

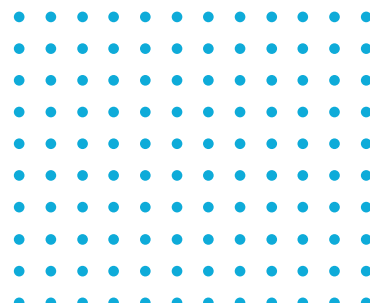


# SWIM PEI

## 2024-2027 STRATEGIC PLAN



40 ENMAN CRESCENT,  
CHARLOTTETOWN, PE  
C1E 1E6



# VISION, MISSION & VALUES

## VISION

Swimmers, coaches, and officials have the opportunity to achieve their maximum potential.

## MISSION

To develop, promote and administer competitive swimming to its highest level for swimmers, coaches, and officials.

## VALUES

In all that we do, we will ...

- Respect people, processes, and policies.
- Strive for excellence.
- Act with honesty, integrity and fairness.
- Be transparent and open.
- Ensure safe and inclusive environments.
- Foster collaboration and teamwork.
- Promote and recognize performance.

# MANDATE

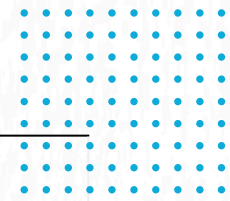
## MANDATE

As set out in the constituting documents, Swim PEI's mandate as a Provincial Sporting Organization is:

- To promote, administer and develop the sport of competitive swimming;
- To teach and encourage fair play and sportsmanship with emphasis on the enhancement of good character and citizenship;
- To exercise supervision and direction over its members, including athletes, coaches, officials, parents, administrators and spectators;
- To ensure that all members have the opportunity of presenting and having their views heard;
- To provide support and opportunity for swimmers, coaches, officials and administrators to improve and upgrade their skills;
- To actively promote, adhere to and support the objectives and policies of the national association for swimming, Swimming/Natation Canada (SNC); and
- To actively promote swimming as a fun, enjoyable, lifelong sport, that can provide positive experiences for all those involved.

# STRATEGIC PRIORITIES 2024-2027

- **STRATEGIC PRIORITY # 1: INCREASE THE NUMBER OF COMPETITIVE SWIMMERS REGISTERED WITH SWIM PEI.**
- **STRATEGIC PRIORITY # 2: INCREASE THE SUCCESS OF COMPETITIVE SWIMMERS AT ALL LEVELS.**
- **STRATEGIC PRIORITY # 3: INCREASE THE NUMBER OF QUALIFIED COACHES AT ALL LEVELS.**
- **STRATEGIC PRIORITY # 4: INCREASE QUALIFIED OFFICIALS AT ALL LEVELS.**
- **STRATEGIC PRIORITY # 5: STRENGTHEN SWIM PEI AS A WELL GOVERNED ORGANIZATION THAT IS FINANCIALLY SUSTAINABLE AND OPERATIONALLY EFFICIENT.**



## STRATEGIC PRIORITY # 1: INCREASE THE NUMBER OF COMPETITIVE SWIMMERS REGISTERED WITH SWIM PEI.

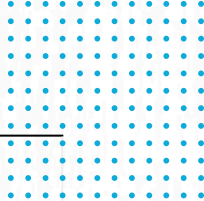
<b>Outcome</b>	More Island athletes choose to participate in the sport of competitive swimming.
<b>Rationale</b>	Swim PEI will promote the sport of competitive swimming across the province, highlighting the ability for life-long participation in the sport. Building partnerships will be central to growing participation in the sport.
<b>Objective 1</b>	<p><b>Promote the sport of competitive swimming on PEI.</b> <i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Promote swimming as a life skill and life-long sport.</li> <li>• Promote first time meets.</li> <li>• Work with clubs to promote the sport.</li> <li>• Develop a Masters Program.</li> <li>• Develop and implement a marketing and communications plan (social media, website, print, radio, Google Ads, newsletter).</li> <li>• Develop a new Swim PEI website.</li> <li>• Highlight and give recognition to national qualifiers through the website, social media, and newsletter.</li> </ul>
<b>Objective 2</b>	<p><b>Build partnerships to promote competitive swimming across PEI.</b> <i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Work with clubs to identify opportunity for growth.</li> <li>• Encourage the establishment of new clubs in other areas of the province.</li> <li>• Work with partner organizations to promote the sport among different cultures and communities across PEI.</li> <li>• Host meets locally with partners who sponsor the meet.</li> <li>• Seek partnership with the PEI School Athletic Association to promote competitive swimming as a school sport.</li> <li>• Partner with swimming lesson providers to promote competitive swimming when swimmers finish lessons or become lifeguards.</li> <li>• Work with clubs and facilities to utilize a broader approach to pool usage.</li> </ul>
<b>Plan Implementation</b>	The Swim PEI Board and staff will have responsibility for implementing this Strategic Priority.
<b>Outcome Measures</b>	<ul style="list-style-type: none"> <li>• Increase Swim PEI swimmer enrollment by 25% by September 1, 2027 as compared to September 1, 2023.</li> <li>• Increase the number of swimmers retained at each registration level year over year commencing September 1, 2024.</li> <li>• Increase Swim PEI’s public image by promoting and increasing traffic to Swim PEI’s website and social media including the publishing of monthly newsletters.</li> <li>• Develop and implement a strategy to obtain and retain community and private business partnerships and sponsorships.</li> </ul>



## STRATEGIC PRIORITY # 2: INCREASE THE SUCCESS OF COMPETITIVE SWIMMERS AT ALL LEVELS.

<p><b>Outcome</b></p>	<p>More Island competitive swimmers qualify and compete successfully at higher levels within the sport.</p>
<p><b>Rationale</b></p>	<p>As the Provincial Sporting Organization, Swim PEI creates the provincial conditions to support and enable athletes to realize their highest potential provincially, regionally and nationally.</p>
<p><b>Objective 1</b></p>	<p><b>Increase to the number of swimmers achieving national time standards.</b></p> <p><i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Promote provincial, regional and national competition opportunities to support the development of athletes.</li> <li>• Promote strong technical development across the clubs.</li> <li>• Bring in Olympic/national athletes to motivate swimmers.</li> <li>• Provide funds for athletes to attend meets.</li> <li>• Develop swimmer of the week program.</li> <li>• Collaborate with other provinces to ensure athletes are prepared for national competition.</li> <li>• Recognize the successes of Swim PEI athletes through the website, social media, media releases and newsletters.</li> <li>• Provide updates on successes after meets (% of times improved) on the website.</li> </ul>
<p><b>Plan Implementation</b></p>	<p>The Swim PEI Technical Director and Technical Committee will be responsible for supporting the Board in implementing this strategic priority.</p>
<p><b>Outcome Measures</b></p>	<ul style="list-style-type: none"> <li>• Strive for 100% improvement of every swimmer year over year.</li> <li>• Increase the number of swimmers registered as “competitive” year over year commencing September 1, 2024.</li> <li>• Increase the number of swimmers who qualify and attend national meets year over year commencing September 1, 2024.</li> </ul>





## STRATEGIC PRIORITY # 3: INCREASE THE NUMBER OF QUALIFIED COACHES AT ALL LEVELS.

<b>Outcome</b>	PEI has enough qualified coaches to ensure the technical development of athletes at all levels.
<b>Rationale</b>	Excellence in coaching is key to the technical development of competitive swimmers and their success in the water.
<b>Objective 1</b>	<b>Identify, recruit, and develop coaches at all levels.</b> <i>Key Activities:</i> <ul style="list-style-type: none"><li>• Identify former competitive swimmers who are interested in coaching.</li><li>• Clearly outline pathways to certification.</li><li>• Develop a coaching incentive plan, seeking to eliminate barriers to certification.</li><li>• Develop an annual coaching clinic schedule.</li><li>• Provide skill development clinics for coaches.</li><li>• Monitor coach training and certification.</li><li>• Maintain a list of all certified coaches on the Swim PEI website.</li><li>• Connect with Swim Canada to identify coaches across the country.</li></ul>
<b>Plan Implementation</b>	The Swim PEI Technical Director and Technical Committee will be responsible for supporting the Board and staff in implementing this strategic priority.
<b>Outcome Measures</b>	<ul style="list-style-type: none"><li>• Increase the number of certified coaches registered with Swim PEI by 25% by September 1, 2027 as compared to September 1, 2023.</li><li>• Increase the number of coaches obtaining each level of certification year over year commencing September 1, 2024.</li><li>• Promote professional development coaching opportunities and track compliance of each coach registered with Swim PEI.</li></ul>



## STRATEGIC PRIORITY # 4: INCREASE QUALIFIED OFFICIALS AT ALL LEVELS

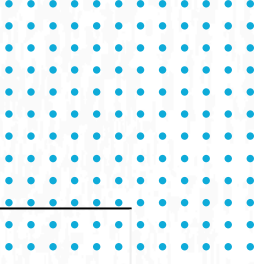
<b>Outcome</b>	PEI has an appropriate number of accredited officials at each level to meet its needs.
<b>Rationale</b>	Officials ensure the technical and administrative rules of competitive swimming are met, thereby ensuring that the competition is fair and equitable to everyone.
<b>Objective 1</b>	<p><b>Identify, recruit, and develop qualified officials at all levels.</b></p> <p><i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Identify former competitive swimmers or family members who are interested in being an official.</li> <li>• Clearly outline pathways to accreditation, and training opportunities.</li> <li>• Develop an incentive plan for officials, seeking to eliminate barriers to training.</li> <li>• Help with funding for officials' training and accreditation.</li> <li>• Provide mentoring opportunities.</li> <li>• Offer virtual sessions/lunch and learn for how to become an official</li> <li>• Develop an annual officials' clinic schedule in conjunction with meet schedule.</li> <li>• Partner with other provinces to provide more opportunities to develop officials.</li> <li>• Promote fair and respectful treatment of all officials.</li> <li>• Maintain a list of qualified officials on the Swim PEI website.</li> </ul>
<b>Plan Implementation</b>	The Swim PEI Officials & Competitions Committee will be responsible for supporting the Board and staff in implementing this strategic priority.
<b>Outcome Measures</b>	<ul style="list-style-type: none"> <li>• Increase the number of certified officials registered with Swim PEI by 25% by September 1, 2027 as compared to September 1, 2023.</li> <li>• Increase the number of officials obtaining each level of certification year over year commencing September 1, 2024</li> </ul>



## STRATEGIC PRIORITY # 5: STRENGTHEN SWIM PEI AS A WELL GOVERNED ORGANIZATION THAT IS FINANCIALLY SUSTAINABLE AND OPERATIONALLY EFFICIENT.

<b>Outcome</b>	Swim PEI has the human and financial organizational resources needed to meet its goals, and members and partners have continued confidence in the good governance of the organization.
<b>Rationale</b>	The organization must continue to build on its strong organizational foundation as a trusted and valued leader in administering the sport of competitive swimming in Prince Edward Island.
<b>Objective 1</b>	<p><b>Strengthen Board recruitment, retention and continue to build the governance skills of Directors.</b></p> <p><i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Develop a Board recruitment plan with a skills and experience matrix for Board Directors.</li> <li>• Create a robust Board Director orientation process.</li> <li>• Develop a Board succession plan.</li> <li>• Identify measures to ensure inclusivity and diversity within the Board in terms of cultural background, gender, regional representation, age, and other characteristics.</li> <li>• Provide professional development and educational opportunities for Board Directors to continue to improve their skills in good governance.</li> <li>• Review and update board and organizational policies (Human Resources, Financial, Board Governance).</li> </ul>
<b>Objective 2</b>	<p><b>Build communications around Swim PEI’s role with key stakeholders.</b></p> <p><i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Improve communications with swim clubs to clarify roles, leverage areas of collaboration, and strengthen relationships.</li> <li>• Engage with the community and funders to clarify the role of Swim PEI in competitive swimming; and promote the work of the organization.</li> </ul>
<b>Objective 3</b>	<p><b>Diversify the annual revenue sources of the organization.</b></p> <p><i>Key Activities</i></p> <ul style="list-style-type: none"> <li>• Review the funding model to explore additional revenue sources.</li> <li>• Seek partnerships and opportunities to increase annual revenue sources.</li> </ul>





<b>Plan Implementation</b>	The Swim PEI Board and staff will be responsible for implementing this strategic priority.
<b>Outcome Measures</b>	<ul style="list-style-type: none"><li>• Diversity targets for the Board are met.</li><li>• Increase participation by members and partners in surveys, Annual General meetings, and other engagement activities.</li><li>• Increase in percentage of new diversified annual revenue sources.</li></ul>

