



**Strategic Plan  
2012 - 2016**

## **EXECUTIVE SUMMARY**

Swim Alberta, as a provincial sporting body is committed to set and maintain progressive, innovative and leading edge systems and supports for the delivery of an effective competitive swimming program. These programs encompass both developing and high performance athletes and the sporting systems that support these athletes, enabling them to achieve their fullest potential.

In 2009, the Board of Directors of Swim Alberta approved a four-year strategic plan. In 2012 the plan was thoughtfully re-visited and reviewed to ensure that the organization was poised strategically to meet its mandate.

The board of directors and leadership staff of Swim Alberta continue to be committed to ensuring that Swim Alberta is accountable to it's many partners – athletes, coaches, clubs, volunteers, corporate partners and other stakeholders. This strategic plan lays out the framework for achieving success for the next four years. The Board of Director's acknowledges that this framework relies on the operational plans developed in conjunction with key stakeholders and administration of Swim Alberta including the Alberta Coaches Council, Alberta Officials Committee, and in consultation with our swim clubs as to their development needs.

Swim Alberta is committed to providing innovative and world class athlete development and high performance competitive swimming programs.

During the past four years (2009 – 2012) Swim Alberta was most successful in providing sporting systems and supports for athlete development and ensuring that coaches had access to program and services to support their athletes. During the next four years (2012 – 2016), Swim Alberta will continue to strategically focus on athlete and coach development, ensuring that strides continue to be made in these areas. In addition, a focused effort will be put on providing clubs with the tools and resources to be successful and ensuring that our officials are provided with ongoing engagement and development opportunities. Swim Alberta will continue to maintain a strong voice for sport, specifically swimming, in communities across Alberta, North West Territories and Canada.

Swim Alberta will operate under the values of excellence integrity, innovation and collaboration.

**MISSION:**

*Providing innovative and world-class athlete development and high performance competitive swimming programs.*

Swim Alberta's mandate is focused on developing autonomous athletes from fundamental to high performance, following the guidelines provided through the Long Term Athlete Development Model. Through a well-established system that is dynamic and consistently evaluated to allow for the development of coaches, volunteers and clubs, Swim Alberta will provide innovative and world-class athlete development and high performance competitive swimming programs.

**VISION:**

*Alberta, leading the world in Swimming.*

## VALUES:

### ***Swim Alberta values: Excellence, Integrity, Innovation and Collaboration***

***Excellence*** is the quality or state of being outstanding and superior in programming, service, operation and performance!

Swim Alberta will:

- Demonstrate a commitment to our athletes by supporting and providing opportunities for development and high performance programming through quality coaching, club support and level appropriate competitions.
- Be accountable for and assume ownership for our actions, both the successes and failures.
- Celebrate and recognize the contributions of our athletes, coaches, clubs, volunteers and partners.
- Operate in a professional manner in the development and delivery of our programs, services and support we provide to our athletes, coaches, clubs, volunteers and partners.

***Integrity*** is the quality of possessing and adhering to high moral principles and professional standards.

Swim Alberta will:

- Promote a safe and fun environment where harassment, abuse, disrespect or any unsportsmanlike behaviors will not be tolerated toward our athletes, coaches, clubs, staff, volunteers and partners.
- Encourage fairness and equity throughout the sport of swimming.
- Treat each other with respect, honesty, patience, understanding and trust.
- Operate in an open and transparent manner.

***Innovation*** is enhancing and creating leading edge programs, methods and delivery models for the advancement of swimming.

Swim Alberta will:

- Continually explore new approaches and learnings
- Be prepared to take necessary risks

***Collaboration*** is effectively working with swimmers, coaches, clubs, volunteers and partners.

Swim Alberta will:

- Work with its partners towards common goals to achieve our mission
- Creating a seamless approach where clubs, coaches and programs are integrated and linked
- Respect and recognize differences

## **STRATEGIC DIRECTIONS:**

In 2009, the Board of Directors of Swim Alberta approved 5 Strategic Directions for the organization. They were: Athlete Development, Coach Development, Club Development, Volunteer Development and Advocacy. During the last four years, achievements were made in all five areas. Of particular note were the advances in the strategic areas of both *Coach Development* and *Athlete Development*. The Board of Directors of Swim Alberta over the next four years will continue to focus its work around the 5 strategic directions. A greater emphasis needs to occur in the areas of *Volunteer/Official Development* as well as *Club Development* while still advancing and maintaining the momentum in the areas of *Athlete and Coach Development*. A strong and effective club and volunteer base is vital to ensuring the success of our athletes and creating the environment in which our coaches work. *Advocacy* continues to play a vital role in the work we do to advance the sport of swimming.

### ***Strategic Direction #1: Athlete Development***

***Provide a system where all swimmers have the appropriate environment at each stage of swimming that includes coaching, facilities, sport science and funding to reach their full potential.***

In order to foster the individual athlete, Swim Alberta will provide cutting edge programs for athlete development, talent identification, athlete retention and athlete support services.

### ***Strategic Direction #2: Coach Development***

***Support coach education and create development opportunities that challenge and elevate the skills of professional swim coaches within Alberta. Development of recruitment and retention strategies for professional swim coaches.***

Coaches play a key role in the development of swimmers and programs in order to achieve sport success. Swim Alberta will support the need for recruiting, educating and ongoing professional development of coaches.

### ***Strategic Direction #3: Club Development***

***Provide resources and leadership to support the development of a strong sustainable system of clubs throughout Alberta.***

For swimmers and coaches to be able to have the greatest impact and maximize their potential, they need the support of a solid and effective club structure that provides a

supportive framework to allow them to achieve success. Clubs are the cornerstones that allow our athletes to develop from fundamentals to excellence.

***Strategic Direction #4: Official Development***

***Establish effective official development, education, and mentorship opportunities to ensure the delivery of technically proficient competitions at all levels.***

Officials are integral to the development of the sport of swimming as they provide the mechanism for which our competition structure is delivered.

***Strategic Direction #5: Advocacy***

***Advocate and provide leadership to advance sport and swimming.***

Sport is an integral part of the community and culture of Alberta and the North West Territories. In order for swimming to be successful, Swim Alberta must become an advocate for facilities and funding for sport specifically swimming.