

ANNUAL REPORT 2020-2021



OUR VISION

SWIMMING EXCELLENCE

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.**



REBECCA SMITH, KAYLA SANCHEZ, MARGARET MAC NEIL, PENNY OLEKSIK

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FOR MORE INFORMATION

SWIMMING CANADA · 307 Gilmour Street, Ottawa, ON, K2P 0P7

T. (613) 260-1348 F. (613) 260-0804

natloffice@swimming.ca

swimming.ca    

Photos by: Scott Grant, Michael P. Hall, Ian MacNicol, Gerard Richardson, Nathan White

COVER Margaret Mac Neil

PRESIDENT'S MESSAGE



It is my great honour to update you on the activities of Swimming Canada in my role as President. As you are likely aware, Cheryl Gibson resigned in June to undertake a new role as the FINA Bureau member for Canada. The swimming community wishes her the greatest success and we look forward to working with her closely to further Canadian swimming.

In her most recent messages, Cheryl commented on how the 2019-20 season was unlike any other. Looking back at 2020-21, it was far beyond anything we could have envisioned, with pool closures, modified and cancelled training, lack of racing opportunities, the scheduling and rescheduling of our Trials, and the uncertainty and postponement of Tokyo 2020, including speculation whether Games would even happen in 2021. Through all of these disruptions, our athletes, coaches, volunteers and clubs focused on the goal of letting our swimmers swim. The huge success in Tokyo is a testament to this perseverance and “can do” attitude.

From a governance perspective, the Board finalized and approved the new Strategic Plan 2021-2028. We have started a process to support the implementation and reporting on its outcomes, as well as the process of aligning the strategic initiatives to all the Board committees so that there is direct oversight as the objectives are being implemented. With this increased reliance on our committees, we will also create and implement some new processes to add more people and provide other responsibilities for them to engage in.

Although Canada has started to re-open, the world and our swimming community will function differently. It will take all our efforts and diligence to ensure continued success in the water for our athletes at championships and Games on the road to Paris 2024. Results show we are up for that challenge, and I look forward to the successes.

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

Best wishes to everyone for the 2021-22 swimming season!

A handwritten signature in black ink that reads 'Dean Crawford'.

Dean Crawford, President
Swimming Canada

CEO'S MESSAGE



This has likely been the most challenging year the world has faced in decades.

While swimming is in all our hearts, we recognize the lives lost in Canada and around the globe to COVID-19, and the efforts of those battling the pandemic on the front lines. Governments at all levels struggled to keep up with the pandemic, while facilities critical to our swimming success struggled to stay open and adapt. Many of us have struggled to balance professional and personal expectations with constantly changing variables.

Yet what we have seen in our community is a sense of adaptability. The longing to return to the sport we love, to bring back our ability to pursue the passion that swimming creates.

Clubs, coaches, officials, and volunteers, led by their dedicated provincial sections, and the Canadian Swim Coaches Association, did their best to adapt and find creative ways to stay involved and active. It was tremendously difficult. Even though we are far from what was normal in the past, the hard work by all has laid a path to a new future.

We will continue to follow our multi-year strategic plan. We may not have taken the same path to achieve objectives, but we will adapt and adjust as a community. This is the 111th Swimming Canada AGM. Other pandemics, wars and financial crises have occurred during that time, but swimming in Canada has continued, albeit not always on the path we may have wanted or predicted.

This last year everyone involved in the sport, from Olympians and Paralympians to beginners, found a way. It was not perfect, it took hard work, but as a community we will emerge to grow again.

We had to make some tough decisions to secure our cash flow, budget and human resources. By making those decisions now, we have given ourselves a stronger footing for the future.

We look forward to the growth and return of people back into all the roles in our association. We will continue to adapt and find opportunities and new ways to execute projects. We will achieve our objectives and grow our sport.

I thank each and every one who has played a part, large or small, and look forward to the next year.

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

Ahmed El-Awadi, Chief Executive Officer
Swimming Canada

HIGH PERFORMANCE PROGRAMS REPORT

The COVID-19 pandemic has challenged high performance programs across the country with lack of training and competition, which the sport needs to overcome and reverse to get back to pre-pandemic levels. Reduced registration numbers will have an impact between now and Paris 2024, and on into the Los Angeles 2028 quadrennial. In simple terms, 40 per cent fewer swimmers means a 40 per cent smaller pool of athletes to develop and 40 per cent less revenue from registration fees.

The High Performance department remained focused on supporting the programming that was possible or providing new programming, while emphasizing the need to abide by public health and government guidelines for the health and safety of all.

2020-2021 KEY AREAS OF FOCUS

Staff were both proactive and reactive in planning and re-planning all aspects of the Olympic and Paralympic swimming programs, as were provincial sections and clubs at their levels. With the frustrations around facility access, travel restrictions and group size allowances, activities had to be innovative and creative. Swimming Canada undertook multiple new activities in an effort to replace traditional team travel and instill motivation, support and inspiration to athletes and coaches through the difficult time.

This included more frequent communication between the High Performance coaching staff, the High Performance Centre coaches, carded coaches and club coaches using online formats and inviting coaches to discuss issues and share best practices.

COMMUNICATION AND RESOURCES

Staff initiated weekly videoconferences with Sport Canada Athlete Assistance Program (AAP) carded swimmers, targeted swimmers, and their coaches. Key Swimming Canada staff, coaches and various medical personnel presented on topics including planning updates, introduction of available resources, reminders of available mental health and well-being support, guidance for practising or improving mental agility and resilience skills. Provincial



NICHOLAS BENNETT

organizations, partners and stakeholders were also invited. Staff Performance Link Coaches made more frequent contact with their carded swimmers and coaches, providing guidance, sharing training ideas, and facilitating external support.

High Performance leadership staff led regular conference calls with a self-identified leadership group of national team swimmers, seeking feedback and understanding of their needs.

Staff also contributed to and collaborated with return-to-sport working groups including the Own the Podium National COVID-19 Return to High Performance Sport Task Force, Swimming Canada Return-to-Swimming and Return-to-Competition working groups, and the Canadian Centre for Ethics in Sport Return to Testing working group. The resulting publications provided phased approaches of procedures and protocols for a safe return to training and competitions across the country, minimizing the risk of infections. Swimming Canada staff worked with specialists and partners to research, plan and contribute accurate information to these resources and support documents. Staff identified, created and published 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 things within one's control. Staff created the [COVID-19 Resource Hub](#), a prominent page on the Swimming Canada website that provided notices, documents, and links to valuable internal and external resources.

AAP FUNDING (CARDING)

The original nomination criteria for the 2020-2021 Olympic and Paralympic AAP “carding” funding could not be applied as written due to the widespread cancellation of events. Staff, with the support of Sport Canada, determined that the most reasonable strategy was to maintain financial support for previously carded Olympic and Paralympic program swimmers until competition could resume. Non-carded swimmers selected to the Olympic or Paralympic teams received funding or were upgraded from Development to Senior level cards as per Sport Canada policy. For the 2020-2021 carding cycle 85 Olympic program swimmers received Sport Canada AAP funds (41 Development, 44 Senior), and 28 Paralympic program swimmers continued to receive AAP funding (12 Development, 16 Senior).

TEAMS SELECTION

The unexpected circumstances resulting from the COVID-19 pandemic created uncertainty around hosting the Canadian Olympic and Paralympic Trials and applying the posted nomination criteria for the rescheduled Tokyo 2020 Games.

The Olympic Selection Committee exercised its discretion to develop a Process to Nominate the Olympic pool team. In January 2021, the committee resolved to provisionally nominate six swimmers to the Canadian Olympic Committee.

For months international events were postponed and/or cancelled, including the Speedo Can Am Para Swimming Open, FISU World University Games, and FINA World Junior Swimming Championships and World Junior Open Water Swimming Championships. Selection processes were re-developed and communicated each time a new schedule was confirmed, but all of these events were eventually cancelled for 2021.

The Canadian Open Water Swimming Trials on Grand Cayman, scheduled for April 2021, also had to be cancelled, in compliance with the federal travel advisory. This affected the process to select swimmers to the FINA Olympic Marathon Swim Qualifier, the final opportunity for open water swimmers to qualify for the Games, which was moved from May in Fukuoka, Japan, to June in Setubal, Portugal.

Positions for Canada's final spots in the qualifier were to be contested at the pool Trials in April, but due to another Trials postponement, the Selection Committee worked under the Unforeseen Circumstances clause in the nomination criteria to select four swimmers to attend.

The Olympic and Paralympic Trials were eventually confirmed for June 19-23, 2021. This date, however, conflicted with the World Para Swimming Series in Berlin, an essential classification event for some already selected swimmers.

In combination with the Government of Canada mandate for international travellers to quarantine for two weeks, it was impossible for the Paralympic program to hold trials conventionally. Therefore, the Swimming Canada Paralympic Selection Committee approved the enactment of the Unforeseen Circumstances Clause of the nomination criteria to select the Tokyo 2020 Paralympic team.

Swimming Canada clearly outlined and communicated the new process to fill the nineteen available slots (six men, thirteen women). Eight swimmers had been pre-selected by virtue of being finalists at the 2019 World Para Swimming Championships in London, the last international event before the pandemic shut the world down. The next seven were selected for meeting the Priority 1 standard in the same event: swimming as finalists. The remaining four spots were awarded based on an assessment of competitive readiness of those swimmers who had achieved a Minimal Qualifying Standard for their Paralympic event after Oct. 18, 2018, a requirement set by the International Paralympic Committee. This assessment was

made from a submission of training logs, data, and video recorded timed trial performances. A panel of Swimming Canada assessors selected the final four swimmers.

The Olympic Swimming Trials, presented by Bell, proceeded at Toronto Pan Am Sports Centre in June.

Based on the best information available, and after reviewing multiple scenarios which allowed for sufficient physical distancing and other risk mitigating protocols, Swimming Canada staff, in partnership with the tireless Swim Ontario organizing committee and the facility, developed a competition plan. The invitation-only event limited entries to 20 competitors per event, with strict COVID-19 safety and testing protocols, traffic flow patterns and dedicated warm-up/warm-down periods. The Trials went ahead successfully, with no spectators and minimal interactions between athletes, coaches, officials and staff.

Swimmers broke three Canadian records and provided the results required for the Olympic Selection Committee to complete the selection of 18 additional swimmers to be nominated to Canada's Olympic team.

A final significant shift in programming resulted in the Olympic and Paralympic teams conducting their pre-Games preparations at the University of British Columbia in Vancouver. After establishing relationships and agreements with Toyota City and Chukyo University, and Wakayama City and Prefecture, Swimming Canada had to inform them that the teams would not stage in Japan. Managing COVID-19 protocols and minimizing the potential for spreading infection were the priorities in these decisions.

HIGH PERFORMANCE CENTRES

Swimming Canada operated three High Performance Centres for the 2020-2021 season, HPC-Vancouver (Olympic), HPC-Ontario (Olympic) and HPC-Quebec (Paralympic). As facilities closed down across the country due to various lockdowns and public health restrictions, the HPCs became critical hubs to help many podium potential athletes continue their preparations for the Games. Strict protocols were implemented across all the HPCs in collaboration with facility operators to help create safe environments for athletes to train. These resources were critical to achieving the outstanding results at Tokyo 2020 and Swimming Canada will continue to invest in all three programs in the lead up to Paris 2024.

2028 NEXTGEN STRATEGY

One of Swimming Canada's greatest challenges is identifying and providing support and programming to 2028 NextGen swimmers. Despite Swimming Canada delivering a number of virtual camps, the reality is this group of swimmers missed significant training and competitive opportunities due to the pandemic.

Swimming Canada will continue to invest in NextGen training opportunities through the High Performance Centres both on a full-time basis and through visitation opportunities. Support from 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.

HIGH PERFORMANCE COACH DEVELOPMENT

High Performance coach development continues to be a major focus. A cornerstone of the plan since 2015 has been the Select Coaches Group, which moved to a virtual delivery in 2021. This provided an opportunity to reimagine the delivery of the program and open it up to a greater number of coaches. The 2021 was expanded to 37 coaches, for the first time having more female coaches (19), than male coaches (18). In addition, an Advanced Coaches Group was established that mainly consisted of former Select Coaches. This group joined the Select Coaches for a number of sessions early in the program before taking a more active mentorship role in leading some interactive discussion groups through the summer months.

Swimming Canada continues to collaborate with external organizations such as Own The Podium and Commonwealth Sport Canada whenever possible to enhance its internal delivery of high performance coach development activities.



KYLIE MASSE

OLYMPIC PROGRAM TEAMS

TOKYO 2020 OLYMPIC GAMES OVERVIEW

July 24 – Aug. 8, 2021

TEAM COMPOSITION AND HIGHLIGHTS

- 24 pool swimmers, 9 male and 15 female
- 2 open water swimmers, 1 male & 1 female
- 8 coaches and 13 support staff
- 18 of 26 total swimmers had previously competed at a World Junior Championships (17 pool, 1 OW)
- 13 competed at the Junior Pan Pacific Swimming Championships
- 5 competed previously at the IOC Youth Olympic Games or Pan Am Youth Olympic Festival
- 21 of the 26 swimmers competed at one of the above development events
- 6 medals in the pool (1 Gold, 3 Silver, 2 Bronze)
- 4th-ranked nation in total medals
- Penny Oleksiak became Canada’s all-time most decorated Olympian with her seventh medal over two Games (bronze, W 4x100 medley relay)
- [Full Team List](#)

OLYMPIC MEDAL PERFORMANCES AND FINALISTS

| RANK | EVENT | ATHLETE | TIME |
|--------|-----------------------------|--|--|
| Gold | 100 Fly | Mac Neil, Margaret | 55.59 |
| Silver | 100 Back | Masse, Kylie | 57.72 |
| Silver | 200 Back | Masse, Kylie | 2:05.42 |
| Silver | 400 Free Relay 3:32.78 | Sanchez, Kayla Mac Neil, Margaret Smith, Rebecca Oleksiak, Penny Ruck, Taylor * | 53.42 53.47 53.63 52.26 54.16 |
| Bronze | 200 Free | Oleksiak, Penny | 1:54.70 |
| Bronze | 400 Medley Relay 3:52.60 | Masse, Kylie Pickrem, Sydney Mac Neil, Margaret Oleksiak, Penny Ruck, Taylor * Sanchez, Kayla * | 57.90 1:07.17 55.27 52.26 59.64 52.68 |

*indicates preliminary relay swimmer

OLYMPIC MEDAL PERFORMANCES AND FINALISTS

| RANK | EVENT | ATHLETE | TIME |
|------|-----------------------------|---|---|
| 4 | 100 Free | Oleksiak, Penny | 52.59 |
| 4 | 400 Free | McIntosh, Summer | 4:02.42 |
| 4 | 400 Free Relay 3:10.82 | Hayden, Brent Liendo, Joshua Kisil, Yuri Thormeyer, Markus Gaziev, Ruslan * | 47.99 47.51 47.15 48.17 49.04 |
| 4 | 800 Free Relay 7:43.77 | McIntosh, Summer Smith, Rebecca Sanchez, Kayla Oleksiak, Penny Savard, Katerine * Harvey, Mary-Sophie * Pickrem, Sydney * | 1:55.74 1:57.30 1:55.59 1:55.14 1:58.18 1:57.53 1:59.82 |
| 6 | 200 Back | Ruck, Taylor | 2:08.24 |
| 6 | 200 Medley | Pickrem, Sydney | 2:10.05 |
| 7 | 400 Medley Relay 3:32.42 | Thormeyer, Markus Mastromatteo, Gabe Liendo, Joshua Kisil, Yuri | 53.69 59.67 51.02 48.04 |

*indicates preliminary relay swimmer

OLYMPIC POOL PERFORMANCE DATA

| | WOMEN | MEN | MIXED | TOTAL |
|------------------------------------|-------|-----|-------|-------|
| Number of Individual Preliminaries | 20 | 10 | 0 | 30 |
| Number of Individual Semifinals | 10 | 5 | 0 | 15 |
| Number of Individual Finals | 8 | 0 | 0 | 8 |
| Number of Relay Preliminaries | 3 | 2 | 1 | 6 |
| Number of Relay Finals | 3 | 2 | 0 | 5 |
| Total Number of Final Swims | 11 | 2 | 0 | 13 |

POOL PERSONAL BEST DATA

| | WOMEN | MEN | TOTAL |
|--|-------|-------|-------|
| Number of Personal Best Individual Swims (max 1 per event) | 10/20 | 2/10 | 12/30 |
| Percentage of Personal Best Individual Swims (max 1 per event) | 50.0% | 20.0% | 40.0% |



PENNY OLEKSIK, REBECCA SMITH, MARGARET MAC NEIL, KAYLA SANCHEZ

RECORDS BROKEN AT THE TOKYO 2020 OLYMPIC GAMES

| EVENT | TIME | RECORD TYPE | ATHLETE |
|------------------|----------|---------------------|-------------------|
| 1500 Free | 16:24.37 | Olympic Record | Katrina Bellio |
| 100 Back | 58.17 | Olympic Record | Kylie Masse |
| 100 Fly | 55.59 | Commonwealth Record | Margaret Mac Neil |
| 100 Fly | 55.59 | Americas Record | Margaret Mac Neil |
| 100 Free | 52.59 | Canadian Record | Penny Oleksiak |
| 400 Free | 4:02.72 | Canadian Record | Summer McIntosh |
| 400 Free | 4:02.42 | Canadian Record | Summer McIntosh |
| 200 Back | 2:05.42 | Canadian Record | Kylie Masse |
| 100 Fly | 55.59 | Canadian Record | Margaret Mac Neil |
| 4x100 Free Relay | 3:10.82 | Canadian Record | Brent Hayden |
| 4x100 Free Relay | 3:10.82 | Canadian Record | Joshua Liendo |
| 4x100 Free Relay | 3:10.82 | Canadian Record | Yuri Kisil |
| 4x100 Free Relay | 3:10.82 | Canadian Record | Markus Thormeyer |

RECORDS BROKEN AT THE TOKYO 2020 OLYMPIC GAMES

| EVENT | TIME | RECORD TYPE | ATHLETE |
|--------------------|---------|---------------------------|-------------------|
| 4x200 Free Relay | 7:43.77 | Canadian Record | Summer McIntosh |
| 4x200 Free Relay | 7:43.77 | Canadian Record | Rebecca Smith |
| 4x200 Free Relay | 7:43.77 | Canadian Record | Kayla Sanchez |
| 4x200 Free Relay | 7:43.77 | Canadian Record | Penny Oleksiak |
| 4x100 Medley Relay | 3:52.60 | Canadian Record | Kylie Masse |
| 4x100 Medley Relay | 3:52.60 | Canadian Record | Sydney Pickrem |
| 4x100 Medley Relay | 3:52.60 | Canadian Record | Margaret Mac Neil |
| 4x100 Medley Relay | 3:52.60 | Canadian Record | Penny Oleksiak |
| 200 Free | 1:56.11 | Canadian Age Group Record | Summer McIntosh |
| 200 Free | 1:55.74 | Canadian Age Group Record | Summer McIntosh |
| 400 Free | 4:02.72 | Canadian Age Group Record | Summer McIntosh |
| 400 Free | 4:02.42 | Canadian Age Group Record | Summer McIntosh |
| 800 Free | 8:25.04 | Canadian Age Group Record | Summer McIntosh |

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. NATIONAL DEVELOPMENT TEAM EVENTS

Focus: Athlete and coach education

Content: Various virtual activities with the aim for a greater learning experience and exposure to traditional distance training models, workout examples, plans and templates for identified athletes and coaches.

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 allowed testing of race tactics and provide valuable experiences on the road to the Tokyo 2020 Olympic Games.

Activities in 2020-2021

- **Swimming Canada National Virtual 400m+ Freestyle camp**
 - 24 selected athletes and 10 coaches attended
 - Distance focused content and presentations.
- **Open Water focused individual virtual meetings**
 - Selected athletes
 - Discussing gaps and areas for improvement
- **FINA Olympic Marathon Swim Qualifier 2021 - Setubal, POR- June 2021**
 - Four selected athletes, supported by two coaches and three support staff
 - Women's 10km: Bronze, Kate Sanderson, 21st Stephanie Horner
 - Men's 10km: 17th Hau-Li Fan, DNF Eric Hedlin

- Both the women's and men's races were wetsuit races.
- Kate Sanderson qualified for the Tokyo 2020 Olympic Games by being in the top 10.
- Hau-Li Fan qualified by finishing as the top Americas swimmer outside of the top 10.
- Coaches Mark Perry and Brad Dingey remained with the two Olympic qualifiers for pre-Games prep

• Tokyo 2020 Olympic Games – Tokyo, JPN – August 2021

- Two selected athletes, supported by Open Water Head Coach Mark Perry and six support staff
- Men's 10km: 9th Hau-Li Fan; Women's 10km: 18th Kate Sanderson
- Both swimmers gained valuable experience at their first Olympic Games
- Hau-Li Fan's best performance at a world-level event
- Kate Sanderson was the second youngest swimmer in the event

3. COACH EDUCATION

Focus: Education and development opportunities for Canadian coaches

Activities in 2020-2021

- Development of Open Water 101 course for coaches in the Swimming Canada Learning Management System (LMS)
- CSCA Virtual Open Water Lectures

2021-2022 DISTANCE & OPEN WATER PROGRAM FOCUS

In the 2021-22 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.

TOKYO 2020



HAU-LI FAN

VIRTUAL ACTIVITIES - OLYMPIC PROGRAM

Due to the COVID-19 pandemic and the cancellation of competitions and in-person camps, Swimming Canada put on numerous virtual activities to bring identified swimmers and coaches together. These camps provided targeted presentations, content and team building activities.

2020-2021 VIRTUAL ACTIVITIES

1. PARIS & BEYOND DISTANCE DEVELOPMENT CAMP 2020

EAST CAMP: NOV. 7&14 / WEST CAMP: NOV. 21&28, 2020

Goal: To identify and target a group of distance swimmers and their coaches with a Paris 2024 focus. Mark Perry and Ken McKinnon ran activities jointly, supported by Martyn Wilby. Camps exposed attendees to a traditional distance training model, workout examples, plans and templates. Seven guest speakers presented on Race Analysis, Activation & Post Pool Strategies, Anti-Doping & True Sport Clean and Team Management & Protocols.

• East Camp:

- 35 swimmers, 28 coaches, and 2 provincial staff attended
- Six provinces were represented: ON, QC, NB, NS, PEI, NL

• West Camp:

- 43 swimmers, 30 coaches, 2 provincial staff attended
- Four provinces were represented: BC, AB, SK, MB

2. VIRTUAL STROKE CAMPS

FLY, BACK, 200 FREE & DOWN: JAN. 3-10 / BREAST, IM, 400 FREE & UP: JAN.17-24

Goal: A series of six separate camps following a similar template to the successful Nov. 2019 Virtual Distance Development Camp, each targeting a specific stroke. A total of 125 swimmers and their coaches were invited, including carded swimmers, High Performance Centre swimmers, swimmers from the Sept. 2019 carding list with On Track times below the cut-off line, and all swimmers that swam an On Track time in the 2019-20 season. Each camp had an appointed head coach, assistant coach, mentor coach, and a Swimming Canada team leader and support staff. The head coach organized and facilitated each camp, which featured a variety of presentations, activities and speakers.



MARKUS THORMEYER, YURI KISIL, JOSH LIENDO, BRENT HAYDEN

VIRTUAL STROKE CAMP TEAM STAFF

| EVENT CAMP | HEAD COACH | ASSISTANT COACH | MENTOR | TEAM LEADER | SUPPORT |
|-------------------|----------------------|------------------|----------------------------------|--------------|-------------------|
| Butterfly | Rob Novak | Cathy Pardy | Dave Johnson | Mark Perry | Rebecca Cheverton |
| Backstroke | Ben Keast | Melanie Melanson | Linda Kiefer | Ken McKinnon | Connor Michie |
| Breaststroke | Martin Gingras | Janet Hyslop | Vlastimil Cerny | Ken McKinnon | Connor Michie |
| Freestyle 400+ | Abderrahmane Tissira | Zoe Miles | Brad Dingey | Mark Perry | Rebecca Cheverton |
| Freestyle 200- | Paul Birmingham | Marta Belsh | F: Ben Tittley M: Tom Johnson | Martyn Wilby | Janice Hanan |
| Individual Medley | Tina Hoebe | Alex Dawson | Ryan Mallette | Martyn Wilby | Janice Hanan |

3. TOKYO TO PARIS TEAM BUILDING ACTIVITIES – MARCH 27 / APRIL 17

Goal: Team building activities for swimmers only to allow them a chance to get to know each other better, boost swimmers' spirits, provide motivation and have fun with virtual interactive activities.

- Mark Tewksbury facilitated the first activity: Expand Your Perspective, Power of Thought & Go the Distance.
- The Chicken Farmers of Canada hosted a Virtual Cooking event for the second activity. The swimmers learned and cooked their own meal along with a chef, making chicken and pineapple tacos.
- The activities were split into two for east and west participants. A total of 116 swimmers across the country were invited with 58 swimmers in each group.

4. MEN'S OLYMPIC RELAY PROGRAM ACTIVITIES – FEB. 16 / MARCH 16 / APRIL 14

Goal: To bring top 100 freestyle and 200 freestyle male swimmers together to build momentum in the lead up to Olympic Trials, where they would be swimming a time trial to qualify for the Olympic Games.

- 15 male swimmers + 8 coaches
- Mark Tewksbury presented to the group about his experiences racing Internationally and what the relays meant to him. He discussed that each swimmer brings something unique (the X factor) into a relay, and no one person can do it on their own, which is part of what makes the relays such an integral part of the national team.

- A relay panel of Mike Mintenko, Stefan Hirniak, Adam Sioui and Brian Johns spoke to the group about their experiences competing for Canada as relay swimmers. They each touched on why competing on relays was so exciting and provided insight to those vying for spots.
- Brent Hayden, Josh Liendo, Yuri Kisil & Markus Thormeyer went on to swim a time trial for 4x100 freestyle to qualify the relay for the Games.

5. YOUTH RELAY CALL – APRIL 17

Goal: Identify top junior athletes for relay selection and host a series of guest speakers with content related to national level relay performances. Target group was female athletes born 2005-2008 and male athletes born 2004-2007. The top 4 swimmers in the 100 & 200 freestyle events and the top 2 swimmers in the 100 back, breast and fly events were selected.

- Aaron Maszko presented on International Relay Statistics, Trends & Strategies
- Martyn Wilby presented on Swimming Canada National Team Relay Protocols
- Amber Hutchison presented A Biomechanical Look at Relay Takeovers, Starts & Turns
- A total of 76 swimmers and 58 coaches were invited to the activity.

6. SELECT COACHES GROUP PROGRAM – MARCH-AUGUST

Goal: To target the Advanced & Select Coaches through a series of nine calls relevant to coaching development

- The final three calls featured an interactive discussion. Coaches were separated into groups of 4-5, led by one of the Advanced Coaches. Groups facilitated their own discussions specific to Personal Coaching Philosophy, Club Structure, and 15-Week Test Set Progressions for a targeted race. Each coach prepared summary documents, which were circulated prior to the meeting.

7. PROVINCIAL TECHNICAL LEADERS MEETINGS

Due to COVID-19 restrictions, the Provincial Technical Leaders Meetings originally scheduled for March and September 2020 were cancelled. Swimming Canada resumed these meetings through a series of six calls beginning late March 2021. Staff provided important technical information for upcoming plans and events to key technical provincial partners, who in turn presented updates on the progress of provincial COVID regulations, plans for Fall Coaching Conferences and selection for the upcoming Canada Games.

PARALYMPIC PROGRAM TEAMS

2020-21 KEY FOCUS AREAS

Helping to bridge the gap between training during a pandemic and preparing for the Tokyo 2020 Paralympic Games, team development, classification, and racing opportunities were provided for those who were already selected, or most likely to be selected, for nomination to the Tokyo 2020 Paralympic Team, and those NextGen swimmers who would best benefit from the select classification available.

VIRTUAL TEAM DEVELOPMENT SESSION – APRIL 24

- All 2020-2021 Carded Swimmers (thirty-two)
- Professional development expert Sandra Corelli hosted this one-hour intensive session aimed at re-igniting a positive team atmosphere to then be carried into the Tokyo 2020 environment.

WORLD PARA SWIMMING WORLD SERIES – LEWISVILLE, TEX. – APRIL 8-18

- Four swimmers, two coaches, and two additional staff attended
- Classification of the four swimmers was the primary goal. International racing experience ahead of Tokyo 2020 was also of importance.

WORLD PARA SWIMMING WORLD SERIES – BERLIN, GERMANY – JUNE 12-JUNE 21

- Seven swimmers (and one caregiver), two Swimming Canada coaches, one staff
- Classification and Tokyo 2020 preparedness of the seven swimmers was the primary goal with international racing experience for the three select NextGen swimmers also of importance

The utmost concern and consideration was given to travel and competition during the pandemic, so select swimmers were chosen to attend both World Series events based on the urgency of their classification and competition needs as framed by their position on the development ladder and the Tokyo 2020 Paralympics Games.

DEVELOPMENT AND NEXTGEN ACTIVITIES

Focus: Providing developmental and engaging activities for all swimmers and specifically for the NextGen group. The need to stay connected to our swimmers across the country and to provide engagement with the sport was seen as essential for retention and development during the pandemic.

KEN DEMCHUK PARA SWIMMING TOURNAMENT (FIRST ANNUAL) – NOVEMBER 30, 2020-JULY 2021

- Open to ninety-two select Canadian swimmers with a minimum Level 2 classification and at least one Provincial Championship standard
- Adjusted ranking racing in a double-elimination format allowed swimmers to race from their home pool against other Para-swimmers regardless of their classification

NEXTGEN VIRTUAL CAMP – MAY 15, 2021

- A one-day virtual camp held for seventeen select NextGen swimmers.
- Focus was on Paris 2024 preparation and being aware of the life skills high performance swimming can provide
- Presentations by four key developmental Swimming Canada coaches: Vince Mikuska, Janet Dunn, Michel Bérubé, and Michael Edey

FUNDAMENTALS YOU2.0 VIRTUAL SESSIONS – MARCH 11, 2021

- In lieu of the ability to hold an in-person camp for the 1-5 classification sport classes, a two-stage work session aimed at this group of swimmers was held. Stage one was a group session led by life coach Judy Riege. Stage two was an individualized session between the swimmer, their coach, Judy Riege and Janet Dunn.
- Four targeted swimmers and their coaches attended



TOKYO 2020
PARALYMPIC GAMES



AURÉLIE RIVARD

TOKYO 2020 PARALYMPIC GAMES OVERVIEW

Aug. 24 – Sept. 5, 2021

TEAM COMPOSITION AND HIGHLIGHTS:

- 19 swimmers, 6 male and 13 female
- 6 coaches and 8 support staff
- 8 first time Paralympians, 11 returning Paralympians
- 1 4x Paralympian (Katarina Roxon 2008, 2012, 2016, 2020)
- 17 out of 19 had competed at the 2019 World Championships in London
- 2 team members won gold medals at the 2019 Parapan American Games in Lima, Peru
- 1st time Paralympian Nicholas Bennett, 17, was Team Canada's youngest Paralympian
- Aurélie Rivard won Canada's most medals (5) at these Games to bring her career total to 10
- 8 medals (3 gold, 3 silver, 2 bronze)
- [Full Team List](#)



NICOLAS-GUY TURBIDE

PARALYMPIC GAMES MEDAL PERFORMANCES AND FINALISTS

| RANK | EVENT | ATHLETE | TIME |
|--------|---|----------------------|---------|
| Gold | 100 Free S10 | Rivard, Aurélie | 58.14 |
| Gold | 400 Free S10 | Rivard, Aurélie | 4:24.08 |
| Gold | 50 Fly S7 | Dorris, Danielle | 32.99 |
| Silver | 100 Back S7 | Dorris, Danielle | 1:21.91 |
| Silver | 100 Back S10 | Rivard, Aurélie | 1:08.94 |
| Silver | 100 Back S13 | Turbide, Nicolas-Guy | 59.70 |
| Bronze | 50 Free S10 | Rivard, Aurélie | 28.11 |
| Bronze | 4x100 Free Relay 34 point 4:30.40 | Bird, Morgan | 1:11.66 |
| | | Roxon, Katarina | 1:06.91 |
| | | Duchesne, Sabrina | 1:13.73 |
| | | Rivard, Aurélie | 58.10 |
| 4 | 100 Back S6 | Newkirk, Shelby | 1:21.79 |
| 4 | 100 Breast SB8 | Roxon, Katarina | 1:25.73 |
| 4 | 200IM SM7 | Dorris, Danielle | 3:03.16 |
| 4 | 200IM SM10 | Rivard, Aurélie | 2:28.73 |

PARALYMPIC GAMES MEDAL PERFORMANCES AND FINALISTS

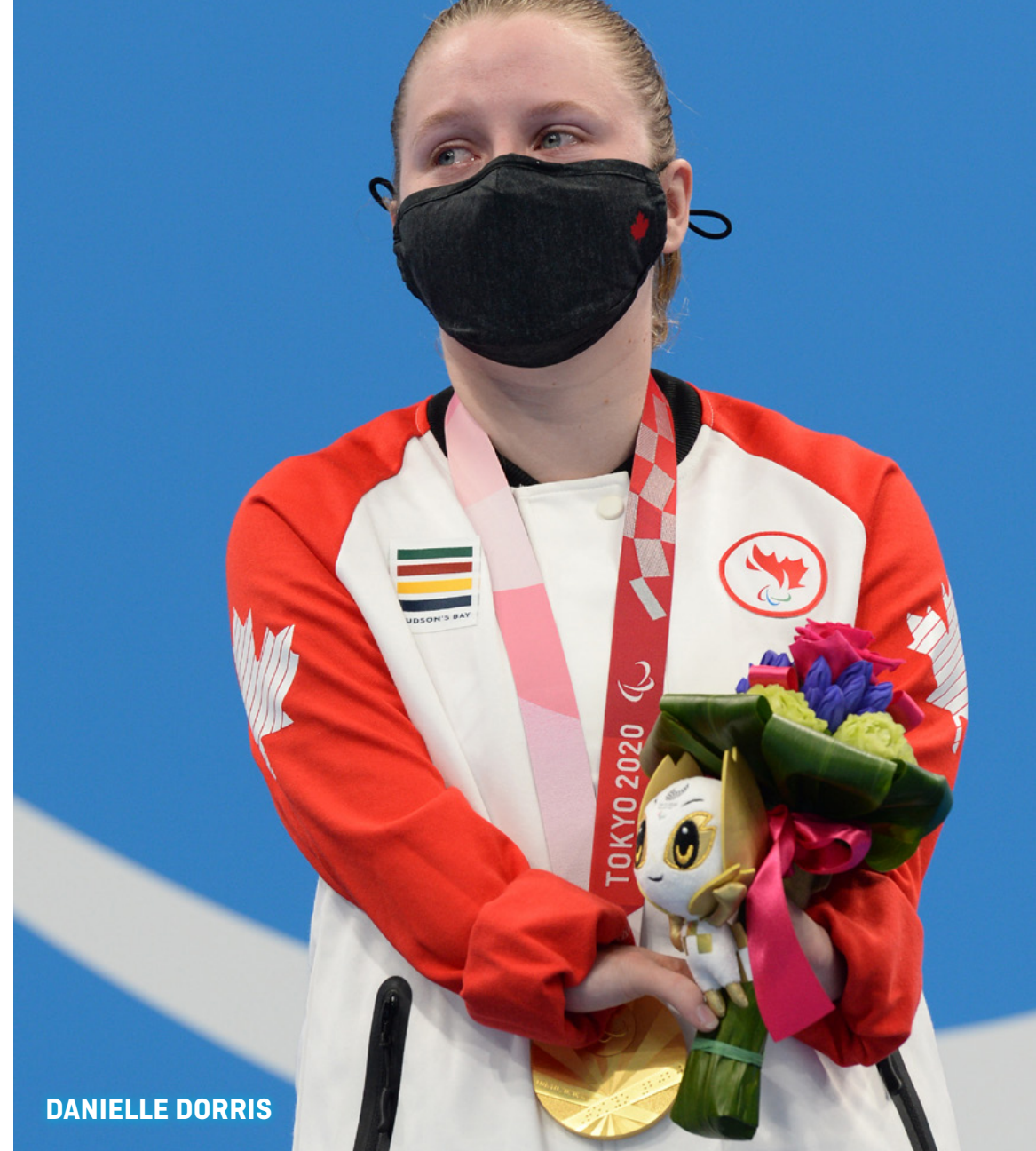
| RANK | EVENT | ATHLETE | TIME |
|------|-----------------|----------------------|---------|
| 5 | 100 Back S7 | Bérubé, Camille | 1:25.04 |
| 5 | 100 Breast SB14 | Bennett, Nicholas | 1:06.94 |
| 5 | 100 Fly S11 | Cabraja, Matthew | 1:05.97 |
| 5 | 100 Fly S10 | Elliot, Alexander | 58.44 |
| 5 | 200 IM SM7 | Bérubé, Camille | 3:03.91 |
| 5 | 200IM SM10 | Elliot, Alexander | 2:15.26 |
| 5 | 400 Free S7 | Duchesne, Sabrina | 5:20.59 |
| 5 | 400 Free S10 | Elliot, Alexander | 4:10.29 |
| 6 | 100 Breast SB9 | Leroux, James | 1:11.49 |
| 6 | 100 Free S7 | Duchesne, Sabrina | 1:14.55 |
| 6 | 200 Free S14 | Bennett, Nicholas | 1:56.52 |
| 6 | 200 Free S14 | Marina, Angela | 2:15.43 |
| 6 | 200 IM SM14 | Bennett, Nicholas | 2:13.21 |
| 6 | 50 Free S8 | Bird, Morgan | 32.16 |
| 7 | 100 Fly S8 | Bird, Morgan | 1:28.05 |
| 7 | 400 Free S11 | Cabraja, Matthew | 4:57.63 |
| 8 | 100 Breast SB6 | Bérubé, Camille | 1:44.07 |
| 8 | 50 Free S13 | Turbide, Nicolas-Guy | 24.59 |

PARALYMPIC POOL PERFORMANCE DATA

| | WOMEN | MEN | TOTAL |
|------------------------------------|-------|-----|-------|
| Number of Individual Preliminaries | 33 | 15 | 48 |
| Number of Individual Finals | 18 | 11 | 29 |
| Number of Relay Finals | 2 | 0 | 2 |
| Total Number of Final Swims | 20 | 11 | 31 |

POOL PERSONAL BEST DATA

| | WOMEN | MEN | TOTAL |
|--|-------|-------|-------|
| Number of Personal Best Individual Swims (max 1 per event) | 20/38 | 7/16 | 27/54 |
| Percentage of Personal Best Individual Swims (max 1 per event) | 52.6% | 43.8% | 50.0% |



DANIELLE DORRIS

PARALYMPIC GAMES RECORDS BROKEN

| EVENT | TIME | RECORD TYPE | ATHLETE |
|--------------|---------|-------------------------|------------------|
| 50 Fly S7 | 33.51 | World Record | Dorris, Danielle |
| 50 Fly S7 | 32.99 | World Record | Dorris, Danielle |
| 100 Free S10 | 58.60 | World Record | Rivard, Aurélie |
| 100 Free S10 | 58.14 | World Record | Rivard, Aurélie |
| 400 Free S10 | 4:24.08 | World Record | Rivard, Aurélie |
| 50 Fly S7 | 33.51 | Paralympic Games Record | Dorris, Danielle |
| 50 Fly S7 | 32.99 | Paralympic Games Record | Dorris, Danielle |
| 100 Free S10 | 58.60 | Paralympic Games Record | Rivard, Aurélie |
| 100 Free S10 | 58.14 | Paralympic Games Record | Rivard, Aurélie |
| 400 Free S10 | 4:24.08 | Paralympic Games Record | Rivard, Aurélie |
| 50 Fly S7 | 33.51 | Americas Record | Dorris, Danielle |
| 50 Fly S7 | 32.99 | Americas Record | Dorris, Danielle |
| 100 Back S6 | 1:22.83 | Americas Record | Newkirk, Shelby |
| 100 Back S6 | 1:21.79 | Americas Record | Newkirk, Shelby |
| 100 Free S10 | 58.60 | Americas Record | Rivard, Aurélie |
| 100 Free S10 | 58.14 | Americas Record | Rivard, Aurélie |
| 200 IM SM10 | 2:28.73 | Americas Record | Rivard, Aurélie |
| 400 Free S10 | 4:24.08 | Americas Record | Rivard, Aurélie |

PARALYMPIC GAMES RECORDS BROKEN

| EVENT | TIME | RECORD TYPE | ATHLETE |
|-----------------|---------|-----------------|----------------------|
| 100 Fly S14 | 58.38 | Canadian Record | Bennett, Nicholas |
| 200 Free S14 | 1:56.52 | Canadian Record | Bennett, Nicholas |
| 100 Breast SB14 | 1:06.73 | Canadian Record | Bennett, Nicholas |
| 200 IM SM14 | 2:13.94 | Canadian Record | Bennett, Nicholas |
| 200 IM SM14 | 2:13.21 | Canadian Record | Bennett, Nicholas |
| 100 Breast SB6 | 1:42.80 | Canadian Record | Bérubé, Camille |
| 100 Fly S11 | 1:06.60 | Canadian Record | Cabraja, Matthew |
| 100 Fly S11 | 1:05.97 | Canadian Record | Cabraja, Matthew |
| 50 Fly S7 | 33.51 | Canadian Record | Dorris, Danielle |
| 50 Fly S7 | 32.99 | Canadian Record | Dorris, Danielle |
| 150 IM SM3 | 4:34.01 | Canadian Record | Ens, Nikita |
| 100 Back S6 | 1:22.83 | Canadian Record | Newkirk, Shelby |
| 100 Back S6 | 1:21.79 | Canadian Record | Newkirk, Shelby |
| 100 Free S6 | 1:19.06 | Canadian Record | Newkirk, Shelby |
| 50 Free S6 | 35.50 | Canadian Record | Newkirk, Shelby |
| 100 Free S10 | 58.60 | Canadian Record | Rivard, Aurélie |
| 100 Free S10 | 58.14 | Canadian Record | Rivard, Aurélie |
| 200 IM SM10 | 2:28.73 | Canadian Record | Rivard, Aurélie |
| 50 Free S13 | 24.54 | Canadian Record | Turbide, Nicolas-Guy |

SPORT DEVELOPMENT

CORE STRATEGIC INITIATIVES

ATHLETE DEVELOPMENT PATHWAYS AND STRATEGIES

a. Appropriate Athlete Development

- National roll-out from Oct. 2020 – April 2021 through several news stories and release of all 4 pillars of ADM to coaching community
- Produced hard copies of Appropriate Athlete Development/ADM document, will provide 2 each to the provincial sections, with copies to Master Coach Developers, Canadian Swimming Coaches Association (CSCA) and Swimming Canada staff.

b. Domestic Para Swimming Classification

- Limited classification over 2020/21 due to pandemic.
- Most severe impact was to Level 2 classifications, which will be priority when possible.
- Also anticipate need for 43 Level 3 classifications depending on return to swimming.

COACH EDUCATION, CERTIFICATION AND DEVELOPMENT

a. Continued online delivery for Community Coach, Swimming 101, 201 and 301.

b. Updated National Coaching Certification Program Operations Manual through collaboration with provincial sections and Coaching Association of Canada (CAC).

c. Initialized NCCP Content Review project, completed mapping exercise of all course content. This will be 2-3 year project with target of Sept. 2023. High Performance Coaching staff input along with provincial sections, Master Coach Developers and CSCA to all be engaged.

d. Completed new eLearning Module and launched on Learning Management site (Healthy Eating. Developed in collaboration with Dr. Carla Edwards.)

e. Several Swimming Canada staff presented during a number of professional development opportunities offered by provincial sections and the CSCA. These opportunities support coaches through their maintenance of certification requirements with the CAC.

f. A project is underway to update the Learning Management System (LMS) with coach certification levels. At present the “book of record” is the CAC Locker.

LMS EMODULE COMPLETION NUMBERS

| OFFICIALS COURSES | INTRO TO OFFICIATING (TIMEKEEPER) EMODULE LAUNCHED FEB. 2018 | INTRO TO OFFICIATING (TIMEKEEPER) REFRESHER EMODULE LAUNCHED FEB. 2018 | SAFETY MARSHAL EMODULE LAUNCHED FEB. 2018 | CHIEF TIMEKEEPER EMODULE LAUNCHED FEB. 2019 | CLERK OF COURSE EMODULE LAUNCHED DEC. 2020 |
|------------------------------------|--|--|---|---|--|
| Total Number of Course Completions | 138 | 67 | 119 | 48 | 57 |

| COACHES COURSES | COACHING MASTERS EMODULE LAUNCHED OCT. 2018 | INTRO TO PARA SWIMMING EMODULE LAUNCHED JUNE 2019 | INTRO TO OPEN WATER LAUNCHED DEC. 2020 | EATING FOR HEALTH LAUNCHED MARCH 2021 |
|------------------------------------|---|---|--|---------------------------------------|
| Total Number of Course Completions | 15 | 100 | 52 | 68 |

COURSE DELIVERY STATISTICS 2020-21

| PROV | COMMUNITY SPORT COACH ONLINE | COMPETITION INTRODUCTION (SWIMMING 101) ONLINE | COMPETITION INTRODUCTION ADVANCED (SWIMMING 201) ONLINE | COMPETITION DEVELOPMENT (SWIMMING 301) ONLINE |
|---------------|---------------------------------------|---|---|--|
| AB | 83 (114) | 112 (111) | 0 | 0 |
| BC | 28 (46) | 68 (80) | 0 (12) | 16 (15) |
| MB | 0 | 9 (13) | 0 | 0 |
| NB | 20 (11) | 6 (13) | 0 (10) | 0 |
| NL | 0 (14) | 7 (4) | 0 (7) | 0 |
| NS | 0 (28) | 0 (14) | 0 | 0 |
| ON | 0 | 93 (233) | 22 (24) | 0 (12) |
| PE | 7 (9) | 0 | 0 | 0 |
| QC | 48 (35) | 68 (147) | 13 (25) | 7 (6) |
| SK | 0 (42) | 18 online + 5 in class (34) | 0 | 0 |
| National | | | | |
| TOTALS | 186 (299) | 386 (649) | 35 (78) | 23 (33) |

2019-20 totals in brackets Total NCCP participants (all courses, all provinces) = 630 (1059)

OFFICIALS EDUCATION, CERTIFICATION AND DEVELOPMENT

- Provided resources to provincial sections to help support return to competition, including Best Practices and Guidelines for Return to Competition, Recommendations and Best Practices for Officials Development and Best Practices for Officials at Open Water Competitions.
- Updated and condensed Open Water Safety Guide and Meet Manager Guidelines resource document from three documents into one and shared on website as resource for hosting of OW competitions.
- Began review process of existing Officials Certification Pathway. Held three focus groups to gather information. Established a working group to work through the data and provide recommendations on changes to the Officials Certification Pathway and overall officials development.
- FINA approved and finalized Officials List #21 (Swimming) and List #14 (Open Water). These lists are in effect from Jan. 1, 2021 – Dec. 31, 2024.

EVENT HOSTING

- Hosted successful Canadian Olympic Trials in June 2021 after 3 postponements, with 185 swimmers, 77 coaches and 40 officials present. Swim Ontario, as the Local Organizing Committee, led by National Meet Directors, did a phenomenal job in the execution of the event.
- All other national competitions cancelled for 2021 as a result of COVID-19
- Confirmed 2022 event hosts and initial planning is underway for hosting the first national events in two years.
- Provided #SwimAgain Challenge and #RaceAgain Challenge as national initiatives for clubs and swimmers across the country. Participation varied based on restrictions across the country but overall well received as a welcome opportunity to celebrate swimming.
- Canada Games for 2021 was postponed and will be held in August 2022, planning continues with the host society.

MASTERS

- Canadian Masters Swimming Championship for 2021 cancelled due to the pandemic.
- Provided recognition of Canadian Masters swimmers through certificate and badge for #1 ranking across country based on 2020 results in each gender and age group.
- Provided Top 10 FINA ranking badges to swimmers with Top 10 worldwide 2020 ranking.
- Confirmed Canadian Masters Championship host and location for 2022.

CLUB SYSTEM SUPPORT

- Created Version 3 of Return to Swimming Resource document to help support return to swimming for clubs/coaches during COVID-19. Version 3 focused on return to competition and included partnership with Lifesaving Society re: number of swimmers per lane recommended for training. Provincial sections created resources within their province for return to training and return to competition based on the realities and restrictions locally.
- As noted under Officials Development, created several resources to help support officials development and return to competition.
- Provided support to the provincial sections to support return to swimming and events for NextGen athletes.

FACILITIES

- Provided ongoing support to communities with new build and renovation projects underway. Providing support on facility requirements for competition.

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 | 33 | 2 | 2 | 19 | 25 | 81 |
| AB | 94 | 15 | 23 | 4 | 18 | 154 |
| SK | 0 | 0 | 0 | 0 | 0 | 0 |
| MB | 0 | 0 | 0 | 0 | 0 | 0 |
| ON | 45 | 5 | 6 | 3 | 10 | 69 |
| QC | 0 | 0 | 0 | 0 | 0 | 0 |
| NB | 17 | 3 | 0 | 0 | 0 | 20 |
| NS | 0 | 0 | 0 | 0 | 0 | 0 |
| PE | 0 | 0 | 0 | 0 | 0 | 0 |
| NL | 0 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 189 | 25 | 31 | 26 | 53 | 324 |



SABRINA DUCHESNE, MORGAN BIRD, KATARINA ROXON

REGISTRATION INFORMATION

REGISTERED AGE GROUP & UNIVERSITY SWIMMERS AT AUGUST 31, 1997-2021

| 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 |
| 2021 | 5665 | 4693 | 989 | 660 | 11026 | 5834 | 939 | 932 | 231 | 614 | 42 | 31625 | -31.7 |

COACH REGISTRATION

| YEAR END | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 |
|----------|------|------|------|------|------|------|------|------|------|------|------|
| A1 | 321 | 319 | 328 | 307 | 295 | 295 | 305 | 293 | 237 | 305 | 259 |
| A2 | 106 | 112 | 117 | 135 | 145 | 140 | 133 | 137 | 99 | 143 | 145 |
| B | 344 | 328 | 351 | 248 | 214 | 232 | 236 | 264 | 205 | 255 | 191 |
| B | 967 | 1045 | 1033 | 1214 | 1237 | 1257 | 1236 | 1280 | 1031 | 1355 | 1025 |
| B | 935 | 944 | 1028 | 1119 | 1112 | 1091 | 1134 | 1165 | 1105 | 995 | 973 |
| B | N/A | N/A | N/A | N/A | N/A | N/A | 11 | 13 | 7 | 5 | 0 |
| TOTAL | 2673 | 2748 | 2857 | 3023 | 3003 | 3015 | 3055 | 3152 | 2684 | 3058 | 2593 |

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 |
| 2021 | 1078 | 552 | 184 | 82 | 555 | 1747 | 29 | 151 | 0 | 5 | 4383 |

REGISTRATION INFORMATION

OVERVIEW OF REGISTRATION

| REGISTRATIONS | | | | | | | |
|---------------|----------------|-------------|----------------------|-----------------|--------|---------------|---------|
| 2020-21 | TOTAL SWIMMERS | COMPETITIVE | UNIVERSITY & COLLEGE | NON-COMPETITIVE | SUMMER | LIMITED EVENT | MASTERS |
| BC | 7181 | 2550 | 132 | 2983 | 438 | 0 | 1078 |
| AB | 7351 | 2698 | 72 | 1923 | 2106 | 0 | 552 |
| SK | 1652 | 533 | 22 | 434 | 479 | 0 | 184 |
| MB | 748 | 567 | 16 | 77 | 0 | 6 | 82 |
| ON | 11581 | 7833 | 137 | 3056 | 0 | 0 | 555 |
| QC | 7581 | 639 | 37 | 5158 | 0 | 0 | 1747 |
| NB | 968 | 814 | 20 | 105 | 0 | 0 | 29 |
| NS | 1634 | 734 | 78 | 120 | 551 | 0 | 151 |
| PE | 231 | 156 | 0 | 75 | 0 | 0 | 0 |
| NL | 1074 | 370 | 32 | 212 | 391 | 64 | 5 |
| UNCAN | 42 | 42 | 0 | 0 | 0 | 0 | 0 |
| TOTAL | 40043 | 16936 | 546 | 14143 | 3965 | 70 | 4383 |

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 |
| 2021 | 438 | 2106 | 479 | | | | | 551 | | | 3574 |



MARKETING & COMMUNICATIONS

OLYMPIC SWIMMING TRIALS, PRESENTED BY BELL

After three postponements, not to mention the cancellation of all other national events and most international events, the Olympic Swimming Trials, presented by Bell, finally took place June 19-23 at the Toronto Pan Am Sports Centre.

The goal, as always, was to deliver an event that provided a world-class environment for Canadian athletes to succeed, while also creating moments for swimming fans across Canada to celebrate together.

While a scaled down event due to COVID-19 restrictions and reduced budget, Trials was a success in the pool, on the deck and within our community. It brought several new exciting initiatives:

- A Cheer On campaign that invited the swimming community to send written messages and/or record cheers for favourite athletes and share on social media;
- With TPASC empty of the normal thousands of fans, this program provided community-sourced crowd noise that, with the help of a 'crowd DJ', reacted to action on the deck and in the pool in real time;
- Athletes' families became part of the show with the Bell Fam Cam and Bell First Call allowing winners to interact with their families at home live on the video board during the post-race interview;
- A virtual mixed zone allowed media across the country and world to interview athletes and maintain local, national and international coverage comparable to previous years while removing the risk of in-person interaction;
- Single lane sponsorships were tied to Canadian Olympic Committee national partners;
- Speedo partnership branding featured on the bottom of the competition pool and on seat coverings in the Coaches Zone;
- Swim clubs from across the country, unable to attend in person, were invited to send in and display a club banner for all to see on-site, in the live stream and in event coverage in media and on social media.

No doubt the swimming community was ready for events. Between real-time, in-depth and engaging social media content, plus the live stream with CBC, swimming fans consumed the stories like never before.

With three fully produced live streams per day over five days, audiences for the live stream were almost triple the 2019 Trials stream and almost double our projections. CBC highlight shows the following week also exceeded averages for the respective time blocks.

OLYMPICS/PARALYMPICS

With staging camps being held in Vancouver, the marketing and communications team attended to support with media requests, photography and video content creation to ensure high quality and equity in coverage.

Leading into both Games, a unique campaign was used to allow Canadians to "Meet The Team" playing on the Japanese love on Manga and Anime. Each Olympic and Paralympic athlete had a personalized image created by a pair of artists. All were incredibly well received by the athletes and the entire swimming community.

Building on the Trials Cheer On campaign, a Paralympic Cheer On was launched to allow Canadians to send support in the way of messages and cheers to all athletes heading to the Paralympic Games.

During the Games, Swimming Canada was the go-to social media home for following the events in real time. Social media accounts saw unprecedented reach with high-quality photo and video content before, during and after events, centering on the theme, "It's Time."

The communications team navigated the challenges of Games in a pandemic, as well as the time zone differences, and varying needs of media both on-site and covering the Games remotely. The Olympic team took advantage of several major opportunities, including a return home media tour for four medallists that included being the first post-COVID in-person guests on two major morning shows. The Paralympic team was also able to take advantage of some media coverage opportunities.

PARTNERSHIPS

There were several partnership highlights from the past year. This includes Olympic Games watch parties held with Chicken Farmers of Canada and with Myrtha Pools to allow them to host VIP's and watch with commentary from Swimming Canada alumni. Swimming Canada also launched a new partnership with AVIS/Budget in the Fall of 2020 as the Official Vehicle Rental Partner of Swimming Canada, which provides discounts to our entire community and rebates back to individual Provincial Sections.



OPERATIONS

The primary focus of the Operations department is to improve processes across the organization and increase capacity to support our membership. Key strategic initiatives found under Organizational Excellence of the Strategic Plan are outlined below.

HUMAN RESOURCES PRACTICES AND SYSTEMS

The continuation of the COVID-19 pandemic meant staff continued to work from home through the 2020-21 season. Microsoft Teams and Zoom were used to stay connected to work on joint projects and also to maintain individual meetings and team touchpoints throughout the year. Regular staff town halls were conducted where different staff were able to share the work underway. A Staff Appreciation Week was held in February and an HR Newsletter was introduced in June 2021 and will be maintained on a quarterly basis.

Many staff have been able to take part in a variety of professional development opportunities through the last year with more activities identified in the fall.

A new Equity, Diversity and Inclusion staff working group was formed in January 2021 and includes a cross-section of employees from the organization. Two seminars – Igniting Inclusion and Co-worker to Ally – were offered to all staff to learn more about ED&I. Several action items have been identified to be implemented over the short, medium and long term.

The head office in Ottawa will begin a transition as staff return to office-based work in September 2021.

LEADERSHIP AND COLLABORATION WITH SPORT PARTNERS

Swimming Canada maintained frequent meetings with the provincial section Executive Directors. These meetings are important to continue relationship building and to identify operational and strategic priorities.

Continued collaboration with Sport for Life, the Coaching Association of Canada, Canadian Lifesaving Society along with the Canadian Olympic Committee, Canadian Paralympic Committee and Own the Podium was a priority over the year.

TOOLS AND DATA MANAGEMENT

Through collaboration with provincial sections, the Registration, Tracking and Results System (RTR) was identified as a key priority that required attention. Upgrades have been made to the RTR and it will be more user-friendly for swimmers, clubs and provinces in the 2021-22 season. A further review will be undertaken in the fall to determine next steps.

Additional features are being added to the Learning Management System (LMS) for the fall of 2021, including an officials clinic registration process. Customization based on individual provincial needs has been included to ensure effectiveness locally.

The departure of the Swimming Canada Information Technology Manager provided the opportunity to review IT practices. Identifying efficiencies and best practices continues to be a priority.

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.

Introduced in the 2019-20 season, the Safe Sport Officer continues to support registrants through the complaint process. This independent third party is trained as a certified workplace and harassment investigator and will apply appropriate policies as required.

Swimming Canada introduced the National Concussion Policy in early 2021. As well, the Code of Conduct and Professional Ethics Policy was updated to include the relevant sections of the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS).



CHIEF FINANCIAL OFFICER EXECUTIVE REVIEW

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

In 2020-2021 Swimming Canada was able to increase total net assets from operations by \$1,470,950 (excluding Trust Funds). This increase in net assets can be attributable to a reduction in spending of discretionary funds, due to the COVID-19 pandemic and also to Government assistance in the form of the Canada Emergency Wage Subsidy (CEWS).

The Board of Directors has again approved additional funding in 2020-2021 to the reserve needed to host the Pan Pacific Championships, which Swimming Canada is scheduled to host in 2026.

Since a significant portion of Government funding was unspent in 2020-2021, Sport Canada has allowed National Sport Organizations to carry over any unspent funds into the 2021-2022 fiscal period before September 30, 2021.

Management is closely monitoring the economic situation, as it relates to the pandemic. Its potential impact on Swimming Canada's financial position is unknown at this time, however any necessary adjustments to budgets will be made as needed to ensure the financial stability of the organization. The current financial position of Swimming Canada does not present any short- or mid-term potential risk.

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.



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STATEMENT OF FINANCIAL POSITION

March 31, 2021, with comparative figures for 2020

| | 2021 | 2020 |
|---|---------------------|---------------------|
| CURRENT ASSETS | | |
| Cash and cash equivalents | \$ 5,174,624 | \$ 1,073,231 |
| Amounts receivable | 1,043,800 | 1,676,862 |
| Prepaid expenses and travel advances | 166,905 | 342,464 |
| Inventories | 114,424 | 128,210 |
| | 6,499,753 | 3,220,767 |
| TRUST FUND ASSETS | | |
| Dr. Jeno Tihanyi Memorial Fund | 6,149 | 9,149 |
| Victor Davis Memorial Fund | 74,817 | 77,845 |
| | 80,966 | 86,994 |
| Investments | 235,000 | 250,320 |
| Tangible Capital assets (office building) | 2,172,541 | 2,186,741 |
| | \$ 8,988,260 | \$ 5,744,822 |
| LIABILITIES AND NET ASSETS | | |
| Accounts payable and accrued liabilities | \$ 350,937 | \$ 257,121 |
| Deferred revenue | 2,216,486 | 503,161 |
| Current portion of mortgage payable | 28,733 | 28,733 |
| | 2,596,156 | 789,015 |
| Mortgage payable | 539,440 | 568,066 |
| NET ASSETS AND TRUST FUNDS | | |
| Dr. Jeno Tihanyi Memorial Fund | 6,149 | 9,149 |
| Victor Davis Memorial Fund | 74,817 | 77,845 |
| Internally restricted | 1,295,000 | 1,095,000 |
| Invested in tangible capital assets | 1,604,368 | 1,589,942 |
| Unrestricted | 2,872,330 | 1,615,805 |
| | 5,852,664 | 4,387,741 |
| | \$ 8,988,260 | \$ 5,744,822 |

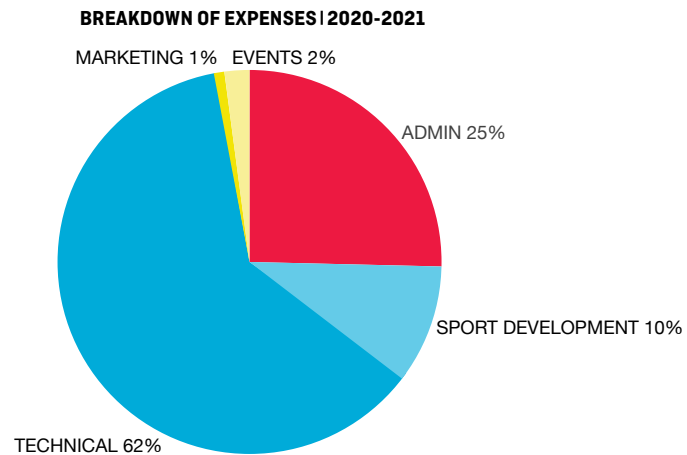
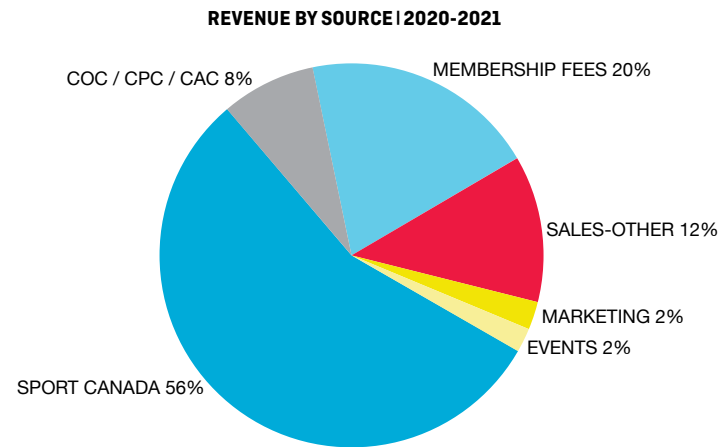
 Director

 Director

STATEMENT OF OPERATIONS

Year ended March 31, 2021, with comparative figures for 2020

| | 2021 | 2020 |
|--|---------------------|-------------------|
| REVENUE | | |
| Sport Canada | \$ 5,234,554 | \$ 7,040,520 |
| Membership Fees | 1,879,292 | 2,452,355 |
| Canadian Olympic Committee | 657,500 | 855,000 |
| Sponsorships | 219,820 | 342,966 |
| Events | 204,597 | 587,072 |
| National Sport Centres | 50,000 | 137,250 |
| Interest and other | 72,162 | 219,274 |
| Government assistance | 996,164 | - |
| Swimmer fees - NextGen | - | 86,550 |
| Sale of products | 24,720 | 49,052 |
| Canadian Paralympic Committee | 75,000 | 80,000 |
| Club development fees | 33,115 | 47,640 |
| Coaching Association | 19,655 | 9,655 |
| | 9,466,579 | 11,907,334 |
| EXPENSES | | |
| Technical: | | |
| Tours and competitions | 1,591,674 | 3,510,617 |
| High performance centres | 1,204,089 | 1,732,253 |
| Program management | 1,085,938 | 1,258,910 |
| Competition support | 566,012 | 622,372 |
| Grants | 480,599 | 466,190 |
| Coaching support services | 31,120 | 121,664 |
| Administration: | | |
| Payroll & benefits | 790,371 | 754,774 |
| Promotions & communications | 677,370 | 702,897 |
| National Office | 381,557 | 436,466 |
| Planning & management | 37,968 | 144,405 |
| Association | 43,130 | 91,637 |
| Legal and professional fees | 75,913 | 76,038 |
| Sport Development | 756,290 | 830,351 |
| Events | 169,694 | 549,821 |
| Marketing | 59,335 | 100,716 |
| Cost of products sold | 18,207 | 30,858 |
| Amortization (office building) | 26,361 | 25,875 |
| | 7,995,628 | 11,455,844 |
| EXCESS OF REVENUE OVER EXPENSES | \$ 1,470,951 | \$ 451,490 |



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THANK YOU TO OUR PARTNERS



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PARTENAIRE SPORTIF





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