



2021 STRATEGIC PLAN 2028 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 TECHNOSPORT 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

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OVERVIEW



2021 STRATEGIC PLAN
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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



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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



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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
- Provide an enhanced provincial competitive strategy consistent with a performance pathway continuum aligned with the Long-Term Athlete Development (LTAD) strategy.
- 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.