



STRATEGIC PLAN 2021-2028



SWIMMING
CANADA





TABLE OF CONTENTS

| | |
|----|---|
| 4 | OPENING MESSAGE |
| 7 | FRAMEWORK |
| 7 | DEFINITIONS |
| 8 | OUR VISION |
| 9 | OUR MISSION |
| 10 | WE VALUE |
| 11 | OUR PRIORITIES |
| 12 | WORLD LEADING PERFORMANCE |
| 13 | SPORT DEVELOPMENT |
| 14 | ORGANIZATIONAL EXCELLENCE |
| 15 | FINANCIAL SUSTAINABILITY |
| 16 | ACKNOWLEDGEMENTS |
| 17 | DESCRIPTION OF THE PROCESS WE UNDERTOOK |

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OPENING MESSAGE



Swimming has been an important part of my life from a very early age and I feel honoured to have the opportunity to give back to the sport in my role as President and Chair of the Swimming Canada Board of Directors. One of the main functions of the Board is to set the strategic direction for the organization, therefore, I am pleased to present the Swimming Canada Strategic Plan 2021-2028.

The development of this plan has been a collaborative process and I would like to thank the Swimming Canada staff for their significant contributions to the development of our plan. Contributions from all stakeholders were essential to shaping the direction laid out in the plan. I would like to sincerely thank everyone who shared their voice in the process.

Swimming Canada has achieved tremendous success over the eight years covered by the former plan. As we move to implementation of the new strategic plan, Swimming Canada is poised to springboard from that past success to

achieve greater heights at all levels. Our future success will not come without challenges, all of which I am confident will be overcome due to the resiliency, creativity and commitment of our staff and our members.

Swimming is about people. I know first-hand the important role sport can play in an individual's development. With this new plan, I am confident that Swimming Canada will continue to foster an environment where people can pursue excellence and become world leaders both in and out of the water.

Best wishes to all!

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

Cheryl A. Gibson, President, Swimming Canada



As CEO of Swimming Canada, I'm very excited to share our Strategic Plan 2021-2028. As the timeline on the current plan (Vision 2020) comes to an end, we are certainly in a moment of great uncertainty across the entire globe. This has added a unique lens to the development of this new plan and has reinforced the importance of concise planning in ensuring our success as an organization. Fortunately, Vision 2020 has been an excellent guide for the organization and its framework helped guide the development of the new plan.

Swimming Canada and more broadly swimming in Canada is driven by an amazing community of people. Ultimately, this new plan is in place to ensure we are best positioned to support the dedicated, passionate and talented swimmers, coaches, officials, volunteers and administrators at all levels of the sport.

Over the past eight years we've seen tremendous growth as both a sport and an organization. Our results on the international stage have shown that Canada can be a world leader in swimming. As we look forward to the Olympic and Paralympic Games in 2021 there is lots of excitement to what the future holds. This plan will help us capitalize on this excitement and continue to build the sport long into the future.

One of the key themes that came out consistently at every stage of the planning process was the concept of excellence. Swimming Canada is committed to striving towards excellence in everything we do. As you will see in the pages that follow, we see excellence as both an outcome and a process. We believe the pursuit of excellence is a skill that can be taught and my hope is that every person who participates in the sport of swimming (athlete, coach, official, etc.) learns skills to pursue excellence in their lives – whether that leads to standing on the podium or delivering excellence within their family or communities in other pursuits.

Finally, I would like to offer a sincere thank you to all those who contributed to the development of this plan. Most notably, Swimming Canada staff and volunteers, our ten provincial section members, and the Canadian Swimming Coaches Association. Your feedback and ongoing support have been critical in the development of this plan and will be key in our ability to achieve our goals moving forward.

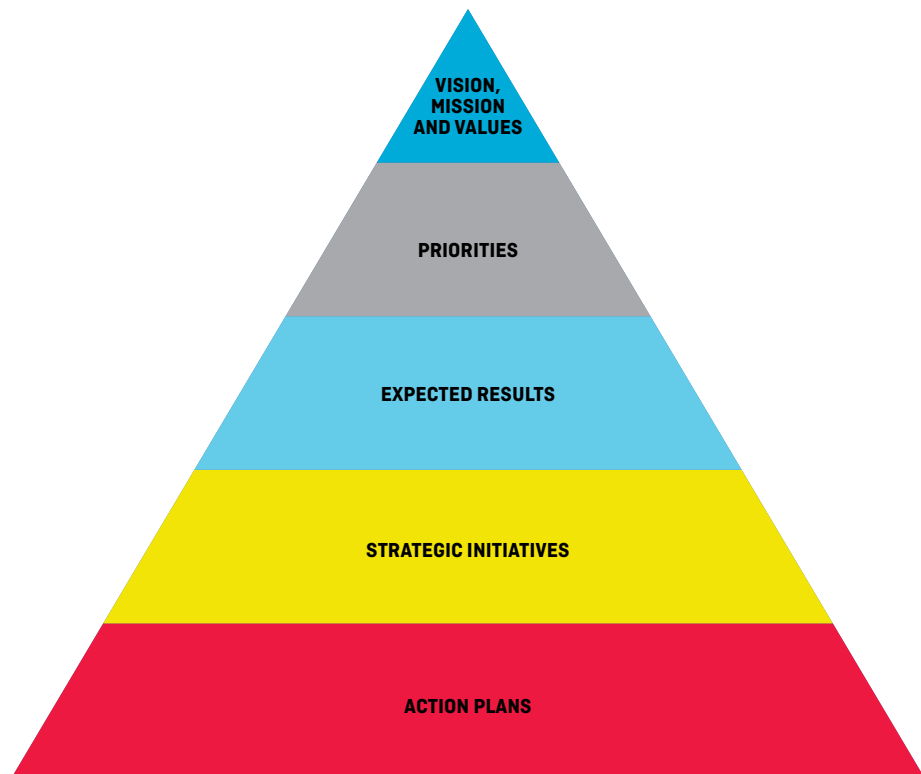
Thank you.

Ahmed El-Awadi, Chief Executive Officer, Swimming Canada



FRAMEWORK

Since September 2019, Swimming Canada has been in the process of developing our 2021-2028 Strategic Plan. The current Strategic Plan (2013-2020) has served the organization very well. With that in mind, the new plan is based on a similar framework and encompasses five layers.



DEFINITIONS

VISION: A vision is an expression of the dream, the ideal state of where we are heading. A Vision statement is purpose driven, audacious, forward-looking, and inspires people to pursue the ultimate ideal. A good vision statement is short and concise.

MISSION: A mission represents what an organization does to achieve its vision. The mission will prioritize what the organization will do to contribute to the attainment of the vision. In the literature, mission also means the organizational purpose.

VALUES: The organizational values are reflective of the culture and beliefs of the organization. They define the organizational culture and DNA, and set the framework for any decisions or actions made by it. It drives people's and organizations' performance and behaviours.

PRIORITIES: The priorities are things the organization shall accomplish first before anything else.

EXPECTED RESULTS: The expected results allow the organization to drive and guide performance at all levels and measure success.

STRATEGIC INITIATIVES: The strategic initiatives are the ways and the things that need to be done in order to realize the expected results within each priority. Strategic Initiatives are then translated into annual or multi-year action/operational plans.

ACTION PLANS: A detailed plan with specific actions translated into annual or multi-year operational plans.

For more information on the development of the Strategic Plan see page 17

OUR VISION

SWIMMING EXCELLENCE

“AT SWIMMING CANADA, THE MEANING OF ‘EXCELLENCE’ GOES BEYOND THE ACHIEVEMENT OF A RESULT. IT IS A LEARNED MINDSET OF PURSUING GOALS WITH UNWAVERING BELIEF, COMMITMENT AND COURAGE. WE ENVISION A FUTURE WHERE ALL OF OUR MEMBERS ARE ENCOURAGED AND ENABLED TO DEVELOP AN “EXCELLENCE MINDSET” AND TO SHARE THAT MINDSET WITH THEIR COMMUNITY.”

CHERYL A. GIBSON, PRESIDENT, SWIMMING CANADA

OUR MISSION

**DEVELOP WORLD CLASS LEADERS,
IN AND OUT OF THE WATER,
BY DRIVING EXCELLENCE
IN ALL ASPECTS OF CANADA'S
SWIMMING COMMUNITY.**

WE VALUE

THE LIFELONG PURSUIT OF **EXCELLENCE** ACROSS ALL LEVELS OF THE SPORT AND ORGANIZATION.

BEHAVIOUR OF THE HIGHEST **ETHICAL STANDARD** BASED ON A FOUNDATION OF ACCOUNTABILITY, INTEGRITY, RESPECT AND SAFETY IN ALL OF OUR INTERACTIONS.

THE POWER OF **TEAMWORK**; AS AGILE LEADERS IN THE SWIMMING COMMUNITY WE ARE COMMITTED TO WORKING COLLABORATIVELY WITH OUR MEMBERS AND PARTNERS.

CONTINUAL **IMPROVEMENT** ACROSS ALL LEVELS OF THE SPORT AND ORGANIZATION.

PEOPLE AS WE STRIVE TO MAKE SWIMMING A DIVERSE AND INCLUSIVE SPORT FOR ALL.

OUR PRIORITIES

- 1. WORLD LEADING PERFORMANCE** – We create and offer a leading edge training and competitive environment for sustained international podium performances.
- 2. SPORT DEVELOPMENT** – We lead and we drive an organized, efficient, integrated and aligned sport system that promotes, encourages, fosters and produces excellence at all levels, and in all respects.
- 3. ORGANIZATIONAL EXCELLENCE** – We are a performance oriented and optimally governed organization that stimulates the growth of swimming and in which our staff, volunteers, members and partners grow and contribute to the attainment of the mission.
- 4. FINANCIAL SUSTAINABILITY** – We secure increased revenues and effectively manage our costs and finances to fully support our strategic priorities.

WORLD LEADING PERFORMANCE

EXPECTED RESULTS

- Top 6 total medal producing nation at the Olympic Games in 2024
- Top 6 total medal producing nation at the Olympic Games in 2028
- Top 9 total medal producing nation at the Paralympic Games in 2024
- Top 8 total medal producing nation at the Paralympic Games in 2028

STRATEGIC INITIATIVES

1. **High Performance Athlete Development** – Swimming Canada will identify, support and develop high performance athletes who, based on evidence-driven metrics, have the ability to reach the international podium.
2. **World Leading Coaching and Technical Leadership** – Swimming Canada will identify, support and develop world leading coaches and technical leaders using a combination of individualized and group programming.
3. **Integrated Support Team** – Swimming Canada will recruit, hire and retain world-class experts in sport sciences and sport medicine and will undertake partnerships that initiate applied research and development projects aimed at elevating the performance of our high performance athletes.
4. **Athlete Support** – Swimming Canada will identify all available options to support high performance athletes technically, personally and financially.
5. **High Performance Centres** – Swimming Canada will lead High Performance Centres and NextGen programming that provide world leading daily training environments and that directly support the development of high performance athletes.
6. **National Team Programming** – Swimming Canada will deliver a world leading camp and competition program.





SPORT DEVELOPMENT

EXPECTED RESULTS

- Swimming Canada, in collaboration with the provincial section, supports and grows our athlete membership base year over year, through innovative programs, tools and resources, utilizing the Athlete Development Matrix.
- Swimming Canada, in collaboration with the provincial section and the CSCA, supports and develops our coaches and coach developers through the NCCP coaching certification and other education programs.
- Swimming Canada, in collaboration with the provincial section, supports and develops our officials through the officials certification pathway.
- Swimming Canada executes a national event calendar that will align to appropriate athlete development, that will also provide development opportunities for coaches and officials.

STRATEGIC INITIATIVES

1. **Athlete Pathways and Strategies** – Swimming Canada will support the appropriate athlete development of our swimmers across all registration categories.
2. **Coach Education, Certification and Development** – Swimming Canada will offer world class coach education, certification, and professional development that aligns to appropriate athlete development.
3. **Officials Education, Certification and Development** – Swimming Canada will offer an effective national education, recognition, and certification program for officials to ensure the congruent application of consistent high standards across the country.
4. **Event Hosting** – Swimming Canada will deliver national events aligning to appropriate athlete development based on the standards of technical excellence, financial viability and Olympic and Paralympic Program integration.
5. **Masters** – Swimming Canada will provide strategic programs and services to the masters swimming population that will enhance the growth of the sport and the athletic experience of all masters swimmers in Canada.
6. **Club System Support** – Swimming Canada will work alongside the provincial sections to strengthen the club system in Canada.
7. **Facilities** – Swimming Canada will provide ongoing leadership regarding facility access and development.

ORGANIZATIONAL EXCELLENCE

EXPECTED RESULTS

- Swimming Canada supports and develops a diverse staff and board to ensure we have the skill set and capacity needed to achieve our mission.
- Swimming Canada leads and works in collaboration with our members and partners (national and international) to achieve our mission.
- Swimming Canada tells the story of our sport and our organization.
- Swimming Canada provides a safe sporting environment for all of our members, registrants, staff and partners.

STRATEGIC INITIATIVES

1. **HR Practices and Systems** – Swimming Canada will implement a comprehensive HR strategy that attracts and retains the best people to the organization, stimulates their professional growth and ignites performance across the team of staff.
2. **Leadership and Collaboration with Sport Partners** – Swimming Canada will lead in collaborating closely with our members, our national and international sport partners to achieve our Sport Development and World Leading Performance goals.
3. **Tools and Data Management** – Swimming Canada will deploy tools that allow the organization to optimize operational efficiency and harness our data to provide a competitive advantage.
4. **Communication** – Swimming Canada will tell the inspirational story of Canadian swimming and Canadian swimmers to our community and to our country.
5. **Safe Sport** – Swimming Canada will provide a safe sporting environment for all participants through a comprehensive Safe Sport program focused on education, prevention and response.
6. **Governance** – Swimming Canada will implement a skill-based recruitment strategy that attracts qualified people for director positions with the organization and the Board will practise policy governance best practices.





FINANCIAL SUSTAINABILITY

EXPECTED RESULTS

- Swimming Canada has the necessary financial resources and financial reserves to fully support the achievement of our World Leading Performance, Sport Development and Organizational Excellence goals.

STRATEGIC INITIATIVES

1. **Revenue Generation** – Swimming Canada will maximize and diversify both public and private sector revenue sources with the aim of achieving our mission.
2. **Effective Cost Management** – Swimming Canada will actively engage in cost management practices to ensure the most effective use of financial resources for the organization.
3. **Financial Management and Oversight** – Swimming Canada will follow the highest standards of financial management and oversight to ensure the long-term viability of the organization to pursue and achieve our mission.

ACKNOWLEDGEMENTS

Swimming Canada would like to acknowledge and thank all those who contributed to the development of this Strategic Plan. This includes all Swimming Canada employees, our Board of Directors and Committee members. In addition, we would like to thank our ten provincial section members and the Canadian Swimming Coaches Association for their valuable feedback. These organizations play a key role in our ability to achieve the goals laid out in this plan. Finally, we would like to acknowledge and thank Nora Sheffe for her expertise and guidance in facilitating the development of this plan.





DESCRIPTION OF THE PROCESS WE UNDERTOOK

Swimming Canada engaged Nora Sheffe, an IAF Certified Professional Facilitator and founder of Sheffe Consulting Inc., to help guide us through the process. Updating the Strategic Plan included several steps and included several key stakeholders with each step/conversation building on the next. What follows is a brief summary of the process.

1. **Initial Survey** – An initial survey was conducted to collect feedback from: provincial section Presidents and Executive Directors, CSCA President and Executive Directors, Swimming Canada Board Members and Staff (September 2019).
2. **Senior Staff Review** – The feedback from the survey was reviewed by the Senior Staff of Swimming Canada (full day October 2019).
3. **ED Council Review** – We hosted a one-day session with the ED Council to review the survey feedback and start to frame the layers of the strategic plan (full day November 2019).
4. **Board Review** – We hosted a half-day session with the Swimming Canada Board of Directors to further the conversation (December 2019).
5. **Staff Retreat** – Following steps 1-4 we had a strong framework for the new plan. We then spent two days with the full staff reviewing and advancing the discussion around the plan (January 2020).
6. **Board Review** – A full update of the plan was shared with the Board in April 2020.
7. **Stakeholder Survey** – We conducted a broad stakeholder survey based on the April draft of the strategic plan. The stakeholders included swimmers, coaches, PSO boards and staff, Swimming Canada committee members and staff. 90 people responded to the survey. (May/June 2020).
8. **Director Review** – The Swimming Canada director-level staff reviewed the survey results and updated the draft Strategic Plan (July 2020).
9. **Board Review** – An updated draft was presented to the Board of Directors for their review (July 2020).
10. **Board Approval** – On August 24, 2020, the Swimming Canada Board approved the Strategic Plan.



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