



UCRO Strategic Plan – 2026 to 2028

August 10, 2026

Core Identify

Mission

To provide a **welcoming** and **enriching** environment where swimmers of all ages and abilities **develop strong skills**, the foundation to **pursue competitive swimming** at regional, provincial and national levels and a **love for the sport**. We do this by delivering **professional coaching**, inclusive programs and regular **competitive opportunities**.

Vision

To be recognized as a leading swim club, known for:

- developing young swimmers into competitive athletes
- inspiring a lifelong passion for swimming
- strong governance
- community leadership and impact.

Core Values

Value	How do we LIVE this value? What does it look like in practice?
Respect	• Our athletes develop strong self-respect and demonstrate respect for others both in and out of the pool • Our coaches and volunteers work respectfully with each other and our athletes. • Our organization is respectful of all the community partners we work with to jointly achieve our mission.
Resilience	• We develop our athletes to be physically and mentally resilient to current and future challenges. • Our staff and Board regularly seek ways to improve the organisational resiliency of the club. • We develop resilient leaders who can provide strong leadership in a range of contexts.
Leadership	• Through mental skills development and coaching opportunities, we enable all of our athletes to become leaders.



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Value	How do we LIVE this value? What does it look like in practice?
	• We strive to constantly improve the quality of coaching and officiating to provide great leaders for our athletes to be around. • We work closely with our community to be seen as a leading organization, creating impact in the areas of athletic development and swimming engagement.
Passion	• Our athletes cultivate their passion for swimming and demonstrate this passion in and out of the pool. • Our coaches and volunteers are passionate about the sport of swimming and developing our athletes, and this is shown through all their interactions. • Our club is passionate about our mission and seeks to share this passion with the wider community everyday.
Fun	• Our athletes work hard and have fun in the process in order to cultivate a lifelong passion for swimming. • Our coaches and volunteers seek to program for fun during practices, club wide events and off the deck through their interactions. • Our club operates professionally while maintaining a balance with fun (and play) in our programming and communications.

Team Culture - Putting our Mission, Vision & Values into Practice

We **create norms and rituals** in all aspects of club operations to show actions and behaviours that “live” our Values.

We **communicate to members** about the Mission, Vision & Values throughout the season.

We **create a club culture** that reflects our Values



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Strategic Priorities

In priority order:

Strategic Priority	Description
1. ATHLETE DEVELOPMENT	• Focus ◦ nurturing swimmers of all ages and abilities, helping them progress along the program continuum and achieve excellence. • Emphasis ◦ skill development, competitive success/excellence, and fostering a lifelong passion for swimming through professional coaching, inclusive programs and competitive opportunities.
2. GROWING LEADERS	• Focus ◦ cultivating leadership by developing coaches, officials, and board members. • Emphasis ◦ training, mentorship, and opportunities for individuals to take on leadership roles, ensuring the club's sustainability and growth.
3. OPERATIONAL RESILIENCE	• Focus ◦ ensuring the club's long-term stability through strong governance, sound financial management, and effective administration. • Emphasis ◦ risk management, succession planning, and the ability to adapt to challenges, safeguarding the club's operations.
4. COMMUNITY PARTNERSHIP & IMPACT	• Focus ◦ strengthening relationships with local organizations, and the broader community. • Emphasis ◦ promoting diversity, and positioning club leaders as community role models, enhancing the club's visibility and positive influence.



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Goals

Strategic Priorities	Goals
ATHLETE DEVELOPMENT	1. Improve swimmer progression and engagement across all programs. 2. Strengthen competitive performance outcomes. 3. Establish a consistent athlete enrichment program.
GROWING LEADERS	4. Expand coaching depth and capability. 5. Build a sustainable official's pipeline. 6. Strengthen board and key volunteer succession plans.
OPERATIONAL RESILIENCE	7. Maintain strong financial performance. 8. Improve and maintain good governance and administration practices.
COMMUNITY PARTNERSHIP & IMPACT	9. Strengthen and diversify community partnerships. 10. Enhance community engagement to showcase UCRO (swimmers, coaches, volunteers) as leaders.



6. Action Plan - 2026-2027

Primary Focus

1. Rationalize, revise and monitor UCRO program structure and progressions.

Goal	Action Plan – 2026-2027	Resp.	Due
ATHLETE DEVELOPMENT			
1. Improve swimmer progression & engagement across all programs.	Engagement - Create new engagement opportunities for House League/Junior/Youth swimmers to keep them interested and coming back. - Schedule 1 unofficial time trial per trimester for each group with Meet Manager & Officials Coordinator - Schedule 1 club-wide practice/event per trimester	Dan	Sept
	Progression - Revise program structure and objectives for each Performance Level group including: - Articulate differences between Performance and Development streams. - Refine each group objectives and ‘what you get’ + include Dryland benchmarking - Review and revise advancement criteria for each level/group	Dan	Sept
2. Strengthen competitive performance outcomes.	Qualifiers - Plan to increase the # of swimmers qualifying for following meets: - Grand Prix Gatineau SC (Dec): 60% of Performance swimmers ((25/26 = 65% (23 / 35)) Target accounts for increase in U10s for 26-27 season (11yr is min age for Gatineau meets) - Open Gatineau LC (April): 50% of Performance swimmers (25/26 = 60%) Different time standards & some swimmers age up	Dan	Report after each meet



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Goal	Action Plan – 2026-2027	Resp.	Due
	○ Eastern Ontario Regionals Winter: 6 swimmers (25/26 = 7) ○ Eastern Ontario Regionals Summer: 7 swimmers (25/26 = 10) ○ Maintain levels all 25/26 qualifiers (1 swimmer graduating) ○ OAGs: 2 swimmers (25/26 = 1)		
3. Establish a consistent athlete enrichment program.	● Include these elements in Performance groups programming: ○ 2 - 4 Coached Dryland sessions (# based on level) ○ 1 - 2 Self-led Dryland sessions (# based on level) ○ 2 Mental Skills sessions per trimester (all groups) ○ 1 Nutrition session per trimester (all groups)	Dan	Sept
	● Introduce open water swim programming into the Summer Swim 2027	Dan	July
GROWING LEADERS			
4. Expand coaching depth and capability.	Assistant (Adult) Coaches ● Hire part-time strength and conditioning staff.	Dan	Aug 1
	Junior Coaches ● Package “Junior Coaching” as a value added UCRO program, by invitation, to selected UCRO senior swimmers.	Dan	Sept
	● Schedule 1 Junior Coaching clinic/training session per trimester (potentially collaborations with SO, YMCA, other clubs)	Dan	Sept
5. Build a sustainable official’s pipeline.	● Make Timer and Safety Marshal online clinics mandatory for parents of all “competitive” swimmers. ● Offer “Timer” clinics/incentives to older swimmers to increase the number of available timers for 2 session UCRO meets (June meet)	Layna	



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Goal	Action Plan – 2026-2027	Resp.	Due
	• Train a new meet manager for Fall Five 2026. • Increase mid level meet positions by scheduling training clinics in advance • Prioritize meet officials training and officiating activities as opportunities to achieve parent volunteer points. • Structure and operationalize an Officials/Meets sub-committee to assist the Officials Chair.		
6. Strengthen board and key volunteer succession planning.	• Define the role, time commitment and responsibilities of each board position to better ‘sell’ volunteering for the board.	Fiona	Sept
	• Develop an onboarding procedure for new board members and key volunteers.	Peter	Sept
	• Solicit new board members to increase the board size of 7 (max.). Structure a Board nominating committee if necessary.	Fiona	Sept
OPERATIONAL RESILIENCE			
7. Maintain strong financial performance.	• Use the 2026–2027 season as a planned test case to identify the full cost of operating UCRO’s swim program, including the impact of the approved and affordable operating deficit.	Board	May
	○ Report findings to the Board before setting the 2027–2028 budget, including recommendations for sustainable fees, fundraising targets, and reserve levels.	Peter	May
		Board	



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Goal	Action Plan – 2026-2027	Resp.	Due
	• Increase retained earnings to 60% (120k) of annual revenue (approx. 200k) over the next 5 years. ○ 26-27: 80k (accounts for a 15k deficit in 26-27)		
8. Improve and maintain good governance and administration practices.	• Finalize transition to Pool Queue registration and management platform.	Dan/Peter	Aug 1
	• Reduce board meeting duration to MAX 1.5 hours while running an effective meeting. ○ 10 minutes MAX for each report unless questions or discussion.	Board	
COMMUNITY PARTNERSHIP & IMPACT			
9. Strengthen and diversify partnerships.	• Partner with the Y in offering high school LGSSA swim meet annually. • Run Special Olympics meet in Winter or Spring of 2027.	Fiona-Braden Braden - Layna	
10. Enhance community engagement to showcase UCRO (swimmers, coaches, volunteers) as leaders.	• Promote coaches in the Junior Coaching Program as community youth leaders through sponsorship letters, social media, and awards. • Use Swimathon as an opportunity for local business sponsorship. • Research pros & cons of integrating the 1000 Islands Masters group into UCRO (with Master's leadership & membership) ○ analysis and proposed business case ○ integrate (if all parties agree to proceed) for September 2027	Kirsten Jean Dan/Fiona	Dec Apr May Aug 1



Action Plan - 2027-2028

Primary Focus

- Solidify UCRO's program structure and progressions.
- Explore community partnerships/collaborations.

Goals	Action Plan – 2027-2028	Resp.	Due
ATHLETE DEVELOPMENT			
1. Improve swimmer progression & engagement across all programs.	• Plan for (and/or run) collaborations with other regional clubs to include: ○ LC training sessions (aim for 3 in Spring) ○ Training clinics (weekends) or camps (Summer/March Break) • Increase number of 13 - 18 year olds in club from previous season ○ Promote goal of lifelong passion for swimming		
2. Strengthen competitive performance outcomes.			
3. Establish a consistent athlete enrichment program.			
GROWING LEADERS			
4. Expand coaching depth and capability.	• Train an additional local Meet Referee for UCRO hosted meets • Similar goal as above - Increase number of 13-18 years olds in club from previous season ○ To then train more senior swimmers to be Junior Coaches		



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Goals	Action Plan – 2027-2028	Resp.	Due
5. Build a sustainable official's pipeline.			
6. Strengthen board and key volunteer succession planning			
OPERATIONAL RESILIENCE			
7. Maintain strong financial performance.	● Increase retained earnings to 75% of annual revenue (200k) over the next 10 years. ○ 27-28: 90k (accounts for a 10k profit in 27-28)	Board	Aug
8. Improve and maintain good governance and administration practices.	● Develop a Board Operations manual	Peter	
COMMUNITY PARTNERSHIP & IMPACT			
9. Strengthen and diversify partnerships.	● Run an Open Water swim race/event in partnership with other groups - TBD based on experience. ○ Potential location: Brown's Bay	Dan/Jean	July/Aug
10. Enhance community engagement to showcase UCRO (swimmers, coaches, volunteers) as leaders.	● What does further collaboration with YMCA look like?		



**UPPER CANADA
SWIM CLUB**

7. Review and Communicate

Annual review

- Review and update plan Between March 1 and June 30 annually.

Communicate Progress to Stakeholders

- Report updates to AGM annually.
- Report to other stakeholders as needed.