

ANNUAL REPORT 2019-2020



S.W.A.M.
Swimming With A Mission
CANADA



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ACROSS THE COUNTRY



15 Chapters
1791 Swimmers
822 Instructors

PRESIDENT'S MESSAGE

Congrats to all of our volunteers, executive teams, families, and most importantly, swimmers on another great year! 2020 has been quite the change for all of us, S.W.A.M. included. We were disappointed about cancelling lessons, but the safety of our swimmers and instructors is paramount. Hopefully we will be able to return this fall with much enthusiasm and a deepened appreciation for the importance of human connection.

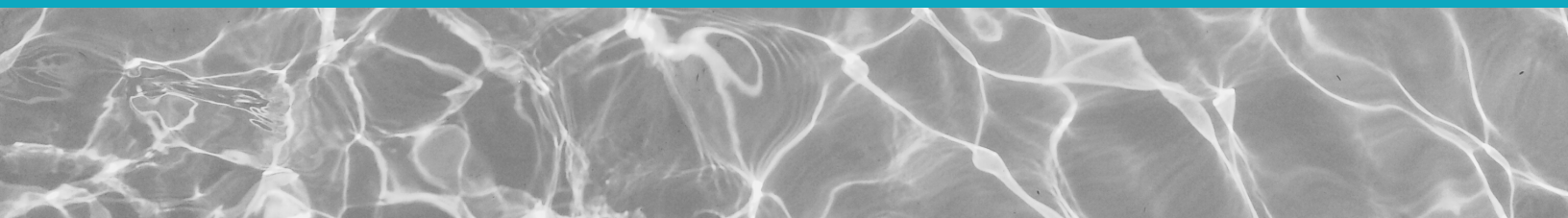
This year has brought some new additions to the Board and we are very excited to have new faces and ideas brought to our organization. From our Executive Team, Sinan Nasir joined the Board in the role of Vice President and Nadia Ladak as Secretary. Our Nominations Committee, consisting of Cara Summers and new member Scotty Hong, have worked very hard this year to fill these positions. Keep your eyes posted for future openings!

Our Partnerships and Fundraising Team gained a new Director this year, Kait Jack. This was our third year partnering with Special Olympics Ontario, and we continued to be funding recipients of the GoodLife Kids Foundation. This enables us to provide more assistance to Chapters and their swimmers. We also partnered with Sterling Backcheck to assist with Criminal Record Checks, and plan to continue this into future years. Another partner, Pastel Education, provided resources for us to use to help teach and inform our instructors. We look forward to new partnerships and funding opportunities. If you are aware of any, please contact us at canada@swamcanada.ca.

Our Risk Management Team, headed by Psalm Cheung, has worked on the process of securing our trademarks for our name change to S.W.A.M. They were also instrumental in the implementation of our relationship with Sterling Backcheck. With the addition of so many new Directors this year, our Risk Management Team ensured we had clear and concise agreement documents in place for all our new members. They are also involved in reviewing all our criminal record checks and ensuring our by-laws reflect the mission and goals of our organization.

Our Finance Committee has worked in tandem with Partnerships and Fundraising and Chapter Relations to distribute funding to chapters. Kristian Barnes joined S.W.A.M. this year as Director of Finance. With all the financial support from other organizations, they have had the hard job of developing a system to strategically and fairly divvy up these funds. Without Finance, we would not be able to support our hard working Chapters.

For those of you on executive teams, you have definitely heard lots from Chapter Relations, headed by Keara Lundrigan and Ana Maria Jaimes Castillo. Ana Maria is a new addition to the Board this year. Chapter Relations does such a crucial job, and has worked hard to ensure Chapters are maintaining high standards for lessons and safety for all of our swimmers. They are also the ears-to-the-ground group and have advised the Board on issues coming from you; the Chapters and families. This team was also involved in distributing t-shirts to all swimmers this year. Lastly, Chapter Relations has recruited and onboarded two new Chapters, Vancouver and Branksome Hall. Welcome to the S.W.A.M. Family!





This marks the second year of our centralized registration system. There was even greater uptake of its use this year compared to last. With this centralized system, we are better equipped to collect data to provide to our partners and potential sources for grants and funding. Monitoring and Evaluations, headed by Salman Ahmad, has put in hard work to roll out another survey this year. Some of the survey results can be found in this report. This information also helps us make decisions about S.W.A.M. initiatives and identify areas for improvement to better the experience of swimmers, their families, and our instructors.

Lastly, our Marketing and Communications team, headed by Rachel Gupta, has done so much behind the scenes work for us all. From creating this Annual Report to ensuring our websites, emails, and phone lines work, we would not be where we are without Marketing and Communications. Also, this year t-shirts were given out to registered swimmers to help ease the transition to our new name! For those of you graduating from S.W.A.M., or if you know some graduates, reach out to become involved in our Alumni Network. We would love to hear from you and keep you in the loop on our current events.

Have a great summer, and we hope to see you in the fall!

Emma Crowley
President of S.W.A.M. Canada

CHAPTER RELATIONS

Chapter Relations began this S.W.A.M. swimming season with renewed dedication to support each S.W.A.M. Chapter and facilitate seamless sign-up and registration for volunteers and swimmers across the country.

Prior to the start of the Fall 2019 session, Chapter Relations successfully completed Chapter Check-Ins with all Chapters. Although scheduling these sessions can be tricky, we greatly appreciate the feedback we can take back to the Board. Whether you are on the east coast, the west coast, or somewhere in between, we are always delighted to hear from you! Chapter Relations understands that each of our Chapters faces challenges unique to their community, and hearing from individual Chapter Executives enables us to oversee Chapter compliance, while considering these cross-country differences.

One of the initiatives that Chapter Relations, alongside Marketing & Communications, was able to launch this year was the ordering and distribution of S.W.A.M. t-shirts for all our program participants. Although we encountered some hiccups throughout the process, we could not have tackled this undertaking without the help of all Chapter Executives! We were excited to be able to provide swimmers with a S.W.A.M. keepsake of their swimming session.



Congratulations to all Chapters for running successful swim programs this season! We are saddened by our shortened swimming season due to the COVID-19 pandemic, but we are hopeful that a new, fun-filled S.W.A.M. season will be able to commence again in Fall 2020. Until then, we are keeping the lines of communication open and we look forward to hearing from you. As a reminder, Chapter Relations is ready to assist all Chapters with any bureaucratic hurdles faced in their day-to-day Chapter operations.

On a final note, we are delighted to announce that earlier this year, the S.W.A.M. Canada Board of Directors voted to approve two new Chapters. Please send a big S.W.A.M. welcome to Vancouver and Branksome Hall (Toronto)! We are thrilled to expand further on the west coast and, with Branksome Hall, to include our first high school Chapter.

Thank you again to all of our hardworking Chapter executives, instructors, and volunteers. We look forward to swimming with you again soon!

MARKETING & COMMUNICATIONS



The Marketing & Communications Committee consistently works towards fostering a S.W.A.M. community through newsletters, social media, and our Alumni Network.

This year, we noticed a major increase in compliance with our centralized registration system for both swimmers and instructors, which we attribute to Chapter Relations' Chapter Check-Ins and the newly instated Chapter Welcome Package. We were also able to open registration for Chapters on a rolling basis, based on Chapters' completion of required forms, which helped us better meet individual Chapters' needs and timelines.



We also worked very hard, alongside Chapter Relations, to be able to provide all swimmers registered for the Fall 2019 and Winter 2020 sessions with brand new S.W.A.M. t-shirts. Although the t-shirt distribution took longer than anticipated, we hope all our swimmers are happy with their S.W.A.M. merchandise.

Moving forward, we hope to be able to strengthen our Brand across our 15 Chapters nationwide. With a more streamlined and consistent social media approach, we are optimistic that we can increase community engagement with our content.



RISK MANAGEMENT

This year, the Risk Management Committee's work consisted primarily of supporting other committees' initiatives and ensuring S.W.A.M. Canada's smooth and effective operations.

The Committee played a key role in the decision to partner with Sterling Backcheck to streamline the background check process for volunteers by conducting a detailed review of the company's products, reviewing their claims regarding their efficacy, and setting out the necessary parameters for such background checks. In addition, the Risk Management Committee developed a new Declaration Form to be used by volunteers under the age of 18 in support of S.W.A.M.'s first high school Chapter. This process is expected to be rolled out to all of our Chapters once lessons resume.





The Risk Management Committee also developed new agreements that will be used to offer positions to incoming members of S.W.A.M. Canada's Board of Directors and committee members. These agreements will set out the terms and conditions and expectations for new Directors and committee members, as applicable, and create a clear track record of the length and expiry of each Director's term, to facilitate the recruitment and nomination process for subsequent Directors.

Finally, the Risk Management Committee was instrumental in S.W.A.M. Canada's retention of Blakes, Cassels & Graydon LLP (Blakes)—one of Canada's top full-service law firms—on a pro bono basis. The Director of Risk Management will continue to work closely with Blakes to complete S.W.A.M. Canada's trademark registration process, as well as other ongoing intellectual property and corporate matters as they arise.



PARTNERSHIPS & FUNDRAISING



Our strategic partnerships are vital to the success of S.W.A.M. Canada. Without the support of our partners, we could not continue to expand across Canada or provide funds to assist our existing chapters. In addition, our partners are able to help us streamline our operations, save us time and money, and provide great resources to share with our instructors, parents, and swimmers! As we move into another exciting year, we will continue to look for ways to grow our current partnerships and explore new partnerships with aligned organizations.

S.W.A.M. Canada has continued its Chapter Funding Initiative. The Board is working with all our Chapters to ensure their financial needs are being met. We will continue this initiative in the coming years to ensure sustainability of all Chapters across our organization.

Each of our key Partners is outlined here with some important highlights of our achievements this past year!

The 2019-2020 year was S.W.A.M.'s third year as a Partner in Play with Special Olympics Ontario (SOO). SOO continued to be extremely supportive in opening up new opportunities for funding for S.W.A.M. and enthusiastically promoted our program to potential participants and volunteers. Working together with SOO, we can provide affordable and inclusive programs to thousands of Canadian children with special needs.

A special thank you to them this year for allowing us to leverage their Healthy at Home programming: a way to keep our swimmers engaged and active during social distancing. Healthy at Home has provided many unique and creative activities such as a Coast-to-Coast Walking challenge, weekly wellness challenges, and mindfulness meditation sessions.

This year we are in the process of rolling out the Give Program with SOO. This program will allow us to leverage our partnership to create specific fundraisers for S.W.A.M., allowing tax refundable donations to be made directly to our organization. Stay tuned for more details in the coming months.

Thank you to Christopher Mehak & James Noronha for their ongoing support of S.W.A.M. We hope to continue to expand our partnership with Special Olympics in the coming years.

To learn more about Special Olympics Ontario and the Partners in Play initiative, visit www.specialolympicsontario.com/play.

We would also like to give a special mention to Pastel Education, a platform that provides education modules and resources to help support children on the Autism Spectrum. Pastel Education provides simulation based modules to provide our instructors with the knowledge and skills to better support our swimmers living with ASD. This year, Pastel Education was provided free of charge making it accessible to all Chapters and instructors at S.W.A.M!

To utilize or share their resources, visit:
www.pasteleducation.org

This year we entered into a partnership with Sterling Backcheck, an organization that helps streamline the background check process, and has a team dedicated to helping non-profits like S.W.A.M. Through enabling volunteers to order, manage, and share background checks via a secure online platform, we are able to save time and money. Sterling helps us ensure we have the best volunteers to maintain a safe program and a positive reputation.

Thank you to Phillip Shuttlewood at Sterling for getting S.W.A.M. set up on their platform this year.

S.W.A.M. Canada was awarded a \$10,000 grant for the 2019-2020 year from GoodLife Kids Foundation (GLKF). GLKF helps break down barriers to participation and provide physical activity opportunities to kids with special needs in communities across Canada. We are very excited to be able to continue to provide this funding back to our Chapters to help cover the costs of running our program and encourage more participants.

Thanks to funding from GoodLife Kids Foundation, S.W.A.M. is able to continue offering subsidized lessons, providing access to and reducing financial barriers for families across Canada.

To learn more about GoodLife Kids Foundation, visit goodlifekids.com.



NOMINATIONS

As a Committee reporting directly to the Board of Directors, Nominations had an extremely productive year in meeting passionate and driven volunteers across Canada to fill vacancies within the Board and National Committees.

During the 2019-2020 year, five Board vacancies opened up and we have been interviewing candidates for these roles. All of these positions were filled, with Sinan Nasir as Vice President, Nadia Ladak as Secretary, Kristian Barnes as Treasurer/Director of Finance, Kait Jack as Director of Partnerships & Fundraising, and Ana Maria Jaimes Castillo as Co-Director of Chapter Relations. We have also been actively recruiting for committee roles, welcoming Matthew Angoh and Leah Mercier as the Monitoring and Evaluations Data Analysts, Scotty Hong as a Nominations Advisor, Miles Elliott as Financial Analyst, and Natalie Pitch as Partnerships & Fundraising Specialist.

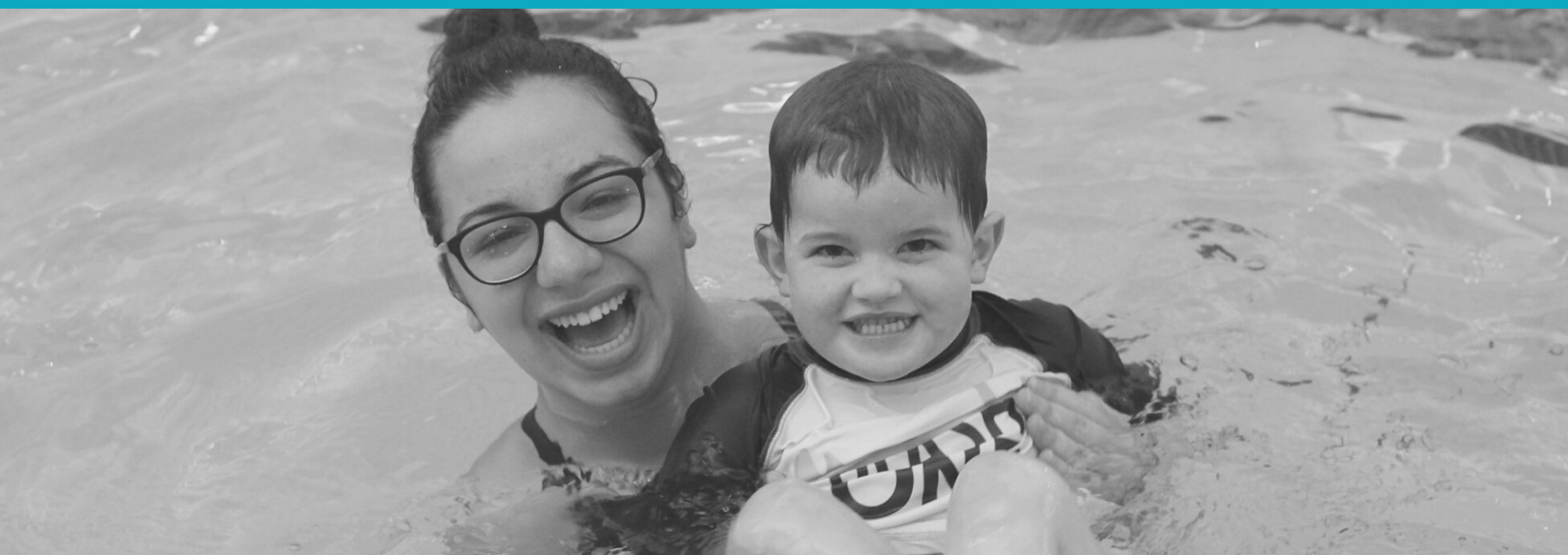
For the coming year, we have filled the vacancy for Director of Marketing & Communications with Sam Marchetti, and have one committee position currently available—Risk Management Analyst.

Looking forward to the 2020-2021 year, the Nominations Committee is eager to continue working with the Board to fill upcoming vacancies and to assist with the genesis or restructuring of committees.

FINANCE

The Finance Committee is responsible for recommending financial and fiscal policies, due diligence procedures and budgetary monitoring, as well as oversight to broadly support the mission, values, and strategic goals of S.W.A.M. Canada.

In the 2019-2020 year, the Finance Committee was able to support our Chapters with funding initiatives spearheaded and secured by the Partnerships & Fundraising Committee. S.W.A.M. Canada provided roughly \$3,800 in funding to Chapters to alleviate several financial constraints, including: pool rental costs, marketing materials, insurance fees, and lesson subsidies for parents and caregivers. Additionally, we were able to provide S.W.A.M. t-shirts for all students at no cost to individual Chapters. This demonstrates a marked increase in Chapter support over last year, and we hope to continue the Chapter Funding Initiative in the future.





Going forward, we will continue to support Chapters by helping to offset the costs of their provincial criminal record checks as needed. Our goal is to provide even more support to Chapters in the coming years so they may grow their operations. Therefore, we encourage our Chapters to request funding whenever needed. The Finance Committee is also in the process of finalizing and implementing a framework for consistent and comparable budgeting and financial reporting at both the national and Chapter levels. This undertaking will help us deepen our understanding of the financial health of all parts of the organization, and allow us to better meet the needs of Chapters. Please be on the lookout for this development!



BALANCE SHEET

ACCOUNTS	Apr 30, 2020
Assets	
Total Cash and Bank	\$16,423.69
Total Other Current Assets	\$400.00
Total Long-term Assets	\$0.00
Total Assets	\$16,823.69
Liabilities	
Total Current Liabilities	\$0.00
Total Long-term Liabilities	\$0.00
Total Liabilities	\$0.00
Equity	
Total Other Equity	\$0.00
Total Retained Earnings	\$16,823.69
Total Equity	\$16,823.69

PROFIT & LOSS STATEMENT

ACCOUNTS

May 01, 2019
to Apr 30, 2020

Income

Miscellaneous Revenue	\$2.80
Program Income – Membership Dues	\$2,600.00
Total Income	\$2,602.80

Total Cost of Goods Sold

\$0.00

Gross Profit

As a percentage of Total Income

\$2,602.80

100.00%

Operating Expenses

Advertising & Promotion	\$6,346.20
Bank Fees	\$77.25
Government Canada	\$20.00
Insurance – Professional Liability	\$654.48
Other Expenses	\$3,764.00
Telephone	\$803.53
Total Operating Expenses	\$11,665.46

Net Profit

As a percentage of Total Income

-\$9,062.66

-348.19%

MONITORING & EVALUATIONS

The Monitoring & Evaluations (M&E) Committee has grown with the hiring of two volunteer data analysts. We are excited about the skills and energy that these individuals bring and are looking forward to their contributions to the organization.

This was the M&E Committee's second year distributing the revamped parent and instructor end-of-year feedback surveys. As a reminder, the aim of these surveys is to collect comprehensive data around the following goals:

- Understand the progress S.W.A.M. is making against its mission.
- Assess parent/swimmer and instructor satisfaction and identify improvement opportunities.
- Evaluate Chapter operations and identify improvement opportunities.
- Collect data needed to support fundraising, sponsorship, and volunteer recruiting activities.





This year we had 77 parents (168 in 2019) and 74 instructors (56 in 2019) respond to the surveys. Our parent response rate declined significantly but this is likely due to the impact of COVID-19 and overall email fatigue. On a more positive note, the number of instructors responding to our survey increased by a third.

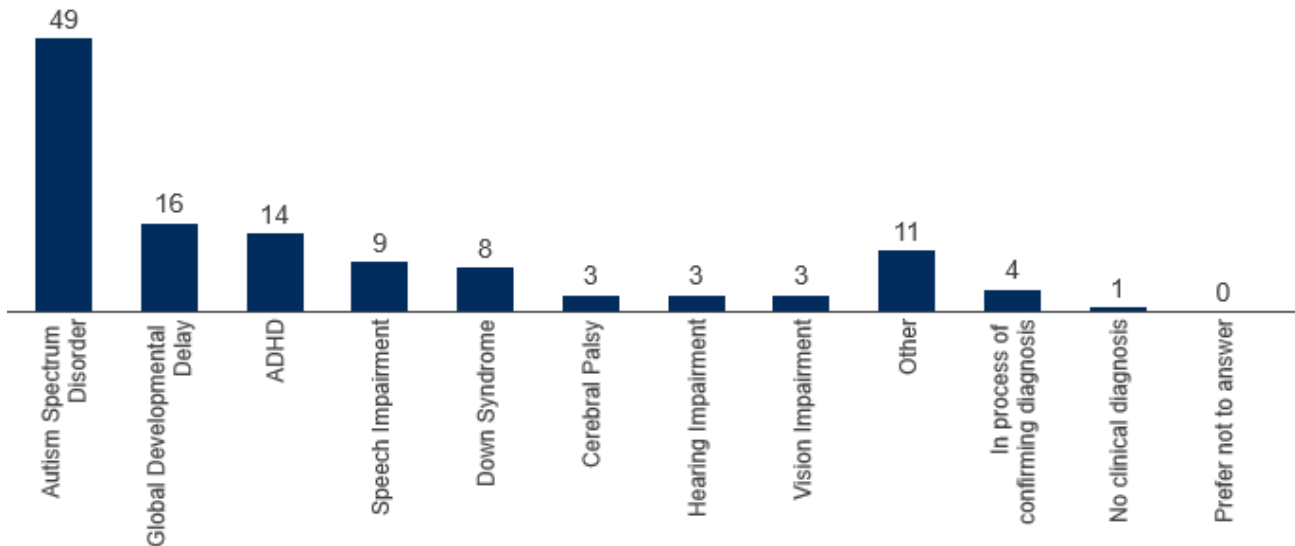
Satisfaction rates of both populations were, again, remarkably high. Parents reported a satisfaction rate (rated 4 or higher out of 5) of 97%, with instructors reporting at 100%. This shows us that the organization performed well despite the early cancellation of lessons due to COVID-19. More details on the survey results can be found on the next few pages.

The M&E Committee also launched a new initiative to gather feedback from another important stakeholder group - Chapter Executives. While the parent and instructor feedback surveys provide value in improving Chapter operations, we believe that a Chapter Executive feedback survey can help us improve as a Board. Chapter Executives play an integral role in the organization, and we felt it was important to collect their feedback on how the Board is performing and how we can better support each Chapter. The survey is still in-fielding, but we hope to use the results to improve Board-Chapter relationships.

SURVEY RESULTS: PARENTS

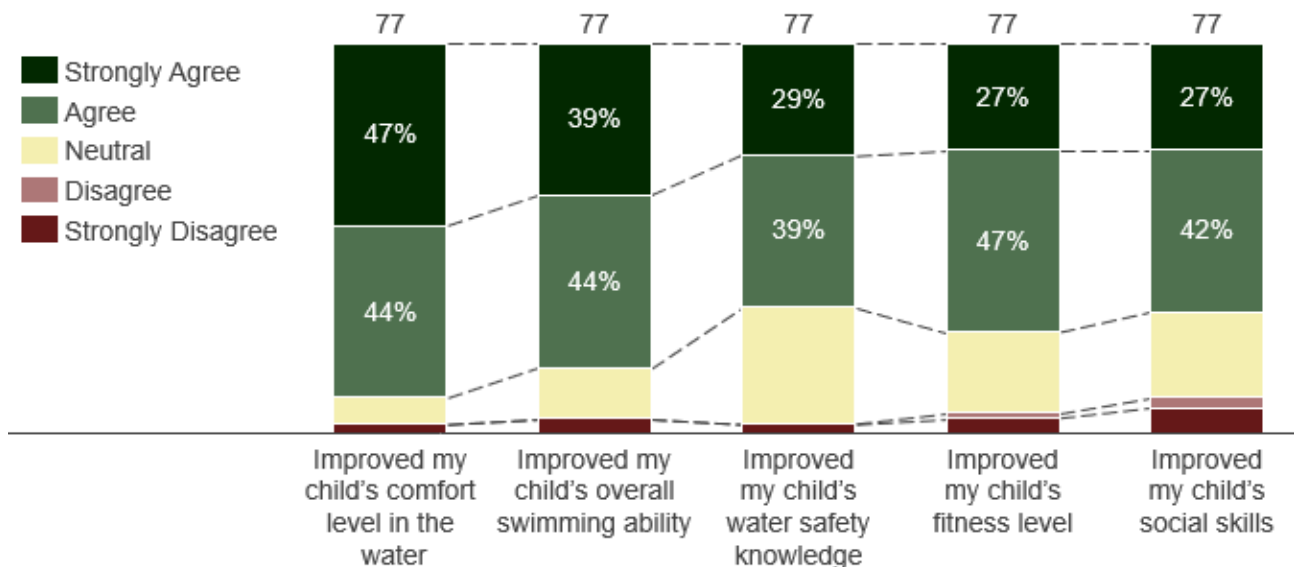
Parents: Child's Clinical Diagnosis

Q: What is your child's clinical diagnosis? Check all that apply (n=77)



Parents: S.W.A.M.'s impact on their child

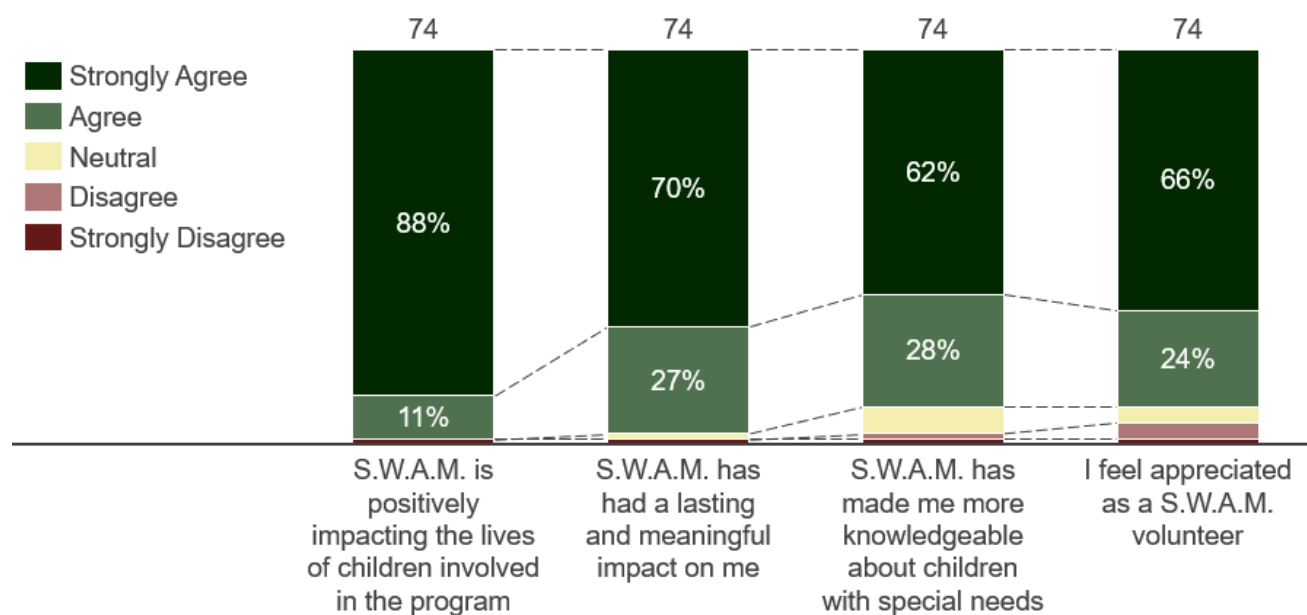
Q: Please rate your level of agreement/disagreement with the following statements on S.W.A.M.'s impact on your child



SURVEY RESULTS: INSTRUCTORS

Instructors: S.W.A.M.'s Overall Impact

Q: Please rate your level of agreement/disagreement with the following statements on S.W.A.M.'s impact



TESTIMONIALS: PARENTS

“S.W.A.M. helped my child with autism **overcome his fear of swimming!** Not only does he now enjoy swimming and water play, he also bonded with his S.W.A.M. instructor which was a **breakthrough for him in terms of his social skills.** We are grateful for what S.W.A.M. [has] done for my child and so lucky to have been a part of this phenomenal program, which would have cost 10x more with other private enterprises.”
-Toronto Parent

“S.W.A.M. gives both my son and [I] **confidence!** My son is becoming an amazing independent swimmer and I **have total trust in the instructors.** The one-on-one connection helps him learn so much each lesson and he has such a great relationship with them. **He loves going each week.** We are so very grateful for the time and effort of the whole S.W.A.M. team. Thank you!”
-London Parent

👍👍 The S.W.A.M. program is such an **amazing opportunity for kids who are not comfortable in the typical large group environment in public swimming programs.** The ability to access private lessons that are engaging and most of all **FUN at an extremely affordable price point** was absolutely invaluable for my family. The volunteers are such caring and committed people. **We highly recommend this program to everyone with a child who has special needs, and [we] will be registering again for sure!**
-Sudbury Parent

TESTIMONIALS: INSTRUCTORS

“ I began volunteering with S.W.A.M. as a placement for my Bachelor of Education degree, but it has proven to be so much more! The swimmers I have worked with have taught me how to better myself as an instructor, and I look forward to each and every lesson to see the big smile on their face! S.W.A.M. is truly a remarkable organization! ”

-Sudbury Instructor

“One of my best experiences with S.W.A.M. was teaching my child to put his head underwater. He had been so scared to get his face wet; however, when he finally succeeded a look of pride and happiness filled his eyes. His dad quickly came over to him and told him how proud he was. It was definitely a moment I will never forget.”

-Montreal Instructor

“ I joined S.W.A.M. because I initially wanted to help a child become more comfortable in the water and have a safe, fun and inclusive activity they could do weekly. However, not long after becoming an instructor I realized it was really the participants helping me to become a better version of myself. I was reminded of the importance of patience and appreciating small achievements. ”

-Halifax Instructor

S.W.A.M. CANADA TEAM

Board of Directors

Emma Crowley.....	President
Sinan Nasir.....	Vice President
Nadia Ladak.....	Secretary
Kristian Barnes.....	Treasurer
Ana Maria Jaimes Castillo.....	Director of Chapter Relations
Keara Lundrigan.....	Director of Chapter Relations
Kait Jack.....	Director of Partnerships & Fundraising
Psalm Cheung.....	Director of Risk Management
Rachel Gupta.....	Director of Marketing & Communications
Salman Ahmad.....	Director of Monitoring & Evaluations





Finance Committee

Miles Elliott.....Financial Analyst

Marketing & Communications Committee

Anne Yang.....Social Media Manager

Amanda Fluke.....Alumni Relations Manager

Maria Perova.....Writer/Editor

Monitoring & Evaluations Committee

Leah Mercier.....Data Analyst

Matthew Angoh.....Data Analyst

Nominations Committee

Cara Summers.....Advisor

Scotty Hong.....Advisor

Partnerships & Fundraising Committee

Natalie Pitch.....Partnerships & Fundraising Specialist

