	0	0	0	1				
TOTAL	63484	33599	1500	15563	5458	16	7348	418	43	20		284

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
2019		3649	706					656		447	5458



MARKETING | EVENTS | COMMUNICATIONS

SWIMMING CANADA BRAND

- Working closely with long-standing partner Speedo on Team Canada outfitting kits to further grow our visual identity for 2020 and beyond. This includes additional Swimming Canada branded items for our e-shop, staff outfitting and corporate attire.
- New research by partner IMI International continues to demonstrate importance of swimming in Canada, plus the excitement, anticipation and expectations of our swimmers heading into 2020 Olympic and Paralympic Games.

REVENUE GENERATION

We continue to work closely with long-term corporate partners Speedo and Myrtha Pools and are pleased to have renewed an existing partner and added five new partnerships:

- Chicken Farmers of Canada – Official Protein of Swimming Canada - RENEWAL
- Vichy (L'Oréal Canada) – Official Sunscreen of Swimming Canada
- Aquam/All-Tides – Official Team Dealer of Swimming Canada
- TritonWear – Official Training Technology of Swimming Canada
- Marriott Hotels – Official Hotel Partner of Swimming Canada
- Head To Head – Official Supporter of Swimming Canada

MEMBER REWARDS PROGRAM

Communicated at annual registration, via email as well as via our social media channels, registered members can receive special targeted, exclusive and time-sensitive offers, discounts and samples throughout the year.

SWIM-A-THON

- Swim-A-Thon injected almost one million dollars back into clubs this past year.
- We have listened to feedback and will provide greater communication and add new rewards for the 2020 execution to make it more appealing, exciting and profitable for clubs to be involved.

COMMUNICATIONS | MEDIA

- CBC broadcast partnership continued, including live coverage of Trials, Canadian Swimming Championships, Canadian Junior Championships, FINA World Championships, Pan American Games, World Para Swimming Championships and FINA Champions Series.
- We continue to “tell our own story” with major social media and web content campaigns around Trials and international championships. This included Meet the Team videos in partnership with CBC, high-end media guides and digital elements such as medal graphics, and professional quality written, photo and video content throughout the year, highlighted by major longform/video pieces on Elaine Tanner and Emily Overholt.
- Social network audiences continue to grow, with measurement becoming more targeted to deliver to sponsors looking to integrate content.
- On-site media support at major championships, serving local and remote media.
- Targeted media tours and/or media training for select athletes across Canada.

EVENTS

- Discussions underway with COC/CPC partners to become presenting sponsor of 2020 Olympic and Paralympic Trials, and with other prospects to associate their brands with the event and our stories.
- Broadcast partner CBC/Radio-Canada plans to carry more of 2020 Olympic and Paralympic Trials on television than ever before.
- Launched Canadian Open Water Swimming Trials in partnership with Cayman Islands Aquatic Sports Association
- Host cities for 2021 to 2024 annual domestic events, 2022 Pan Pacific Championships will be announced this fall.



YURI KISIL, KYLIE MASSE, PENELOPE OLEKSIK, SYDNEY PICKREM

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 six new staff members including Alan Raphael in the role of Director, Marketing and Business Development.

Alan will oversee a comprehensive multi-year marketing and revenue generation strategy, including managing Swimming Canada's corporate partnerships. Alan is a graduate of York University's Schulich School of Business and George Brown College's Sport & Event Marketing program. He succeeds Chris Wilson, who left in September and is now Executive Director for CBC Sports & Olympics.

In October, 20 staff completed a two-day intensive project management course. Staff identified this skill as a professional development area of great benefit. The informative course also served as a team building opportunity, and new skills are being implemented into projects across the organization.

INFORMATION TECHNOLOGY

Swimming Canada conducted an IT Audit. Our external auditor highlighted the importance of the registration system and accompanying database. As we embark on the new strategic planning process, the long-term planning and sustainability of our IT infrastructure will be a key focus.

The programming available on our online education platform continues to expand, including the addition of a Para-swimming Coaching module and a Masters Swimming Coaching module.

PROVINCIAL SECTION PARTNERSHIP

Swimming Canada welcomed the provincial section executive directors to Ottawa for two face-to-face meetings, complemented by six additional conference call meetings. These meetings are important opportunities to receive feedback and discuss both operational and strategic priorities. Collaboration with our provincial partners remains key in achieving our long-term goals.

OFFICES AT 307 GILMOUR

We celebrated our three-year anniversary in our new offices this past June. As with any new home, it takes a while to settle in but it feels like we are there now with the new space. Now that we have a feel for the place we will be looking to make some capital investments in the property to keep it running smoothly. This included the repaving of the west parking lot.

MASTERS SWIMMING

Swimming Canada will be taking a more active role in supporting the masters swimming community. We created a Masters Swimming Committee to assist us in the development of our plans and programs. We also hired a full-time coordinator, Cynthia Pincott, dedicated to the masters swimming portfolio.



EMILY OVERHOLT, TOM JOHNSON

SAFE SPORT

The Safe Sport program continues to focus on education, prevention and response, with the goal of ensuring 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.

Swimming Canada, all 10 provincial sections and the CSCTA partnered on signing the Responsible Coaching Movement in fall 2018. The three key measures of Phase 1 are: screening, ethics training and Open and Observable Environments

With the help of a National Screening Working Group, Swimming Canada has developed a national screening strategy, which will require all coaches to complete a vulnerable sector check every three years. This policy aligns with the previous well-established screening processes within the provincial sections and CSCTA. All office staff, board of directors, national/provincial team coaches, IST staff, and any others traveling with national/provincial teams will be required to submit at minimum a criminal record check or vulnerable sector check.

Since February, more than 150 people have completed the Respect in Sport training in partnership with Respect Group, including all national team coaches and those traveling with teams. Another 100 people have been trained in the Respect in the Workplace program, including all Swimming Canada staff and Board of Directors. The Activity Leader program is available to anyone interested and will become mandatory for all coaches starting in Sept. 2020. Coaches are encouraged to complete the training as soon as possible:

<https://swimming-canada.respectgroupinc.com/>

All national team activities embrace 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 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 2018-2019 Swimming Canada was able to increase total net assets from operations by \$284,934 excluding Trust Funds. Total Revenue increased by 4.2 % over the previous year and is attributable mostly to increased funding from Sport Canada and the COC.

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 2% in 2018-2019 over the previous fiscal year.

Technical expenses increased by 4.2% in 2018-2019 over the previous year as a result of an increase in funding for High Performance Centres and staffing support.

Education expenses, which include officials and coaches development, had an increase of 24% over 2018-19 due to additional staffing in the education area.

The Board of Directors has set up a reserve fund for the Pan Pacific Championships which will be hosted by Swimming Canada in 2022.

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.



MARKUS THORMEYER

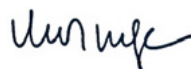
STATEMENT OF FINANCIAL POSITION

March 31, 2019, with comparative figures for 2018

	2019	2018
ASSETS		
Cash and cash equivalents	\$ 1,375,798	\$ 1,061,662
Amounts receivable	1,509,073	1,604,591
Prepaid expenses and travel advances	198,793	364,215
Inventory	65,173	83,049
	3,148,837	3,113,517
TRUST FUND ASSETS		
Swimmer Reserve Fund	727	8,260
Victor Davis Memorial Fund	86,152	98,163
Dr. Jeno Tihanyi Memorial Fund	12,149	15,149
	99,028	121,572
Investments	243,975	243,975
Tangible Capital assets (office building)	2,194,634	2,201,855
	\$ 5,686,474	\$ 5,680,919
LIABILITIES AND NET ASSETS		
Accounts payable and accrued liabilities	\$ 395,083	\$ 445,304
Deferred revenue	718,768	898,631
Current portion of mortgage payable	27,808	26,046
	1,141,659	1,369,981
Mortgage payable	596,530	625,043
NET ASSETS AND TRUST FUNDS		
Swimmer Reserve Fund	727	8,260
Victor Davis Memorial Fund	86,152	98,163
Dr. Jeno Tihanyi Memorial Fund	12,149	15,149
Internally restricted	895,000	295,000
Invested in tangible capital assets	1,570,296	1,550,766
Unrestricted	1,383,961	1,718,557
	3,948,285	3,685,895
	\$ 5,686,474	\$ 5,680,919



Director

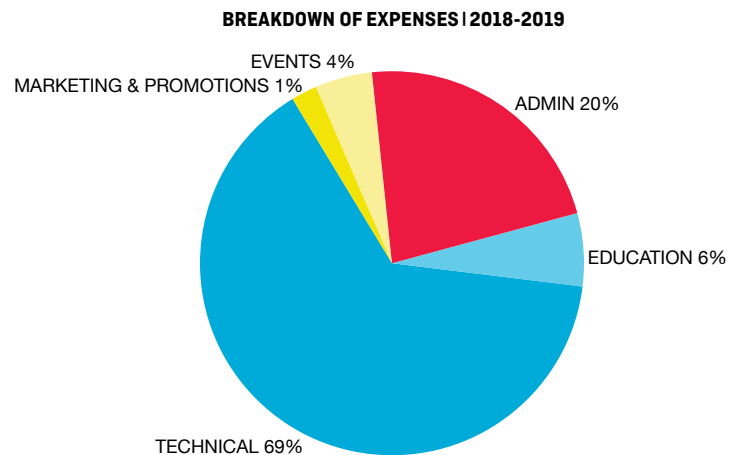
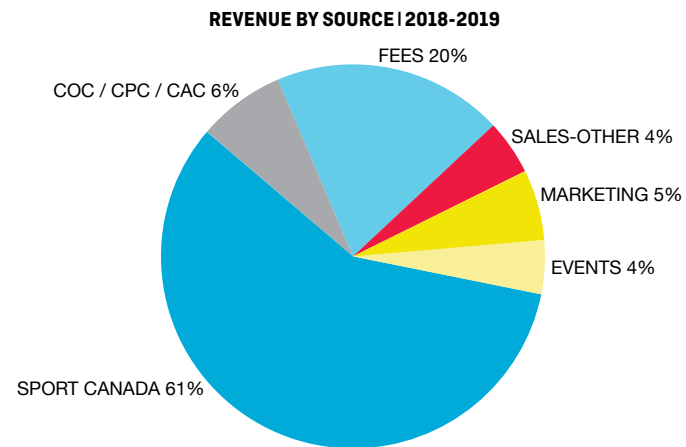


Director

STATEMENT OF OPERATIONS

Year ended March 31, 2019, with comparative figures for 2018

	2019	2018
REVENUE		
Sport Canada	\$ 7,001,364	\$ 7,064,000
Membership Fees	2,291,994	2,233,286
Canadian Olympic Committee	632,750	400,000
Sponsorships	569,431	523,992
Events	456,415	414,464
National Sport Centres	173,740	146,698
Interest and other	154,203	111,549
Swimmer fees - NextGen	86,000	51,800
Sale of products	63,379	19,848
Canadian Paralympic Committee	61,250	37,500
Club development fees	40,950	39,750
Coaching Association	13,655	13,611
Canadian Swim Coaches & Teachers Association	10,000	32,500
	11,555,131	11,088,998
EXPENSES		
Administration:		
National Office	448,282	439,571
Payroll & benefits	721,177	675,369
Planning & management	147,241	124,631
Promotions & communications	634,516	586,301
Association	128,464	178,215
Legal and professional fees	97,005	103,296
Amortization (office building)	25,156	50,311
Technical:		
Tours and competitions	3,455,412	3,550,229
High performance centres	1,805,292	1,532,577
Program management	1,194,252	1,144,537
Competition support	639,339	495,231
Grants	484,140	473,377
Coaching support services	115,794	185,683
Education	697,050	562,373
Events	503,643	384,763
Marketing	130,355	137,183
Cost of products sold	43,079	11,485
	11,270,197	10,635,132
EXCESS OF REVENUE OVER EXPENSES	\$ 284,934	\$ 453,866



KATARINA ROXON

THANK YOU TO OUR PARTNERS





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