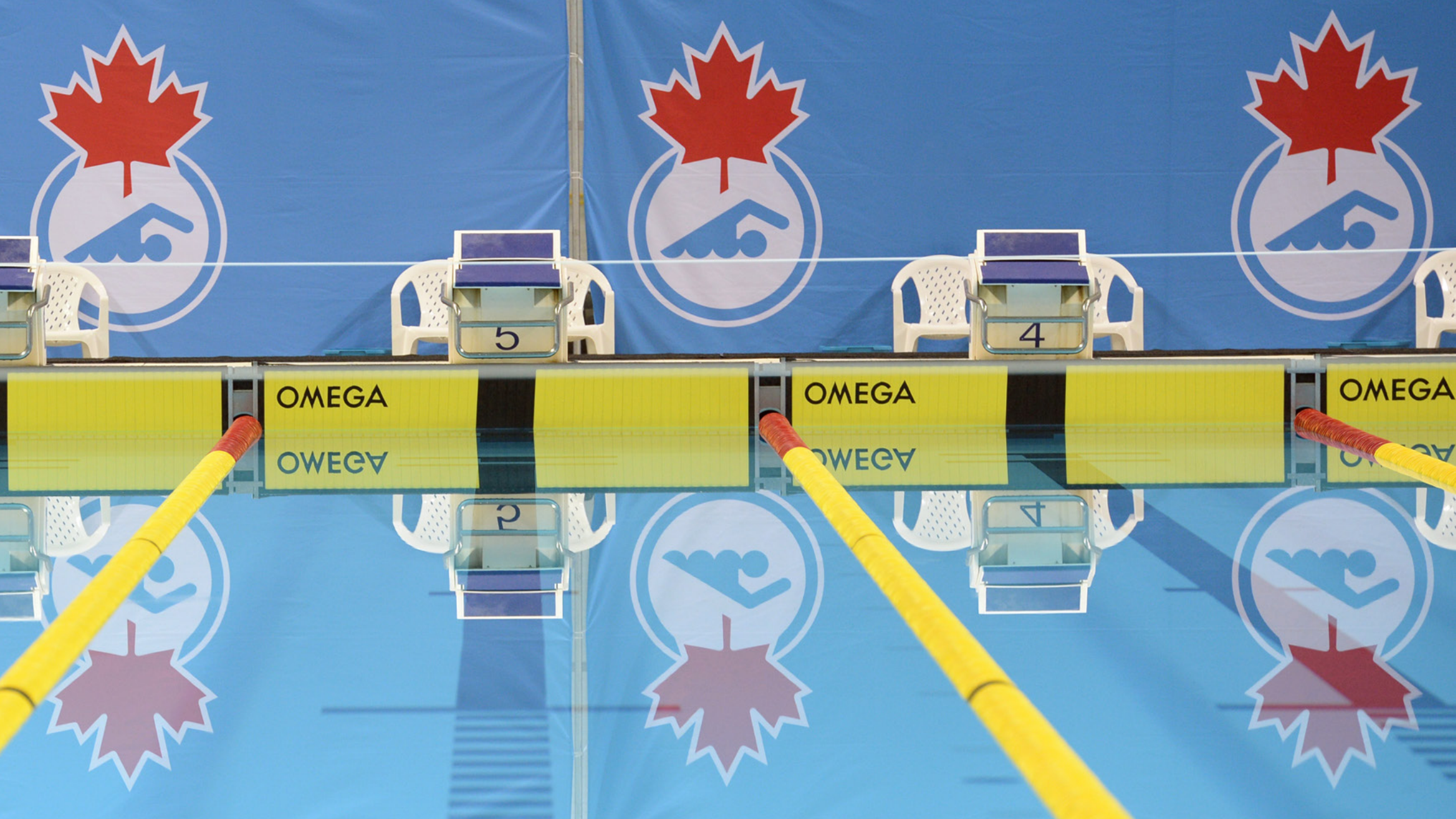




# ANNUAL REPORT 2019-2020







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Photos by: Vincent Ethier, Neda Durovski, Christopher Morris, Scott Grant, Ian MacNicol



## 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



The 2019-20 swimming season was like no other in recent history. The outbreak of COVID-19 turned the season on its head and the effects were felt at every level of competitive swimming in Canada. Age group and national level swim meets were cancelled and the Olympic and Paralympic Games were postponed to 2021. Water-based training came to a screeching halt as pools closed. This was not the season we expected or desired.

The resilience and fortitude of our athletes, coaches, staff and volunteers during this crisis has been remarkable. Swim clubs and coaches found ways to offer programs and maintain contact with swimmers while the pools were closed, coaches enrolled in modules of Swimming Canada's National Coaching Certification program in record numbers and administrators found ways to maintain financial stability. Swimming Canada staff acted swiftly to manage operations and finances in a rapidly changing environment, with the Board providing significant oversight as matters progressed. Swimming Canada remains strong both operationally and financially.

The Board has set the Strategic Plan to 2028. Thank you to everyone who participated in the development of our new plan. Our goals are lofty and will be communicated over the coming months. The work has already begun – please consider what actions you can take to help us achieve our goals.

The upcoming 2020-21 season will be one of change and adaptation as we respond to the challenges of COVID-19 and its effect on our community. Swimming Canada has announced changes to the development program to allow swimmers, coaches and families to remain closer to home in order to reduce travel and financial obligations. Changes to the elite program have also been announced and reflect the revised dates of the Olympic and Paralympic Games.

The ability to adapt will be key to our success over the next year. I am confident the Canadian swimming community will rise to the challenge!

Finally, thank you to all of our athletes, coach, staff and volunteers for your contributions to our sport over the past year.

Best wishes for the 2020-21 swimming season!

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

Cheryl A. Gibson, President  
Swimming Canada

## CEO'S MESSAGE



Swimming Canada was in position to set new standards in all areas of our organization. The final year of the Vision 2020 Strategic Plan was in process and the staff, athletes, coaches, officials and all areas of our membership were making strong contributions built upon the visions set by our past and current leaders.

We were in a solid and sustainable financial model that supports growth while remaining consistent and stable.

Then the global COVID-19 pandemic came along and has hit the world and, in our case, the sporting community, very hard. All swimming events and operations came to a halt. All international events were cancelled or postponed. Sport took a back seat and we as a nation had to prioritize the health, safety and well-being of our general population.

At Swimming Canada, we were able to adjust rapidly. Thankfully, based on a strong financial foundation and adjustments made immediately, we have been able to maintain a sense of stability and adapt while events unfolded.

Our model for operation had to change on the fly and I am proud our community rose to the challenges. The pandemic has hit families and caused financial hardships on clubs and our provincial partners. It will take time to recover, and the healing process will take even longer.

Swimming is a foundation sport for all people. Not only for competitions but for healthily living, and recreation. It's an activity families often enjoy together, and many memories that last a lifetime include swimming as a major part. As we welcome the reopening of pools, we embrace the role swimming will continue to have as part of a healthy lifestyle that inspires Canadians from all walks of life. Above all, we will continue to make safety our top priority.

We will adjust as we need to and rebuild. Things may not be exactly the same as before but we will focus on the areas of strength and create new opportunities. We will enter into a new strategic plan for the next eight years. How we get there may not be exactly how we planned but our community is resilient and strong.

I believe in our people and I am confident in the dedication and perseverance of our community. That is our strength and swimming – as a sport and as a community – will emerge even stronger from this pandemic.

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

Ahmed El-Awadi, Chief Executive Officer  
Swimming Canada

# HIGH PERFORMANCE PROGRAMS REPORT

Swimming Canada was sitting in a strong position with the programming and staffing in place to deliver at the Tokyo 2020 Olympic Games, however, due to the COVID-19 pandemic plans all came to an abrupt halt, with shutdowns, postponements, cancellations, quarantines and stay-at-home orders being implemented across Canada and around the world.

## 2019-2020 KEY AREAS OF FOCUS

### HIGH PERFORMANCE CENTRES

Swimming Canada reviewed its High Performance Centres through 2019 and 2020, and made several changes to best position the HPC network to maintain continuity towards the Tokyo Games, while looking ahead towards Paris 2024 and Los Angeles 2028. At the end of August 2020, Swimming Canada closed HPC-Victoria, consolidating the Olympic HPC programs at Toronto and Vancouver. The Paralympic program continues to operate (CHP-Québec) at Montreal. All three HPCs serve as training bases for a large number of podium potential swimmers and are well positioned to contribute to team success at the Tokyo Olympics and Paralympics.

The High Performance program collaborated closely with the Swimming Canada Return to Swimming Working Group in order to establish protocols for a safe return to training. Centres returned in July 2020 after a significant time (12 to 14 weeks) out of structured training. The centres became guiding examples for club and university programs, which also had significant time away.

### 2024 NEXTGEN STRATEGY

With the closure of HPC-Victoria, Swimming Canada also discontinued the operation of the NextGen Institute Program (NGIP) at Victoria and will be developing programming through the HPC-Vancouver based at UBC. The NGIP strategy heading into the next quad will include this support in western Canada, and the continued support of the NGIP program operated by Swim Ontario in Toronto.

Targeted NextGen programming and funding remains in place to achieve sustainable ongoing international success. Support from the RBC Future Olympians and Swimming Canada HPC Athlete Scholarships helps athletes transition into full-time residential status at an HPC and helps targeted NextGen athletes regularly visit HPCs to access expert coaching and Sport Science Sport Medicine (SSSM) services, in addition to supporting enhancements to the home club programming.

Swimming Canada is leveraging its data analytics resources to further assess various aspects of the NextGen pathway and will work with provinces to identify key areas of improvement. This will position Swimming Canada to better support the provinces in reviewing their programming and ultimately drive improved performance at all levels.

### HIGH PERFORMANCE COACH DEVELOPMENT

High Performance coach development continues to be a major focus. A cornerstone since 2015 has been the Select Coaches Group. The 2019-2020 Olympic Program Select Coaches attended the World Swimming Clinic in Dallas for an intensive program of lectures, special guest speakers and a Swimming Canada-led planning workshop.

The Paralympic stream of the Select Coaches Group is coach driven for individualized content. Some coaches were able to complete their visitation prior to the shutdown, others had to postpone. Para swimming coaches also accessed the NextGen Distance Planning and Female Leadership programs. Mike Thompson and Vince Mikuska completed the Canada Coach Program through the OTP Coaching Enhancement Program in October 2019 and will return to the alumni program in Fall 2020.

Swimming Canada pivoted to virtual delivery of HP coach development in light of the pandemic. Senior technical staff delivered content for a series of virtual fireside chat presentations and a number of initiatives through the Canadian Swimming Coaches Association that reached approximately 300 coaches.

### PODIUM PATHWAY AND GOLD MEDAL PROFILES (GMP)

The Swimming Canada Olympic Podium Pathway, which encompasses the On Track Times, Gold Medal Profile, gap analysis and predictive performance analysis, continues to be the cornerstone of the athlete identification and tracking process. The On Track Times system has undergone a thorough review and been updated with the latest evidence collected internally and from the Canadian Tire Analytics Team. The new system will be initiated in January 2021 and be updated on a two-year cycle. Significant advancements have been made in the podium pathway for the 10km open water event, which will assist in the identification and evaluation of athletes.

### HIGH PERFORMANCE PROGRAM NOTES

Sport Canada Athlete Assistance Program (AAP) Funding (Carding) – In the 2019-2020 carding cycle 87 Olympic Program swimmers received Sport Canada AAP Funds; 45 Development level and 42 Senior level cards. 28 Paralympic program swimmers received carding; 16 Senior level and 12 Development



level cards. Sport Canada remained committed to supporting athletes by making no changes to the AAP program during the COVID-19 shutdown period.

Olympic and Paralympic program High Performance staff, supported by the respective Selection Committees, produced selection/nomination criteria documents for 2020 pool and open water international events. With the postponement or cancellation of international competitions, each of the criteria were repealed. As events became re-scheduled, new criteria were developed to replace them. This included Tokyo Olympic and Paralympic Games.

#### COVID-19 PANDEMIC IMPACT

While swimmers and coaches were in their final preparations for the Olympic and Paralympic Trials to be held March 30 – April 5, 2020 in Toronto, governments and public health authorities began to call citizens back to Canada, restrict non-essential travel, reduce gathering sizes, mandating closure of schools and sport facilities in an effort to minimize risk and contain the spread of the virus. High Performance Centre groups who were in final Trials preparations out of country, returned promptly, to closed facilities and mandatory isolation.

On March 30 IOC, IPC and the Tokyo Organizing Committee (TOCOG) announced new dates for the 2020 Olympic and Paralympic Games. Other competitions were then re-scheduled or cancelled. All remaining Swimming Canada High Performance program camp and competition opportunities for 2019-2020 were then cancelled.

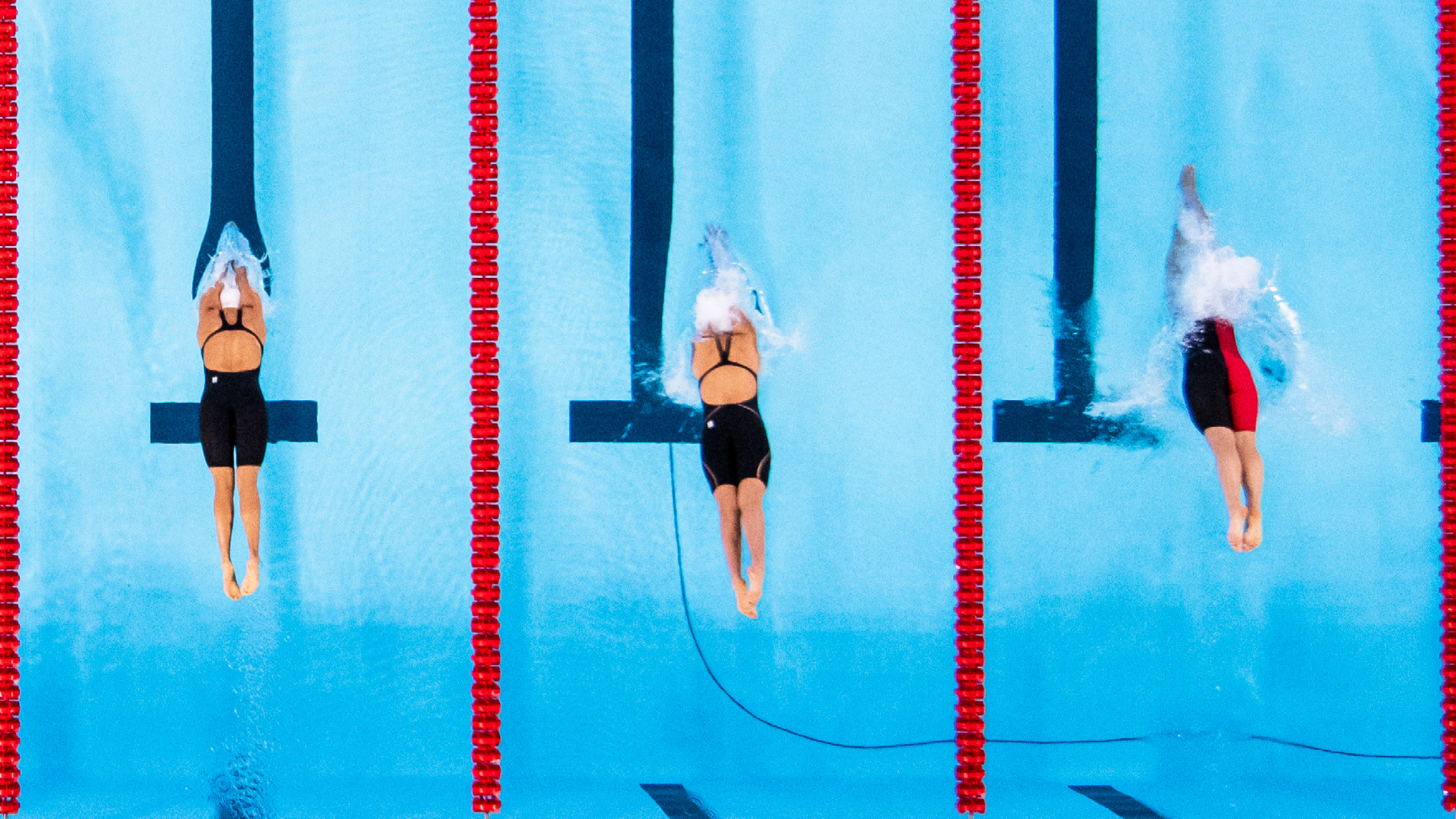
| 2020 COMPETITION SCHEDULE CHANGES DUE TO COVID-19 PANDEMIC |   |
|--|---|
| Canadian Olympic and Paralympic Trials                     | 2021 Trials scheduled for April 6-11                    |
| Canadian Open Water Swimming Championships                 | 2021 Open Water Championships scheduled for April 17-18 |
| FINA Olympic Marathon Swim Final Qualifier                 | Re-scheduled to May 29-30, 2021                         |
| Tokyo 2020 Olympic Games                                   | Re-scheduled to July 23 – Aug. 8, 2021                  |
| Tokyo 2020 Paralympic Games                                | Re-scheduled to Aug. 24 – Sept. 5, 2021                 |
| Junior Pan Pacific Championships                           | Resume in Aug. 2022                                     |
| FINA World Junior Open Water Championships                 | Re-scheduled to Aug. 2021                               |
| Junior Pan Am Games  | Re-scheduled to Sept. 2021                              |
| FINA World Swimming Championships, 25m                     | Re-scheduled to Dec. 2021                               |

While awaiting decisions from international bodies on the status of competitions, High Performance technical staff shifted focus toward tentative planning, and supporting swimmers and coaches adjusting to the abrupt changes. Activities included:

- More frequent online communication with High Performance Centre and Carded Coaches, including coach webinars described above.
- Clear messaging of the necessity to abide by municipal, provincial and federal public health and government guidelines/directives, for the health and safety of the whole community.
- Frequent mass Zoom video conference calls with the AAP carded swimmers, targeted swimmers, and their coaches. Calls featured presentations from key staff, coaches and medical personnel, who provided planning updates, introduction of available resources, and reminders of available mental health and well-being support. Representatives from provincial organizations, partners and stakeholders were also invited.
- Regular conference calls with a leadership group of national team swimmers, seeking their feedback and gaining an understanding of needs.
- Performance link coaches making more frequent contact with carded swimmers and their coaches, providing guidance, training ideas, and facilitating external support.
- Working with specialists/partners to research, plan and contribute accurate information to resources and support documents.
- Identifying, creating and publishing resource documents to offer support in areas such as adjusting to a new reality of quarantine, mental health, remote training, athletic behaviours, self-care and keeping focus on areas within one's control.
- Development and maintenance of the [COVID-19 Resource Hub](#).

High Performance staff provided leadership and contributions in return to sport working groups including the Own the Podium Return to High Performance Sport Task Force, Swimming Canada Return to Swimming and Return to Competition Working Groups, and CCES Return to Testing Working Group. The resulting publications provided a phased approach of procedure and protocols for a safe return to training across the country, minimizing the risk of infections.







# OLYMPIC PROGRAM TEAMS

The Senior Teams program has continued under leadership from High Performance Director John Atkinson and direction from Senior Coach Martyn Wilby. The competition season was cut short but initial activities are summarized below.

## **MEN'S CAMP – VICTORIA – SEPT 25-29**

11 male swimmers attended a four-day, eight-session camp led by two coaches and one team manager. The camp brought together swimmers who could potentially form freestyle relays for the 2020 Olympics. It was the opportunity to explain to them the 'last chance' situation for qualification, as a team effort. It focused on team building and having the group working together through pool training, weight room training and other activities.

## **FINA WORLD CUPS – BUDAPEST & BERLIN – OCT. 1-12**

Four potential Olympic qualifiers who had limited racing experience in the international arena were supported by three staff. The back-to-back high level three-day competitions gave the athletes the opportunity to work on all aspects of race day rehearsal. Swimmers achieved eight finals swims in Budapest, winning two medals: Hanna Henderson (silver, 100 fly) and Aly Ackman (bronze, 200 free). They followed up with 10 finals in Berlin, including four medals: Taylor Ruck (gold, 200 back; silver, 50/100 back) and Aly Ackman (silver, 400 free).

## **WOMEN'S CAMP – BARCELONA, SPAIN – OCT. 12-20**

Seven female swimmers attended an eight-day, 14-session camp led by two coaches and three support staff. As the majority of the women's freestyle relay team members, who helped qualify the women's relays spots for the 2020 Olympics, were participating in events in Europe in early October, this camp brought the group together. The focus was on working together through pool training, weight room training and other activities, including ongoing video analysis feedback through each session on stroke work, start/turn mechanics, and relay takeovers.

## **FINA CHAMPIONS SWIM SERIES – SHENZHEN & BEIJING, CHINA – JAN. 14-19**

Two swimmers, supported by one coach, participated in the invitational finals-only long course international competition. Racing against potential Olympic competitors, Canadians won two events: Markus Thormeyer (200 back, Shenzhen) and Sydney Pickrem (200 IM, Beijing)

## **TYR PRO SERIES & US OPEN COMPETITIONS – ATLANTA; GREENSBORO, N.C.; KNOXVILLE, TENN.; DES MOINES, IOWA – NOV.-MARCH**

Various national team athletes attended these high quality long-course racing opportunities with their home programs.

# DISTANCE | OPEN WATER TEAMS

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

## 1. NATIONALLY SUPPORTED PROVINCIAL CAMPS

**Focus:** Athlete and coach education

**Content:** In November, Swimming Canada in partnership with the provincial sections of Alberta, Manitoba, Quebec and Ontario held the first Pan-Canadian Provincial Distance & Open Water Camp. Under Mark Perry's direction, with Integrated Support Team Director Dr. Allan Wrigley and Distance/Open Water Coordinator Becky Cheverton. Five coaches and an additional team manager from Ontario were included in the camp. There were 22 swimmers on the trip across a range of ages and 3-time Olympian Steph Horner joined as an athlete mentor.

## 2. 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 2019-2020

#### ANOC WORLD BEACH GAMES – DOHA, QATAR – OCTOBER

- Four athletes, supported by 2 staff
- Swimming Canada withdrew after consultation between Swimming Canada's CEO, High Performance Director, Team Leader and the COC Team for safety reasons concerning the temperature of the water.

## 2020-2021 DISTANCE & OPEN WATER PROGRAM FOCUS

In the 2020-21 season, the Distance – Open Water Program plans to continue to combine pool distance and open water swimming with specific development of swimmers, coaches, IST, and provincial section lead contacts. Experiential and educational opportunities are planned to 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 (NDTP). While the swimming season was cut short due to the Covid-19 pandemic, the following activities took place over the first half of the season:

## 2019–2020 SEASON HIGHLIGHTS

### 1. INTERNATIONAL COMPETITIONS AND TOURS:

#### NDTP JUNIOR MALE TRAINING CAMP 3 – ST. PETERSBURG, FLA., NOV 15–24

##### Tour Goal:

- To follow up the previous two Male Camps in Feb. 2018 and Feb. 2019 with a higher quality and more specific/targeted training demand.
- The team comprised 8 male athletes, 1 team leader, 1 selected coach, 1 apprentice coach, and 1 manager, including Michel Berube, Next Gen and Pathways Coach, Paralympic.

### 2. DOMESTIC PROGRAMMING:

#### TECHNICAL CAMP – VICTORIA – OCT. 20 – 27

##### Camp Goal:

- To offer in-depth technical analysis on stroke technique, turns, starts and underwater with swimmers and their coaches.
- Technical development of key targeted areas assessed daily.
- Week-long training experience with a national High Performance Centre and staff.
- The team comprised 4 swimmers, and their coaches, supported by 1 team leader, and 1 team manager

#### 2019 RELAY TAKEOFF CAMP – TORONTO – DEC 16

##### Camp Goal:

- To identify, motivate and develop young 200 and 100 freestylers with potential to reach freestyle relay events in future international competitions and compete for the podium.
- The team comprised 32 swimmers, 17 coaches, 1 team leader, and 2 team managers, as well as High Performance Director John Atkinson, guest speaker Olympic gold medallist Mark Tewksbury, and HPC-Ontario/CSI Ontario Biomechanist Ryan Atkison

### 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.

The 2020 ID Teams have been postponed until 2021 due to a lack of performances for consideration.

### 4. NATIONAL DEVELOPMENT COACH VISITATION PROGRAM:

- **Championship meet visitations included:** 2019 Quebec Swimming Federation Annual Coaches Conference, 2019 Ontario International Invitational, 2020 Ontario Provincial Championships, 2020 BC Provincial Championships. Pointe Claire Invitational, CAMO Winter Invitational,
- **Targeted swimmer and training camps visits included:** CAMO, Neptune Natation, Codiack Vikings Aquatic Club, Nanaimo Riptides Swim Team, KISU Swim Club, Fredericton Aquanauts Swim Team, Whitby Swimming, Ontario Swim Academy, CREST Swimming Team, Toronto Swim Club, RAMAC Aquatic Club, Select Coaches Group – Planning Workshop, Cascade Swim Club, Florida Camp. OSC Florida Camp, Manta Florida Camp

# PARALYMPIC PROGRAM TEAMS

Despite the severe restrictions and limitations that all experienced in 2020, the Paralympic Program was active and proactive under leadership from Associate High Performance Director Wayne Lomas and direction from Senior Coach Vince Mikuska.

## SENIOR PARALYMPIC CAMPS

### TOKYO TAKE-OFF CAMP – MONTREAL – OCT. 24-27

A launching pad for the journey to Tokyo, the camp emphasis was to generate excitement and provide swimmers selected by the technical staff with tools to apply in their daily training environments and competition settings. Presentations focused on pre-Games preparation, competing at the Games, and post-Games planning.

### WAKAYAMA FAMILIARIZATION CAMP – WAKAYAMA, JAPAN – JAN. 5-15

Twelve of Canada's highest-performing swimmers from the 2019 World Para Swimming Championships took part in an excellent ten-day camp led by three coaches and supported by four staff. The purpose was to experience the sights, sounds, culture and food of Japan, and gain familiarity with our pre-Games camp location and facilities in the tremendously welcoming community of Wakayama.

### SPORT CLASS 1-5 ENHANCEMENT CAMP – VICTORIA – JAN. 31- FEB. 4

With an eye toward Tokyo selection and subsequent world championships, five targeted swimmers from sport Class 1-5, plus their coaches, were invited to this skills camp. Para Swimming Performance Pathway Coach Janet Dunn led technical development with biomechanical analysis, education and advice by Integrated Support Team Director Dr. Allan Wrigley.





## NEXTGEN CAMPS

### **NEXTGEN CAMP – WINNIPEG – OCT. 18-23**

Eight development level swimmers and one personal coach joined two coaches and adaptative strength expert Tessa Gallinger from CSI Calgary. The five-day camp was designed to equip swimmers with essential skills related to pre-race routine, activation, athleticism, mindfulness and understanding what it takes to become an elite swimmer. In addition to pool and gym sessions, the swimmers spent time with five-time Paralympic champion Kirby Cote and world record holder and world championship silver medallist Shelby Newkirk.

### **CAN-AM COMPETITION – DALLAS – DEC. 5-8**

Two coaches attended and worked directly with developing swimmers and their coaches on their competition processes, strategy and execution, as they raced in a heats and finals format within their own Sport Class. In addition, there were five Level 3 Classifications.

### **JIMMY FLOWERS – COLORADO SPRINGS, COLO., USA – JAN. 17-19**

The last event on the North American calendar where swimmers could achieve Tokyo Qualifying Times (MQS) and thus earn qualification slots for Team Canada. Two coaches led the team of four swimmers who were on the cusp of achieving an MQS.

## PARA DEVELOPMENT CAMPS

Camps conducted in partnership with Swim New Brunswick and Swim Alberta continue an annual series designed to advance and improve the skills of local and provincial coaches and swimmers:

### **SWIM NB PARA SWIMMING CAMP – SUSSEX – NOV. 1-3**

Janet Dunn led eight swimmers and six personal coaches from the Atlantic provinces. The primary goal was coach education and development for the region, in addition to Level 2 domestic classification.

### **SWIM ALBERTA PARA SWIMMING CAMP – AIRDRIE/EDMONTON – NOV. 8-10**

Two coaches conducted one-day coach and swimmer education and development camps, followed by a provincial development camp. Eleven swimmers and four personal coaches representing eight clubs attended this one-day camp, which also offered Level 2 Domestic Classification and a coach education Q&A focusing on addressing swimmer technical development.

### **Other provincial camps included:**

### **MINI CAMP – MONTREAL – JAN. 25**

Three coaches designed this camp with an eye to long-term development and growth for eight swimmers in sport classes not well represented on senior national teams, and four coaches.

### **PROSPECTS WEST – EDMONTON – FEB. 5-8**

Third year of collaborative partnership with Swim Alberta, Swim BC, Swim Manitoba and Swim Sask. The Canadian Paralympic Committee provided additional financial support enabling coaches from all five provinces to attend.

### **SWIM ONTARIO PARA SWIMMING CAMPS – TORONTO – NOV. 7-8, FEB. 20-21**

## INTERNATIONAL CLASSIFICATION

In addition to the priorities mentioned elsewhere including high performance centres and high performance coach development, the Paralympic program focused on international classification in 2019-20. With limited slots, Swimming Canada prioritized those likely to earn Paralympic Games selection, while targeting sufficient new swimmers for the next quad.

Due to COVID-19, only one international classification event was completed, at the **WORLD SERIES EVENT IN MELBOURNE, AUSTRALIA (FEB. 11-13)**. Even without the pandemic, classification was shaping up to be a significant challenge, then two other scheduled events (Italy, Feb. 24-26, and Indianapolis, April 13-15) were cancelled.

Swimming Canada staff then worked with other federations and the International Paralympic Committee to establish a fair method (to be confirmed) that would limit classification opportunities in 2020-21 to ensure the best in the world would be in Tokyo.

# SPORT DEVELOPMENT

## CORE STRATEGIC INITIATIVES

### ATHLETE DEVELOPMENT PATHWAYS AND STRATEGIES

#### a. Appropriate Athlete Development

##### i. Athlete Development Matrix (ADM)

- Finalized in Jan. 2020, roll-out to provincial sections May/June 2020
- National roll-out of ADM planned for 2020-21 season

##### ii. Domestic Para Swimming Classification

- Completion of 65 domestic classifications across all levels: Physical Impairment (PI); Visual Impairment (VI); Intellectual Impairment (II); resulting in the following:

|         | PI | VI | II | NE* |
|---------|----|----|----|-----|
| LEVEL 1 | 21 |    | 2  | 8   |
| LEVEL 2 | 24 |    | 1  | 2   |
| LEVEL 3 | 6  | 1  |    |     |

\*NE = not eligible

#### b. Domestic Competition Management

- National competitions cancelled for 2020 as a result of COVID-19
- Announced updated competition schedule for 2021, introduction of virtual Speedo Eastern/Western Championships and combined junior/senior championship meet in summer of 2021
- Continued Canada Games 2021 planning with host society
- Initiated #SwimAgain Challenge project to re-engage swimming community returning to water in fall 2020 following break caused by COVID-19.

### COACHING DEVELOPMENT

- Switch to online delivery model for NCCP courses including: Community Coach, Swimming 101, Swimming 201 and Swimming 301, following shutdown due to COVID-19. Delivered pilots in April 2020, some content revision was required, created online surveys.
- Review of Learning Management System, with further enhancements including automated emails; update of User Guides.
- Drafted Memorandum of Understanding for Master Coach Developers in support of NCCP work with Swimming Canada.
- With finalization of Athlete Development Matrix (ADM), initiated project plan for updating of NCCP course content to include ADM material.

### LMS EMODULE COMPLETION NUMBERS

| PROVINCE                           | INTRO TO OFFICIATING SWIMMING (TIMEKEEPER) EMODULE | INTRO TO OFFICIATING SWIMMING (TIMEKEEPER) REFRESHER | SAFETY MARSHAL EMODULE | CHIEF TIMEKEEPER EMODULE | COACHING MASTERS SWIMMING EMODULE | INTRO TO PARA SWIMMING EMODULE |
|------------------------------------|--|--|------------------------|--------------------------|-----------------------------------|--------------------------------|
| Alberta                            | 359  | 104  | 233                    | 96                       | 4                                 | 6                              |
| British Columbia                   | 80   | 38   | 63                     | 38                       | 4                                 | 4                              |
| Manitoba                           | 95   | 23   | 71                     | 33                       | 3                                 | 2                              |
| New Brunswick                      | 5  | 4  | 7                      | 3                        | 0                                 | 0                              |
| Newfoundland                       | 25   | 5  | 13                     | 9                        | 0                                 | 0                              |
| NW Territories                     | 1  | 1  | 2                      | 1                        | 0                                 | 1                              |
| Nova Scotia                        | 18   | 2  | 9                      | 4                        | 0                                 | 0                              |
| Nunavut                            | 0  | 0  | 0                      | 0                        | 0                                 | 0                              |
| Ontario                            | 584  | 242  | 522                    | 233                      | 13                                | 15                             |
| PEI                                | 0  | 0  | 0                      | 0                        | 0                                 | 0                              |
| Quebec                             | 11   | 15   | 17                     | 20                       | 8                                 | 6                              |
| Saskatchewan                       | 27   | 5  | 11                     | 2                        | 1                                 | 0                              |
| Yukon Territory                    | 8  | 4  | 6                      | 2                        | 0                                 | 0                              |
| UANA / Swimming Canada             | 49   | 45   | 47                     | 42                       | 0                                 | 0                              |
| TOTAL NUMBER OF COURSE COMPLETIONS | 1262   | 488  | 1001                   | 483                      | 33                                | 34                             |

## COURSE DELIVERY STATISTICS 2019-20

| PROVINCE         | COMMUNITY SPORT COACH |           | COMPETITION INTRODUCTION (SWIMMING 101) |            | COMPETITION INTRODUCTION ADVANCED (SWIMMING 201) |           | COMPETITION DEVELOPMENT (SWIMMING 301) |           |
|------------------|-----------------------|-----------|---|------------|--|-----------|--|-----------|
|                  | IN CLASS              | ONLINE    | IN CLASS                                | ONLINE     | IN CLASS   | ONLINE    | IN CLASS                               | ONLINE    |
| AB               | 72 (150)              | 42        | 68 (135)                                | 43         | 0 (8)  |           |  |           |
| BC               | 29 (26)               | 17        | 50 (130)                                | 30         | 0 (7)  | 12        | 15 (29)                                |           |
| MB               | 0 (0)                 |           | 13 (11)                                 |            |  |           |  |           |
| NB               | 11 (23)               |           | 13 (12)                                 |            | 0 (10)   | 10        |  |           |
| NL               | 14 (11)               |           | 4 (8)                                   |            | 7 (0)  |           |  |           |
| NS               | 9 (20)                | 19        | 14 (32)                                 |            |  |           |  |           |
| ON               | 0 (0)                 |           | 170 (189)                               | 63         | 24 (24)  |           |  | 12        |
| PE               | 9 (0)                 |           | 0 (7)                                   |            |  |           |  |           |
| QC               | 26 (27)               | 9         | 107 (103)                               | 40         | 16 (9)   | 9         | 6 (9)                                  |           |
| SK               | 31 (53)               | 11        | 17 (26)                                 | 17         | 0 (10)   |           |  |           |
| National         |                       |           |   |            |  |           |  |           |
| <b>SUBTOTALS</b> | <b>201 (310)</b>      | <b>98</b> | <b>456 (653)</b>                        | <b>193</b> | <b>47 (58)</b>                                   | <b>31</b> | <b>21 (38)</b>                         | <b>12</b> |
| <b>TOTALS</b>    | <b>299</b>            |           | <b>649</b>                              |            | <b>78</b>  |           | <b>33</b>                              |           |

2018-19 totals in brackets Total NCCP participants (all courses, all provinces) = 1059 (1059)

## MASTERS SWIMMING PATHWAYS AND STRATEGIES

- Hired Masters Coordinator in Sept. 2019
- Established Masters Swimming Committee
- Launched Masters initiatives including: Monthly Bulletins, Monthly Challenges, Records/Rankings updates, Masters Survey, Canadian Masters Swimming Championships.
- Named first Swimming Canada Masters Awards winners in June 2020.

## SERVICE TO CLUBS/PROVINCIAL SECTIONS

- Created Return to Swimming Resource document to help support return to swimming for clubs/coaches following COVID-19.
- Created Open Water Safety Considerations to support increase in interest for open water training. Created Open Water training resources and shared with Provincial Sections to support increased demand for open water training as a result of pool closures due to COVID-19.

## ENTRY RECRUITMENT AND TALENT ID STRATEGIES

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

## OFFICIALS DEVELOPMENT

- Established LMS partnership with UANA to provide officials' eModules to UANA officials.
- UANA List #4 confirmed, 3 referees and 2 starters, list in effect Jan. 1, 2020 – Dec. 31, 2023.
- Submitted FINA SW List #21 (3 referees and 2 starters) and FINA OW List #14 (4 officials) nominations to FINA for consideration for period Jan. 1, 2021 – Dec. 31, 2024.
- Created Return to Competition Officials Recommendations and Best Practices to help support return to competition in fall of 2020 following COVID-19.
- Provided full report through the Officials, Competition, Rules Committee (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           | 1570         | 265         | 40         | 48         | 46         | 1969         |
| AB           | 3414         | 296         | 101        | 71         | 37         | 3919         |
| SK           | 128          | 35          | 4          | 6          | 11         | 184          |
| MB           | 117          | 14          | 1          | 2          | 3          | 137          |
| ON           | 6408         | 531         | 260        | 76         | 119        | 7394         |
| QC           | 3420         | 409         | 197        | 25         | 53         | 4104         |
| NB           | 112          | 15          | 6          | 6          | 3          | 142          |
| NS           | 250          | 57          | 29         | 13         | 6          | 355          |
| PE           | 62           | 48          | 2          | 1          | 4          | 117          |
| NL           | 71           | 3           | 2          | 4          | 2          | 82           |
| <b>TOTAL</b> | <b>15552</b> | <b>1673</b> | <b>642</b> | <b>252</b> | <b>284</b> | <b>18403</b> |



# REGISTRATION INFORMATION

## REGISTERED AGE GROUP & UNIVERSITY SWIMMERS AT AUGUST 31, 1997-2020

| 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      |
| 2020   | 7800 | 5961 | 1695 | 1028 | 17708 | 9013  | 1025 | 1035 | 257 | 721 | 48     | 46291 | -8.6     |

\*Non-resident Canadians

## COACH REGISTRATION

| YEAR END | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------|------|------|------|------|------|------|------|------|------|------|
| A1       | 321  | 319  | 328  | 307  | 295  | 295  | 305  | 293  | 237  | 305  |
| A2       | 106  | 112  | 117  | 135  | 145  | 140  | 133  | 137  | 99   | 143  |
| B        | 344  | 328  | 351  | 248  | 214  | 232  | 236  | 264  | 205  | 255  |
| C        | 967  | 1045 | 1033 | 1214 | 1237 | 1257 | 1236 | 1280 | 1031 | 1355 |
| D        | 935  | 944  | 1028 | 1119 | 1112 | 1091 | 1134 | 1165 | 1105 | 995  |
| E        | N/A  | N/A  | N/A  | N/A  | N/A  | N/A  | 11   | 13   | 7    | 5    |
| TOTAL    | 2673 | 2748 | 2857 | 3023 | 3003 | 3015 | 3055 | 3152 | 2684 | 3058 |

## 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  |
| 2020   | 1732 | 909  | 184 | 206 | 905  | 2496 | 72  | 217 | 3  | 35  | 6759  |

# REGISTRATION INFORMATION

## OVERVIEW OF REGISTRATION

| REGISTRATIONS |                |             |                      |                 |        |               |         | PROGRAMS       |                  |               |             |              |
|---------------|----------------|-------------|----------------------|-----------------|--------|---------------|---------|----------------|------------------|---------------|-------------|--------------|
| 2019-20       | TOTAL SWIMMERS | COMPETITIVE | UNIVERSITY & COLLEGE | NON-COMPETITIVE | SUMMER | LIMITED EVENT | MASTERS | AGE GROUP CLUB | UNIVERSITY TEAMS | COLLEGE TEAMS | SUMMER CLUB | MASTERS CLUB |
| BC            | 9532           | 3870        | 115                  | 3815            | 0      | 0             | 1732    | 60             | 4                | 0             | 0           | 53           |
| AB            | 7092           | 3687        | 101                  | 2173            | 222    | 0             | 909     | 50             | 4                | 0             | 9           | 22           |
| SK            | 1957           | 604         | 16                   | 1075            | 77     | 1             | 184     | 11             | 1                | 0             | 3           | 7            |
| MB            | 1234           | 961         | 13                   | 54              | 0      | 0             | 206     | 16             | 1                | 0             | 0           | 9            |
| ON            | 18613          | 12591       | 440                  | 4677            | 0      | 0             | 905     | 123            | 14               | 0             | 0           | 38           |
| QC            | 11509          | 7713        | 775                  | 525             | 0      | 0             | 2496    | 99             | 11               | 19            | 0           | 96           |
| NB            | 1097           | 980         | 45                   | 0               | 0      | 0             | 72      | 16             | 2                | 0             | 0           | 12           |
| NS            | 1406           | 745         | 76                   | 214             | 154    | 0             | 217     | 17             | 2                | 0             | 6           | 13           |
| PE            | 260            | 176         | 0                    | 81              | 0      | 0             | 3       | 2              | 1                | 0             | 0           | 1            |
| NL            | 871            | 464         | 27                   | 230             | 115    | 0             | 35      | 10             | 1                | 0             | 2           | 3            |
| UNCAN         | 48             | 48          | 0                    | 0               | 0      | 0             | 0       | N/A            | 0                | 0             | 0           | N/A          |
| TOTAL         | 53619          | 31839       | 1608                 | 12844           | 568    | 1             | 6759    | 404            | 41               | 19            | 20          | 254          |

## 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  |
| 2020   |    | 222  | 77  |     |    |    |    | 154 |    | 115 | 568   |



## MARKETING | EVENTS | COMMUNICATIONS

2020 has been a challenging year with the cancelling of all events and marketing plans surrounding the Olympic and Paralympic Swimming Trials, summer domestic events and the Olympic and Paralympic Games.

Months of work was done in advance of the Trials, working with CBC and other media to produce extensive TV features of top athletes and have top athletes attend media days organized by COC, CPC, and Swimming Canada. Several athletes have continued to receive personal and targeted media training to help them develop their ability and comfort level in telling their story through media and social media.

Trials specific revenue generation surpassed \$370,000 from non-government sources primarily through sponsorship, ticket sales and VIP hosting. Event specific and Victor Davis merchandise, 50/50 sales and an online auction would have further enhanced the total to record amounts for a domestic event.

Planned coverage included streaming all sessions plus CBC Sports near-live broadcasts – 2 x 30min shows each weekday and 1 x 60min on Saturday. New activations included Tokyo 2020 branded banners on main dive platforms, digital ribbon boards along the competition pool for partner branding and integration into timing system, video board athlete entrance, Speedo logos on the bottom of the pool and a Japanese Taiko Drum Team performance before each evening session.

From a communications and media point of view, plans were in place to host a large contingent of media at Trials, as well as to create original social media content, building off the anchor coverage from CBC. All major media outlets were expected to be in attendance for at least part of the competition and/or the Olympic and Paralympic team announcement events on the final night.

Plans had to be adapted on the fly, and veteran swimmers such as Kylie Masse and Brent Hayden instead stepped up to give multiple interviews to national media via digital platforms regarding how athletes were dealing with the shutdown.

We plan to carry over plans, subject to budgetary and public health constraints, to the 2021 Olympic and Paralympic Swimming Trials.

Adaptation is key to our continued success. We continue to work closely with all of our partners to understand their newfound business challenges.

The current Speedo partnership has been extended for a further year into 2021 to cover the shifted Olympic and Paralympic Games.

Myrtha Pools in-person activities shifted towards new Swimming Canada Facility Series webinars. Geared toward educating and supporting the planning, building and maintaining aquatics facilities across the country, webinar #3 focused on COVID-19 and Reopening of Facilities to assist facilities across the country in recovering and reopening.

Final Swim-A-Thon club fundraising results were reduced given that facilities shut down nationwide mid-March and many clubs were unable to complete their fundraising and/or run their events. The upcoming 2020-21 Swim-A-Thon will launch in October 2020, rather than January, and will extend through the summer to allow more clubs to leverage the program.

The new Member Rewards Program launched mid-June with a 25 per cent discount on Vichy sunscreen and suncare products. The program drove a strong initial registration and a spike in Vichy sales. The second offer launched mid-August with a 40 per cent off sale on special edition Swimming Canada branded Speedo racing suits.

We have continued to evolve new ways of telling our story focused on new ways to engage, educate and entertain our audience, while relying mostly on our athletes and coaches to submit content in lieu of the usual competition calendar that anchors our storytelling year. This has included active consultation with an engaged leadership group of athletes.

Our main storytelling theme for 2020 has been built around the versatile hashtag #SwimAgain. When things were sombre at the beginning of the pandemic, we produced a serious but hopeful video “We Will #SwimAgain”. When athletes began to return to the pool, the tone changed to be more upbeat while still respecting the seriousness of public health guidelines with “It’s Time To #SwimAgain”.

For the launch of the new 2020-21 club swimming season, we are excited to engage several partners with the #SwimAgain Challenge to re-engage and challenge all Canadian swimmers on a weekly basis. Chicken Farmers of Canada are supplying prizing and Speedo and All-Tides are working together with a giveback program where 20% of selected Speedo product sales will go back to the purchaser’s home swim club.

## OPERATIONS

The primary focus of the Operations department is to improve processes across the organization and increase capacity to support our membership.

### HUMAN RESOURCES

We welcomed seven new staff members over the past year including Cynthia Pincott in the role of Coordinator, Masters Swimming, as Swimming Canada takes a more active role in supporting masters swimmers. In January, we hosted a productive two-day staff retreat in Ottawa focused on team building and strategic planning.

The onset of the COVID-19 pandemic necessitated a significant shift in HR practices. Staff adapted to working from home and using online tools. The head office in Ottawa remains closed as of publication but plans are in place to slowly resume office activity throughout the fall.

### INFORMATION TECHNOLOGY

Tools to support remote work became a high priority. The new reality gave us an opportunity to re-evaluate tools and learn new skills. As a result, we have been able to find savings by implementing more cost-effective online meeting platforms, cloud-based storage and cell phone plans.

### PROVINCIAL SECTION PARTNERSHIP

Swimming Canada welcomed the Provincial Section Executive Directors to Ottawa for face-to-face meetings in November. These meetings are important opportunities to receive feedback and discuss both operational and strategic priorities. Throughout the pandemic, we increased our frequency of meetings with the Executive Directors to weekly in order to ensure that we could optimize the sharing of information and be nimble in our decision-making as the situation evolved.

### RETURN TO SWIMMING WORKING GROUP

The Swimming Canada Return to Swimming Working Group was formed in May with representatives from staff, swimmers, coaches (via the CSCA), officials (via the OCRC), provincial sections, and science/medicine experts. Swimming Canada published two versions (May 29 and July 10) of a resource document and a framework to inform the resumption of competitive swimming in Canada, and a FAQ document to help provincial sections and clubs with their plans. The working group will continue to create resources as needed.

## SAFE SPORT

Through the Safe Sport Program, Swimming Canada continues to support our effort to create a safe and inclusive environment for all, that is free from abuse, harassment, or discrimination.

In 2019-20, Swimming Canada introduced the role of Safe Sport Officer, an independent third party who guides registrants through the complaint process. Trained as a certified workplace and harassment resources/investigator, the Safe Sport Officer is empowered to supersede Swimming Canada staff if necessary, and can launch appropriate policies as required. This Safe Sport Officer is in place to help all Swimming Canada registrants.

Building on the work of the previous year, Swimming Canada brought forward and approved a new National Screening Policy. Effective Sept. 2020, all Swimming Canada and provincial section staff along with all registered coaches will be required to complete ongoing screening. The new national policy is closely aligned to what many provincial sections, as well as the CSCA, have already implemented throughout Canada.

As the sporting community in the country comes together in development of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS), Swimming Canada continues to recognize the importance of collectively pursuing safe sport goals. Participation in multi-sport discussions, input on the UCCMS, review of existing safe sport policies, and sharing/following best practices, are all ways in which the organization has approached this collective effort. To that end, Swimming Canada is in the process of adopting the UCCMS into its Code of Conduct and Professional Ethics policy.

COVID-19 presented many challenges, one of which was to keep athletes safe while they train from home, and making sure proper safe sport guidelines are continually met. Swimming Canada identified the need to clarify how swimmers and coaches can respect safe sport standards while using new ways of communicating and training, like virtual training. The organization created and shared a document that demonstrated how athletes can stay safe, and how coaches can still maintain Open and Observable Environments in these virtual environments.





A wide-angle shot of an indoor swimming pool during a competition. A female official in a red shirt and black pants stands in the foreground with her back to the camera, looking down the pool. Swimmers are visible in several lanes, creating splashes. The pool is divided by blue and yellow lane lines. In the background, a blue wall features repeating Canadian Olympic logos. A large screen at the top center displays a leaderboard. In the immediate foreground, there are white starting blocks with logos and the number 5.

|   |                    |          |
|---|--------------------|----------|
| 6 | MCDONNELL, MICHAEL | 11:22.36 |
| 4 | BROTHERS, PETER    | 11:22.91 |
| 7 | MCRAE, RYLEY       | 11:27.71 |





## CHIEF FINANCIAL OFFICER EXECUTIVE REVIEW

In 2019-2020 Swimming Canada was able to increase total net assets from operations by \$ 451,490 excluding Trust Funds. Total Revenue increased by 3% over the previous year and is attributable mostly to increased revenue from the COC and Membership Fees.

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

Administrative expenses increased by 1.4% in 2019-2020 over the previous fiscal year.

Technical expenses were not significantly increased over the previous year.

Domestic Operations which includes Officials and Coaches Development had an increase of 19% in 2019-20 due to additional Staffing and the Safe Sport Program.

The Board of Directors continues to fund a Reserve needed to host the Pan Pacific Championships, which will be hosted by Swimming Canada in 2026.

Swimming Canada continues to actively seek other sources of revenue through new Sponsorships, Online Merchandise Sales and Foundation Grants to support new initiatives and reduce dependency on government funding.



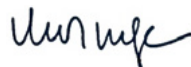
# STATEMENT OF FINANCIAL POSITION

As at March 31, 2020, with comparative figures for 2019

|   | 2020                | 2019                |
|---|---------------------|---------------------|
| <b>CURRENT ASSETS</b>                     |                     |                     |
| Cash and cash equivalents                 | \$ 1,073,231        | \$ 1,375,798        |
| Amounts receivable                        | 1,676,862           | 1,509,073           |
| Prepaid expenses and travel advances      | 342,464             | 198,793             |
| Inventories                               | 128,210             | 65,173              |
|   | 3,220,767           | 3,148,837           |
| <b>TRUST FUND ASSETS</b>                  |                     |                     |
| Dr. Jeno Tihanyi Memorial Fund            | 9,149               | 12,149              |
| Swimmer Reserve Fund                      | –                   | 727                 |
| Victor Davis Memorial Fund                | 77,845              | 86,152              |
|   | 86,994              | 99,028              |
| Investments                               | 250,320             | 243,975             |
| Tangible Capital assets (office building) | 2,186,741           | 2,194,634           |
|   | <b>\$ 5,744,822</b> | <b>\$ 5,686,474</b> |
| <b>LIABILITIES AND NET ASSETS</b>         |                     |                     |
| Accounts payable and accrued liabilities  | \$ 257,121          | \$ 395,083          |
| Deferred revenue                          | 503,161             | 718,768             |
| Current portion of mortgage payable       | 28,733              | 27,808              |
|   | 789,015             | 1,141,659           |
| Mortgage payable                          | 568,066             | 596,530             |
| <b>NET ASSETS AND TRUST FUNDS</b>         |                     |                     |
| Dr. Jeno Tihanyi Memorial Fund            | 9,149               | 12,149              |
| Swimmer Reserve Fund                      | –                   | 727                 |
| Victor Davis Memorial Fund                | 77,845              | 86,152              |
| Internally restricted                     | 1,095,000           | 895,000             |
| Invested in tangible capital assets       | 1,589,942           | 1,570,296           |
| Unrestricted                              | 1,615,805           | 1,383,961           |
|   | 4,387,741           | 3,948,285           |
|   | <b>\$ 5,744,822</b> | <b>\$ 5,686,474</b> |



Director



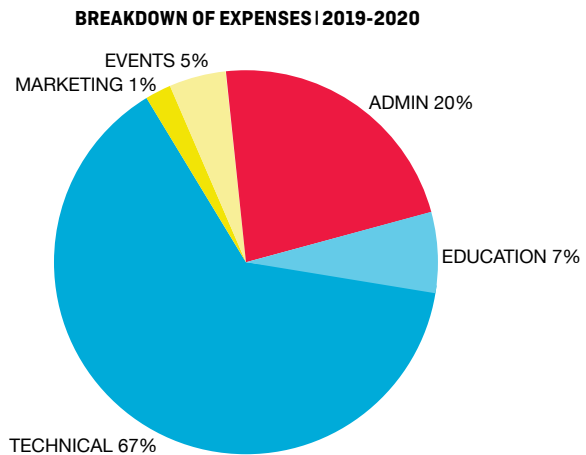
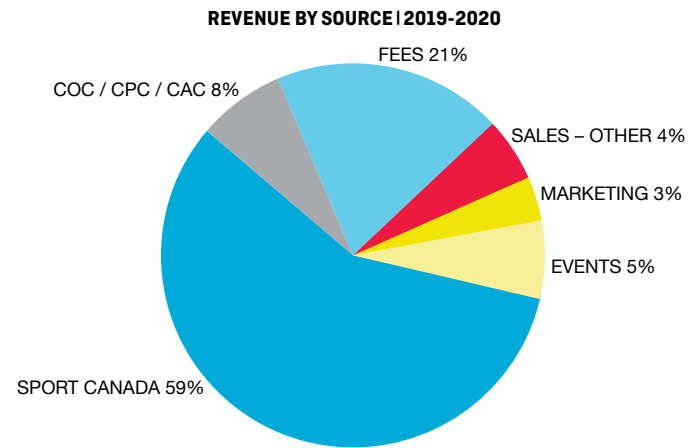
Director

# STATEMENT OF OPERATIONS

For the year ended March 31, 2020, with comparative figures for 2019

|  | 2020              | 2019              |
|--|-------------------|-------------------|
| <b>REVENUE</b>                         |                   |                   |
| Sport Canada                           | \$ 7,040,520      | \$ 7,001,364      |
| Membership Fees                        | 2,452,355         | 2,291,994         |
| Canadian Olympic Committee             | 855,000           | 632,750           |
| Sponsorships                           | 342,966           | 569,431           |
| Events                                 | 587,072           | 456,415           |
| National Sport Centres                 | 137,250           | 173,740           |
| Interest and other                     | 219,274           | 154,203           |
| Swimmer fees – NextGen                 | 86,550            | 86,000            |
| Sale of products                       | 49,052            | 63,379            |
| Canadian Paralympic Committee          | 80,000            | 61,250            |
| Club development fees                  | 47,640            | 40,950            |
| Coaching Association                   | 9,655             | 13,655            |
| Canadian Swim Coaches Association      | –                 | 10,000            |
|  | 11,907,334        | 11,555,131        |
| <b>EXPENSES</b>                        |                   |                   |
| <b>Technical:</b>                      |                   |                   |
| Tours and competitions                 | 3,510,617         | 3,455,412         |
| High performance centres               | 1,732,253         | 1,805,292         |
| Program management                     | 1,258,910         | 1,194,252         |
| Competition support                    | 622,372           | 639,339           |
| Grants                                 | 466,190           | 484,140           |
| Coaching support services              | 121,664           | 115,794           |
| <b>Administration:</b>                 |                   |                   |
| Payroll & benefits                     | 754,774           | 721,177           |
| Promotions & communications            | 702,897           | 634,516           |
| National Office                        | 436,466           | 448,282           |
| Planning & management                  | 144,405           | 147,241           |
| Association                            | 91,637            | 128,464           |
| Legal and professional fees            | 76,038            | 97,005            |
| Education                              | 830,351           | 697,050           |
| Events                                 | 549,821           | 503,643           |
| Marketing                              | 100,716           | 130,355           |
| Cost of products sold                  | 30,858            | 43,079            |
| Amortization (office building)         | 25,875            | 25,156            |
|  | 11,455,844        | 11,270,197        |
| <b>EXCESS OF REVENUE OVER EXPENSES</b> | <b>\$ 451,490</b> | <b>\$ 284,934</b> |







## THANK YOU TO OUR PARTNERS





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