



Swimming New Brunswick/ Natation Nouveau Brunswick Strategic Plan

Vision 2017

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Introduction and Strategic Plan History

This Vision 2017 Strategic Plan reflects the Board of Director's planning vision for the next four years of Swimming New Brunswick. It complements the vision of the Board and the association to be a leader of within the sporting community of New Brunswick in the areas of performance, athlete development, coaching development, official development and overall operational excellence. The plan will act as a guide for the short term and long term priorities of the association whereby decisions, initiatives and implantation of programming are to have direct correlation with the key goals of this plan.

With the changes that occurred in late 2011 to the Swimming New Brunswick governance structure it was imperative to begin the work of setting forth a more detailed strategy to help guide the board and the association into the future. In 2012 a comprehensive survey was developed and made available to all of our swimming stakeholders which included parents, members, coaches and volunteers. While the results of the survey recognized positive steps our association had taken through the revision of our governance and by-laws it was apparent that we needed to continue to strive to look for improvements for our association both in and out of the water.

The process of developing this Strategic Plan continued in the fall of 2013 where various stakeholders' form our swimming community were invited to a Strategic Planning session in Fredericton, New Brunswick which was facilitated by representatives form Sport New Brunswick and the Province of New Brunswick. After developing a revised Vision and Mission Statement we identified the core values upon which our association is built and will carry out its actions and business. These six "values" include – commitment, respect, excellence, diversity, integrity and teamwork.

Three Core Strategies were articulated during the planning process and will frame the focal points for Board, SNB staff and volunteers over the next three years. These core strategies or "pillars" include: Athlete Development, National Level Performance and Operational Excellence. In each of these strategic areas, goals and actions along with responsibilities have been identified.

The Board of Directors have made a commitment to ensuring that they operate in an ethical manner with modern and high level governance practices. The value that the volunteers and staff of Swimming New Brunswick contribute also is very important to our overall success of our association. Their input and assistance also will play a very important role in the execution of this plan and ultimately its success.

Since 1963, Swimming New Brunswick has strived to provide a leadership role for the sport of competitive swimming in the Province of New Brunswick. With the development and execution of this plan we are confident that we will continue to provide the necessary leadership and direction for our members and will ultimately bring a high level of success to our athletes, members and member clubs.

Swimming New Brunswick Vision

A Vision Statement is an idealistic view or image of what we want our future to look like at a certain future point in time. It has dreamlike qualities, future hopes and aspirations, even if they are never fully attainable. It is an energizing and inspiring statement of where and what we want to be in the future.

Visioning is a process that enables us to put reason aside – temporarily – and look beyond the present to the future, as we would like it to be. “It can’t be done” is irrelevant. How to turn a vision into a reality is something that happens after the vision is created.

A Vision must be:

- 1. Leader initiated, shared and supported*
- 2. Positive & inspiring – it is a reach, a challenge.*
- 3. Comprehensive and detailed*

Our Vision for Swimming New Brunswick is:

To Be.....

A leader in the sport community, we are a sport of choice that inspires New Brunswickers to strive for excellence in swimming, in health and in life.

Swimming New Brunswick Mission

Our mission statement outlines the purpose towards which we commit our workforce. These are the reasons for the existence of Swimming New Brunswick and it clearly describes whom we are making our commitment to, and what we produce as outcome benefits for them. Our Mission Statement is more pragmatic than the Vision Statement. It is more realistic, more focused and more achievable – by design. It describes our unique purpose and outlines the business we are in, without listing the activities that we carry out. The Mission Statement provides answers for three specific questions:

- 1. Why do we exist?**
 - a. *What's our reason for being?*
- 2. What do we produce and provide?**
 - a. *In benefit and outcome terms.*
- 3. Who do we serve?**
 - a. *Who are our customers and clients?*

Our Swimming New Brunswick Mission is:

“Through leadership, support and programs we build competitive swimmers, strong clubs and healthy communities that result in the growth and success of swimming in New Brunswick.”

Swimming New Brunswick Core Values

Core Values are the fundamental beliefs that we hold about how we should act while accomplishing our mission and conducting our business. These form the principles that guide our daily behaviours. The way we apply our values will contribute to our overall public image as an organization. This will help others to form their impressions of us, based on how they are treated by our staff and our volunteers. Our core values describe what we believe in and how we will act at work – with our customers and clients, as well as with each other. These values come as a complete set – we cannot pick and choose which ones we want to honour. We are expected to honour, practice and live all of them in every situation.

Commitment

We are committed to a progressive development of Swimming New Brunswick through the ongoing development and monitoring of our Strategic Planning processes.

Respect

Respect is the ability to see and celebrate the value in ourselves and others

Excellence

Excellence through the confident pursuit of highest quality when we believe in what we are doing and that its value warrants our persistent commitment

Diversity

We embrace our members visible and invisible differences – be it age, gender, ethnicity, working/thinking styles, capabilities, preferences, and needs. And we value the richness and variety of ideas and approaches that result from these differences

Integrity

We proudly uphold the values of honesty, truthfulness and sincerity, while remaining fair and ethical in even the most difficult situations. We seek to constantly maintain a professional demeanor despite facing critical decisions while conducting business.

Teamwork

Promote an environment of mutual support, respect and cooperation among all Swimming New Brunswick stakeholders which include board members, committees & their members, coaches, member clubs and volunteers.

Key Success Factors

Our key success factors are our measures of success. They measure how effectively Swimming New Brunswick is achieving their vision, mission and values each year. It is our scorecard for continuous improvement and success.

Volunteer and Staff Satisfaction

- Positive and fulfilling experiences for all elected and appointed volunteers.
- Numbers of volunteers is increased.
- Positive growth and experiences of our volunteers and staff

Measurement Tools

- ☞ Annual survey of volunteers and staff

Membership Satisfaction

- Positive experiences for all our members (athletes and parents, other users)
- Retention of our current athlete base and growth of new athletes

Measurement Tools

- ☞ Satisfaction surveys from members (athletes, coaches and parents) and other user groups
- ☞ Post event evaluations, survey results or annual reviews.

Organizational Excellence

- Financial accountability and responsibility with fiscally responsible record keeping
- Annual planning and evaluation.
- Clear roles and responsibilities.
- Policies and Procedures are implemented consistently and we are accountable.

Measurement Tools

- ☞ Regular analysis of Budget Variances and review of Financial Processes
- ☞ Exceptional Board Governance exemplified by:
 - Written Yearly Goals and Priorities developed collaboratively by the Board and staff.
 - Annual reviews and evaluation of programs and policy & procedures.
 - Annual review of our Strategic Plan

Programs, Services & Performance

- Innovative programs and services that respond to our customer needs.

Measurement Tools

- ☞ Number of programs offered

- ☛ Number of people participating in our programs and services.
- ☛ Number of opportunities where our clients and stakeholders are engaged.
 - Meetings and club activities

Core Strategies (Pillars)

Our Core Strategies are the primary means and methods for Swimming New Brunswick to move from today to the vision of the future. Thus, they are also the “glue” and “organizing framework” for all parts of the organization.

Athlete Development	National Level Performances	Operational Excellence
Recruitment and Retention	Hosting national events	Financial Management
Facilities	High performance coaching	Communications
Athlete Development Programs	Swimmer support programs	Financial Capacity
Coaching		Volunteers
Officiating		Partnerships
Masters		

1. Athlete Development

GOALS

1. To increase the recruitment of swimmers and to improve the retention of swimmers.
2. To enhance the facilities for competitive swimming in NB
3. To implement effective athlete development programs from the grass roots to high performance.
4. To improve the level of coaching in NB
5. To improve the level of officiating in NB
6. To enhance master’s swim programs

2. National Level Performance

GOALS

1. To improve access of high performance athletes to high performance coaches.
2. To enhance support to high performance swimmers
3. Hosting national events
4. To improve the high performance programs
5. National level officials’ experience

3. Operational Excellence

GOALS

- 1. To implement effective financial management systems in NB**
- 2. To improve internal communications within the swimming community**
- 3. To increase financial resources**
- 4. To increase the quantity and quality of committed volunteers**
- 5. To improve services to member clubs on operations**

Core Strategies and Actions

The following pages provide a detailed list of goals to be achieved within each of the Core Strategies along with a *three year* view and an indication of the group, committee or staff that are in a lead role to accomplish the actions.

In the “Responsibility” column the first person or group indicated is responsible to take the “lead role” while others are in a supporting role.

Athlete Development

KEY GOALS	EXPLANATION & ACTIONS	2014 –2015	2015 – 2016	2016 - 2017	RESPONSIBILITY
1. To increase the recruitment of swimmers and to improve the retention of swimmers.	Develop report on club capacity to recruit; current registration capacity, ability to recruit and barriers to increased recruitment.				Presidents Council & SNB Office
	Investigate best practices; innovative programs ect from successful clubs in Canada and elsewhere. Explore how other clubs in the country have overcome some of the challenges our provincial clubs share- lack of pool time, shortage of coaches, stagnant recruitment numbers. How can we import the best ideas to the NB clubs.				
	Increase SNB profile at NBIAA meets, distribute club information etc Produce a recruitment document aimed at the High School swimmers, presented in a format that will appeal to high school swimmers and their parents. Information should include success stories, employment and scholarship opportunities, health and safety benefits. Etc.				SNB Office
	SNB representative to meet with summer swimming staff to promote SNB programs to coaches and swimmer families.				SNB Office
	Media drives in fall when athletes are moving from summer to winter programs.				Prom & Comm
	Track and report Para registration numbers as part of the registration reports				SNB Office
	Develop data base on the demographics of the registered swimmers, track cohort numbers. Know where we lose swimmers.				SNB Office
	Examine possibility of annual bursary for graduating swimmers Investigate funding possibilities for bursaries - splash fee? Alumni donations? Develop data base of bursaries available to swimmers.				?
	Link to SNC information on opportunities for graduating swimmers.				Prom & Comm
	Post articles on Provincial teams				Prom & Comm
	Debrief provincial team athletes, post athlete written articles				Prom & Comm

	<p>Recognize Canada Games results at AGM Award Ceremony</p> <p>Implement a consistent approach to media releases. Monthly press from Swimming NB distributed to provincial media</p> <p>Produce a template for post meet information and post camp information for meet manager and camp host to fill in after hosting a meet to be forwarded to SNB for inclusion in the monthly media release,/website/Facebook etc</p> <p>Identify communication contact for each club who can interact with SNB on media issues.</p>				SNB Office
2. To enhance the facilities for competitive swimming in NB	<p>Inventory of pool facilities, equipment inventory, life expectancy of current facilities and equipment. Requirement inventory for provincial clubs.</p>				SNB Office & Presidents Council
3. To implement effective athlete development programs from the grass roots to high performance.	<p>Improve communication of LTAD principals to club boards and Parents; develop information sheets for inclusion in meet programs.</p> <p>Develop skill based fundamentals - learn to train programming.</p> <p>Develop skill matrix to guide development camps curriculum and club programs</p>				SNB Office & Tech Comm Tech Comm
4. To improve the level of coaching in NB	<p>Investigate methods for evaluating coaches.</p> <p>Investigate viability of creating a provincial coach position. Explore possible roles and responsibilities (look at what other provinces do). Explore funding opportunities within swimming NB and at the provincial level. Articulate the benefits and possible challenges with the creation of a provincial coach position.</p> <p>Expand current coach funding to include more funding opportunities for both development and performance coaches</p> <p>Communicate coach development opportunities more effectively</p> <p>Survey coaches annually for feedback</p> <p>Survey club Presidents/ executive on the impact of coach funding for development opportunities-are the clubs seeing improved level of coaching with increased level of funding</p> <p>Coach recognition based on coach activity and swimmer performance</p>				SNB Office, Tech Comm & Finance Comm SNB Office & Tech Comm SNB Office

5. To enhance master's swim programs					SNB E.D. & Board
	Meet with Master club rep and MSC prov rep as to services they want from SNB.				SNB E.D. & Tech Comm?
	Target tri-athletes with training camps and /or clinics				Prom & Comm
	Raise profile of master competition in the province.				

National Level Performance

KEY GOALS	EXPLANATION & ACTIONS	2014 – 2015	2015 – 2016	2016 - 2017	RESPONSIBILITY
1. To improve access of high performance athletes to high performance coaches.	Improve funding opportunities for coaches and swimmers to travel to High Performance centers				Finance Comm
	Increase opportunity of bringing in HP coach into the province.				Tech. Comm
2. Hosting national/major	Create contact data base of neighboring provinces and states.				SNB Office

events.	Advertise meet schedule on SNC meet list well before start of season.				SNB Office
	Add the Maine state championship to the SNB meet calendar.				
	Swimming New Brunswick should take every opportunity to make representation to Swimming Canada, Masters Canada, CIS on behalf of Saint John bids for hosting meets.				
3. To improve the high performance programs and enhance support of high performance swimmers	Learn to train - Train to Win Athlete programming should be training and performance focused.				Tech Comm
	Target programming to close the East coast - Eastern qualifier gap.				Tech Comm
	Increase opportunity for centralized training of EC qualifiers June - July.				Tech Comm
	Improve Provincial team opportunities Rethink the Tri meet and Atlantic all star meet				Tech Comm
	Training camp cycle on a four year cycle				Tech Comm
4. Performance Targets	Use SNC on Track times to identify National team potentials				Tech Comm
	Modify SNC on track times to SNB specific for NB performance team				Tech Comm
	Establish performance goals based on ID team				Tech Comm
	Track ID swimmer performance				Tech Comm
	Identify parameters related to performance, create target goals for performance. Track performance in relation to stated targets and report to membership. Programs should be responsive to the outcomes of the tracked performance targets.				
5. National Level Officials' experience	Formalize criteria for supporting official travel to gain National level experience				Officials Com
	Look to create National training opportunities closer to home by working to host National level meets at the Saint John A.C.				

Operational Excellence

KEY GOALS	EXPLANATION & ACTIONS	2014 – 2015	2015 – 2016	2016 - 2017	RESPONSIBILITY
1. To improve services to member clubs on operations	Club mentoring through ED club visits.				E.D.
	Facilitate club information sharing.				Presidents Council/E.D.
	Liase with Club Excellence				
	AGM seminars on club centered topics. Survey clubs on topics of interest.				
2. To improve internal communications within the swimming community	Improve the website to make it more up to date and dynamic				Prom & Comm
	Obtain analytical data from current website				Prom & Comm
	Survey membership on what they want from the website				SNB Office
	Communication committee to include skilled volunteers who will take an active role in the website maintenance				SNB Office/Prom & Comm
	Committee chairs will be given access to administration of their website pages and be responsible for their page content.				SNB Office
	Post approved committee meeting minutes to the website				SNB Office
3. To increase the quantity and quality of committed volunteers	Develop years of service awards for long term volunteers and officials				Officials Comm
	Highlight official/ volunteer monthly on website				Officials Comm
	Include official/ volunteer awards at AGM Award ceremony				Officials Comm
4. To implement effective financial management systems in NB	Identify additional resources that can assist our finance committee IE: accounting firms that promote volunteerism				Finance Comm & Risk Mngnt
	Implement any recommendations that are identified as a result of yearly financial reviews or audits				Finance Comm & Risk Mngnt
5. To increase financial resources	Identify club members that have contacts to potential sponsors.				Risk Mngnt
	Develop sponsorship package				Risk Mngnt

Current State Assessment (SWOT)

Internal Assessments (S – T)

Strengths (To Build On)	Weaknesses (To Eliminate)
<p>Our History (since 1963)</p> <p>Our Services</p> <p>Our People</p> <ul style="list-style-type: none">• Staff• Clubs• Volunteers• Officials• Coaches• Industry Contacts/Partnes <p>Our Organization</p>	<p>Our History</p> <ul style="list-style-type: none">• Resistance to change <p>Communication</p> <p>Our Organization</p> <p>Our Coaches and Athlete Development</p>

[Type text]

Current State Assessment (SWOT)

External Assessments (O – T)

Opportunities (To Take Advantage of)	Threats (To Eliminate)
<p>Social</p> <p>Program Delivery</p> <p>Technology</p> <p>Coaching</p>	<p>Perceptions about SNB</p> <p>Financial and Registration Numbers</p> <p>Competition from other sports/activities</p>

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