

Swim Ontario 2013-2020 Strategic Plan

*World Leader in swimming
development at all levels*

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To be a world leader in swimming development at all levels

LEAD – MOTIVATE – PERFORM

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INTRODUCTION

Swim Ontario is the provincial governing body for competitive swimming in Ontario, operating under the national body, Swimming Canada. Swim Ontario is committed to leading Canada in swimmer performance and development to 2020 and beyond. Swim Ontario will strive to lead, motivate and encourage its membership towards excellence on the provincial, national and international stages.



Vision

To be a world leader in swimming development at all levels.

LEAD – MOTIVATE – PERFORM

Mission

To provide world leading programs and services for swimming performance results today and tomorrow.

To accomplish this means:

- Providing excellent coaching resources for all swimmers – novices to Olympians
- Developing sustainable funding partnerships in support of those resources
- Being respected as innovative leaders

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Ultimate Goals for 2020

By 2020, Swim Ontario is committed to achieving an Olympic and/or World Championship Podium performance(s) by Ontario trained athletes(s)*, individually or as a member of a Canadian relay team.

By 2016, Swim Ontario is committed to developing self-sustaining funding, free from reliance on outside agencies or groups that will support the programs and services Swim Ontario offers in striving for the Olympic podium performance.

*For clarity, an Ontario trained athlete is one that has been in a program with and Ontario based coach for the 6-12 months preceding the podium performance date.

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Strategy for Success

Swim Ontario will focus on the following areas to achieve goals:

- High Performance
- Provincial Program Development and Delivery
- Membership and Partner Services
- Organizational Structure, Efficiency and Effectiveness

Achieving success in these four areas will build a sustainable model from the fundamental level through to the Olympian.

This strategic plan will be results-oriented, with clear, measurable goals to guide Swim Ontario.

The importance and benefit of a performance based strategic plan

A dynamic strategic plan serves many purposes. Swim Ontario's strategic plan aims to lead and motivate people in pursuit of ambitious performance goals and targets.

Swim Ontario will achieve its 2020 Vision with the support and assistance of its community. Clubs, coaches, officials, sponsors, partners and swimmers of all ages and skills are necessary contributors to ensure Ontario leads Canada for performance results today and into tomorrow.

The Process

Swim Ontario began its strategic planning process following its restructuring at the September 2012 AGM. As Swimming Canada and many of the other Provincial Sections in the country had already completed their strategic planning processes, Swim Ontario utilized their plans in developing and aligning the Swim Ontario Strategic Plan to Swimming Canada's.

- Review phase, analysis of strategic plans from SNC and other relevant PSO's (October 2012-Feb 2013)
- Consultation Phase (Feb 2013 – April 2013)
- Development Phase (April 2013 – August 2013)
- Approval Phase (September 2013 AGM)
- Implementation Phase (September 2013 and beyond)

Our Core Values

Ontario Swimming is guided by our Core Values

- Ontario Swimming recognizes that PEOPLE DRIVE OUR SUCCESS
- Ontario Swimming promotes COLLABORATION, INNOVATION, and PERSONAL DEVELOPMENT through EMPOWERMENT, TEAMWORK and UNITY OF PURPOSE.
- Ontario Swimming is dedicated to EXCELLENCE in everything we do.
- Ontario Swimming has a PASSION for winning and a COMMITMENT to the delivery of our programs and services.
- Ontario Swimming provides LEADERSHIP, INSPIRATION, and a SAFE, POSITIVE ENVIRONMENT
- Ontario Swimming demands INTEGRITY, ACCOUNTABILITY and RISK CONSCIOUSNESS from our leaders and members, both in the results of our efforts and in the processes we use to accomplish our goals.
- Ontario Swimming promotes the CELEBRATION OF ACHIEVEMENTS by our swimming community.



ACT – REFLECT – REVISE

Putting Swim Ontario's Vision Into Practice

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Priority 1 – High Performance

To meet our goal of having Ontario athlete(s) on the Olympic/World Championship podium by 2020, Swim Ontario will develop a Performance System with defined goals, outcomes and key performance indicators to monitor the development and success of the strategy.

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Priority 1 – High Performance

Strategic Initiatives:

1.1 Swim Ontario Tour Team Opportunities

Swim Ontario High Performance

Swim Ontario will be sending swimmers to an annually identified international/North American high performance competition that will expose performance pathway swimmers to international level competitions

Swim Ontario High Performance 18 & Under Competition

By December 2014, an annually SO hosted meet will be designed for Ontario athletes to compete against other high performance junior athletes from other provinces and countries thus creating a high calibre meet for athletes in this stage of excellence.

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Priority 1 – High Performance

Strategic Initiatives:

1.2 Centres of Excellence

Swim Ontario will partner with Swimming Canada, the National Swim Centre – Ontario (NSC-O) in Toronto, the NSC coach, the Regional Swim Centres and Regional Swim Centre coaches to develop opportunities that maximize a high performance daily environment whereby bringing swimmers in to work at that centre on a case by case basis.

National Swim Centre Ontario: Focus 2014 & beyond – a full time resident program with the Top 50 Work Rank 50 & 100 m primary performance events; 200m secondary performance; Relay Enhancement. Full time training status. Coach-swimmer ratio 1:10.

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Priority 1 – High Performance

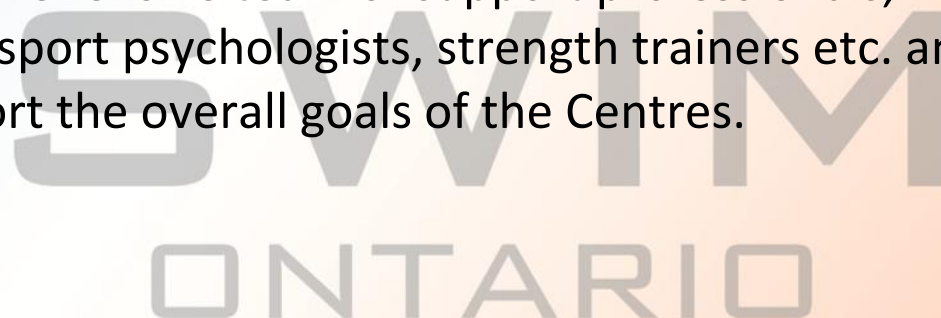
Strategic Initiatives:

1.3 Ontario Youth Initiatives

Swim Ontario will develop Ontario Youth Initiatives utilizing the new 2015 Pan-Am Games facilities to further identify and develop international podium potential.

1.4 Athlete Support Services

The National and Regional Training Centres and Centres of Excellence will utilise a comprehensive team of support professionals, including nutritionists, sport psychologists, strength trainers etc. and a dedicated staff to support the overall goals of the Centres.



Priority 1 – High Performance

Strategic Initiatives:

1.5 High Performance Coaching Committee

A High Performance (HP) Coaches Committee as approved by the ED will review Appendix B on an ongoing basis and provide consultation and feedback. (The committee will operate under the congruent operational principles of ED Committee's with the additional leadership of the Provincial Coach.)

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Priority 2 – Provincial Program Development and Delivery

To be a world leader, Swim Ontario will continue to improve development of all athletes and coaches beginning at the grassroots level through each performance pathway.

Swim Ontario will continue to use its Long Term Athlete Development Strategy intended to shape the development, progress and success of swimmers in Ontario. Swim Ontario encourages developing well-rounded swimmers who can excel in multiple events.

Priority 2 – Provincial Program Development and Delivery

Strategic Initiatives:

2.1 Swim Ontario's Provincial Meet Delivery

Swim Ontario will provide opportunities for swimmers and coaches throughout the calendar year to perform.

The full Provincial meet delivery system can be found in Appendix C

Swim Ontario will continue to develop its Event Hosting partnerships.

Swim Ontario will utilize the provincial infrastructure available to host National and International events.

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Priority 2 – Provincial Program Development and Delivery

Strategic Initiatives:

2.2 Training Camps & Tour Teams

Swim Ontario Training Camps and Tour Team will provide opportunities for coaches and swimmers with environments to assist them in their development at their performance progression. By providing these opportunities and events: swimmers and coaches will work with experts to gain experience, and feedback and insight into their training programs. *Swim Ontario Training Camps and Tour Teams outlined in Appendix D*

2.3 Ontario University Collaboration & CIS education

Swim Ontario will seek collaboration with OUA teams and coaches to evaluate, assist and develop university level swimming. Swim Ontario will work with OUA teams and coaches to develop innovative programs to attract and retain swimmers in Ontario as well as improve their daily training environment and their performance.

Priority 2 – Provincial Program Development and Delivery

Strategic Initiatives:

2.4 Para-Swimming

Swim Ontario will continue to work with Clubs and coaches to identify and promote Para-Swimming performance in Ontario. This includes participation in Provincial competitions and training camp and tour team opportunities

2.5 Open Water Swimming

Swim Ontario will develop an open water competition strategy and work with clubs and coaches to promote, educate and support them. This includes exposure to events and training camp opportunities.

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Priority 3 – Membership and Partner Services

In order to meet the goals of leading Canadian swimming at every level and to have an Ontario athlete on the podium by 2020, all of the groups within Swim Ontario will need to work together. Clubs, Coaches, Regions, Officials and Masters Swimming all have part to play in Pathway to success.

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Priority 3 – Membership and Partner Services

Strategic Initiatives:

3.1 Swim Ontario Clubs

Swim Ontario will provide club education during the annual conference. Participation by every club will be strongly encouraged for both club coaches and administrators with educational opportunities for Club administrators..

Swim Ontario will provide communication with clubs in a timely fashion via the website, email, and social media.

Swim Ontario will provide opportunities for clubs to have their coaches trained and certified at a level by providing Swimming Canada NCCP 101 and 201 courses in Ontario, as well as assisting and promoting the 301 courses as run by Swimming Canada.

Priority 3 – Membership and Partner Services

Strategic Initiatives:

3.1 Swim Ontario Clubs (continued)

Swim Ontario will provide guidance and visitation from the Provincial Mentor Coach upon request. Swim Ontario will provide a Mentor Administrator to share expertise on club administration for clubs.

Swim Ontario will work with clubs to encourage the growth of grassroots membership. Swimming is a fun, inclusive sport and a foundation for a healthy lifestyle.

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Priority 3 – Membership and Partner Services

Strategic Initiatives:

3.2 Swim Ontario Regions

Swim Ontario will work with identified regions to define and develop their role in program and partner services for the organization.

Swim Ontario will work with regions to develop the Regions mandates to align with overall Strategic Goals of Swim Ontario to ensure regional programming such as Regional meets and Camps support the Provincial High Performance Pathways.

3.3 Ontario Swim Coaches Committee

Provincial Mentor Coach and SDC committee will work with OSCC to deliver educational opportunities for all level of coaches thru SO Training Camps, Tour Teams, and the Centres of Excellence.

Priority 3 – Membership and Partner Services

Strategic Initiatives:

3.4 Ontario Swimming Officials

Swim Ontario, as the recognized body for swimming and officiating, in Ontario, as delegated by FINA, AFC and SNC, will continue to work in partnership with the Ontario Swimming Officials Association (OSOA). Swim Ontario through OSOA will continue to provide effective provincial education, recognition and certification programs for swimming officials to ensure congruence with standards set by Swimming/Natation Canada (SNC).

Swim Ontario and OSOA will promote officials development and volunteerism across the province, the country and the world.

3.5 Masters Swimming Ontario

Swim Ontario will work with Masters Swimming Ontario in integrating and aligning the two organizations.

Priority 4 – Organizational Structure, Efficiency & Effectiveness

Swim Ontario will implement financial policies and practices to guarantee a reasonable return on investment (ROI) for the funds under our control while ensuring transparency and accountability through full reporting and the annual audit process. Swim Ontario staff will have the ability to run the business operationally however the Swim Ontario Board recognizes its ultimate fiduciary responsibility for the organization's finances

Priority 4 – Organizational Structure, Efficiency & Effectiveness

Strategic Initiatives:

4.1 Comprehensive Revenue Generation & Cost Reduction

Swim Ontario will work toward a self-sustaining program by 2016, not relying on outside funding or grants that compromise the programming intent of the organization.

4.2 Professional Management

Swim Ontario will actively recruit, train, retain and hold accountable the very best employees, contractors and volunteers.



Priority 4 – Organizational Structure, Efficiency & Effectiveness

Strategic Initiatives:

4.3 Strategic Partnerships

Swim Ontario will be active in the development and growth in the change and direction of swimming in Canada and internationally.

Swim Ontario will continue to develop relationships with other PSOs, NSOs and organizations in the private and public sector to find new and innovative ways to provide to our members and continue to see swimmer registration grow.

4.4 Risk Management

Swim Ontario will continue to develop and monitor all risk management issues and concerns and put necessary policies and procedures in place to manage and mitigate all potential risk.