



STRATEGIC PLAN

SASKATOON GOLDFINS SWIM CLUB

2023 - 2026



President's Address

On behalf of the Board of Directors, I am delighted to present to you the SGSC Strategic Plan 2023–2026, which outlines the strategic visions and goals we have identified to help the SGSC realize its full potential and better fulfil its mission to serve the local community as well as the wider community as global citizens.

The development of this strategic plan reflects the commitment to our own continuous improvement. We have reflected on what we do well, and where we can develop and improve our approach. We sought feedback and engagement from our community of athletes, membership, coaches – as well as our stakeholders – leveraging our collective wealth of experience and knowledge. We have considered how we are fulfilling our purpose, and how we can further build on our achievements and continue to add value.

We revisited and refreshed our vision, mission, and values, and have identified four strategic objectives as well as underpinning actions which will guide us through the next three years, and to be the lighthouse to guide beyond our foreseeable future.

We would like to take this opportunity to offer our sincere gratitude to all those who have contributed to the various stages of the formulation of this Strategic Plan. We call on the continued support of the entire SGSC community to make this plan a success.

May I thank you heartily for taking an interest in the future of SGSC and the communities we serve.

A strategy should not involve safe planning and decision-making that is focused on what will happen. If your strategy is not profoundly painful to you or very uncomfortable, you are not being very strategic. Really, a strategy is a list of things you are not doing.

Reed Hastings, Netflix founder



Randall Keays

President, Saskatoon Goldfins Swim Club

A Message from the Head Coach

Hello Goldfins,

As you are likely aware, in the spring of 2022 the Board of Directors started the process of building a post pandemic strategic plan. Our main objective was to define the pillars that the Club will use as our cornerstones as we continue to evolve post pandemic. I want to thank everyone that participated in the project through the survey process, the facilitated discussions, the focus groups and the executive priorities. Special thanks to Randall Keays, Tracey Kennedy, Belinda Bilous, Tanya Gokavi and Kelly Kozack for the countless hours they have poured into the project. Thanks to collaborative efforts of all parties, our Strategic Plan 2023-2026 is now set and ready to share.

Please take some time to read over the board approved plan and familiarize yourself with our Mission, Vision and Values, along with the strategic pillars and expected outcomes. It will be a team effort to implement the plan, to live the values and to see the vision come to life. By reading the Strategic Plan now we can all start on the same page.

On behalf of the Board of Directors, our Head Coach and our staff, thank you for your input on the Goldfins Swim Club and for being a part of our present and future.



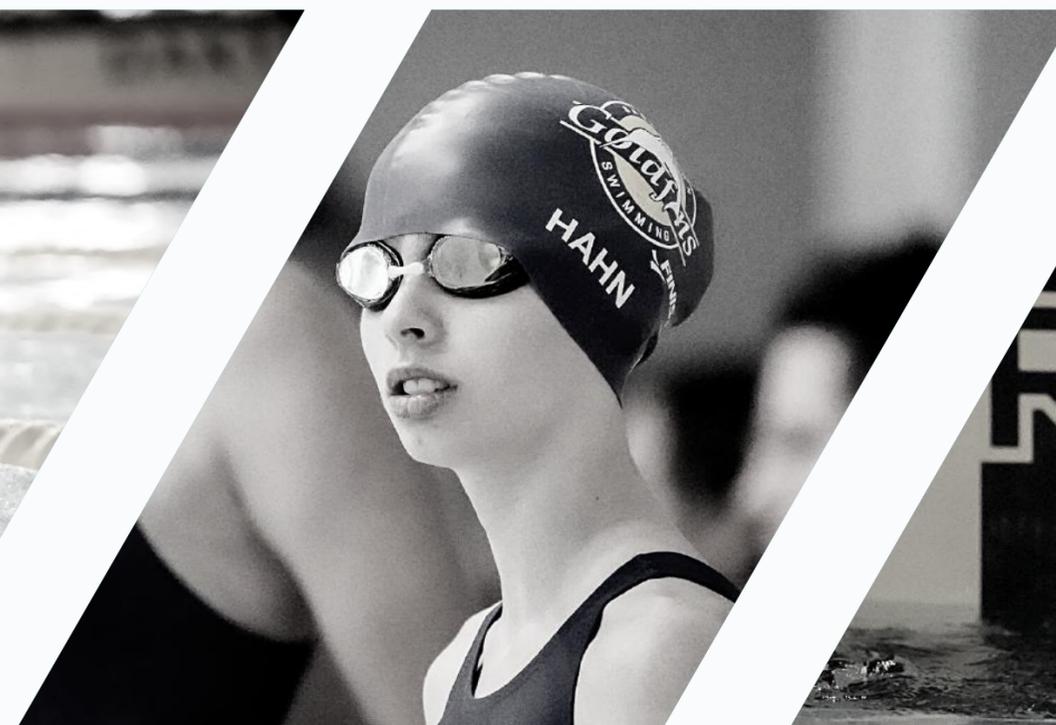
Steven Hitchings, ChPC, NCI Advanced Coach
Head Coach, Saskatoon Goldfins Swim Club

VISION

Excellence in sport, excellence in life.

MISSION

Saskatoon Goldfins provides growth and development opportunities to teach life skills through the sport of swimming. Our successes are celebrated by the excellence we achieve in and out of the pool.



VALUES



INCLUSIVE

We provide opportunities and pathways for all ages, abilities, cultures, and identities.



COMMUNITY

We are stronger when we support each other through our challenges and celebrate our successes.



COMMITTED

We show up for ourselves and for our team.



EXCELLENCE

We work to achieve our best as an organization and as individuals.



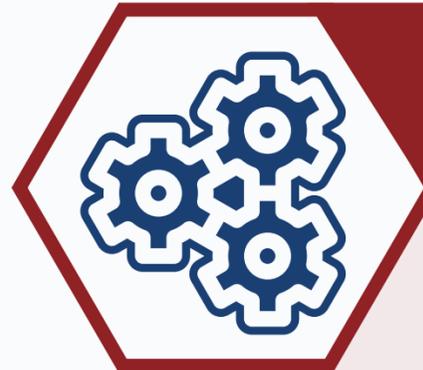


STRATEGIC PILLARS



GROWTH & DEVELOPMENT

Expand the club's recruitment, development, and retention initiatives.



ORGANIZATION & GOVERNANCE

Oversee the Goldfins effectively and efficiently.



ATHLETE PERFORMANCE

Develop each swimmer to their top performance.



COMMUNICATION

Enhance communication practices, both internally and externally.



GROWTH & DEVELOPMENT

Expand the club's recruitment, development, and retention initiatives.



Expand programming that supports athletes' development

- Develop athlete and parent education resources
- Grow the Junior Goldfins program
- Initiate a Huskies competitive varsity club swimming program
- Create initiatives that increase the accessibility of swimming

Encourage the development of coaches

- Provide supportive educational opportunities for coaches
- Create a coaching succession plan

Grow the volunteer base

- Recruit masters swimmers and alumni as volunteers
- Build and strengthen the capacity of trained officials
- Expand volunteer engagement practices



ORGANIZATION & GOVERNANCE

Oversee the Goldfins effectively and efficiently.

Optimize the board's governance structure

Define the board's governance and operational roles and responsibilities

Establish a review schedule of the bylaws and Manual of Operating Procedures (M.O.P.s)

Support and develop the human resources required to achieve the club's mission

Create mentorship opportunities

Create a succession plan for Board

Implement committees that support the board's work

Secure, develop, and increase resource

Provide appropriate oversight to the operational plan

Seek and pursue external funding opportunities



ATHLETE PERFORMANCE

Develop each swimmer to their top performance.

Build a pathway that promotes athletes' engagement and continuous improvement

- Review and align the club's group structure to match its evolution
- Create a program that supports swimmers' multi-sport participation
- Identify swimmers for provincial team training opportunities
- Develop a talent identification stream to support pursuit of the national team

Increase the club's high performance outcomes

- Recognize swimmers' achievements
- Establish a process for reporting swimmers' progress to families
- Support swimmers to qualify and re-qualify for provincial and national meets as they age up





COMMUNICATION

*Enhance communication practices,
both internally and externally.*

Heighten awareness of the club

Enhance the promotional plan and branding package

Maintain the club's social media presence

Strengthen relationships with sponsors and partners

Enhance the club's #GoldfinsGiveBack community initiatives

Deploy tools that improve the efficiency and effectiveness of the board and staff

Develop a communications policy and plan that outlines the board's, committees', staffs' and volunteers' roles and responsibilities

Utilize Office365 to harness data and optimize operational efficiency

Enhance the communication pathway between the club and its members

Develop welcome strategies and information-sharing opportunities

Support the transition of families between junior and competitive programs

THE PROCESS





Saskatoon Goldfins Swim Club

goldfins.ca

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