



Kamloops Classic Swimming

Strategic Planning Document

January 14th, 2011

Introduction

Purpose

This plan is designed to help guide the Kamloops Classic Swim Club in its pursuit of excellence in swimming and supporting athletes to achieve their individual potential.

The purpose of this plan is to provide swimmers, coaches, parents, administrators and other partners with a clear vision and a focus to ensure that day-to-day activities are aligned and coordinated with the longer-term vision for Kamloops Classic Swimming.

This document is the output of meetings with Board members, coaches and other swim parents that took place in Kamloops during the summer of 2008. This report includes 5 key sections:

- Introduction
- Strategic Framework
- Vision Statement
- Goals and Initiatives
- Next Steps

Background

This strategic planning process was a joint initiative of the KCS Board and Swim Coaches. It has involved the participation of the Board, full-time coaches and other members of the swim club. Administrators for Sport Canada, Swimming Canada and Sport BC were consulted in its development and a former swimmer and planning facilitator helped manage the process.

It is recommended that the Strategic Plan be refreshed every 3-5 years to ensure that it remains current with the Swim Club's direction and progress.

Strategic Framework

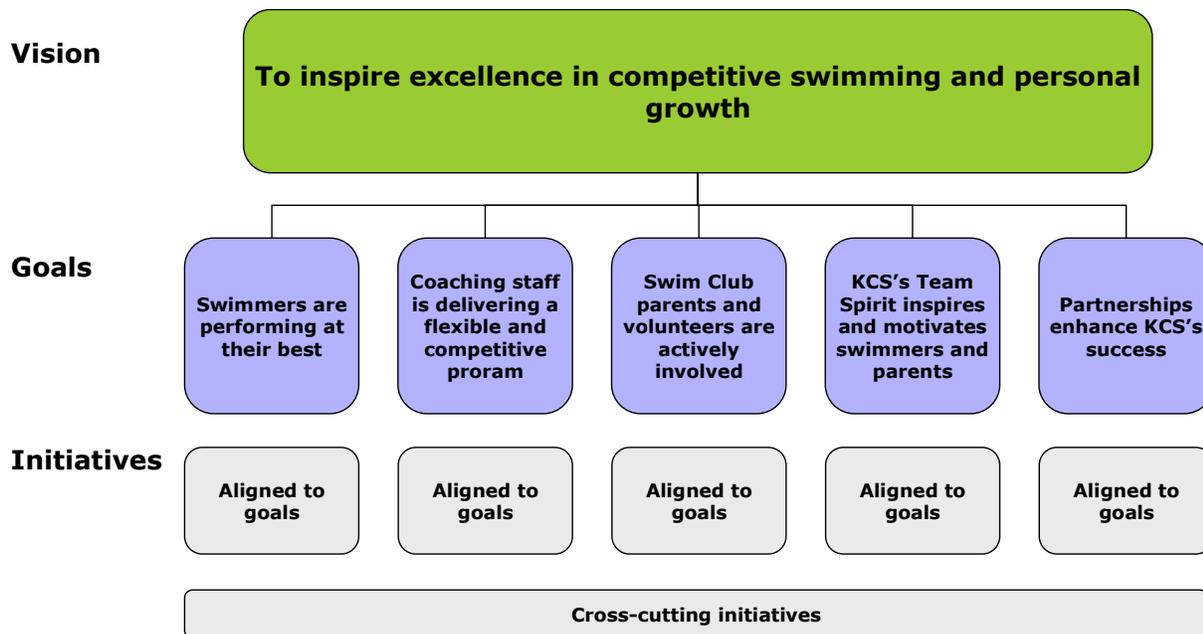
Our Strategy is composed of the following components:

Vision: Defines the overall outcome we are striving for over the next several years

Goals: At the highest level, goals define the main outcomes we are working to address. Success in each goal will result in the realization of our vision.

Initiatives: Individual activities, projects and operations that we undertake to support our goals and define what needs to be done to achieve them.





Vision Statement: To inspire excellence in competitive swimming and personal growth

Our vision reflects the following view of the future for Kamloops Classic Swimming:

- "Swim to Win" Swimmers are challenged to reach their own potential
- Swimmers are excited and inspired to be competing and training with KCS
- Excellence and high performance swimming results are encouraged and supported
- KCS provides opportunities for swimmers at all levels to grow and excel
- Swimming helps individuals grow and develop transferable skills that will be assets in other areas of their lives

Goals and Initiatives

The 5 goals highlighted in the strategic framework are described below in more detail. Each goal statement is followed by 1) a more detailed description of the goal and 2) some initiatives that KCS could implement to support the achievement of the goal and 3) performance targets for 2008-2012.

Goal #1: Swimmers are performing at their best

The goal statement reflects:

- Swimmers are the core focus of the KCS
- To be performing at their best, swimmers must be supported by a strong program and coaches and have access to sport psychology, nutrition and goal setting support.



- A critical mass of swimmers must be recruited and retained at all levels
- Swimmers will be accountable for their performance goals
- The majority of KCS swimmers will be performing above their expectations, in terms of best times, qualifying times and provincial/national team selections. Performing at their best can mean different performance goals for all swimmers in the club
- KCS relay teams will be prominent at all meets and competitive with other clubs across the province
- Swimmers getting excited about racing

Initiatives to address this goal:

- Clarify attendance and performance expectations of swimmers in different groups (schedule team or group meetings)
- Conduct performance and goal-setting sessions with swimmers and parents (if needed)
- Consolidate, develop and implement a plan for swimmer recruitment and retention
 - Olympic Way Program
 - Summer camps
 - Explore University Program
 - Take a more active role in promoting and running the Elementary School swim meet: try to ensure more KSC swimmers are on hand to help out

Goal #2: Coaching staff is delivering a flexible and competitive program

The goal statement reflects:

- Coaches are central to the success of swimmers and the KCS
- Coaches develop the program and supports needed for swimmers to excel
- Coaches will have the appropriate skills, training and attitude to fulfill their role and help swimmers achieve their personal best

Initiatives to address this goal:

- Clarify coach performance expectations and responsibilities. Develop a model for evaluating coach performance against agreed-upon expectations.
- Provide coaches with training and performance development opportunities
- Explore the development of an incentive program for coaches
- Explore ways to increase Board support for the coaches and Swim Club Administration. Options include:
 - changes in club structure to create more working committees on the Board and to shift some administrative responsibilities from coaches to Board and club members
 - more education for parents on what to expect—what is expected of them and their swimmer in terms of attendance, volunteering, etc.

Goal #3: Swim club parents and volunteers are actively involved

The goal statement reflects:

- Without the support of parents and community volunteers, KCS could not operate at its current levels
- Parents and volunteers play an important role in the club as members of the Board, meet organizers, officials and fundraisers

Initiatives to address this goal:



- Develop a communications plan to target stakeholders, including KCS members,volunteers, staff, parents and Board
- Clarify Board member performance expectations and responsibilities. Develop a model for evaluating Board member performance.
- Explore structuring the Board around portforlios (Communications, Fundraising, Partnerships, Volunteers etc.)
- Develop guidelines for volunteers
- Develop a plan for engaging more parents and community members in volunteering with KCS

Goal #4: KCS’s team spirit inspires and motivates swimmers and parents

The goal statement reflects:

- KCS is a club with a powerful sense of team
- Every swimmer is a valuable member of the team
- The club inspires and motivates swimmers to be better athletes and to contribute back to the club

Initiatives to address this goal:

- Develop a communications plan to target KCS stakeholders
- Get new uniforms and put a mandatory dress code in place for swim meets.
 - Make uniforms more consistently available (to replace losses, provide for new members, etc.)
 - Explore sponsorship partnerships
- Designate a “team leader” at swim meets
- Senior/junior level interactions, “Swim with the Stars” program
- Designate a team captain (for each group)
- Develop a recognition program for swimmers, coaches and volunteers

Goal #5: Partnerships enhance KCS’s success

The goal statement reflects:

- Community and strategic partnerships are central to KCS’s success
- KCS will have access to the appropriate swim facilities, including sufficient pool time and lanes
- KCS will have productive working relationships with facilities and swim meet organizers
- In the next 3-5 years, KCS will formalize 2-5 partnerships with local organizations or agencies including the City of Kamloops, School Districts, TRU, among others

Initiatives to address this goal:

- Develop an action plan for establishing strategic partnerships
 - Consider recruiting and involving parents with ties to these organizations or agencies
- Ensure that the external community is reached through communications
- Fundraising activities
- Bid for and ensure success of meets, which are good for KCS and for city businesses
- Plan for acquisition/replacement of equipment required for meets (starting devices, hardware, software, touchpads, etc.) and well as for training

