



1) Mission/Vision Statement

Mission Statement

"To promote all aspects of the sport of swimming."

Vision Statement:

"To be a national leader in all aspects of swimming."

2) Core/Principle Values

1. Opportunity
2. Respect
3. Achievement
4. Fair and Inclusive
5. Swimmer Centered
6. Integrity
7. Accessible
8. Accountable
9. Professionalism

3) Pillars of Success - *while the following pillars are presented as separate items; they are interdependent in many ways.*

- 1) Sustainable and Increased Membership
- 2) Technical Development/Continuing education opportunities for officials, and coaches
- 3) Governance structure that ensures effective management of the operation.
- 4) Communication/marketing
- 5) Infrastructure
- 6) High-performance

4) **SWOT Analysis** (Strengths, Weaknesses, Opportunities and Threats)

ORGANIZATIONAL STRENGTHS

- 1) strong expertise in volunteers and officials
- 2) expertise in staff, coaches, technical
- 3) infrastructure, brand of swimming (SNL well known organization)
- 4) expertise in electronics and well managed meets
- 5) early distribution of meet schedule, well distributed meets schedule
- 6) committed swimmers

ORGANIZATIONAL WEAKNESSES

- 1) lack of senior officials
- 2) lack capacity of some clubs to grow
- 3) financially expensive for swimmers to travel,
- 4) increased assistance from SNL for some smaller clubs
- 5) Lack of succession planning/recruitment and development, of coaches (volunteer and paid), officials club executives, and SNL executives

ORGANIZATIONAL OPPORTUNITIES

- 1) our climate - swimming is a great indoor sport: kids can join a team, enjoy healthy living/lifestyle, etc.
- 2) increased media promotion of our sport at both provincial and local levels
- 3) SNL could look to direct sponsors to club
- 4) SNL can increase awareness of subsidy available for officials travel to encourage more officials to progress

ORGANIZATIONAL THREATS

- 1) a small swimming population spread over a large geography
- 2) demographics - an going population and decreases in birth rates
- 3) competing with other sports and non-sports activities for children
- 4) need for travel for high caliber competition
- 5) lack of aquatic facilities: number, size, availability, etc.

5) Goals and Strategies - looking to 2017 - *while the following pillars are presented as separate items; they are interdependent in many ways.*

Pillar 1: Sustainable and Increase Membership

Goal: Increase membership for current 835 to 1200 by June 2017

Action Steps (aka strategic direction) - concrete dates to be developed in 2012-2013

- New swimmers: Work with lesson providers to implement the SNC "every child swim 25 metres program"
- Retention strategies: encourage clubs focus on multiple streams: pre-competitive, competitive-focused and semi-competitive
- Work with clubs and all levels of government to expand and improve current aquatic infrastructure

Pillar 2: Technical Development/Continuing education opportunities for officials and coaches

Goal: Minimum of two Competition Development Coaches in the province by June 2017

Goal: Each club can run a level 1 officials course by June 2017

Action Steps (aka strategic direction): Coaching

- SNL must offer Swim 101 annually
- Swim 201 to be offered in the province at least bi-annually by June 2017
- SNL to bring in a minimum of one senior visiting coach a year for a provincial camp and invite all NL coaches to attend the camp
- SNL to have technical position at a minimum of $\frac{1}{2}$ bases by June 2017. In transition, coaching representative to be tasked with facilitating sharing of knowledge from 'paid' to volunteer coaches effective September 2012
- SNL to work with clubs to identify senior swimmers and/or swimming instructors who may wish to move into coaching
- Encourage clubs to tie certification completion to employment contracts
- Clubs encourage to allocate budget for coaching development

Action Steps (aka strategic direction): Officials

- SNL to work with clubs to identify at least one person who will commit to level 3 certification by June 2017
- Encourage clubs during registration process to gather more info on parents who might be interested in volunteering in various roles, including officiating
- SNL to ensure that at least one Level 1 and one level II (stroke and turn) course is run in eastern, western, central and Labrador areas each year

Pillar 3: Governance structure that ensures effective management of the operation.

Goal: All clubs have effective governance models in place by June 2017

Action Steps (aka strategic direction)/date

- SNL to conduct a thorough review and update of all policies and manuals by June 2013
- SNL to implement governance model advocated by SNC by June 2017
- Annual budget of SNL must be balanced
- SNL to develop bylaw, policy templates that can be used by clubs
- SNL to ensure that all clubs have basic requirements in terms of RNC codes of conduct, chaperon requirements, bylaws, policies, etc,
- SNL to ensure that it, and its member clubs, are prepared for Not-for-profit act changes

Pillar 4: Communication and Marketing

Goal: SNL to have an established communication and marketing strategy in place by June 2014

Action Steps (aka strategic direction)

- SNL to develop social media and web capabilities
- SNL to work with clubs to ensure clarity in terms of 'who' does what related to swim meet and athlete promotion
- SNL to develop marketing materials promoting healthy living benefits of swimming as a sport (e.g., healthy living and learned attributes that will carry into adulthood such as time management and commitment)
- SNL to actively promote SNC every child can swim 25 metres campaign
- SNL to develop a template of brochures and posters that each team can access and personalize for their own use.

Pillar 5: Infrastructure

Goal: A new 50m pool for Canada games 2021

Action Steps (aka strategic direction)/date

- SNL to develop promotional/lobby effort for government to enhance reinvestment in aquatic facilities throughout the province
- Leverage Canada games as opportunity for new 50 m pool
- SNL to solicit SNC support for new pool

Pillar 6: High-Performance

Goal: 2 female and 8 male finalists at 2013 Canada Games

Goal: 12 qualifiers for 2016 Olympic trials

Goal: 7th place overall finish at 2017 Canada Games

Goal: 1 national team member by June 2017

Goal: 12 national qualifiers by June 2017

Action Steps (aka strategic direction)/date

- Achievement of Pillars 1-5
- Dedicated efforts to increase provincial travel team exposure to travel meets
- Increased funding for qualifiers of high-performance, national level meets (SOTA etc)
- Provincial development of long-term athlete development plan of SNC
- Provincial team will have access to professional staff for preventative injury reasons/consultations at all training camps
- Clubs will be encouraged to reach out to local healthcare professionals such as physiotherapists, registered massage therapist, and/or chiropractors in an effort to minimize injury