

2021  
2028

# STRATEGIC PLAN HIGHLIGHTS

**ACES** Masters **ACTON** Aqua Ducks **AJAX** Aquatic Club **ANCASTER** Alligators **ARNPRIOR** Blue Fish Swim Club **AURORA** Ducks Swimming Club **AURORA** Master Ducks **AYLMER** Optimist Arrows **BARRIE** Trojan Masters Swim Club **BARRIE** Trojan Swim Club **BELLEVILLE** Beast Swim Team **BELLEVILLE** Masters Swim Club **BLenheim** Blast **BLUE WAVES** Swim Club **BRANTFORD** Aquatic Club **BRANTFORD** Masters **BREAKERS** Swim Team **BROCK** Niagara Aquatics **BROCK** University Swim Club **BURLINGTON** Aquatic Devilrays **CAMBRIDGE** Aquajets **CARLETON PLACE** Water Dragons **CARLETON PLACE** Water Dragons Masters **CARLETON** University **CARLETON** University Masters **NORTH BAY** Thunderbirds **CHATHAM** Y Pool Sharks **CLARINGTON** Swim Club **CLARINGTON** Swim Club Masters **CLUB WARRIOR** Swimmers @ UW **COBRA** Masters Swimming of Brampton **COBRA** Swim Club **COCHRANE** Great Whites **COLLINGWOOD** Clippers Swim Club **CORNWALL** Sea Lions **CREST** Swimming **CRICKET** **CURRENTS** Swim Team **CYCLONE** Swim Club **DEEP RIVER CANDU** **DEEP RIVER CANDU** Masters Swim Club **DOWNTOWN** Swim Club **DRYDEN** Dolphins **DUFFERIN** Aquatic Masters **ELLIOT LAKE** Aquatic Club Equipe Natation **STURGEON FALLS** Swim Team **ERNESTOWN** Barracuda Swim Club **ETOBICOKE** Olympium Masters Aquatic Club **ETOBICOKE** Swim Club **FUTURE** Olympians Swim Club **GOLDEN HORSESHOE** Aquatic Club **GOULBOURN** Sea Hawks **GRANITE** Gators **GRANITE** Masters **GREATER OTTAWA** Kingfish Swim Club **GUELPH** Marlin Aquatic Club **GUELPH** Marlins Masters Aquatic Club **HALTON HILLS** Blue Fins **HAMILTON** Aquatic Club **HAWKESBURY** Orca **HEARST** Phoenix Swim Team **HIGH PERFORMANCE CENTRE** **HURON** Hurricanes Aquatic Club **INGERSOLL** Speed Sharks **IROQUOIS** Falls North Winds **J-DOLPHINS** Swim School **KAPSWIM** **KENORA** Swimming **KENORA** Swimming Masters **KILLER WHALE** Swim Team **KINGSTON** Blue Marlin Masters **KINGSTON** Blue Marlins **KINGSTON** Sharks Swim Club **KINGSTON** Y Penguins Swimming **KIRKLAND LAKE** Aquatic Club **LAKE HURON** Aquatics **LAKESHORE** Swim Club **LAURENTIAN** University **LEAMINGTON** Lasers Swim Team **LINDSAY** Lightningbolts Swim Club **LONDON** Aquatic Club **MALLARDS** Swim Team **MARATHON** Silver Pikes **MARKHAM** Aquatic Club **MARKOV'S** Aquatics Swimming Club **MCMASTER** University **MIDDLESEX** Swimming **MIDDLESEX** Swimming **MIDDLESEX** Swimming Masters **MIGHTY TRITONS** Aquatic Club **MILTON** Marlin Swim Team **MISSISSAUGA** Aquatic Club **MUSKOKA** Aquatic Club **NCA** Masters **NEPEAN** Kanata Barracudas **NEWMARKET** Stingrays Swim Club **NICKEL CITY** Aquatics **NIKI** Swimming School **NORFOLK** Hammerheads Aquatic Club **NORTH BAY** Y Titans **NORTH TORONTO** Masters **NORTH YORK** Aquatic Club **NORTHUMBERLAND** Aquatic Club **NORTHUMBERLAND** Aquatic Club Masters **NORTHWEST** Narwhal Swim Club **NYAC** Masters **OAKVILLE** Aquatic Club **ORANGEVILLE** Otters Swim Club **ORCAS** Swimming of Burlington **ORILLIA** Channel Cats **ORILLIA** Old Poops Swimming **OSHAWA** Aquatic Club **OSHAWA** Masters Swimming **OTTAWA** Swim Club **OTTAWA** Y Olympians **OWEN SOUND** Aquatic Club **OWEN SOUND** Aquatic Club Leftovers **PERTH** Stingrays Aquatic Club **PERTH** Stingrays Masters Aquatic Club **PETAWAWA** Predators **PICKERING** Swim Club **QUEENS** University Swim Club **QUINTE** Dolphins Swim Club **RAMAC** Aquatic Club **RED LAKE** Goldfins **REGION OF WATERLOO** Swim Club **RICHMOND HILL** Aquatic Club **ROC** Swimming **SARNIA** Rapids Swim Club **SAULT** Surge Aquatic Team **SCARBOROUGH** Swim Club **ST THOMAS** Jumbo Jets **STONEY CREEK** Aquatic Team **SUDBURY LAURENTIAN** Swim Club **SWIM APEX** Aquatic Club **SWIM ONTARIO** **SWIM ONTARIO** Masters **SWIM OTTAWA SWIMMING** Dragons **TECHNSPORT** Masters **TEMISKAMING** Northern Loons **THE DORADO** Stars Swim Club **THUNDER BAY** Thunderbolts **TIMMINS** Marlins Swim Club **TORONTO OLYMPIAN** Swim Team **TORONTO** Swim Club **TRENT** Swim Club **TRENT** Torpedoes Masters **UNIVERSITY OF GUELPH** **UNIVERSITY OF TORONTO** **UNIVERSITY OF WATERLOO UPPER CANADA** Swim Club **UXBRIDGE** Swim Club **VALLEY EAST** Waves **VALLEY EAST** Waves Masters **VARIETY VILLAGE** Aquatic Club **VAUGHAN** Aquatic Club **VAUGHAN** Masters Aquatic Club **W. ROSS MACDONALD** Swimming **WESTERN** University **WHITBY** Swimming **WHITBY** Swimming Masters **WHITCHURCH-STOUFFVILLE** Swim Club **WHITCHURCH-STOUFFVILLE** Swim Club Masters **WILFRID LAURIER** University **WILMOT** Aquatic Aces **WINDSOR** Aquatic Club **WINDSOR** Aquatic Club Masters **WINDSOR ESSEX** Swim Team Masters **WINDSOR-ESSEX** Swim Team **YORK** Swim Club **YORK** University

*Insert Date of Distribution to Members or Posting on SO Website*

# OVERVIEW



**Swim Ontario is** well-situated to continue and enhance its positioning as **a leader in Canada's sport community and as a global leader in swimming**. To maintain and enhance this positioning we need to continually innovate, seeking ways to reposition to build the sport, drive membership and in turn generate revenue that can be returned to the sport. The diversity of our club system must evolve and we, as an organization, must be prepared to alter our business model in order to meet marketplace demands (cultural and regional diversity, aging demographics, aging facilities, etc.).

**Swimming is a lifelong activity**. Swim Ontario, through its clubs and delivery partners, creates programs that leverage broad-based community activity. We must create member and partner programs that enhance our clubs' ability to increase membership through strategic alliances that will serve as a feeder system for our competitive streams.

The 2021-2028 Strategic Plan presents Swim Ontario with an opportunity to further strengthen its **VISION** of being a “*world leader in swimming excellence at all levels*”. The **DIRECTIONAL GOALS** will be measured against the **MISSION**, “*best in class provincial sports organization, that supports performance and participation for life*”, and through education, mentoring, responsible governance and exceptional service Swim Ontario will have a continuing legacy of champions and be recognized as a leader in the delivery of swimming excellence. Swim Ontario and the Ontario swimming community are guided by the following **CORE VALUES**:

- Safe, respectful, inclusive and welcoming environments
- People drive our success
- Commitment to service and delivery
- Collaboration, innovation, and personal development
- Empowerment, teamwork and unity
- Committed to winning
- Dedicated to excellence
- Integrity, accountability and risk consciousness of leadership
- Acknowledge and celebrate achievements

# PRIORITIES

The Strategic Plan is driven by **3 PRIORITIES** that form the foundation for success over the next eight (8) years.

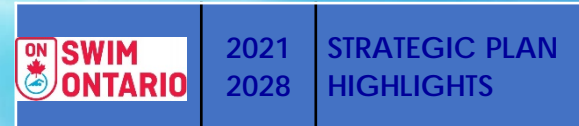
Each priority overlaps with the others. They do not stand alone or act / operate independently.

Each priority is dependent on the others. Collectively, they provide a powerful platform for Swim Ontario.



**ENGAGE INSPIRE EMPOWER**

# DIRECTIONAL GOALS



## PERFORMANCE SWIMMING

- Invest in the daily performance-training environment of targeted athletes, enhancing Swim Ontario's Performance Pathways:
  - World Class Performance Top 10
  - World Class Development Top 50
  - World Class Potential Top 100 and On-Track 1
  - Performance Identification On-Track 2 & 3, Prov, Nat & Int'l participation, Post Secondary, IPC
- Provide an enhanced provincial competitive strategy consistent with a performance pathway continuum aligned with the Appropriate Age Development strategy and Athlete Development Matrix.
- Develop athlete/coach tandems with best in class programs including in-reach and out-reach programming.
- Enhance the delivery of Swim Ontario hosted learning and training opportunities for clubs and regions.

## CLUB SUPPORT, ENGAGEMENT & PROGRAMMING

- Develop comprehensive on-line resource and educational tools that guide club board members and administrators on structure, by-laws, policies and procedures, roles, responsibilities, marketing, delivery and succession planning
- Develop comprehensive best in practice educational tools for athletes, coaches and officials aligned with the Swim for Life Provincial Performance Pathways.
- Facilitate member Club management expertise, with a focus on retention and recruitment, via a club led mentorship program, coaches, volunteers and officials.
- Connect and align Regions to their respective Clubs to enhance overall Swim Ontario strategic goals and Provincial Performance Pathways.

## ORGANIZATIONAL EXCELLENCE, EDUCATION & GOVERNANCE

- Develop and monitor risk management issues, putting necessary policies and procedures in place to manage and mitigate risk
- Create a 2-year, 4-year and 6-year financial plan, integrated with the strategic plan timeline review
- Educate club boards, coaches and officials on the SO Strategic Plan to maximize alignment, progression and enhancing sustainability of clubs and programs
- Conduct 'health check' protocols with clubs periodically to ensure positive progression and growth
- Implement effective communication strategies and channels to receive input from regions and members and ensure timely reporting, member engagement and service feedback
- Review staff capacity to meet technical programs delivery, member service needs, timely implementation of strategic plan initiatives and day-to-day business operations
- Engage the SO alumni network to enhance board & committee intellectual capital, support fundraising initiatives and provide advocacy and influence on the importance of aquatics
- Advocate for an aquatic sport friendly facility vision that enhances access and maximises training/competition opportunities for all Swim Ontario Clubs.