



SWIM NB STRATEGIC PLAN FOR 2018-2022

PRESENTED BY: DR. JONATHON EDWARDS
IN CONJUNCTION WITH SWIM NB BOARD OF DIRECTORS, COACHES, AND THE
STRATEGIC PLANNING COMMITTEE



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Swim NB and The Development of the Strategic Plan

Swim New Brunswick (Swim NB) is a non-profit provincial sport organization that is governing body for swimming in New Brunswick (NB) for the promotion, guidance and regulation of competitive swimmers and their programs. It is directed by a volunteer board representing every club in the province. Its policies are administered by a full time Executive Director, assisted by numerous volunteer Committee Chairs and the SNB Board. Its membership is comprised of swimmers in Age-group, University and Master's programs; coaches; officials; administrators. Recently, Swim NB has witnessed a slight decline in registration from 2014-2015 swim season (see Figure 1). Furthermore, Figure 2 provides the male versus female participation rates for the last 10 years.

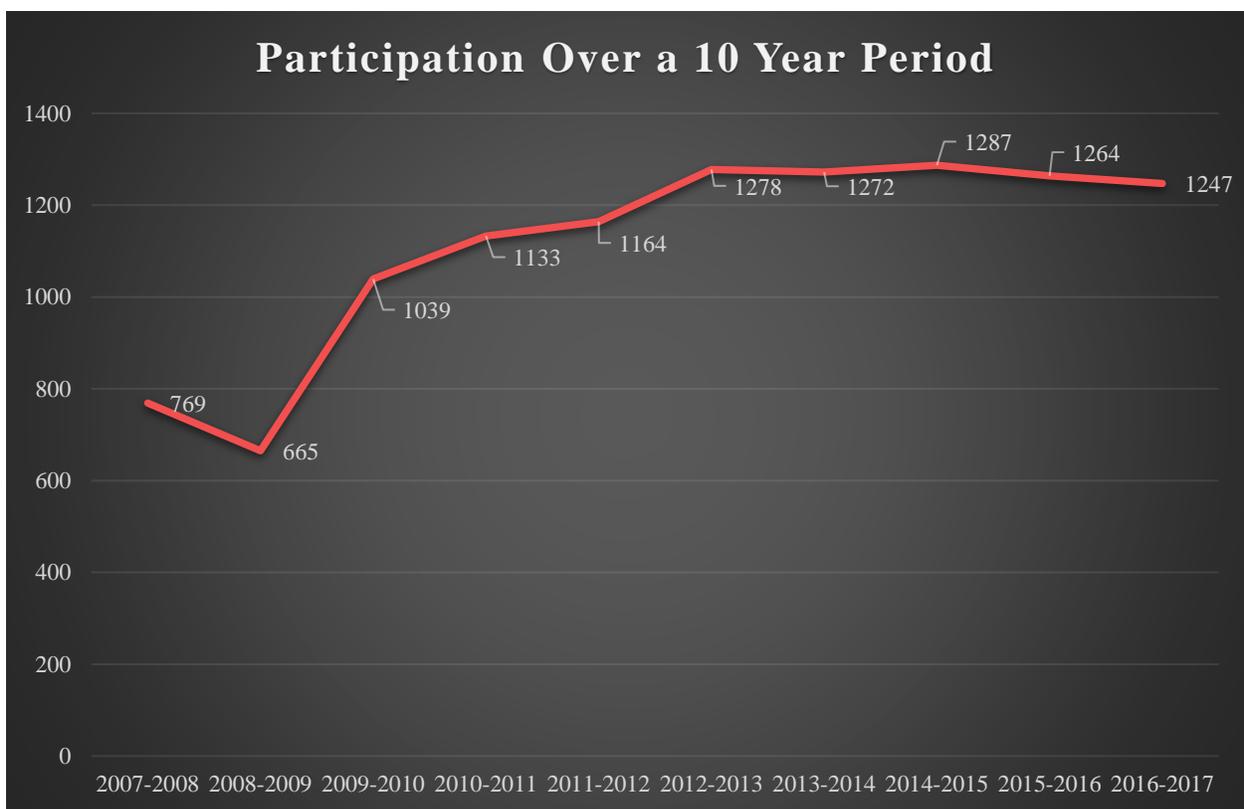


Figure 1. Swim NB registered participants over the last 10 years.

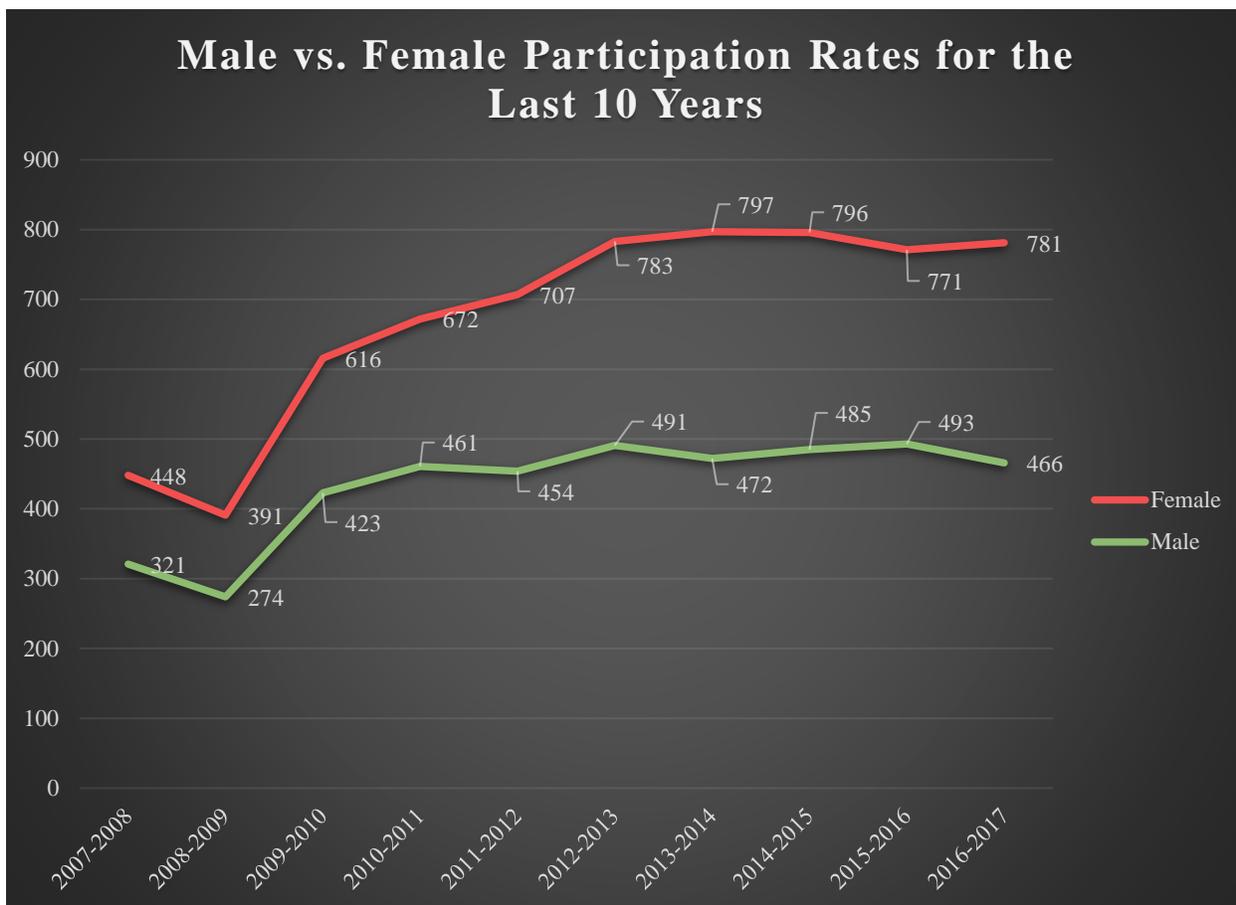


Figure 2. Swim NB male versus female participation rates for the last 10 years.

The strategic planning process began in March of 2018, where the Dr. Jonathon Edwards was hired by Swim NB to develop a strategic plan for the organization. Dr. Edwards provides consultation for sport organizations regarding strategic planning, governance, organizational structure, coaching, marketing and sponsorship, and managing athlete development. The process began by creating a survey that was distributed to membership of Swim NB. This was important part of the process as it was felt by the board of Swim NB that they get the perspectives of their membership and input into the development of the strategic plan. There were seven responses to the survey request, which was available between April and May and was distributed by the current executive director. The survey was comprised of a combination of closed ended questions and open-ended questions that was available in English and French. The survey was distributed using an online survey tool called SurveyMonkey.

Following the analysis of the survey, Swim NB representatives met with Dr. Edwards for a brainstorming session where the results of the survey were presented, which informed the development of the SWOT analysis, the vision, mission, core values, organizational goals, and key performance indicators. The information was then correlated by Dr. Edwards and a document was produced. The SWOT analysis below displays the results of the survey in

conjunction with the feedback from the Swim NB representatives. This was a collaborative effort as it not only involved feedback from the members of Swim NB, but also from coaches, and former and new board members.

Overall, this plan provides the strategic direction of Swim NB for the next four years. It is important to note this document is an organic in nature, meaning that the environment in which Swim NB operates is constantly changing and as such there maybe organizational goals or areas that the board members may need to change or make adjustments for as a means of directing the organization.

SWOT Analysis

Strengths

| Types of Strengths | Description |
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| Nationally Recognized | As representatives of Swim NB, there have been positive results recently at the Canada Games and Canadian Junior Championships. At the Canada Games, a Swim NB athlete was the flag bearer. Swim NB currently has three swimmers that are nationally carded (i.e., two Development cards, and one Senior card). While successfully obtaining four medals at the Canadian Junior Championships and having eight NB swimmers qualify for the national swimming trails. This is a strength for Swim NB, as these individuals can be used for recruitment purposes. |
| Office- Physical Location | A strength of Swim NB is that they have a physical location for their office. At the current location in Moncton, NB, the current Executive Director has access to the boardrooms for meeting purposes, along with office space for the Executive Director to conduct day-to-day operations. |
| Paid Employee | Swim NB has one paid employee that is responsible for the day to day operations and reports to the Swim NB board. This is a strength of the organization as there is a dedicated individual responsible for the day to day operations. An additional, strength of having a paid employee is that currently the employee is bilingual and able to communicate in both French and English. |
| Website | The Swim NB website was acknowledged by both the surveyed participants and board that a strength of the organization is the website. |
| Inclusive Community | A strength of Swim NB is that this organization provides an opportunity for any type of gender (i.e., male, female, and transgender), swimmers from low socio-economic backgrounds, and swimmers and families of all types of nationalities to be members of the organization. Thus, a strength Swim NB is that this organization creates an inclusive swim community where everyone is welcome. |

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| Strong Relationship with Coach NB, Municipalities, and ParaSport NB | A strength of Swim NB is the established relationship that exists with Coach NB, Municipalities, and ParaSport NB. This is a strength of the organizations as these organizations can provide resources and consultation when it comes to coaching, ParaSport, and municipal funding and facility access. This requires a strong relationship with these organizations, which Swim NB has been acknowledged to have with regards their relationship. |
| Coaches | Coaching is a major strength of Swim NB. As it was indicated by one of the survey respondents who was a former swimmer, Swim NB has “committed coaching staff and relatively low coach turnover rate.” Furthermore, another strength with regard coaching is that they are qualified coaches. This means that they have been trained and certified under the National Coaching Certification Program (NCCP) within the sport of swimming. In addition, coaches for Swim NB have been identified as the national coach’s selection group for high performance training (https://www.swimming.ca/en/news/2018/06/21/coach-development-opportunities-continue-to-strengthen-talent-pool/ . This suggests the quality of swimming coaches that are present within NB that is a strength of Swim NB. |
| Financially Responsible | Swim NB as an organization has demonstrated to be a fiscally responsible organization. This is a strength of the organization as the economic climate is continually changing; thus, having an organization that is fiscally responsible enables the organization to sustain their operations and provide additional programming for Swim NB swimmers. |
| Social Media Presence | A strength of Swim NB is the effective use of social media. This is a key medium for communication, as 95% of teenagers are online (Charlesworth, 2014). The other aspect that is key to effectively utilize social media as a communication tool, is to be consistently providing content. It is for this reason that this is a strength of Swim NB. |
| Positive Athlete Experience | Value is added by Swim NB through the policies and procedures related to inclusionary and diversity measures, the provincial experience, and provide opportunities for their athletes to participate at multiple levels of competition. |

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| Strong Relationship with Swim Canada | As indicated by the Executive Director, there is a strong relationship that exists between Swim NB and Swim Canada. It was indicated that there is constant communication, and Swim Canada are always willing to help or provide information for any questions from Swim NB. This is a strength of the organization. |
| Swim NB Offers Opportunities for ParaSport Swimming Athletes | Most sports are struggling with how to deal with implementing ParaSport programs, which is not the case for Swim NB. |
| Defined Organizational Structure | Starting in 2017 and into 2018, the policy and governance committee came together to restructure the committee composition and structure of Swim NB. Based on the recommendations of committee a new organizational structure was presented to the membership, which was voted on in agreement. Moving forward this new organizational structure is a strength of the organization as it will create effectiveness and efficiency with Swim NB with day to day operations, program delivery, coaching, officiating, and the athlete experience. |
| Defined Swim Meet Structure | A strength of the Swim NB is that they have a well-defined swim meet structure that has a designated committee to establish a schedule at the beginning of each swim season. This allows for members to have defined roles and are able to plan for which swim meets that that they will be sending swimmers too. |
| Strong Relationship with the Canadian Swimming Coaches & Teachers Association (CSCTA) | The CSCTA is, “The Canadian Swimming Coaches and Teachers Association (CSCTA) is the professional organization for swim coaches across Canada. During the 2012-2013 season the CSCTA had over 2800 registered coaches from coast to coast” (CSCTA, 2018, para.1). Furthermore this organization has a connection with the World Swim Coaches Association, enables this organization to provide information to their different member. A strength, then, of Swim NB is that they are and have utilized this resource to find out critical information regarding coaching for the province in regards to swimming. |

Weaknesses

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| Facilities | Internally, one of the weaknesses that have been identified to be a challenge of Swim NB is that in most parts of the province there is ageing infrastructure for pools and limited access to facilities able to host long course swim meets (i.e., 50m pool). This presents a number of challenges for Swim NB that includes: same clubs being forced to host the same provincial swim meets, lack of adequate training facilities for Swim NB athletes, and challenge to get a competitive advantage over other provinces for offering the development of their athletes. Aging facilities and limited access to 50m pools can be a reason that Swim NB is challenged with retaining their athletes in the sport of swimming. Thus, facilities is identified as a weakness of the organization. |
| Relationship with External Organizations | A weakness of the Swim NB is that the relationships with organizations that offer swimming-based programs outside the realm of swimming competition is underdeveloped. Some of these organizations can include: NBIAA-ASINB, and Lifesaving Society: New Brunswick. By having underdeveloped relationships, the potential for collaboration and working together is non-existent, which is a reason that this is a weakness. |
| Balance between Recreational and Competitive Opportunities | Internal, clarity between the board members, committees, and members is a weakness of Swim NB regarding the focus of the organization being on recreational and competitive opportunities. As the goals of Swim Canada, are focused primarily on the competitive or elite opportunities at the national level that can have an influence on provincial sport organizations. Because of this lack of clarity, a challenge and weakness of the Swim NB becomes retaining and recruiting athletes in the sport swimming as there is differing opinions on what to focus on. |
| Developing Less High-Performance Athletes at the Adolescent Ages | There is a trend that there is a high attrition rate for those athletes at the adolescent age. There are two weaknesses in regard; first, the development of the swim system is such that it is in the shape of a pyramid whereas athletes get closer to the top there is less opportunities to compete in meaningful competition. Secondly, issues such as time commitment, cost, and interest in the sport are factors in continuing to swim. Having the swimmers active for life is an initiative that is based on the Long-Term Athlete Development Model (LTAD). |

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| Bilingual Communication | While communication in English and French has improved over the last couple years, but a continual weakness of Swim NB as to making sure that all communication to the members is in both French and English. |
| Lack of Clarity on Athlete Pathway to High Performance | Each member organization has their own perspective on the athlete pathway for swimmers. This becomes a weakness for Swim NB as it does not have continuity for athlete development for the organization. By not having continuity in an established athlete development pathway, Swim NB struggles to have a presence at national events such as the Canada Games. |
| Officials Meetings | A recognized weakness of Swim NB is that there is a lack of officials meeting regarding protocols, official's education opportunities, and other issues surrounding officials. As officials are an essential element of a swim meet, it is important that there be more meetings held by the officials committee. |
| Registration Numbers have Declined | As indicated in Figure 1, there has been a decline in the registration numbers this past year. While this is not a trend at this current point in time, it is an identifiable weakness of the organization if the trend continues. |
| Differing Objectives of Membership | One of the weaknesses of Swim NB is that there are differing objectives by membership. This can be linked with two other weaknesses, which are focusing on recreation or competitive streams, and the lack of clarity regarding athlete pathways. This becomes a weakness for Swim NB as differing objectives can be a source of conflict in the decision-making process within the committee structure of the organization. |
| Communication | A weakness of the Swim NB is that currently the website is not up to date with documents from committee meetings, and the AGM. |
| Relationship with Post-Secondary Education (i.e., College/University) Swim Teams | The relationship with post-secondary education is a recognized weakness of Swim NB. Currently, there is a lack of communication between these different coaches of academic institutions and Swim NB. Furthermore, there is also a lack of marketing efforts by Swim NB to promote those athletes that have gone on to compete at the university/college level of swimming competition. |

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| Lack of Clear Organizational Boundaries | Swim NB has a lack clear organizational boundaries established for its members. Essentially this means that there are a lack of policies that are in place that outline the point of contact and protocol for discussing issues regarding their organization. This can be a weakness of the organization as there is only one paid employee to address these issues. |
| Only having One Paid Employee | With only having one paid employee to be responsible for day to day operations, it becomes a challenge to meet all the requirements, address all the emails, and communicate effectively with the membership regarding the issues that arise. This is a substantial amount of work to conduct for one person. |
| Limited Resources | As Swim NB is always striving to initiate new programs and development opportunities for its membership; however, Swim NB has limited resources to accomplish these initiatives, which is a weakness of the organization. |
| Consistent Change with Membership of Club Board Representatives | Within the each of the member clubs there is consistent turnover with board positions, which makes it challenging for initiatives to move forward as these individuals consistently changing. This is a weakness of Swim NB. |
| Standardized Sexual Misconduct Protocols for Swimming | Currently, a weakness of Swim NB is that there is a lack of policies surrounding sexual misconduct protocols for swimming in the province of New Brunswick. |
| Standardized Code of Conduct Contract for Coaches | A weakness of Swim NB is there is currently no standardized code of conduct for coaches in the form of contract. As the governing body it is essential for Swim NB to provide its members to with general codes of conduct for coaches. |

Opportunities

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| Partnerships | Partnerships can be developed with academic institutions for accomplishing organizational goals. For example, there is an opportunity for a partnership to be forged for UNB and the Faculty of Kinesiology with regards to practicums, internships, and the development of the sponsorships and marketing plans. Furthermore, other partnerships can be forged with swim teams from other cities, where there become opportunities to participate in shared practices. Finally, partnerships can also provide an opportunity for cross promotion for participating in sports. The argument can be made that swimming will benefit athletes in other sports by helping with physical stamina. Thus, partnering with high schools and other sports clubs provides an opportunity for increasing the participation rates of the organization. |
| Immigration | An opportunity for Swim NB is to capitalize on the immigration community that has been on the rise since 2016. According to Statistic Canada, in 2016 21.9% of Canada's population was reported to be landed immigrants, which is the highest levels of immigration since Confederation in 1967. This means that more than one and five Canadians were born abroad. This would suggest an opportunity for Swim NB to capitalize on these individuals as potential swimmers. |
| ParaSport and Aboriginal Opportunities | A challenge for most sport organizations is to develop programs to meet the needs of the Parasport and Aboriginal Sport community. This is an opportunity for Swim NB to develop programs that address the New Brunswick communities. |
| Marketing | There is an opportunity for Swim NB to take the lead in the swimming community and capitalize on the national success of the swimming on an international stage. Furthermore, Swim NB there is also an opportunity to promote the sport of swimming in regards to the province's coaching success and the three nationally carded athletes. |
| Coaching Mentorship Initiatives | Swim NB has an opportunity to initiate coaching mentorship programs with the membership through the great coaches that are in the province. These initiatives can be facilitated through an opportunity with Coach NB and the National Coaching Certification Program (NCCP). |
| Open Water Competitions | An opportunity for further athlete development, is through open water competitions. This will allow for Swim NB to stay connected with the summers over the summer months and provide new opportunities. |

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| Sponsorships/Grant Opportunities | <p>Based on the membership size and accessibility there is an opportunity for capitalize on sponsors for resources (human, financial, and operational). Sponsorships can come in the form of in-kind and financial, where there is an exchange between both parties involved. In-kind opportunities can be for an organization wide sponsor(s) for equipment and events. There are opportunities for Swim NB to apply for additional grants for funding that includes:</p> <ul style="list-style-type: none"> - Service groups - GNB - Aboriginal participation rates - Coach NB - Sport NB - Swim Canada - Female Coaching |
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Threats

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| The Political Environment | <p>Because Swim NB is a nonprofit organization, there is a reliance on funding from the Government of New Brunswick. Thus, politics is influential in the funding that Swim NB receive. As there is a potential change in provincial government every four years, there is a threat to Swim NB as the government in power may choose to reduce or even cut the funding that the organization receives.</p> |
| Weather | <p>New Brunswick has unpredictable and harsh weather. During the winter months snow and ice storms can affect traveling conditions, and cancelations of meets and practices.</p> |
| Volunteer “burn out” | <p>Because of the training that is required to run swim meets for officials, the trend is that it is the same volunteers are working at these meets, which means that there is the potential threat to having volunteer burnout.</p> |
| Club “burn out” | <p>A potential external threat to Swim NB is club burn out. This is a threat because the same clubs are consistently being asked to host the provincial swim meets as these clubs have the facilities to host these events. Due to the aging infrastructure or lack of resources, this is a potential threat that clubs will no longer be able to host these provincial swim meets.</p> |

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| National Interests are Not Conducive with Provincial Interests | Swim Canada as the governing body for swimming for Canada has the initiative that tends to focus on the high-performance level as indicated by the strategic plan (e.g., http://www.swimming.ca/en/strategic-planning/). Furthermore, as Swim Canada is on a national level their goals and objectives may not match the goals and objectives of Swim NB. |
| Sedentary Youth | Youth have been considered to be more sedentary. As stated by Statistics Canada (2017), “most Canadian children and youth are still not getting the recommended amount of physical activity and are spending more time in front of screens than is recommended” (para. 1). This is a threat to the participation rates for Swim NB. |
| The Economics of NB | Over the last three years there has been a relatively positive growth in the economy in New Brunswick. However, the economy in this current global, national, and provincial climate is constantly changing. “A shrinking working-age population remains a major drag on economic growth in New Brunswick” (RBC, 2018, para. 4). Currently, the challenge/threat to Swim NB is the economic situation in New Brunswick as there is less disposable income to play for sports such as swimming. |
| NCCP/Certification Changes | A threat to Swim NB is that there is always the potential for changes to the NCCP certification requirements for coaching. As such, if changes occur than it costs more for the Swim NB to recertify and have their coaches meet the requirements. |
| Differing Pool Safety Regulations | A threat to Swim NB, is that each pool within the province has differing pool safety regulations. The reason that this is a threat is that because of the differing pool regulations there is the potential for swimmers to be injured as they are not aware of the different regulations. |
| Competition | The largest threat to Swim NB, was the competition that exists with other sports operating during the same season as the provincial swimming season. Some of these sports can include: Hockey, Basketball, Volleyball. Competition can exist with both high school sports and other community sport organizations. In addition, competition also exists with the NBIAA-ASINB as there is a high school sports swimming program. This draws swimmers out of the provincial program to swim for their high school. |

Mental Health/illness

Mental has recently become a prominent issue within Canada and NB and can be identified as a threat to sport participation. The Government of NB (2016) notes that 14% of Canadians use health services for mental illness each year. In a report by the NB Health Council (2016) it was reported that 30% of youth (12-19 years old) in NB have symptoms of depression and anxiety. Furthermore, it was also reported that students of “Francophone schools demonstrate better levels of mental fitness whereas Aboriginal students have the lowest levels” (NB Health Council, 2016, p.13). This becomes a threat for the Swim NB as mental illness can result in lower levels of participation in sport.

Vision Statement

The vision of Swim NB is a broad statement of the transformational initiative that is setting the direction of the organizations future. A vision statement is intended to provide inspiration, organizational direction and motivation to all stakeholders and members of Swim NB. It relates to the question, “what do we want to be in the future?” The vision of Swim NB is as follows:

Our vision is to lead the swimming community at all ages in the province of New Brunswick in a manner that provides inspiration, inclusion, and develops swimmers to be active for life.

Mission Statement

The mission statement is a declaration of the purpose of the organization and should incorporate the following elements: individual, organization, and community. This is a specific statement that reflects the purpose of the organization. The mission statement provides answers to the following questions:

- 1) Why do we exist?;
- 2) What do we produce and provide?; and,
- 3) Who do we serve?

The mission statement of Swim NB is as follows:

The mission of Swim NB is to be the governing body of swimming, where we create, promote, and facilitate positive sporting experiences in an inclusive environment that provides every swimmer at all age levels the opportunity to achieve their potential and compete at the highest level possible in the province of New Brunswick.

Organizational Core Values

Swim NB has a set of core values that assist in the defining the organizations beliefs and culture in which it operates. The values will contribute to public image of the organization. These values guide the board's decision-making processes and provide a common purpose for which the organization operates. The core values are as follows:

Commitment to Athlete Development

An organizational core value for Swim NB is that the organization strives to develop athletes by building a provincial program of excellence whereby the focus is on athlete, coaching, and official training, a team mentality, and character development that instills a love for competition-based swimming.

The Promotion of Excellence

Swim NB will provide an opportunity for swimmers to compete at the highest level of competition possible, while attempting to ensure fair play, facilitate positive athlete development, create a competitive swimming environment, and to ensure the safety of all their athletes, coaches, officials, and volunteers.

Inclusion/Diversity/Respect

A core organizational value of Swim NB is to be recognized as an organization the promotes and fosters inclusiveness and equity in competitive swimming throughout the province of New Brunswick regardless of race, gender, and sexual orientation. Respect is understood as the creation and implementation of policies and regulations regarding sportsmanship, integrity, fair play, safety management, physical development, and promoting positive psychological development for athletes, coaches, officials, parents of athletes, and volunteers.

Coaching

Coaching as a core organizational value means that we will ensure that coaches will proudly uphold the values of honesty, truthfulness and sincerity, while remaining fair and ethical in even the most difficult situations. Furthermore, we will seek to train and recruit the most qualified coaches to be involved in the provincial swimming program.

Leadership

A key organizational value for Swim NB is focused on being the leader in the swimming community in New Brunswick, while producing leaders, whether that be coaches, athletes, administrators, and volunteers.

Organizational Goals

Organizational goals are developed to provide the strategic direction for the organization. Initially seven strategic areas were determined, which were then distributed through a survey to the board members to determine the level of importance for each area. There four areas that provide the organizational goals for Swim NB over the proceeding four years: *Athlete Development, Partnerships, Marketing & Sponsorship, Programs, Operations, and Governance and Policy*. The following area and organizational goals are presented below:

Athlete Development

An overarching goal for the organization is produce a larger number of athletes, comparatively from 2018, that will be competitive in both provincial and national level competition through athlete development initiatives set out by Swim NB. Success will be determined based on medals won in competitions and those athletes who move on to University, College, or National training programs.

Partnerships

Over the next four years, a goal of Swim NB is to develop partnerships with at least three organizations as a means of capitalizing on resources.

Over the next four years, a goal of Swim NB will be to develop and enhance their partnership with Universities and Colleges as means of having more Swim NB swimmers transition to this level of competition.

Marketing & Sponsorship

A goal is to market the organizational core values to increase the visibility of competitive swimming in the Province of New Brunswick with the intention of increasing participation rates by 40% over a four-year period.

Over the duration of the strategic plan (i.e., three years), Swim NB will look to secure a minimum, but not limited to, of four to five additional sponsors to the organization in attempt to offset the financial challenges that Swim NB faces.

Programs

Swim NB will focus on enhancing its program by developing two new programs that includes outdoor swimming meets and summer programming, which will be piloted and evaluated as to the viability (e.g., financial, and human resources) of implementing these programs.

Operations

The goal of Swim NB is to increase the number of staff of Swim NB by one or two through the use of College or University related programs that provide internships over a duration of the strategic plan.

A goal of Swim NB is to maintain a level of communication through updating the website and maintaining a social media presence over a four-year period.

Swim NB is looking to enhance what is being offered at the AGM through the creation of workshops and a way of providing coaches with professional development points.

Recruiting and Retaining Swimmers

After four years of the strategic plan, a goal of Swim NB is to increase the number of swimmers in the province to 1,1750, which is 10% per year.

A goal of Swim NB is to retain athletes, particularly at the adolescent age level where 90% of athlete swimmers continue to compete for the provincial sport organization.

Governance and Policy

The goal of Swim NB over the course of this strategic plan is to develop policies that are reflective of the current environment that is affecting sport organizations. For example, the policies that can be developed are sexual harassment policies, and standardized code of ethics coaching contracts.

The goal of Swim NB over the course of the strategic plan is evaluate the newly created governance structure to ensure that it is being effective and is meeting the expectations of the membership.

Key Performance Indicators (KPI)

Key Performance Indicators (KPI) are specific objectives that are Specific, Measurable, Attainable, Realistic, and Time Oriented that are developed based on the organizational goals discussed above. The KPI for each section is discussed further below:

| KPI | Strategies | Year 1 (2018-2019) | Year 2 (2019-2020) | Year 3 (2020-2021) | Year 4 (2021-2022) | Assigned Task | Task Complete? |
|--|---|--------------------|--------------------|--------------------|--------------------|-------------------------------|----------------|
| Athlete Development | | | | | | | |
| Develop an Elite Athlete Development Training Camp | In 2019-2020, start the planning process for hosting an elite athlete development camp for training purposes. From 2020-2022, host the camp and evaluate after each year to decide whether to continue running the camp. | | ✓ | ✓ | ✓ | Athlete Development Committee | |
| Develop a Report that Outlines the Athlete Development Pathway for New Brunswick | The athlete development committee will have the goal of creating a report that provides the existing members with an established athlete pathway that creates a uniform approach to athlete development. Each of the clubs will be consulted. | ✓ | ✓ | | | Athlete Development Committee | |

| Partnerships | | | | | | | |
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| Approach UNB Faculty of Kinesiology and Develop a Sponsorship and Marketing Plan | UNB Faculty of Kinesiology students will develop a sponsorship and marketing plan for Swim NB between September and December of 2018. | ✓ | | | | | Faculty of Kinesiology- Dr. Jonathon Edwards |
| Develop a Partnership with CSCA | Explore the options of developing a partnership with the CSCA for the training of provincial athletes and coaches. | ✓ | | | | | Executive Director |
| Develop a Partnership with Coach NB | Enhance the relationship that exists with Coach NB and pursue a partnership to enhance coaching initiatives as a means of sharing resources. | | ✓ | ✓ | | | Coaching Committee |
| Develop a Partnership with NBIAA-ASINB | Enhance the relationship with NBIAA-ASINB and pursue a partnership as a means of sharing resources. | | ✓ | ✓ | ✓ | | Executive Director and President of Swim NB |
| Develop a Partnership with Lifesaving Society: New Brunswick | Develop a relationship with the Lifesaving Society: New Brunswick and pursue a partnership to enhance programming initiatives as a means of sharing resources. | | ✓ | ✓ | ✓ | | Executive Director and President of Swim NB |
| Develop a Relationship with Post-Secondary Education (i.e., College/University) Swim Teams | Develop a relationship with Post-Secondary institutions with the intention of using the relationship to foster opportunities for Swim NB members. | ✓ | ✓ | ✓ | ✓ | | Executive Director |

| Marketing and Sponsorship | | | | | | | |
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| Approach UNB Faculty of Kinesiology and Develop a Sponsorship and Marketing Plan | UNB Faculty of Kinesiology students will develop a sponsorship and marketing plan for Swim NB between September and December of 2018. | ✓ | | | | | Faculty of Kinesiology- Dr. Jonathon Edwards |
| Implementation of the Marketing and Sponsorship Plan | Once the sponsorship and marketing plan is completed, it will be responsibility of Swim NB to implement and evaluate the implementation of the plan and its entirety. | | ✓ | ✓ | ✓ | | Executive Director and the Executive Board |
| Advertising Successes | There is an opportunity for Swim NB to take the lead in the swimming community and capitalize on the national success of the swimming on an international stage. Furthermore, Swim NB there is also an opportunity to promote the sport of swimming in regard to the province's coaching success and the three nationally carded athletes. | ✓ | ✓ | ✓ | ✓ | | Executive Director |
| Sponsorships | Over the duration of the strategic plan (i.e., three years), Swim NB will look to secure a minimum, but not limited to, of four to five additional sponsors to the organization in attempt to offset the financial challenges that Swim NB faces. | ✓ | ✓ | ✓ | ✓ | | Executive Director |

| Programs | | | | | | | |
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| Outdoor Swimming Meets | Explore the option for having swimming clubs host more outdoor swimming meets that are endorsed by Swim NB. This should begin by conducting and evaluating a pilot program. | | | ✓ | ✓ | Meets Committee | |
| Summer Swimming Programs | Evaluate you the feasibility and interest in developing summer swim programs hosted by Swim NB. This should be done in conjunction with President's council. In order to gage the interest of the member clubs, a survey can be created and administered. | ✓ | ✓ | ✓ | ✓ | Executive Board in Conjunction with President's Council | |

| Operations | | | | | | | |
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| Website Updates | Continue to update the Swim NB's website to ensure that all documents from committees and executive board meetings. | ✓ | ✓ | ✓ | ✓ | Executive Director | |
| Social Media | Continue to be a leader for using social media as a means of effectively communicating the successes of Swim NB. This includes stories and pictures about Swim NB athletes and coaches. | ✓ | ✓ | ✓ | ✓ | Executive Director | |
| Educational Opportunities at the AGM | At the AGM over the next four years, there will be educational opportunities to attract coaches, provide professional development points, and facilitate best practices. Also provide opportunities for administrators of clubs to create sessions at the AGM that can result in best practices and collaborative environment. | ✓ | ✓ | ✓ | ✓ | Executive Director, President's Council, and the Coaching Committee | |
| Increase # Staff Members | In consultation with the executive director, the executive board will review the potential use of interns at university level to meet some of the human resource needs of the organization. | ✓ | ✓ | ✓ | ✓ | Executive Director and Executive Board | |

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| <p>Create a Website Page that Provides Information Pertaining to Universities and Colleges</p> | <p>Upon building a relationship with universities and colleges, Swim NB will be able to provide a link on there website that answers FAQs and provides contact information about university and college coaches from across Canada.</p> <p>Swim NB will also highlight any of those swimmers that have moved onto university or college from NB.</p> | ✓ | ✓ | ✓ | ✓ | <p>Executive Director and President's Council</p> | |
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| Recruiting and Retaining Swimmers | | | | | | | |
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| Initiate Recruitment Strategies for Increasing swimming Participation Rates | Based on the marketing plan developed in 2018, the executive board will initiate a campaign to increase the number of swimmers in the province of New Brunswick. This may require a focus on the recreational swimming and having athletes move from this level to competitive levels. | ✓ | ✓ | ✓ | ✓ | All Committees, this should be an Organization Wide Initiative | |
| Explore the Option of Creating a Scholarship from Swim NB | To promote athlete retention, Swim NB has a goal of exploring the option of creating scholarship for swimmers that can be put forward by the member clubs. Policies and regulations will need to be determined. Furthermore, sponsorship can be used to support this initiative. | ✓ | ✓ | ✓ | ✓ | Executive Board | |

| Governance and Policy | | | | | | | |
|--|---|---|---|---|---|--|--|
| Evaluate the New Governance and Committee Structure | In the second and third year of the strategic plan and determine if the new governance and committee structure is meeting expectations. | | ✓ | ✓ | | | Governance and Policy Committee or Executive Board |
| Bi-Lingual Policy | Develop a policy about the communication that is originating from Swim NB in regards to French and English. | ✓ | | | | | Executive Board |
| Develop a Code of Ethics for Coaches | Develop a standardized code of ethics contract template for member clubs. This contractual Code of Ethics for coaches is intended to be completed online and stored with Swim NB. | ✓ | ✓ | | | | Coaching Committee |
| Develop a Sexual Harassment Policy | The executive board will be responsible for developing a sexual harassment policy the province of New Brunswick swimming clubs and swimmers. | | ✓ | ✓ | | | Executive Board |
| Set Out Clear Boundaries in the form of Polices Regarding Club Conduct | The governance and policy committee needs to set out boundaries to ensure the that clubs are following a protocol with regards their conduct with Swim NB, which will be in the form of a policy. | | | ✓ | ✓ | | Governance and Policy Committee |

Evaluation

Progress toward the above goals will be routinely monitored through quarterly reporting to the Board; updates will be provided to the swim team families at our parent meetings and the Strategic Plan on our team website will be regularly updated. Furthermore, the evaluation will take place towards the end of the third year of the strategic plan. The Swim NB board will examine the organizational goals and KPI established within this plan. Upon this review Swim NB will:

- 1) Examine all KPI that were establish in this plan and determine, which ones were completed successfully and why.
- 2) Examine all KPI that were established in this plan and determine, which ones were not completed successfully and why.
- 3) Examine the overall organizational goals that were established in this strategic plan and determine whether these goals have been met.
 - a. This can be accomplished through membership surveys, focus groups, and/or interviews.
- 4) Conduct a SWOT analysis that can be compared with the existing SWOT analysis to see if change has occurred and also determine if change has occurred if the organization is efficient and effective in their operations.
- 5) Once the strategic plan has been evaluated, it will be the responsibility of the Swim Executive board to review the data that has been collected and determine which aspect of the existing plan need to be moved forward to a new strategic plan. At this point, the Swim NB executive board can move forward developing a new strategic plan.

References

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