



2018 - 2019 Annual Report

Message from the Swim BC President



It has been an honour to serve as the Swim BC President this past season. I am grateful for the opportunity to be engaged in my second year of bringing swimming in BC to the forefront of Canadian swimming. This has been a great year of transition for Swim BC. The Board of Directors has made an enormous contribution to the success of Swim BC with their tireless committee work and high standards of excellence. We have worked with and supported our Executive Director in areas of financial review, policy review, and HR practices and were excited to pass a budget in June that shows Swim BC in a financially stable state.

Congratulations to all of our BC swimmers that competed in FISU Games in Italy, FINA World Championships in Korea, Pan American Games in Peru, FINA World Junior Championships in Hungary, and ParaPan Am Games in Peru. Your hard work and success are celebrated throughout the province and we look forward to your performances as we approach Tokyo 2020. Behind all of our great swimmers is a strong support group that consists of clubs, coaches, officials, and parents. Your commitment to all of our athletes in BC is to be commended and we are united in celebration when a swimmer at any age achieves or surpasses his or her goals.

This coming year the Board of Directors is committed to continuing to provide strong governance and the continued transparency that our members have asked for. We remain committed to promoting excellence in all areas of the Swim BC organization. We will begin engaging with Swim BC alumni in order to raise scholarship funds that will encourage swimmers to seek post-secondary education through swimming. The coming season should be very exciting and rewarding for all.

Great Swimming and all the Best this Coming Season!

A handwritten signature in blue ink, appearing to read "Linda Metcalfe".

Linda Metcalfe



Message from the Executive Director

The 2018-19 swimming season has been marked by assessment, change, and progression in addressing a profound list of issues requiring resolution. One year ago, I was four months into the job and just beginning to truly understand the scope of issues. Fundamental reviews of the organization's governance, member services, operations and programs had been done, but these reviews had not yet revealed some of the more exacerbating challenges before us.

The state of Swim BC's finances was a primary focus as we were made aware just prior to the 2018 AGM, of a \$127,695 deficit as reported in the audited statements. In responding to the state of our finances, several difficult decisions were made and executed, primarily in scaling back the large funding programs traditionally undertaken by Swim BC. Staff changes in the bookkeeping role necessitated an internal audit of accounting practices and an opportunity to assess of internal financial systems and address bookkeeping practices. The main issues regarding our finances have been identified and corrected, and we are able to cautiously move forward with alignment between the Swim BC books and our audited statements; enhanced approaches to recognizing and collecting receivables; and profoundly better oversight from a highly functional Finance Committee.

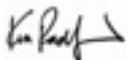
Major decisions were made to both the location of Swim BC offices, and the Human Resources structure of the organization. After considerable examination, study and debate, it was determined that moving back to Victoria was the most appropriate office location. In making this decision, consideration to the staffing structure was required. After comprehensive assessment, changes were made. Swim BC moved at the end of March, and after bridging the transition with 2.5 staff members - we are rebuilding the office staff to a functional level and are now at 4 full and 2 part-time employees. The organization is currently without a Technical Director, that will be addressed this year with the intent to have that position in place by this time next year.

There has been profound progression in upgrading the policies of the organization, resulting in reduced organizational risk. Our Committee structure has been revitalized and engaged and is becoming proficient at accomplishing the related governance work of the Board, and operations of the organization. Swim BC was able to successfully navigate a comprehensive viaSport "2018 Evaluation" in October, and whose results indicated strengths in Membership and Programming; Athlete Development and High-Performance Coaching pathways. Swim BC showed the need for improvement in Governance, specifically policy development (being addressed); Coaching requirements for competition; and in risk management at the Governance level. In the end our funding was adjusted very slightly, increasing by approximately \$3500 / year. The evaluation was profoundly insightful as to how the organization has maintained records and measures in the past, how it maintains accountabilities and reports its activities and how this must be enhanced.

During this year of intense focus into the governance and administration of Swim BC, clubs, coaches and athletes continued to inspire us, maintaining a very high delivery of programming and performance at provincial, national and international competition. The BC Championship meets were exceptionally well run, and my thanks are extended to the organizing committees of the Canadian Dolphin Swim Club (Winter Age Group Championships); Kamloops Classic Swimming (Winter Provincial Championships); Chilliwack Spartans Swim Club (Summer Age Group Championships) and Island Swimming (Summer Provincial Championships). BC swimmers and coaches represented Canada at the World Aquatic Championships; World Junior Championships; Pan American Games; Parapan Am Games; FISU Games; and various world cups.

In closing, I look forward to continued progression in solidifying the governance and administration of Swim BC; an increase in support of our Club system, both technically and administratively; enhanced communications and member engagement; continued support of our MSABC partners and growth of Masters swimming; and to establishing greater links to the BCSSA and their programs.

It is exciting to reflect on all that we have accomplished. We look forward to continuing to strive for improvement to our planning, communications, club services, technical leadership and the systems that will keep swimming at the forefront of an active BC society.



Ken Radford





Strategic Plan

Vision: Swim BC is the leading Provincial Swimming Organization in Canada.

Mission: We created, lead, and organized an environment of success for all in the sport of swimming.

Values: **Excellence**



Employees and volunteers deliver peak performance and proactively seize opportunities that come from change in the quest for continuous improvement. It is not only up to the technical staff, member coaches or the athletes to go for gold. Everyone shares in this responsibility, including the Board, staff, volunteers, clubs, and affiliate members. We strive for excellence with a “no excuses” mindset.



Integrity

Swim BC is committed to honest and honourable delivery of its programs, services and activities.



Accountability

We are all accountable and directed towards peak performance. We each take responsibility, are open to systemic evaluation and live up to our commitments.



Innovation

Swim BC embraces an environment that encourages evaluation towards change, stimulating and creating more effective processes, programs and ideas. By being innovative we strive to define a culture that encourages adaptation to deliver better programs and member services.



Passion

In all we do, Swim BC embraces an intrinsic pursuit to do things ‘right’. We are fascinated by our sport and are committed to success and energy from within. We believe passion can be sustained within the organization and can be the difference between a daily joy, and a daily job.



Communication

At our core, communicating the right thing in the right amount at the right time is essential to the successful delivery of all we do. Meaningful and professional, communication articulates our very existence.

The Three Keystones of our Strategic Plan

1. Sport Keystone
Participation Pathways -> Performance Pathways -> Achievement Pathways
2. People Keystone
People Equation: Engage + Train (Educate and Certify) + Recognize = Growth
3. Organization Keystone
Member Services -> Partnerships -> Fiscal Management -> Marketing -> Risk Management -> Governance

Sport Keystone

Milestones

- 8/32 swimmers named to the 2019 FISU Games Team
- FISU Games Medalist:
Ingrid Wilm (UBCT): Bronze, 4x100 Womens Medley Relay
- 12/31 swimmers named to the FINA World Championship Team
- FINA World Championships Medalist:
Emily Overholt (UBCSC): Bronze, 4x200 Womens Free Relay
- 7/20 swimmers named to the Pan American Games
- Pan American Games Medalists:
Danielle Hanus (ISC): Silver in 50 Fly, 100 Back & 4x100 Mixed Medley Relay
Faith Knelson (ISC): Bronze in 100 Breast
James Dergousoff (CHENA): Silver in 4x100 Mixed Medley Relay
- 4/13 swimmers named to the Para Pan American Games
- Para Pan American Games Medalists:
Arianna Hunsicker (SKSC): Bronze 200 IM, 50 Free, 400 Free & 4x100 Womens Medley Relay
Nicholas Bennett (RAC): Gold 100 Breast, 200 Fly & 200 IM; Silver 100 Free
Patrick Waters (KAJ): Silver 100 Breast
- 5/18 swimmers named to the FINA World Junior Championships
- FINA World Junior Championships Medalist:
Jade Hannah (ISC): Gold 100 Back & 200 Back; Silver 50 Back; Bronze 4x100 Women Medley Relay
- 2019 Canadian Trials: Markus Thormeyer (UBCSC) earned Male Swim of the meet and Nicholas Bennett (RAC) earned Para Swim of the meet



Performance Pathway

BC National Team Representation

2019 FINA World Championships - Gwangju, KOR

Jeremy Bagshaw (ISC)
Josiah Binnema (UBCSC)
Raben Dommann (CHENA)
Hau-Li Fan (UBCSC)
Eric Heldin (PCS)
Chantel Jeffrey (ISC)
Jon McKay (PCS)
Carson Olafson (UBCSC)
Emily Overholt (UBCSC)
Mackenzie Paddington (CRKW)
Alexander Pratt (UBCSC)
Markus Thormeyer (UBCSC)



2019 Pan American Games - Lima, PER

Haley Black (PGB)
James Dergousoff (CHENA)
Raben Dommann (CHENA)
Danielle Hanus (ISC)
Chantel Jeffrey (ISC)
Faith Knelson (ISC)
Jon McKay (PCS)



2019 UANA Jr OW Championships - Wisconsin, USA

Raben Dommann (CHENA)
Kyla Ross (ISC)



2019 FISU Games (Summer Universiade) - Naples, ITA

Megan Dalke (KCS)
Olivia Ellard (UBCSC)
Colin Gilbert (KCS)
Jaren LeFranc (KISU)
Dmitriy Lim (UBCSC)
Hillary Metcalfe (LOSC)
Ingrid Wilm (UBCSC)
Tim Zeng (CHENA)



2019 ParaPan American Games - Lima, PER

Arianna Hunsicker (SKSC)
Nicholas Bennett (RAC)
Jacob Brayshaw (KISU)
Patrick Waters (KAJ)



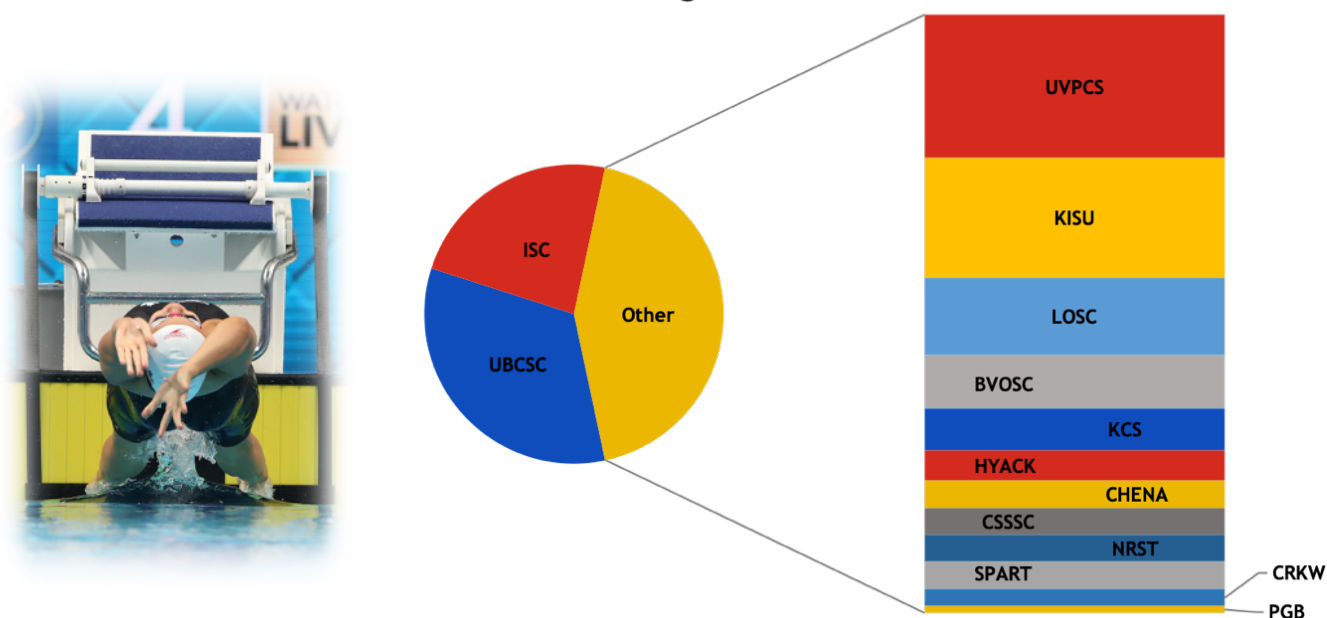
2019 FINA World Junior Championships - Budapest, HUN

James Lebuke (CSSSC)
Tyler Wall (KISU)
Jade Hannah (ISC)
Bailey Herbert (LOSC)
Ashley McMillan (KISU)

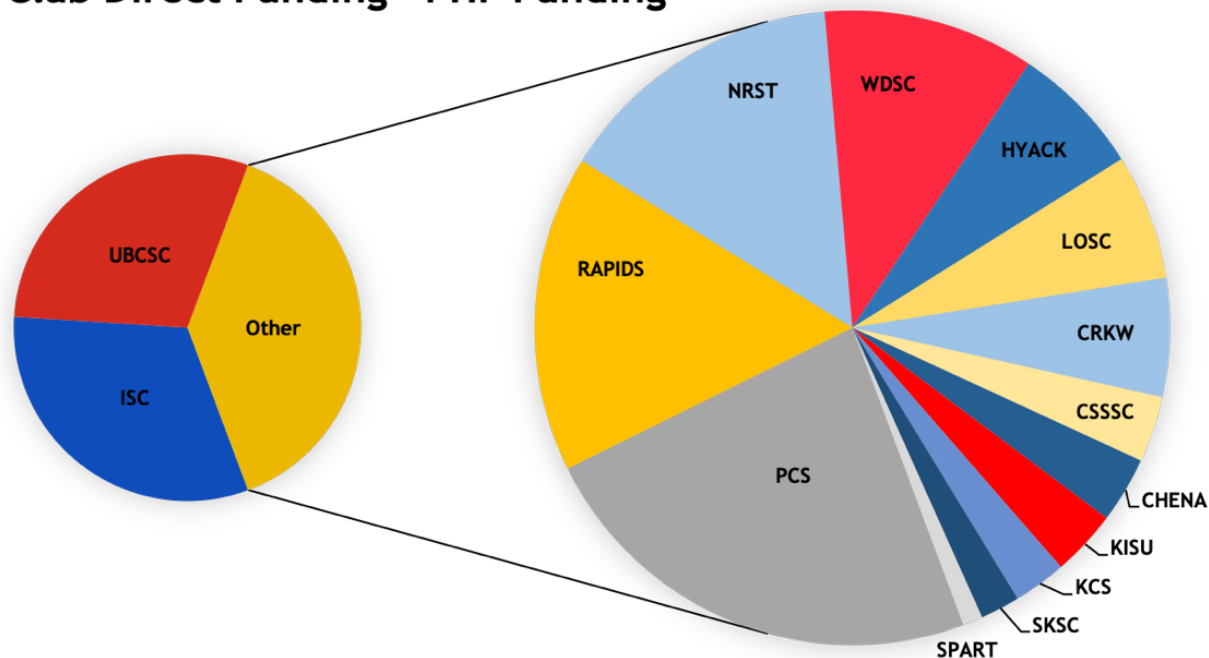


National Meets	2018 Cdn Swimming Trials (Apr 3-7, Toronto)		2019 Cdn Junior Champs (Jul 24-29, Calgary)		2019 Cdn Summer Champs (Aug 8-11, Winnipeg)	
	Scoring by Province					
	Top 5 BC Clubs					
	1st - ON	3771 pts	1st - AB	4710.5 pts	1st - QC	3090.5 pts
	2nd - QC	2333 pts	2nd - QC	3866.5 pts	2nd - ON	2158.5pts
	3rd - BC	2093 pts	3rd - BC	2787 pts	3rd - AB	1618 pts
	4th - AB	1030 pts	4th - ON	2391 pts	4th - BC	1513 pts
	Top 5 BC Clubs:		Top 5 BC Clubs:		Top 5 BC Clubs:	
	1. UBCSC	469 pts	1. KISU	492 pts	1. UVPCS	440 pts
	2. ISC	441 pts	2. SKSC	306 pts	2. ISC	251 pts
	3. CHENA	205 pts	3. SPART	293 pts	3. CHENA	196 pts
	4. LOSC	132 pts	4. HYACK	288 pts	4. KISU	154 pts
	5. KISU	131 pts	5. LOSC	278 pts	5. LOSC	132 pts

Athlete Direct Funding - All & BCAAP



Club Direct Funding - PHP Funding



National Records by BC Swimmers

Event	AG/Class	Name	Club	Time	
100 Back	11-12	Nolan Crisp	UVPCS	1:01.75	SCM
200 Back	11-12	Nolan Crisp	UVPCS	2:13.43	SCM
200 IM	11-12	Justin Jung	HYACK	2:16.88	SCM
400 IM	11-12	Justin Jung	HYACK	4:48.64	SCM
200 MR	11-12	HYACK		1:59.59	SCM
400 MR	11-12	HYACK		4:25.34	SCM
400 FR	13-14	HYACK		4:03.48	LCM
400 MR	13-14	HYACK		4:28.08	LCM
50 Fly	Senior	Haley Black	PGB	25.43	SCM
200 Back	Senior	Markus Thormeyer	UBCSC	1:52.12	SCM
200 MR	Senior	UBC Thunderbirds		1:37.24	SCM
200 Back	Senior	Markus Thormeyer	UBCSC	1:56.96	LCM

50 Back	S2	Jacob Brayshaw	KISU	1:57.60	LCM
100 Back	S2	Jacob Brayshaw	KISU	4:10.98	LCM
200 Free	S2	Jacob Brayshaw	KISU	8:23.39	LCM
150 IM	SM2	Jacob Brayshaw	KISU	6:31.24	LCM
100 Free	S2	Jacob Brayshaw	KISU	4:07.79	LCM
50 Free	S2	Jacob Brayshaw	KISU	2:02.37	LCM
200 IM	SM14	Nicholas Bennett	RAC	2:15.81	LCM
100 Free	S14	Nicholas Bennett	RAC	55.09	LCM
200 Free	S14	Nicholas Bennett	RAC	1:58.40	LCM

New Provincial Records

Event	AG	Name	Club	Time	Event	AG	Name	Club	Time
200 Back	11-12	Jordan Vertue	PGB	2:17.74 SCM	100 Back	11-12	Nolan Crisp	UVPCS	1:01.75 SCM
200 IM	13-14	Ashely McMillan	KISU	2:14.50 SCM	200 Back	11-12	Nolan Crisp	UVPCS	2:13.43 SCM
200 FR	13-14	KWIC		1:50.47 LCM	200 IM	11-12	Justin Jung	HYACK	2:16.88 SCM
400 FR	13-14	HYACK		3:56.84 SCM	400 IM	11-12	Justin Jung	HYACK	4:48.64 SCM
400 FR	13-14	HYACK		4:00.74 LCM	200 MR	11-12	HYACK		1:59.59 SCM
50 Free	15-17	Kyla Leibel	ISC	25.14 SCM	400 MR	11-12	HYACK		4:25.34 SCM
50 Free	15-17	Kyla Leibel	ISC	25.77 LCM	400 Free	11-12	Justin Jung	HYACK	4:28.08 LCM
200 Back	15-17	Jade Hannah	ISC	2:09.28 LCM	1500 Free	11-12	Justin Jung	HYACK	17:41.48 LCM
200 Free	Senior	Emily Overholt	UBCT	1:57.26 LCM	100 Back	11-12	Paul Orogo	HYACK	1:04.79 LCM
400 Free	Senior	Emily Overholt	UBCT	4:06.27 LCM	200 Back	11-12	Paul Orogo	HYACK	2:19.08 LCM
400 FR	Senior	UBC Thunderbirds		3:45.74 LCM	200 IM	11-12	Justin Jung	HYACK	2:20.82 LCM
					400 IM	11-12	Justin Jung	HYACK	5:00.75 LCM
					400 FR	11-12	HYACK		4:03.48 LCM
					400 MR	11-12	HYACK		4:28.08 LCM
					50 Free	13-14	Lochlan Rogers	RAC	24.39 LCM
					100 Free	13-14	Lochlan Rogers	RAC	53.31 LCM
					800 Free	13-14	Yutong Wu	SKSC	8:29.89 LCM
					400 IM	13-14	Yutong Wu	SKSC	4:38.57 LCM
					50 Free	15-17	James LeBuke	CSSSC	22.88 LCM
					200 Back	Senior	Markus Thormeyer	UBCT	1:52.12 SCM
					200 MR	Senior	UBC Thunderbirds		1:37.24 SCM
					100 Back	Senior	Markus Thormeyer	UBCSC	53.35 LCM
					200 Back	Senior	Markus Thormeyer	UBCSC	1:56.96 LCM



Sport Keystone



Achievement Pathway

Team BC - Training

Learn to Train Regional Camps

110 Swimmers from across the province were selected to attend camps in Prince George, Prince Rupert, Summerland, Cranbrook and Duncan. 25 coaches lead and participated the camps.

Regional Prospects Camps

68 swimmers representing 24 Swim BC clubs were selected to attend Regional Prospects camps in Kamloops, Richmond, Prince George and Victoria. 28 coaches who work with those swimmers also took part and earned NCCP Professional Development points.

Para Prospects West

2nd annual camp hosted in Richmond, with all four Western Provinces attending. 10 swimmers and 6 coaches from 9 Swim BC clubs attended.

Select Training Squad

12 swimmers from Swim BC clubs were identified to participate in a series of 3-day training camps with HPC-Victoria as well as enhanced support in the form of RaceTek video analysis at select competitions.



Team BC - Competition

Ontario Junior International - Toronto

15 swimmers from 10 Swim BC clubs were selected to attend Dec 14-16. Team goal to be within 3% of Personal Best/strive for a second swim opportunities. 13/15 swimmers achieved 2nd swims and there was 51 lifetime PB's.



Sport Keystone



Participation Pathway

Sanctioned Competitions

	2017-18	2018-19
Invitational	97	89
Provincial Championships	5	5
Swimming Canada	1	0
Time Trial (Class I - record attempts)	5	1
Time Trial - Class II	62	67
Varsity	4	2



Sanctioned Invitationals by Region

	2017-18	2018-19
Kootenay	3	3
North East	7	6
North West	6	6
Thompson - Okanagan	14	12
LMR	41	40
Vancouver Island	23	22

Statistics on Meets/Swimmer by Region

	Median	Max
Kootenay	4	15
North East	5	14
North West	3	11
Thompson - Okanagan	7	16
LMR	8	21
Vancouver Island	6	20

Provincial Championships Summary

Winter Age Groups Champs Host - CDSC (Vancouver)

Total Athletes: 468
% of Improved Times: 75%

Top 10 Scoring Clubs:

- 1st - HYACK
- 2nd - VPSC
- 3rd - CDSC
- 4th - ISC
- 5th - PSW
- 6th - UVPCS
- 7th - KWIC
- 8th - LOSC
- 9th - RAPID
- 10th - WVOSC

Summer Age Group Champs Host - SPART (Chilliwack)

Total Athletes: 449
% of Improved Times: 80%

Top 10 Scoring Clubs:

- 1st - HYACK
- 2nd - VPSC
- 3rd - CDSC
- 4th - UVPCS
- 5th - SPART
- 6th - SKSC
- 7th - ISC
- 8th - PSW
- 9th - RAPID
- 10th - KWIC

Winter Provincial Champs Host - KCS (Kamloops)

Total Athletes: 484
% of Improved Times: 35%

Top 10 Scoring Clubs:

- 1st - HYACK
- 2nd - KWIC
- 3rd - ISC
- 4th - LOSC
- 5th - SPART
- 6th - KISU
- 7th - CHENA
- 8th - SKSC
- 9th - UVPCS
- 10th - RAPID

Summer Provincial Champs Host - ISC (Victoria)

Total Athletes: 584
% of Improved Times: 43%

Top 10 Scoring Clubs:

- 1st - ISC
- 2nd - UVPCS
- 3rd - HYACK
- 4th - KWIC
- 5th - LOSC
- 6th - SPART
- 7th - RAPID
- 8th - VPSC
- 9th - SKSC
- 10th - KCS

People Keystone

Milestones

- Membership numbers maintained, subtle increase in competitive registrants
- Registration assistance in support of the Master Swimming Association of BC continues to enhance servicing to Master swimmers, begins to address areas of risk management and to support their membership.
- Board training planned for the new board in October 2019
- Restructure of Swim BC staff, new employees hired and assimilating to job requirements well
- Continuing to work to engage and encourage members to use Swim BC as a resource where required
- Working with the OAC and Officiating leadership, engaged senior officials into the BC Championships, leading to high quality of officiating and successful competitions
- Conducted the only NCCP 301 course in Western Canada, and will do so again this year
- Seeking strategies (Community Coach Course) to facilitate easier training of entry level coaches to assist clubs with the struggles of maintaining enough coaching staff to operate programs



Registration Statistics (Clubs & Swimmers)

Club Count

Age Group Clubs	58
Universities	4
Masters Clubs	69

Registered Swimmers

Competitive	4115
Non-Comp & Ltd Event	4548
University	116
Masters	1660
Total	10439



Swim BC 5 - Year Registration Comparison

	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019
Competitive	3691	3762	4018	4024	4115
Non-Competitive	4362	4748	4457	4611	4548
University	100	89	103	80	116
Masters	1632	1736	1511	1682	1660
Total	8626	9068	10561	10397	10439

Growth and Retention Leaders in BC (% of Club Growth & Retention)

Growth Leaders: Non-Competitive Swimmers

1. Kootenay Swim Club
2. Elk Valley Dolphins Swim Club
3. West Vancouver Otters Swim Club
4. Swim Faster Swim Club
5. Comox Valley Aquatic Club

Growth Leaders - Competitive Swimmers

1. Chinook Swim Club
2. Cranbrook Tritons Swim Club
3. Simon Fraser Aquatics
4. Vancouver Pacific Swim Club
5. Bulkley Valley Otters Swim Club

Top 10 BC Clubs in Retention of Swimmers (2017-18 to 2018-19 seasons)

1. West Vancouver Otters Swim Club
2. Bulkley Valley Otters Swim Club
3. Kitimat Marlins Swim Club
4. Island Swimming Club
5. KISU Swim Club
6. Waveriders Swim Club
7. Prince Rupert Amateur Swim Club
8. Wayland Swim Club
9. Kootenay Swim Club
10. Richmond Rapids Swim Club

People Keystone

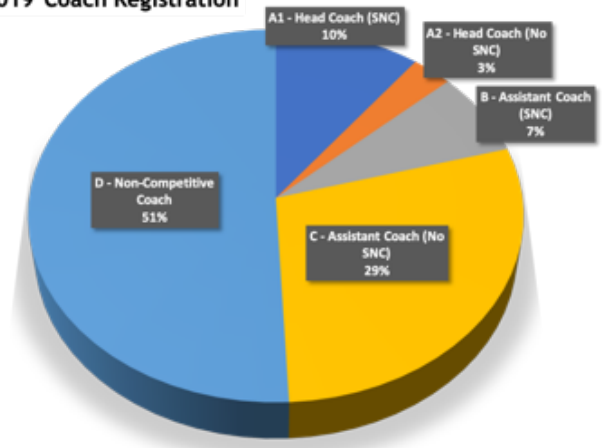


Registration Statistics (Coaches)

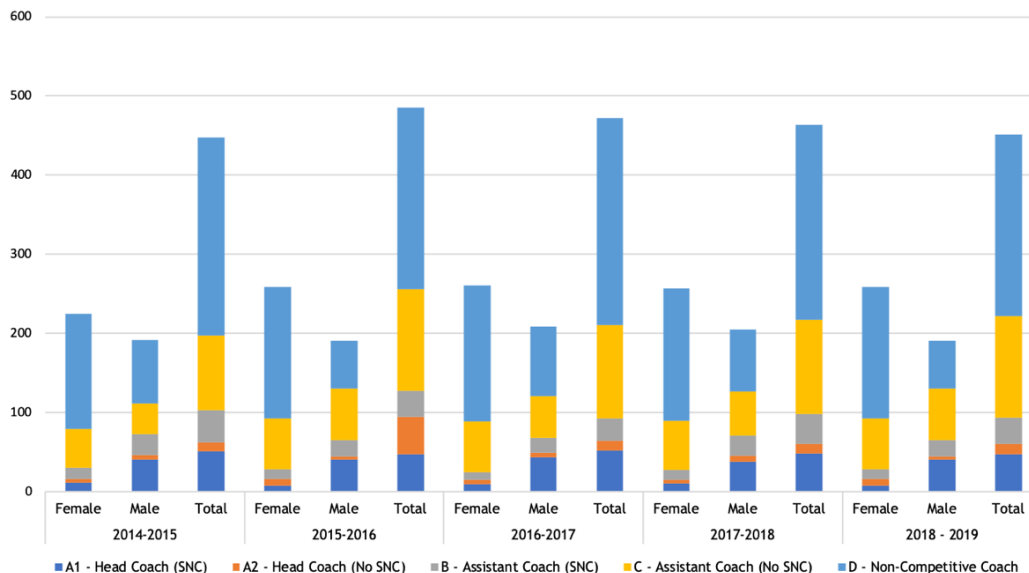
2018-2019 Swim BC Coach Registration

Member Category	Female	Male	Totals
A1 - Head Coach	7	40	47
A2 - Head Coach	9	4	13
B - Assistant Coach	12	21	33
C - Assistant Coach	64	65	129
D - Coach Non-Competitive	167	61	229
	259	191	451

2018-2019 Coach Registration



5 Year Coach Registration by Category



Coach Development

National Coaching Certification Program

	2017-2018
Community Sport Coach:	3 courses; 26 participants
Swimming 101:	9 courses; 96 participants
Swimming 201:	1 course; 9 participants
Swimming 301:	

	2018-2019
Community Sport Coach:	3 courses; 26 participants
Swimming 101:	9 courses; 120 participants
Swimming 201:	1 course; 6 participants
Swimming 301:	1 course; 29 participants

Women in Coaching

Swim BC secured a LeadForward Grant: Advancing Balanced Representation in Sport, from viaSport, to support the Women in Coaching Luncheon at the BCSCA Conference.

BCSCA Coaches' Conference

211 coaches from across Canada attended the 2018 BCSCA Conference.

People Keystone



Registration Statistics (Officials)

Certified Officials by Level

	2018-19	2017-18
Level I	1306	918
Level II	243	183
Level III	43	40
Level IV	46	40
Level V	43	35
Total	1681	1216

Certified Officials by Region

	2018-19	2017-18
Kootenay	69	59
LMR	632	396
North East	146	178
North West	29	26
Thompson-OK	431	330
Vancouver Island	341	341
BC (non-affiliated officials)	16	27
Master Clubs	17	15



Officials Development

Courses conducted by Region

	2018-19	2017-18
Kootenay	5	6
LMR	19	22
North East	23	15
North West	0	0
Thompson-OK	14	13
Vancouver Island	9	7

Growth Leaders - Officials Top 5 BC Clubs

1. Comox Valley Swim Club
2. Pacific Sea Wolves
3. Chena Swim Club
4. Summerland Orcas Swim Club
5. Surrey Knights Swim Club

Officials attending National Meets

	2017-18	2018-19
Westerns Cdn Champs	60+	3
Cdn Championships	2	3
Cdn Trials	7	2
Cdn Junior Champs	5	3

Swim BC Officials Symposium

45 Level III, IV & V officials and Club Director of Officials, from across the province, attended the Swim BC Officials Symposium - September 15, 2018.



Organization Keystone

Milestones

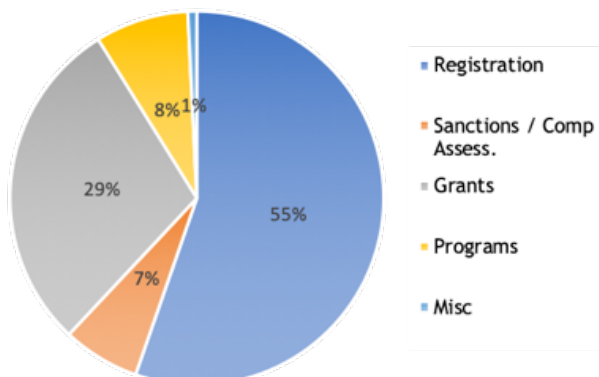
- Swim BC Club Manual introduced in August 2019 - comprehensive guide to assisting volunteers in the operation of our member clubs - governance, directors' responsibilities, meetings, committees, complaint management, human resources, programming, finances.
- Complete over hall of the club registration requirements and registration manual
- Major inroads in the re-drafting and re-writing Swim BC policies - work will be ongoing, active and high functioning Policy Committee.
- Policies re-located on Swim BC website, now aligned with governance - stand-alone PDF documents easily accessible by membership.
- Board of Directors successfully revised and operationalized committee structure; committee chairs roles and responsibilities established; committee Terms of Reference revised.
- Profound work accomplished in the area of fiscal management - financial reporting, bookkeeping acumen and internal systems. Accounting consultant retained for 3 months to identify and rectify bookkeeping issues (clean up journal entries, bad debt accounts, reverse stale-dated cheques, re-assign misplaced journal entries, address prepaid expenses, etc). Researched and assessed organizational GST rebate eligibility (not eligible), wrote off GST receivables from past 3 fiscal years as bad debt.
- Initial reduction in organizational risk via policy review and modernization
- Secondary revision of organizational Bylaws - closer alignment with current operations and Government of BC Societies Act (2015)



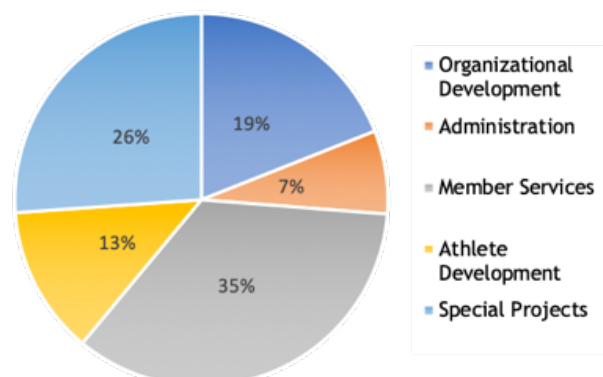
Fiscal Responsibility - Operating Budget

Revenue	2018-19	2017-18	Expense	2018-19	2017-18
Registration	\$895,755.00	\$810,515.00	Org. Development	\$272,334.00	\$239,874.00
Sanctions/Comp Assess.	\$108,094.00	\$99,520.00	Administration	\$103,680.00	\$69,175.00
Grants	\$471,976.00	\$447,056.00	Member Services	\$498,776.00	\$388,995.00
Programs	\$130,674.00	\$114,973.00	Athlete Development	\$184,736.00	\$227,223.00
Misc	\$11,480.00	\$11,480.00	Special Projects	\$374,179.00	\$452,177.00

2018/19 Revenue Distribution



2018/19 Expense Distribution



Swim BC Staff:

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Senior Manager - Technical Operations
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Partnerships





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