

PATHWAY TO 2032



TABLE OF CONTENTS

- 3 Who We Are
- 5 Timeline & Community Insights
- 6 Vision, Mission, Values
- 8 Strategic Priorities
- 10 Performance
- 12 Development
- 14 Organization
- 16 Glossary
- 17 Legal
- 18 Acknowledgments

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A community of...

OLYMPIC

PARALYMPIC

NEWCOMERS

GOVERNMENT OF ALBERTA

ALBERTA

WORKING TOGETHER

ASSA

MASTERS

SWIMMING CANADA

FAMILY

GRASSROOTS

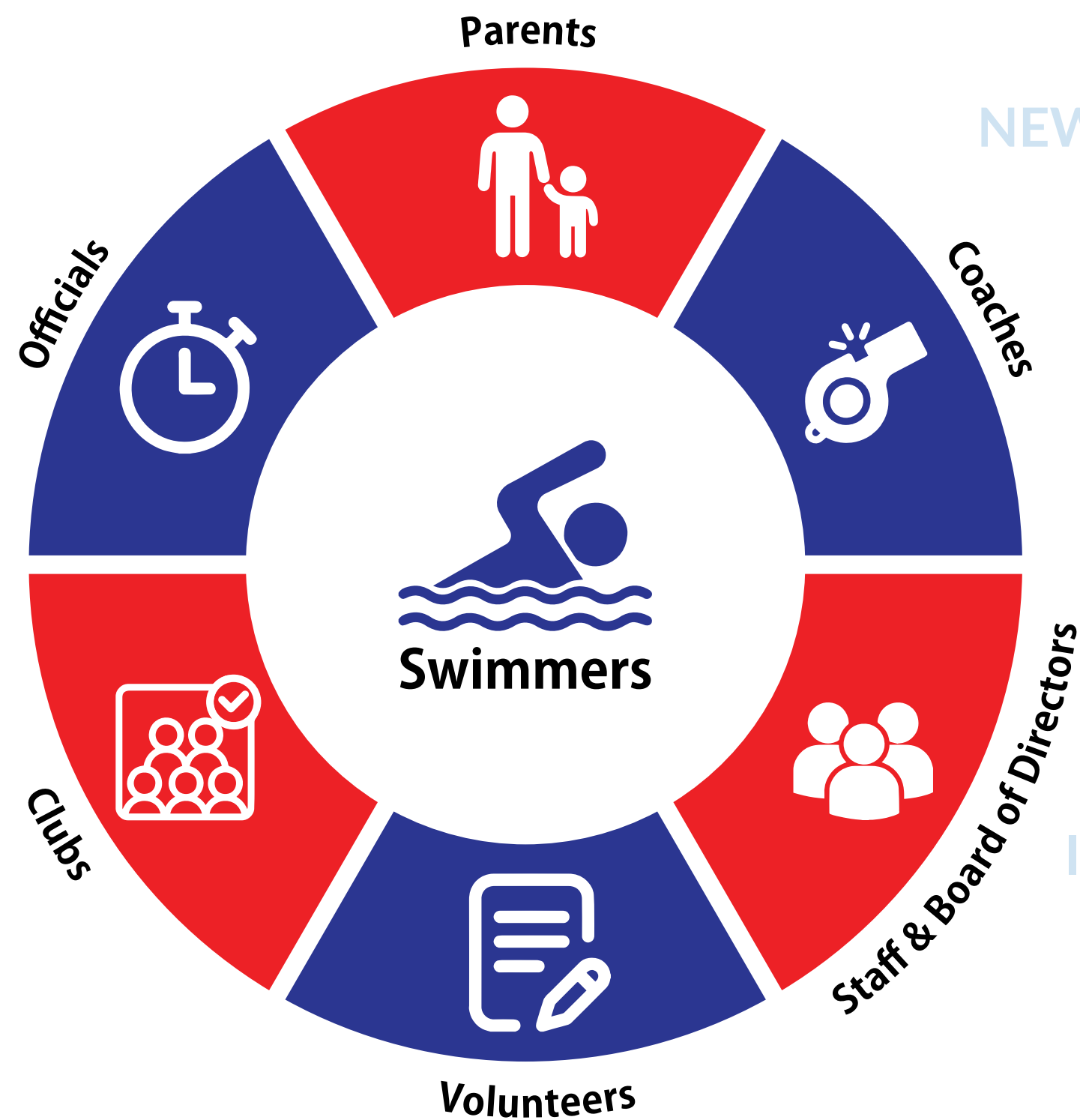
URBAN

WELCOMING

RURAL

INDIGENOUS

EVERYONE



making competitive swimming possible.

WHO WE ARE

PEOPLE FIRST

CULTURE

SAFE SPORT

WELLNESS

SUPPORT



12 years old



24 years old



Swim Alberta's pathway to 2032 is the result of the engagement of our major stakeholders.

March/May 2022

Board of Directors and Staff review of previous plan and identification of strategic plan gaps for consideration in the 2024-2032 Strategic Plan.

February 2023

Board of Directors and Staff review of member survey results.

Staff sessions to generate themes and content based on survey results.

Board of Directors and staff sessions to develop Vision, Mission, and Value statements.

April 2023

Board of Directors session to refine and agree on the final content of the Strategic Plan.

September 2023

Sharing of 2024-2032 Strategic Plan at Swim Alberta conference.

January 2023

Initial staff brainstorming sessions to identify key areas of the strategic planning process.

Collect input from members via survey.

March 2023

Board of Directors session to develop/confirm Strategic Priorities and Initiatives and Key Performance Indicators.

Staff collection of data to confirm Key Performance Indicators.

September 2023

Board of Directors approval of 2024-2032 Strategic Plan.



*Percentages are completion rates.

COMMUNITY INSIGHTS

In January 2023, a survey was distributed to 672 Swim Alberta members to gather feedback on the organization's current and next strategic plan. 188 survey responses were received. The results were consolidated by the third-party consultant and presented to the staff and Board of Directors.

The survey results guided the development of the 2024-2032 Strategic Plan and helped identify existing gaps in the organization. Swim Alberta is made up of a community of passionate people who want a swimming environment that is safe and accessible with growth potential. We heard a wide range of views and incorporated your thoughts and insights. There is opportunity to increase engagement and collaboration with members and provide clarity to continue to build a safe, inclusive, diverse, and sustainable culture.

VISION

Inspire our swimming community to achieve its potential.

MISSION

Make competitive swimming possible.

WE VALUE...

Safe, diverse, & inclusive environments

Engagement & collaboration based on trust, respect, & fairness

Being bold & courageous

Achieving best performances



10 years old



22 years old



Three strategic priorities make up the focus and direction of Swim Alberta's Pathway to 2032. We will pursue and fulfill on the following priorities...

PERFORMANCE

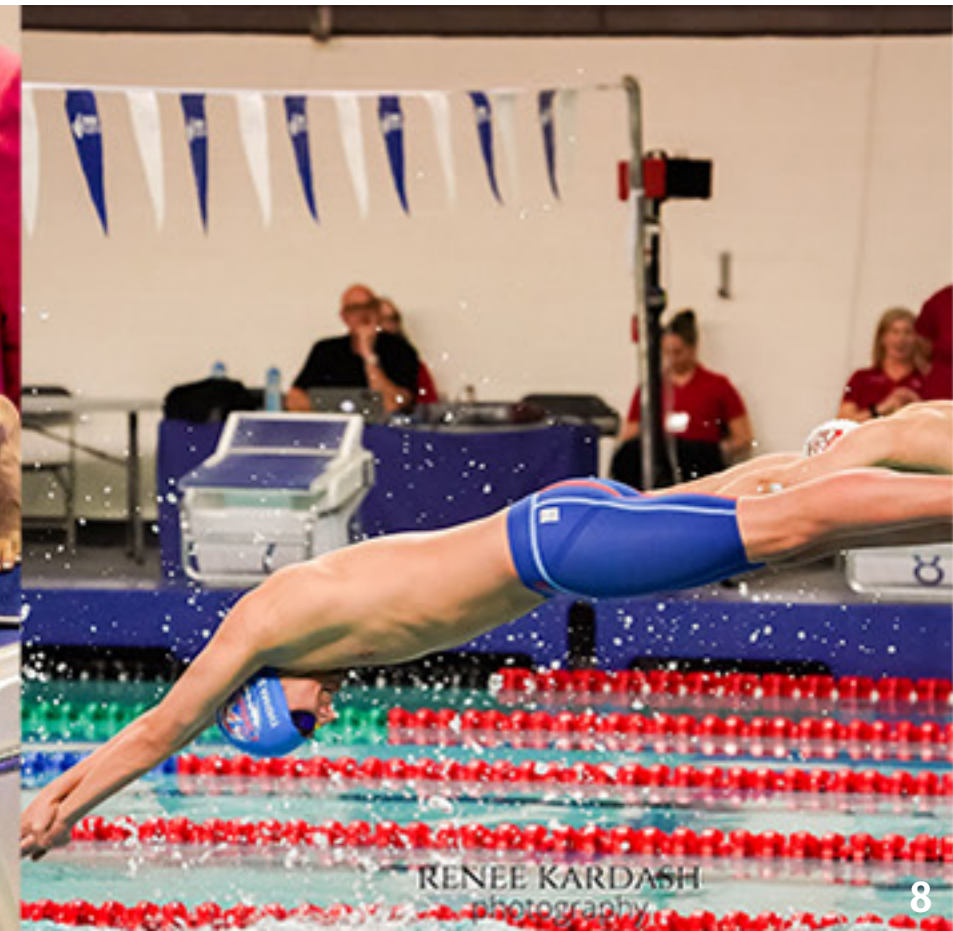
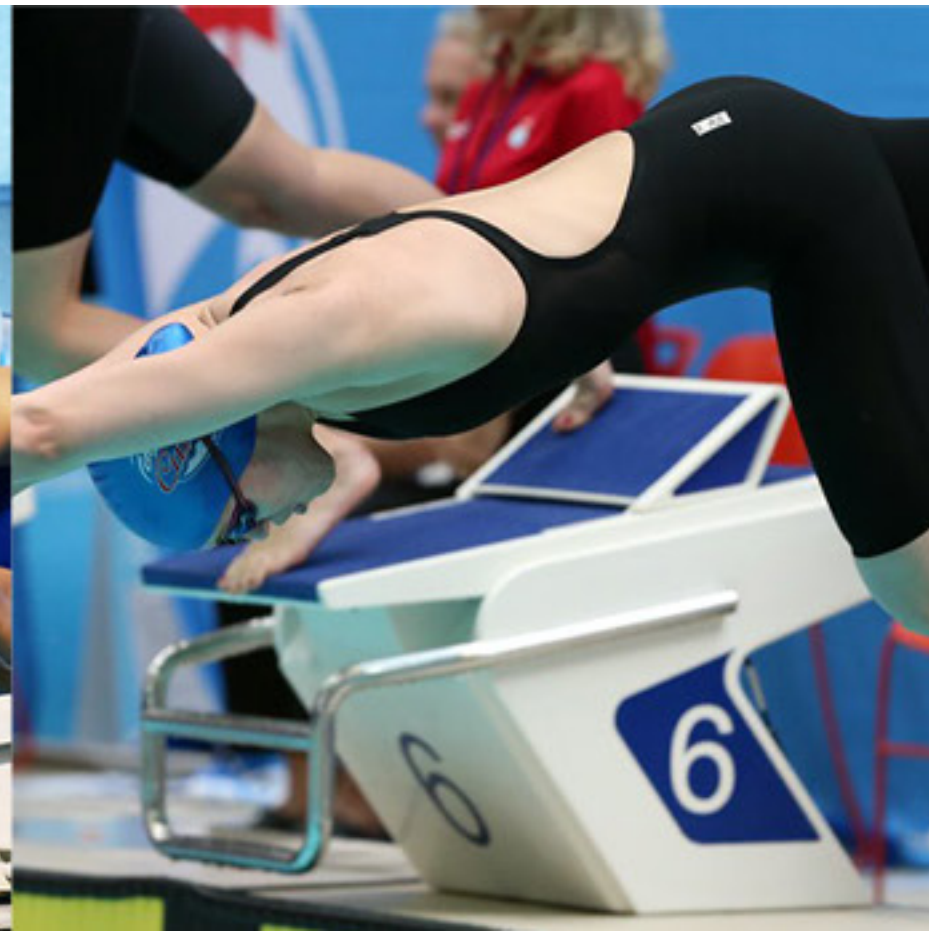
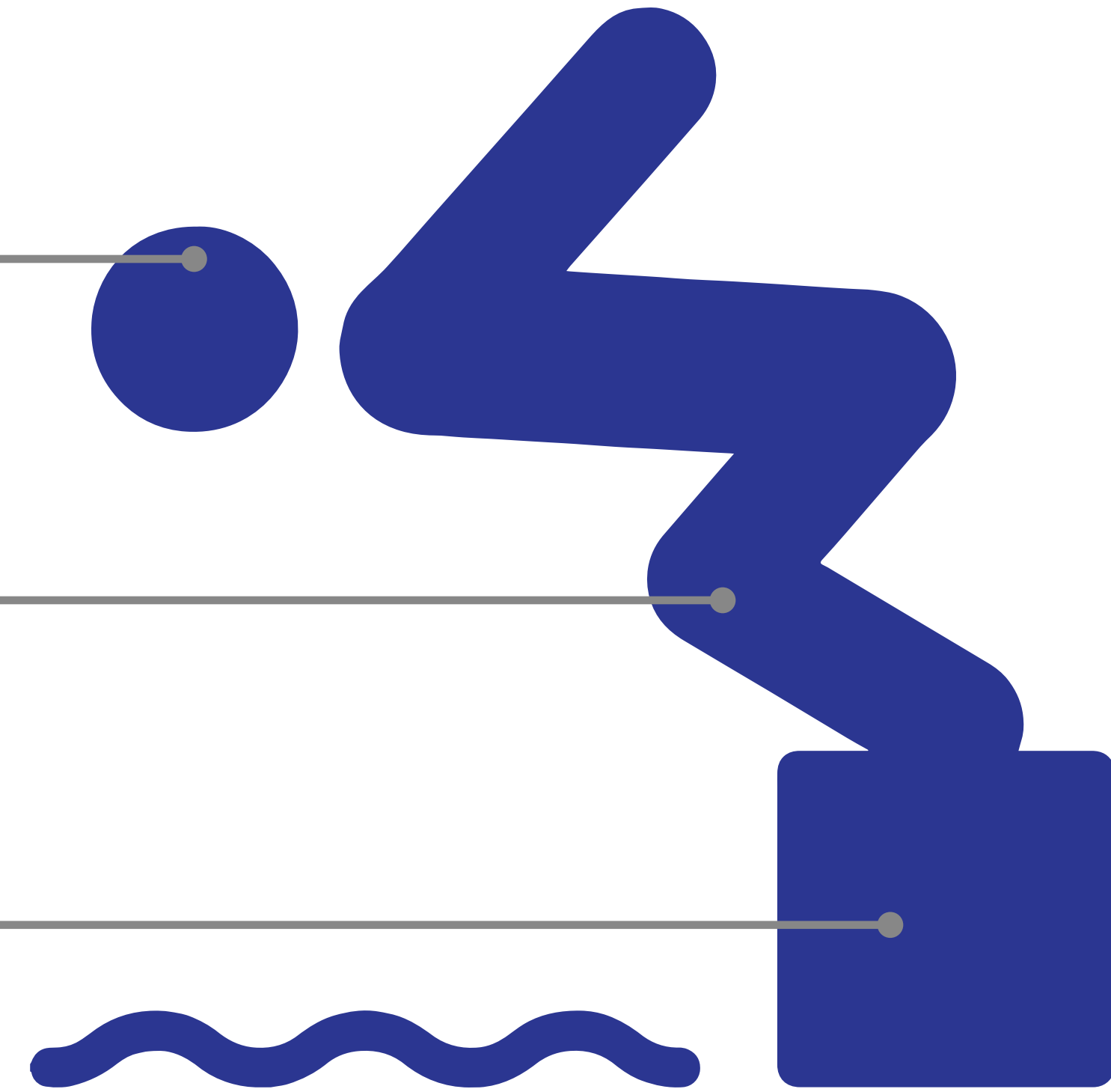
The performance pathway for swimmers in the Olympic and Paralympic stream who are on track to achieve a Senior International performance within 4 years.

DEVELOPMENT

The development pathway for all swimmers, including para-, grassroots, Masters, Varsity, and Summer swimmers.

ORGANIZATION

The organizational pathway supporting our community.





STRATEGIC INITIATIVES

Swimming Investment

We provide swimmers with training opportunities and support to reach Top 8 in the world performances.

Coach Investment

We develop world leading coaches through coach education, professional development, and mentorship.

Special Projects & Initiatives

We uplift performance through innovation, sport science research opportunities, and integrated support experts.

HOW WE SUCCEED

- All Senior Provincial Records are less than 10 years old by 2032.
- Minimum of 15% of swimmers nominated to the Canadian National Teams will be comprised of Swim Alberta swimmers annually.
- Swim Alberta representation in an Olympic and Paralympic Final in 2028 and 2032.

- Minimum of 12 coaches qualifying swimmers to Senior National competitions annually.
- Increase the number of Level 3+ certified coaches in Alberta annually.
- 4 of sport science, medicine, and technical leadership education opportunities.

- Host 4 TRP events and 1 Training Camp annually.
- 100% of clubs with watchlist swimmers participating in PMD by 2028.
- Implementation of annual PMD by 2028.



STRATEGIC INITIATIVES

Swimming Investment

We support swimmers through training, competition, and life growth opportunities.

Coach Investment

We support the recruitment, development, and retention of swim coaches in Alberta through coach education, professional development, and mentorship.

Special Projects & Initiatives

We develop performance through innovation, sport science, research opportunities, and integrated sport experts.

I Can Swim

We provide teacher training that supports the development of strong foundational swimming skills for entry to the competitive swimming pathway.

Competitive Pathway

From entry to provincial championships, we provide appropriate competitive opportunities that support swimmer and official development and retention.

HOW WE SUCCEED

- All age group records (age 13-17) that are 10 years or older to be broken by 2032.
- Minimum of 8 para-swimmers with Level 3 or International classification.
- Minimum of 20% of swimmers nominated to the Canadian National Junior Team will be comprised of Swim Alberta swimmers annually.
- Men's and Women's Varsity Programs ranked in the Top 5 at U SPORTS.

- Increase the number of Level 2 & 3 certified coaches in Alberta annually.
- Increase the number of female Level 2 & 3 coaches by 2032.
- ICS Teacher certification replaces community coach throughout Alberta by 2028.

- 75% of clubs with provincial level swimmers participating in PMD by 2028.
- Increase the number of clubs represented in Development Camps by 2032.

- 20 Alberta clubs participating in I Can Swim by 2032.
- Adoption of I Can Swim by two provinces by 2032.

- An established age-appropriate and quality competition pathway by 2032.
- Bid for yearly National Events and bid for one International Event by 2028.
- 70 active referees to appropriately support to volume of competitions by 2028.

8 years old



21 years old



STRATEGIC INITIATIVES

Leadership & Governance

We support our community through a sustainable, consistent approach to membership needs.

Membership Strategy

We support and promote the growth of our swimming community, as well as advocate for facilities.

Safe Sport

We are committed to a safe, diverse, and inclusive culture through education, procedures, and policies.

Fiscal Harmony

We service the needs of the community through effective operational practices, financial excellence, and risk management.

Promote, Inform & Celebrate

We support competitive swimming through consistent communications, accessible resources, and celebrating culture and achievements at all levels.

HOW WE SUCCEED

- Reduction of complaints escalated to Swim Alberta by 2032.
- Deliver 4 governance town halls annually.
- Return conference participation numbers to pre-pandemic levels by 2032.
- Combined membership exceeds 15,000 by 2032.
- Increased and optimized facility access and pool times by 2032.
- All members (coaches, officials, and staff) who are 'on-deck' have completed safe sport training by 2028.
- Complete a culture review by 2025 and implement recommendations by 2028.
- 4 safe sport education courses provided annually.
- Reserve fund goals are achieved by 2032.
- Improved user experience.
- 2% annual growth of reach and engagement.
- 27% open rate of MailChimp communications.
- Implementation of a communications strategy by 2026.



Some of the terms used in this plan are defined as follows:

ASSA

Alberta Summer Swimming Association provides summer swimming opportunities to multi-sport athletes at all levels. They are a Swim Alberta partner, and together we work to promote and develop the sport of swimming in Alberta.

Community

Our community is made up of all registered/affiliated clubs of Swim Alberta, which are comprised of swimmers, parents, officials, volunteers, staff, and board members.

Mission

The path to the organization's purpose. It is the what and how.

Our Success

The measurement of success and how the organization and its members will know that its goals have been achieved. Some people call it a Key Performance Indicator (KPI).

PMD

The Performance Monitoring Dashboard combines performance and wellness. This is our competitive advantage.

Strategic Initiatives

The area of focus which the organization will address to achieves its goals.

Strategic Priorities

The foundational pillars that the organization will focus on to achieve its Vision and Mission.

Swim Alberta Representation / Swimmer

Swimmers who have been affiliated with Swim Alberta at any point in time throughout their swimming career.

TRP

Otherwise known as Training Resource Pools. Check out our Technical Program Framework Implementation Plan.

Values

The beliefs and behaviours that the organization will live by to achieve its goals. They are our non-negotiable behaviours.

Vision

The ideal state of the organization. It is purpose-driven and aspirational.





And the legal stuff...

Swim Alberta is a registered not-for-profit through the Societies Act of Alberta. It is the provincial governing body of swimming in Alberta. This content is subject to change and does not replace Swim Alberta's policies and procedures, whereby Swim Alberta's published bylaws and policies will prevail.



Thank you to our sponsors and partners, for a full list, please visit our website.