



# Strategic Plan

2023-2028



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## Land Acknowledgement:

Swim BC and our Members gratefully acknowledge that we live, work, and enjoy our sport on the traditional and unceded territories of all Indigenous Peoples across all regions of British Columbia.

# Welcome

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On behalf of the Board Members of Swim BC, I thank you for your time spent reviewing the new Swim BC Strategic Plan.

The development of this plan was an intentional process designed to map out and prioritize the most important strategies that will allow Swim BC to fulfill its obligations to our valued members. At the outset of our planning process, our desire was to embrace an inclusive approach, ensuring that as many members, stakeholders, and community partners as possible could contribute to the plan. Community engagement was viewed as not only important but also essential to engage and facilitate discussions. We initiated the strategic planning process by conducting the Sport Culture Index exercise early in the planning phase. The findings and work arising from this culture review were essential to the strategic planning process. As a result of the efforts of the Board, the staff of Swim BC, and the membership, we present this plan to you as a roadmap through 2028 and as a commitment to the work Swim BC will undertake on your behalf. We also commit to regularly reviewing the plan, knowing that plans often require some revision over time.

**Jeannie Lo, President**



# Swim BC's Legacy



**Swim BC is the custodian of a rich history.** The BC sporting landscape has been profoundly shaped by the many successes of competitive swimmers, coaches, volunteers, and clubs. From the turn of the 20th century through the 1930's to present day Olympians and Paralympians, **Swim BC takes great pride in representing this sport** and the individuals and organizations that pursue opportunities for all British Columbians. **Founded in 1974, Swim BC is proud to support all members past and present, and our province-wide love of the water.** The 2023 Strategic Plan will continue to support our members, the pursuit of their greatness, and continue the legacy of our sport.



# Our Role

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**We work with our clubs to support their mandate, to achieve growth, progress, and resiliency in achieving their objectives.**

- Swim BC is both a governing body and member services organization, and as such, our mandate can be difficult as we navigate the water between the two roles. Our governance role addresses structures, systems, application of rules, sanction authority and policy development. The member services role is a responsibility of supporting, developing, advocacy and shaping quality opportunities for our members
- We represent a large and diverse membership engaged in a wide variety of roles and responsibilities. Swim BC seeks to support all members of our community, providing tools, resources, and opportunities to encourage excellence across the developmental continuum
- We represent our membership to stakeholders such as viaSport, the Government of BC, Canadian Sport Centre-Pacific, Sport BC and Swimming Canada, ensuring accountabilities are accomplished and resources are maximized
- Swim BC develops technical programming to assist in the performance development outcomes of our members and the facilitation of provincial competition
- We support the delivery of our sport through coach and officials' development, certification, and vetting eligibility
- Working proactively as a sector leader, we embrace the safe sport movement, addressing all areas of our culture, habits, and mechanism of our programs to ensure every member's swimming experience is enjoyable, welcoming, and accessible.





# Our Strategic Planning Process

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Involving and collaborating with the swimming community in the engagement process was important to us, as we continue to look to build positive relationships with the membership

The Board of Swim BC viewed strategic planning as an intentional process, to help our current and future leadership map out and prioritize the most important strategies to allow the organization to review and fulfill its mission. Our process was designed to create opportunities to engage key stakeholders with a view of increasing capacity and interest in helping implement the plan.

The following points describe our strategic planning process:

- We endeavoured to make the process inclusive, ensuring that as many stakeholders and members were able to contribute to the plan as possible
- Multiple engagement tools were utilized including a broad membership survey, focus groups with members, interviews with key stakeholders and staff, and a workshop with the Board of Directors
- Alignment of the strategic planning process with the Sport Culture Index initiative
- We endeavoured to understand the needs of our membership to effectively inform Swim BC programming
- The process committed to reviewing the foundational statements of vision, values, and mission with the intent to better express the strategic direction and key priorities for the next four years.

# Time Line



# Vision

**“A thriving swimming community inspired to achieve our individual and collective best.”**

The vision of Swim BC recognizes that the swimming community as a whole will only thrive if each individual is inspired to be the best they can be and reach their personal potential, whatever that may be. As a collective community, we will only thrive when athletes, coaches, officials, volunteers, and administrators come together to adopt and exemplify leading practices for the sport of competitive swimming.



# Mission

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“Supporting competitive swimming through leadership, connection and governance.”

The mission statement of Swim BC recognizes its crucial role in supporting the entire competitive swimming community, including clubs, athletes, coaches, officials, and other volunteers. This is achieved through ongoing leadership, creating opportunities for community connection, and ensuring fair and effective governance of the sport of swimming.

# Values

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## COMMUNITY

Swim BC values fellowship and collaboration within the swimming community, where we, as a collective group of individuals and organizations, come together to create meaningful connections and experiences. We strive to foster an environment of fair play, professionalism, and fun in all aspects of our sport.

## INTEGRITY

Through strong moral principles, Swim BC is committed to accountability, balanced decision-making, ethics, transparency, and collaborative work with the community to build and enhance trust.

## INNOVATION

Swim BC acknowledges that to create a thriving swimming community, we must embrace forward thinking, be progressive, maintain an openness to continuous learning, and approach our endeavors with boldness and courage.

## STEWARDSHIP

Swim BC recognizes that it is entrusted with the responsibility of managing and caring for the sport of competitive swimming. It understands that success can only be achieved by modeling exemplary behaviors, providing quality programs and services, and ensuring the effective sustainability of both the sport and the organization.



# Strategic Directions

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- 1 Partnerships  
+ Collaborations
- 2 Inspiring Leaders
- 3 Growth of Sport



“We know we are successful when we see an increase in trust and relationships”

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## Partnerships + Collaborations

### PRIORITIES

1. Develop and implement a communications strategy that encompasses all internal and identified external partners
2. Create opportunities to connect in new ways with the membership and facilitate the opportunities for membership to connect with each other
3. Create opportunities to connect, engage, and collaborate with other swimming organizations
4. Develop strategies to enhance partnerships and relationships with internal stakeholders, such as clubs, the coaching community, officials, and affiliated organizations
5. Develop and implement an effective competition structure in collaboration with the swimming community
6. Support a healthy and engaged committee structure that fosters a sense of belonging and inclusion and provides opportunities for effective collaboration with the swimming community
7. Provide opportunities to enhance relationships with alumni.



# 2

## Inspiring Leaders.....

We know we are successful when the swimming community has access to tools and resources that inspire leadership, and when they have incorporated these into their delivery of programs and services.

### PRIORITIES

1. Support, develop, and implement the online learning hub.
2. Support the recruitment and retention of coaches, officials, and athletes.
3. Support the education and development of officials.
4. Implement and look to continually improve the Swim BC Club Excellence program and provide tools and resources to support healthy and robust clubs.

5. Support the education, training, and ongoing development of coaches, including the identification of key areas to enhance effective coaching.
6. Provide opportunities to enhance club board leadership and promote good governance within Swim BC clubs.





# 3

## Growth of Sport

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We consider ourselves successful when we observe an increase in diversity within the sport, higher swimmer registrations, and stronger relationships with facility providers that have a meaningful impact.

### PRIORITIES

1. Identify and launch a pilot project to introduce new groups to the sport of competitive swimming

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2. Identify and develop a plan to collaborate with identified municipalities/facility providers regarding facility access and development

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3. Develop and implement an advocacy toolkit that clubs can utilize to engage and partner with local municipalities and facility providers

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4. Develop, adopt, and implement an Equity, Diversity, and Inclusion Strategy

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5. Continuously enhance processes and policies that create and support a safe and welcoming environment for all members of the swimming community.

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# Organizational Core Competencies

Swim BC is committed to ensuring that a strong foundation is in place for the organization and is further committed to continual improvements by adopting and implementing recognized leading practices for organizational success.



Practices include, but are not limited to:

1. An informed governance structure that exemplifies and practices good governance
2. Intentional planning that incorporates both strategic and operational planning, as well as risk management planning
3. Financial processes, practices, and controls with an established accountability structure
4. A human resource plan with developed and approved policies for both paid and volunteer personnel
5. Approved policies and processes that support organizational effectiveness.





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