



SWIMMING
PRINCE EDWARD ISLAND

**DEVELOPMENT OF A
STRATEGIC PLAN FOR SWIM PEI
2008 - 2012**

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Swim PEI
Strategic Plan 2008-2012
Draft July - 2008

A strategic plan provides a useful focus that energizes and moves the organization toward its mission and goals. Plus it provides a document that recruits others to the mission. In short, a strategic plan is a valuable guide to focus time, talent, and resources in running a successful organization.

Strategic planning is important yet many such plans are found on bookcases, not on the desktops being used. Swim PEI is choosing to develop a working document that becomes the backbone for directing the ongoing growth of the organization and members.

Swim PEI engaged a strategic planning process to continue to develop the objectives and initiatives of these six strategic areas that were identified in a March 2007 report. (See *The Atlantic Evaluation Group –March 11, 2007 Strategic Planning Session*).

The six strategic areas to be developed are:

- Organizational Development
- Engaging and Retaining Swimmers
- Recruiting, Supporting, and Retaining Coaches
- Recruiting, Supporting, and Retaining Volunteers
- Fiscal Responsibility
- Public Image and Perceptions

Guiding Principals

- Develop an ongoing working document
- Strategic plan will serve as road map in consistently evaluating and measuring progress and performance.
- A checklist on the path to success.



Top-Level Objectives

These are the major goals that need to be achieved in order for your vision for Swim PEI to be realised. At the conclusion of the planning days the group identified the top five priorities that could begin work immediately towards the growth of Swim PEI.

Objective # 1 Swim Camps

This is viewed as an opportunity to develop our swimmers and , at the same time present , an opportunity for the camp to become a key revenue source.

Initiative It is important for the technical director to spend some time and resources collaborating with the clubs, developing curriculum, recruiting participants, and solidifying coaches to develop these camps this summer. The growth of these camps year over year will be significant to the growth of Swim PEI.

Responsibility The Technical Director is responsible to deliver this objective.

Objective # 2 Development of a Calendar of Events

Consistently update and communicate to the membership a yearly planning cycle which would include:

- Develop and distribute key messages and dates
- Annual meet schedule
- Official's clinic information
- Coaching resources & training plan
- Volunteer information
- Club information

Initiative This can be done using the web site and a commitment to having someone update the information.

Responsibility The Technical Director , with input from the Technical Committee , is responsible for the development of the annual schedules for athletes, coaches and officials. The Executive Director is responsible for the communication plan.

Objective # 3 Recruit more athletes

- General public becoming informed to the benefits of swimming
- Parents of young families
- Red cross swimmers
- Rural athletes
- Recreational leaders/Physical Education teachers

Initiative Local clubs need to be aware of opportunities around them and coordinate with Swim PEI activities to attract new swimmers to the sport.

Responsibility The Technical Director is responsible for developing the recruitment plan. The Executive Director provides administrative assistance to aid in the delivery and is also responsible for implementing the communication strategy to the targeted audience.

Objective # 4 Define Technical Director Responsibilities

Technical Director Swim PEI Job Description needs to be communicated to the membership of Swim PEI.

Initiative The Swim PEI board , with input from the Technical Committee , needs to develop measures in which the Technical Directors performance will be evaluated.

Responsibility: Swim P.E.I. Board of Directors

Objective # 5 Identify funding models that can be modified to adopt a Swim PEI Model

Athletic & Coaches & Officials funding model

Staffing

- TD—Technical Director
- ED—Executive Director

New Programs –user paid

- Swim Camps
- Skills Camps

Permanent Fundraising

Corporate Fundraiser

Partnerships

Funding Partners

Initiative: Develop a long term funding model incorporating permanent fundraisers that will sustain the PSO long term. Move staffing positions from part-time to full time positions.

Responsibility: Swim PEI Board with input from the Technical Director and Executive Director



Vision Statement

- Vision statements will keep you moving in the right direction. It will help you stay focused on the big picture. Your vision statement serves as a compass to keep things going in the right direction. It helps you measure your progress, set goals, establish priorities.
- *Swimming Canada* "Swimming to win. Winning for life."
- Your vision statement propels your mission to specific strategies.

Following much debate it was enthusiastically agreed upon that Swim PEI adopt:

Swimming to Achieve, Excellence for life.

As a by product of this conversation it was agreed upon that the adoption of the tag line:

Swimming – the “BEST TIMES” of your life.

Mission Statement

Swim PEI will exist to:

- ✓ Improve the development of swimming
- ✓ Ongoing development of a comprehensive program of excellence for its members.

Core Values

The Core Values of Swim PEI are inclusive of all athletes, coaches, officials, volunteers, and administrators.

- **Leadership** Provide direction and guidance.
- **Accountability** Be accountable to membership for programs, actions, and sound financial planning.
- **Opportunity for Maximum Achievement** Deliver a quality program at every level of swimming
- **Opportunity for Maximum Potential** Develop swim program's that will allow every level of swimmer to grow.
- **Opportunity for Maximum Performance** Develop challenging programs for the best and highly motivated athlete.
- **Fun** Attract new swimmers . Sustain existing swimmers, volunteers and coaches by developing entertaining fun-focused programs to support the recreational, pre-competitive and competitive swimmers, volunteers, officials and parents.

Summary of Key Strategic Goals

- **Strategic Area** : Engaging and Retaining Swimmers

Objective 1 – Sustained annual increases in swimmer registrations at all levels.

Initiative Improved collaborative efforts with aquatic providers: i.e. Red Cross, I Can Swim, etc

- Average annual 5% increases in Swim PEI registrations for both pre-competitive and competitive
- Liaison with each pool facilitator

Initiative to develop a stepping stone of achievements

- Increase our numbers at the elite levels
- Qualify 15 – 20 swimmers at the eastern/western and age-group levels by 2010
- Qualify 5 – 8 swimmers at the senior national level by 2012
- Introduce a ladder of skills

Objective 2 – Maximize swimmer retention

Initiative Introduce different recognition programs appropriate to the different stages of development. Year End Wrap ups, ribbons, clothing, organized media campaigns, letters and report cards from Swim PEI. Completed by May, 2009 and updated reviewed on an annual basis.

Objective 3 – Development of a Swim PEI Team Program

Initiative Development of a comprehensive technical plan and curriculum for swimmers that is Province wide. Completed by September 2008 and reviewed/updated in May of each subsequent year.

Objective 4

To create a recreational /competitive stream

Initiative Development of a 10 and under program

Development of meaningful, challenging, and fun swim programs. Implementation by 2009/2010 swim year.

Initiative Development of 11 and up – recreational/pre-competitive vs competitive

Enhancements to the competitive opportunities and non competitive opportunities. .

Implementation by 2009/2010 swim year.

Initiative Creation of a strategy to reach out to the rural areas. I.e. Accessing schools, showcase meets, Red Cross swim programs. Implementation by 2009/2010 swim year.

Initiative Development of a meet schedule for both streams and 10 and under programs.

- Development of a year long meet schedule that can be posted and updated well in advance for all clubs, members, athletes, officials, administrators. Completed by September of 2008 and May for each & every subsequent year.

Objective 5

Development of coaching resources and coaching development programs.

- Initiative** In collaboration with Swim PEI provide all Swim PEI coaches with coaching resources. Completed and listed on website by May, 2009. Updated and reviewed annually.
- In consultation with the Technical Coordinator make Swim PEI the most qualified group of coach leaders in Canada by 2012
 - Provide on line coaching resources by Spring 2009. .
 - Provide mentorship opportunities by Spring 2009.

Strategic Area: Recruiting, Supporting, and Retaining Coaches

Objective

Coaching Education, Certification and Mentoring Program

The following initiatives & education standards will be set by Swim National Canada (SNC) and will be implemented by the Swim P.E.I. Board of Directors and staff.

Initiative Scheduled coach certification opportunities

- Mentoring program for higher level coaches to work with incoming coaches
- Retain technical director to help plan and administer Coaching Certification Programs

Initiative Development of a formalized coach mentorship programs

Initiative Development of additional formal and informal educational opportunities .i.e. Resource Library, drill of the month etc.

Initiative To have a dynamic empowered Tech Committee. (Develop job descriptions for coaches, policy and procedures to follow)

Initiative To have available dollars for coaches to attend meets.

- Research other PSO to see how they fund coaches and adopt a Coach funding policy in Swim PEI based upon this research.

- **Strategic Area: Recruiting, Supporting, and Retaining Volunteers**

Objective – Volunteers

Swim P.E.I. will develop programming for submission to the Island Clubs by November 2009.

Initiative Assist our clubs in developing strategies to increase and implement volunteerism.

- Treat present volunteers extremely well. I.e. Food – pamper them – T-shirts – thank you letters - Certificates – pins- volunteer rewards program.
- Education opportunities (Training)
- Email – keep in communication loop. Coordinate a Volunteer data bank. Calendar of Events. Great Communication – simply coordinated thru swim PEI.
- Volunteer recognition
- \$ Kickback for Volunteering (club decision)

Strategic Area: Organizational Development

Administration provides the support and programs, which guide and challenge the membership to achieve its vision:

Swimming to Achieve, Excellence for life.

Objective 1 Swimmers

Initiative – Enhancements to the swimming programs at all levels.

- Utilizing the Technical Director expertise to improve all programs

Objective 2 Coaches

Initiative – Development of an annual strategic plan for Swim PEI Delivery of coach certification clinics at all levels (I Can Swim, Skills Coach, Level 2, Level 3 course)

Initiative – Development of a formalized coach mentorship program.

Initiative – Development of additional formal and informal educational opportunities (Drill of the week, library resources, coaching partners)

Initiative – Development of a coach's compensation program.

Objective 3 Officials program

Initiative – Develop an updated Officials recruitment and retention program

Initiative – Increase the number of officiating clinics

Initiative – Develop a recognition program for officials

Objective 4 Volunteers

Initiative – Assist our clubs in developing strategies to increase parent volunteerism at the club.

Objective 5 Recognition Program

Initiative – Development of a Provincial-wide Officials, Swimmers, Coaches and Volunteer Recognition Program

Objective 6 Communication

Develop a continual process that aligns Swim Canada with Swim PEI and the ongoing activities of each organization.

Strategic Area: Public Perception and Image

Initiative – Development of an annual marketing campaign that could include:

- Establish a media campaign to include commercials, print - posters, web casting , Eastlink TV
- Promotion as an individual and team sport
- Participation in a sports fair
- Invite other groups to swimming meets/competitions
- SWAD promotion and recruiting
- Team training nights/social aspect of the sport
- Up to date and dynamic website
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Initiative – rural area recruitment of swimmers which would include school presentations through Physical Education departments.

Swim P.E.I. Executive Director will be responsible for the implementation of the annual campaign. Swim National Canada (SNC) will develop and establish the brand message for the campaigns and the PSO will tweak when/if necessary to ensure appropriateness for the Island audiences.

Strategic Area: Fiscal Responsibility

Objective 1

Develop a strategy for annual increases in Swim PEI revenues – Finance Committee under the direction of the Swim PEI Treasurer

Initiative Improve swimmer recruitment strategy to increase user fees – ED/TD & Board

Initiative Effective marketing for summer swim camps – TD responsibility

Initiative Development of new fund-raisers (plan for replacing East Coast) - Board & staff

Initiative Research other best fundraising practices within other sports and organizations – Board & ED

Initiative Development of a prospect list for corporate fundraiser – Board and ED

Initiative Identify and commit to one Provincial fundraiser per year in conjunction with local fundraising efforts – Board & staff

Objective 2

Improve Business Policy and Procedures

Initiative Development of a funding model for athletes/coaches/officials

Initiative Identify Best practices funding models in each specific area and modify and adapt to provide Swim PEI with sound policy around funding.

Initiative Increase communication strategies around funding and fiscal accountability

Initiative Development of a Swim PEI Resource binder for all new and existing board members, that will include but not be limited to; Strategic Plan, Swim PEI policies, Roles and Responsibilities for board members and sub-committee members, ED & TD job descriptions, Code of Conduct forms, SNC Officials book, annual Technical Manual and annual budget. Completed by November 2009 by the Swim PEI ED.

Objective 3

Increase relationship with government agencies

Initiative Develop local, provincial, and national relationships that could provide funding opportunities (i.e. hosting coaching certification clinics) Board responsibility led by the President and Executive.

Implementing the Strategic Plan

Implementation is the most difficult part of the strategic planning process. It's achieving the objectives set out in the plan while remaining alert and flexible to new opportunities as they present themselves.

The three major keys to successful strategic planning and implementation are commitment, credibility, and communication.