

STRATEGIC PLAN 2015-2028





INTRODUCTION

The board of director of the Regina Optimist Dolphins Swim Team and the General Manager, are pleased to update the strategic plan toward 2028. As a TEAM, we achieved several goals that we set in the strategic plan 2014-2020. The new plan will ensure the continuity of the good results that we had the past 5 years while respecting our mission and our vision.

By 2028, the Regina Optimist Dolphins Swim Team will strive to become a leader in swimming in Canada. **Our Mission:** To develop each swimmer to his or her fullest potential through quality programs. **Our Vision:** To be the dominant Swim Club in Saskatchewan and the National Leader in athlete development by providing swimmers with innovative, educated and enthusiastic programming.



Photo: Daren Stewart



Our Vision and Goal for 2028:

The ROD will train our athletes to be able to compete with the best swimmers in the country and the world. The ROD wishes to be recognized as a model organization in Canada.

To achieve our goals, we will need to have the courage, boldness, organizational professionalism, resources, team spirit and commitment of all our members and partners.



How are we going to get there?

First, we will do everything in our control to be a leader in performance and athlete development. **Next**, we will strive to be a leader in terms of organizational excellence. We want to increase our net revenue by at least 60% compared to 2014 in order to better support our operations and achieve the desired results.

We will focus on professional development, build stronger partnerships and intensifying the organizational effectiveness of the ROD.

Finally, the ROD recognizes that we cannot achieve the 2028 Vision without the support and assistance of our community. Coaches, sponsors, members, partners and swimmers of all ages and skill level are necessary contributors to ensure ROD are leaders in swimming excellence.



Philosophy:

- We are dedicated to excellence in life and sport through pride, discipline, loyalty and commitment.
- Our philosophy is based on the stages of the Long Term Athlete Development Program (LTAD)
- Athletes will be supervised in an appropriate and safe environment for all levels of swimming.
- We will create a winning culture.
- The coach and the team must have unconditional faith and belief in their athletes and themselves.

OUR TWO-STRATEGIC FOCUS

**ROD as a leader in Swimming
Canada and Athlete
Development**



**ROD as a leader in
Organizational Excellence**

Goals:

- Keep improving our High-performance competitive strategy.
- Provide a stimulating and rewarding environment in which swimmers of all levels can reach their full potential (High Performance or Swim for Life)
- Encourage the involvement of athletes by establishing team and personal goals.
- Develop and support athletes in their quest for excellence and the Olympic pathway.
- Place several swimmers on the National Team.
- Team building: to be proud to wear the ROD colors.
- Offer national and international racing opportunities.



BOARD MEMBERS

Goal: Develop and implement organizational structure within the Board function.

Strategy:

Actively set policies and ensure resources are available to carry out our Mission.

Each member will have a specific role and task to perform during the season with a schedule determined by the President.

Review and revise accountability documents annually including:

- Bylaws
- Board policies
- Organizational policies
- Operational procedures

Manage effective and consistent policies as procedures. In doing this we ensure the content provides guiding principles and methods for accomplishing objectives.

Become a Swim Canada Club Excellence affiliate and progress towards certification.

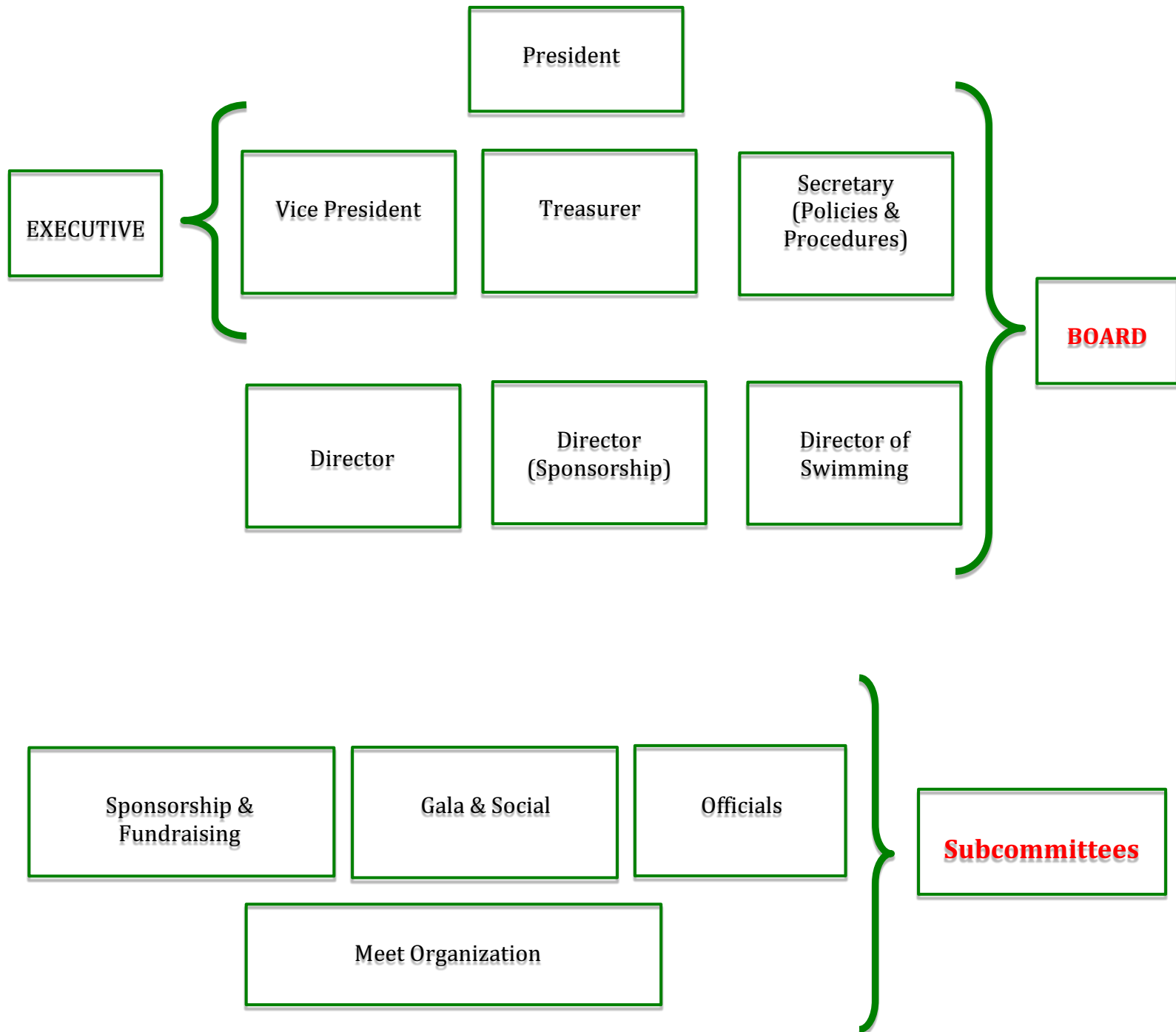
Clear standards and expectation:

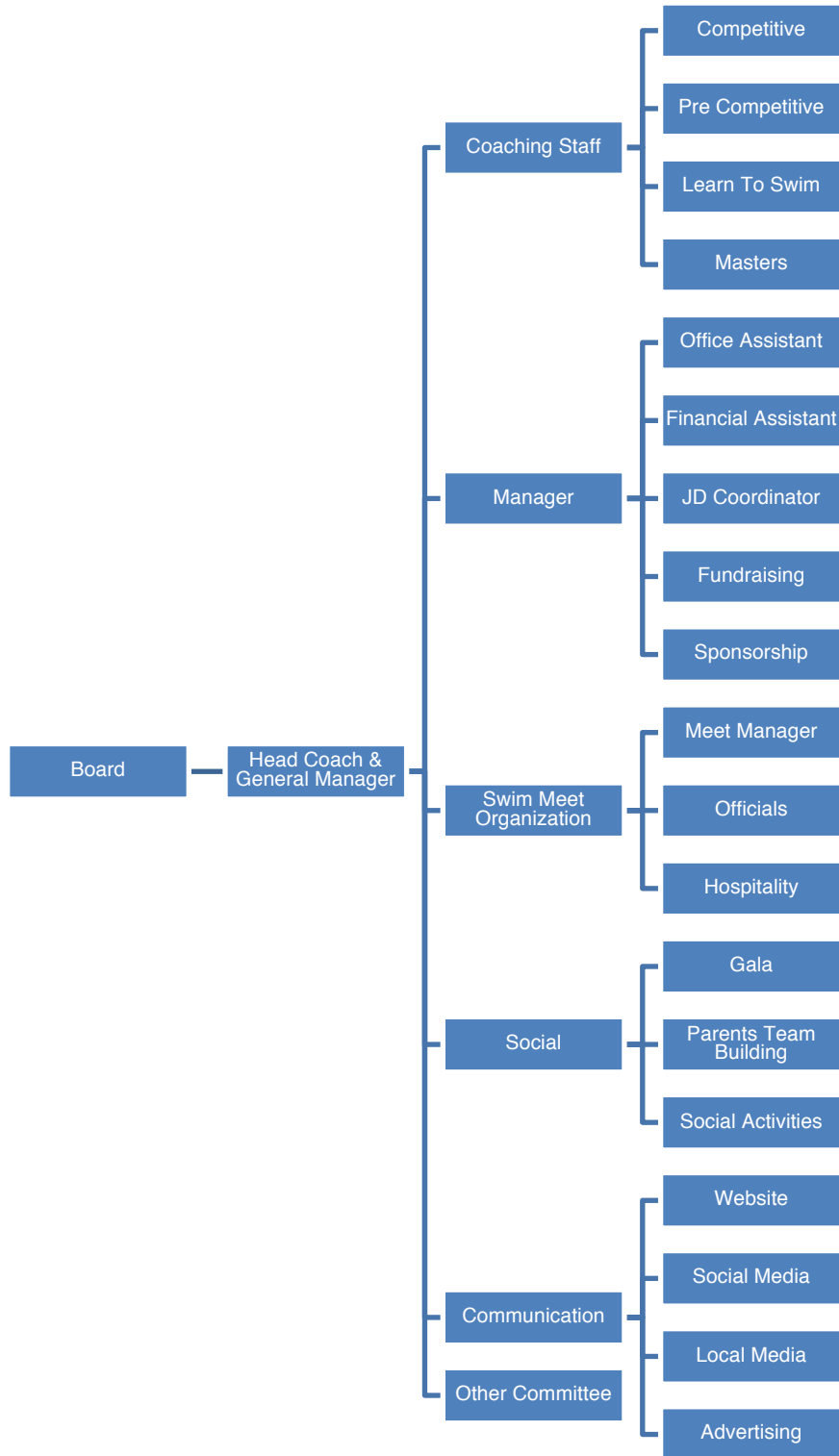
- The Growth of the team by 2028. (Quantity and Quality)
- Swimmers and Team progression
- Coaches Education.
- Parents Education.
- Swimmers Education.
- Officials Education.
- Clearly defined job descriptions and time commitment.

Actively utilize the evaluation and reports for:

- Staff evaluation
- Volunteer evaluation (Board member, officials and subcommittee)
- Team goals and progress

BOARD STRUCTURE





GROWTH

Develop and implement marketing campaign to attract new members:

- Schools connection.
- Day camp during school breaks and Holiday.
- Summer technique camp.
- Undertake recruitment in other programs of the city.

Competition Development

- Structure and deliver a training support program that maximizes Long Term Athlete Development (LTAD)
- Develop opportunities for athletes and coaches to excel: Each competition should be a training experience for swimmers and coaches. The choice of the competition is based on the level of the swimmers and the budget for the season.
- Offering racing opportunities for Provincial level swimmers.
- Offering racing opportunities for National Level swimmers.
- Offering racing opportunities for International Level swimmers.
- Organize more Development competition each season to increase revenue and attract potential swimmers.

Training Development

- Align all programs with the LTAD model.
- Develop and implement program evaluation plan to monitor achievement of objectives 2015-2028; Evaluation by statistics (membership / Performance at provincial and national Swim Meet).



Pride, Discipline, Loyalty, Commitment and Respect



COMMUNICATION

- Build a plan for efficient communication and expectations of swimmers and parents.
- Through activities and conferences provide athletes and parents with the tools necessary to help each swimmer achieve excellence.

Social Media:

- Reinforce positive brand image of our program.

Maintain a formal communication network with all of our members:

- Weekly Newsletter for all parents.
- Monthly Newsletter for Pre-Competitive Parents.
- Special information
- Social Media
- ROD Website
- Annual and semi annual meeting
- Parents Conferences

MARKETING PLAN

- Develop an annual year-round plan.
- All publications and materials convey a message that enhances the organizations' mission.
- Develop media guidelines and reference scripts, identify primary media contacts.
- Promote competitive swimming throughout the community by sending leaflets door to door.
- Ensure adequate visibility of the team through various advertising media such as newspaper articles, website and social media.
- Organize swim clinics and training camps.
- Develop a summer camp.
- Recruit talented and young swimmers from the swim school program.
- ROD will strategically create, bid and host national and international events that generate a financial surplus for ROD and it's organizing committees and partners.

COACHING STAFF

Our goal is to ensure continuous training of our coaches for the duration of employment.

Offer coaching clinic to advance current coaches:

- Provide motivating experiences for coaches to pass on the passion and dream of becoming champion swimmers.
- Provide two clinics per season for coaches depending on the level and the need.
- Head Coach provides training for assistant coaches.
- Create multiple learning opportunity during the season in the form of training and testing
- Improve interaction between athletes and staff.
- Integration of experts to help coaches.

OFFICIALS

Our goal is to train officials in order to organize national level competitions attracted to clubs and high caliber swimmers.

Offer officials clinic to advance current and new officials:

- Recruit new officials not just for timing and stroke and turn.
- Make sure we have the necessary officials for each position for organizing our competitions.
- Training for officials' level 4 and 5.
- Insured succession officials (100% of our members participate as an official).
- Follow-up training for the Officials to follow the next level until level 4 and 5.
- Provide officials at external competitions.
- Support our officials to participate at National and international competition.



VOLUNTEER

Increase the volunteer base:

- Engage parents through an annual social event.
- Re-engage former athletes.
- Create an Alumni group.

Volunteer orientation and expectations.

Volunteer appreciation and recognition.

Evaluation from volunteers focused on programs projects and services.

JUNIOR DOLPHINS **LEARN TO SWIM**

This is the basis of our organization; every effort will be made so that we offer the best service in Regina and around. The ROD will offer a professional service based on learning/introduction to competitive swimming.

- Hire a coordinator for the management and development of the program
- Increase retention of current participants.
- Increase the number who joined our competitive program.
- Increase visibility (Advertising and Promotion)



VARSITY PROGRAM

It is an advantage of having a university program, the only one in the province. Saskatchewan swimmers can stay home, study at the University of Regina with the best training conditions in Canada.

Develop and implement a marketing campaign to attract new members:

- Offer a program at the same or better than other Universities for our swimmers to want to stay in Regina.
- Media campaign.
- Recruiting varsity swimmers from other countries,
- Organize university competitions.
- Organize international competitions and attract swimmers at the University of Regina.
- Create a sense of ownership and proudly wear the colors of the University of Regina.
- Motivate and provide the necessary means for the University swimmers which continues after USPORTS championship. Swimmers will participate at the summer National competition.
- Long term: to be in the TOP 5 at USPORTS
- Have swimmers at the World championships, the World University Championships, and the Olympic team.



Para Swimming

Develop and implement marketing campaign to attract new members:

- Recruit new members from the Junior Dolphins
- Media campaign.
- Competitive program and Swim for life.
- Offer opportunities for athletes with disability to take to the highest levels of competition.

