



1) Introduction

In April 2025, the NCSA Coaches, Administration, and Board of Directors engaged in a series of strategic planning sessions facilitated by third-party management consultant Todd Brand. The purpose of these meetings was to conduct a comprehensive SWOT analysis and to develop a formal Strategic Plan that will guide the Leadership Team's direction and priorities over the coming year.

This marked the first time in nearly 30 years that the club's leadership has come together to collaboratively assess, evaluate, and align on a unified path forward. In the past five years, NCSA has experienced significant growth, which has stretched resources, challenged program delivery, and impacted organizational cohesion. Bringing leadership together for focused, constructive dialogue allowed the group to identify shared priorities and areas with the greatest potential for meaningful improvement.

A key outcome of this process was the recognition that NCSA's current mission statement should be revisited. In addition to reviewing the mission, the club will begin developing a unified Vision and a set of Core Values to guide its coaching philosophy, organizational purpose, and team identity for the next generation.

In the coming months, NCSA's Board of Directors will work with Administration to engage key stakeholders—including swimmers, parents, coaches, and community members—to gather input and shape a refreshed Vision that reflects the club's future aspirations.

Current Mission Statement:

"The goal of the Nose Creek Swim Association is to promote and support a highly competitive swim program, along with offering a pre-competitive development program. NCSA is committed to providing a superior coaching staff accessible to all levels of swimming ability."

This mission will serve as a starting point for dialogue as we chart a bold new direction. We also invite the broader NCSA community to help define the Core Values that will support our commitment to excellence in Alberta swimming.

If you are interested in participating in this process, please contact the NCSA Board of Directors.



Nose Creek Swim Association - Strategic Plan 2025

Priority #1. Unify, clarify and strengthen NCSA’s identity, purpose, and organizational structure to maximize efficiency, foster alignment, and support long-term sustainability.

Goal #1: Define the club’s overall purpose, coaching philosophy, and team identity.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Revise NCSA’s Mission Statement and develop a Vision Statement and Core Values with input from swimmers, alumni, parents, and coaches.	Facilitate visioning sessions and stakeholder engagement surveys. Facilitate a Leadership Team workshop to review stakeholder feedback and develop Vision/Mission/Value statements. Identify a communications strategy to celebrate and align the club around these statements.	Before July 31st 2025	NCSA Leadership team
Develop a unified Coaching Philosophy and build an NCSA Coaching Curriculum for consistent program delivery across all levels.	Collaborative work sessions among coaching staff; benchmarking with Swim Alberta resources.	Summer 2025	Head Coach & Lead Coaches

Expected Outcome: A renewed, inclusive Mission and Vision reflecting the evolving identity of NCSA; a clearly articulated set of Core Values and coaching philosophy that foster alignment and consistency across all levels of the organization.

Review:



Nose Creek Swim Association - Strategic Plan 2025

Goal #2: Establish clear roles, responsibilities, and expectations for the Board, Coaches, & Administration. Define expectations for parents and athletes.			
Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Develop and publish a document defining Board roles and responsibilities.	Use nonprofit governance templates (Boardsource, Boardable); Government of AB guidelines for non-profits; and previous NCSA Board documentation as references	By June 30th 2025	President Mark Mann Team Manager Robin Loyola Director at Large Becca Ernst Board of Directors to review and provide feedback.
Review and update contracts for Coaches and Administrative Staff; create job descriptions aligned with current duties.	Review Swim Alberta resources; consult with members with HR training/experience.	March 2025 to May 2026	Head Coach Dave Loyola President Mark Mann Coaching Team
Create an Organizational Structure Map to clarify reporting lines and task distribution.	Build maps of Volunteer Committees; Board, Administration and Employee reporting lines. Develop working documents from these that outline tasks and responsibilities including work plans/calendars for core functions.	March 2025 to October 2025	Board of Directors & Team Administration
Restructure parent committees, including roles, Terms of Reference, and reporting structures. Develop a system of incentivization and recognition for key roles, and volunteer engagement strategy.	Directors at large are assigned committee oversight responsibilities, building on existing Coordinators an organizational map will help to clarify responsibilities and teams that support each parent committee.	By June 30th 2025 (implement for 2025/26 season)	Robin Loyola Becca Ernst Board of Directors



	Finalization of incentivization for key roles (Coordinators, Board, Chairs) to retain and attract capable, engaged volunteers to these positions. Board of Directors to engage in meaningful recognition and reporting on committee progress at Board Meetings to ensure follow through is ongoing.		
Update and relaunch the Swimmer/Parent/Coach Code of Conduct.	Incorporate feedback from coaches, parents, and athletes	September 2025	Robin Loyola

Expected Outcome: A well-defined organizational framework that fosters clarity, accountability, and consistency across all stakeholder groups.

Review:



Goal #3: Create a succession plan for sustainable leadership.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Develop professional development plans for all employees, outlining advancement goals.	Performance review framework	Implement by September 2025; review June 2026	Head Coach/ Assistant & Mentor Coaches
Draft internal succession plans for key roles across staff.	Internal review and skills gap analysis	June 2026	Head Coach & Board of Directors (President)
Identify and document succession plans for major volunteer roles (Board of Directors, Parent Coordinators, Committee Chairs).	Volunteer onboarding toolkit	September 2025 to June 2026	Vice President & Directors at Large

Expected Outcome: Leadership continuity ensured through intentional development and succession planning for both staff and volunteers.

Review:



Priority #2. Strengthen Squad Structure and Athlete Development

Goal #4: Design clear squad pathways with defined movement criteria and transparent expectations for athlete progression.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Develop a swimmer development matrix outlining progression benchmarks.	Internal coaching collaboration	June 2025 for fall implementation	Coaching Team
Publish curriculum expectations for each squad on the website.	Admin support for web updates	September 2025 to June 2026	Coaching Team/ Team Manager
Communicate squad movement criteria to parents annually.	Start-of-season info sessions	September 2025	Coaches

Expected Outcome: Transparency and alignment in athlete development pathways, improving understanding and retention.

Review:



Nose Creek Swim Association - Strategic Plan 2025

Goal #5: Review expectations for Swimmers, Parents & Coaches and develop consistent accountability standards to promote a positive environment.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Create and distribute clear expectations (Code of Conduct) documents for Swimmers, Parents, and Coaches, to be signed annually.	Cross reference with Safe Sport Regulations.	September 2025	Robin Loyola Board of Directors
Review all NCSA Policies related to Complaints, Discipline, Harassment, and Dispute Resolution and align under one Safe Sport Regulation.	Direction from Swim AB to review and edit these policies. Utilize Swim AB Grant for policy consultant to support the process.	September 2025-January 2026	Board of Directors - Policy working group

Expected Outcome: A shared culture of respect, responsibility, and positive engagement across the club.

Review:

Goal #6: Introduce performance-based incentives to encourage athlete retention and long-term development.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Conduct regular goal-setting meetings between Coaches and Swimmers.	Develop performance tracking tools and Swimmer feedback system of communication.	September 2025 to June 2026	Coaches/Swimmers



Nose Creek Swim Association - Strategic Plan 2025

Expand and promote NCSA’s scholarship program.	Utilize existing investment income such as reserve funds to build sustainable sources of scholarship revenue. Seek Sponsorship and other Donations to build an Investment Portfolio dedicated to sustainable Scholarship funding. Develop expanded criteria for Scholarships based on Performance; Longevity with the Club; and Leadership.	May 2025 to December 2026	NCSA Treasurer & Director of Fundraising Director of Swimming
Reinforce and grow the Iron Shark Program.	Using Grant/Sponsorship funds, provide further goals & incentives within the program for Swimmers at each level to achieve excellence. Look into collaboration opportunities for cross training (spin bikes, triathlon etc). Look into potential of dedicated dryland Coach.	September 2025 to June 2026	Head Coach/Assistant Head Coach
Expected Outcome: Increased motivation and long-term athlete engagement through recognition and tangible development goals.			
Review:			



Nose Creek Swim Association - Strategic Plan 2025

Priority #3. Improve Communication and Transparency

Goal #7: Develop and improve process/pathways for club communication across all levels — Board, coaches, administrators, parents, and swimmers.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Update website layout and centralize communications.	Explore Adobe Creative Cloud; contractor support	Summer 2025	Team Administration
Build a comprehensive communication plan.	Establish a communications working group. Build plans across initiatives based on intentional message sharing.	May 2025 to December 2025	Team Administration & Board of Directors (possible member recruitment with communications background).
Develop squad-specific pages for timely updates.	Squad parents and Coaches work together to ensure information is shared and disseminated effectively. Team Manager to provide consistent messaging for Coaches to share and admin support in updating the website.	September 2025 to June 2026	Robin Loyola Squad Parents Lead Coaches

Expected Outcome: Improved flow of information and transparency, resulting in better-informed families and stronger team engagement.

Review:



Nose Creek Swim Association - Strategic Plan 2025

Goal #8: Develop onboarding processes for all new board members, coaches, committee volunteers, families, and athletes.			
Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Create an online portal with orientation materials and training resources for Board members.	Google Drive or secure platform for information and communication across the Board.	May to October 2025	Board of Directors
Host an in-person Board onboarding session post-AGM.	Include Strategic Plan review and role orientation. Build on the Board Roles and Responsibilities to support new Board Members. Require all new Board Members to complete Board Training on Government of AB Non-Profit Site.	September to December 2025	Board of Directors (Executive)
Deliver a “Welcome to NCSA” session for new families that includes presentations from Team Manager, Officials Coordinator, Board of Directors, and Fundraising.	Meet in June to establish key messaging and develop a presentation. Incentivize participation of new parents (babysitting, provide during Swimmer practice, meet and greet Consider use of members that can provide translation services if necessary). Record presentation and make it available on the website for anyone that misses it.	September 2025	Team Manager Officials Coordinator Director of Fundraising President
Expected Outcome: Stronger integration of new participants, enhancing early understanding and connection to club values.			



Nose Creek Swim Association - Strategic Plan 2025

Review:

Goal #9: Leverage technology and tools (e.g., centralized communication platforms) to streamline operations and improve access to information.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Audit and reorganize Google Drive; assign appropriate access to committees.	Establish admin oversight and digital file structure template.	Summer 2025	Robin, Becca (possible student or admin support hire).

Expected Outcome: More efficient document management and improved collaboration across leadership and committees.

Review:

Priority #4. Cultivate a Strong, Connected Club Culture

Goal #10: Promote emotional health, inclusivity, and meaningful engagement among swimmers, families, coaches, and volunteers.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Partner with the “10-20-30 Project” for annual swimmer engagement programming.	Establish a program with Rob Kerr (10/20/30 project) that provides a Swimmer focused empowerment workshop (building on values,	May to October 2025	Robin & Becca



	fair competition, teamwork, respect, leadership, keeping sport fun, belonging and allyship, communication and community building). Initial year will involve NCSA program with potential to expand to NCSS (Coach Santa program). Develop a Leadership program (mentoring, engagement, and Swimmer led initiatives).		
Form a “Swimmer Wellbeing” Committee focused on mental health and inclusion.	Recruit parent volunteers; define scope	October 2025 to June 2026	Director of Special Projects
Provide Coaches with Professional Development on neurodiversity and inclusive coaching practices; youth mental health; and resources to support key developmental stages for Swimmers.	Partner with local experts, Sport Calgary, AB Mental Health & Swim Alberta.	September 2025 to June 2026	Director of Special Projects & Vice President
		Ongoing	Head Coach/ Mentor Coaches
Expected Outcome: A supportive, inclusive culture that values the well-being of every athlete and coach.			
Review:			



Nose Creek Swim Association - Strategic Plan 2025

Goal #11: Build a culture of involvement, shared responsibility, and celebration of contributions at every level.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Launch initiatives that recognize contributions of athletes, volunteers, and coaches (e.g., awards, spotlight stories).	Monthly newsletters; event recognition; social media	September 2025 to June 2026	Social Media Coordinator/ Director of Fundraising & Marketing Coaches Robin Loyola
Create “volunteer of the month” and “team shout-outs” to recognize individual contributions.	Board Members & Administration to bring forward recognitions at each Board meeting (record in reports); carry these over to the Monthly Newsletter and Social Media posting.	Spring 2025 - 2026	Board of Directors Team Administration

Expected Outcome: A thriving community where contributions are valued, shared success is celebrated, and everyone feels a sense of belonging.

Review:

Goal #12: Increase transparency in decision-making and operational practices to rebuild trust and enhance organizational unity.

Objectives (Action oriented)	Strategies/Resources required	Timeline	Person(s) responsible
Develop procedural guidelines and a visual “decision diagram” (venn diagram) to clarify responsibilities for handling issues and	Review and revise all Disciplinary, Complaints, Harassment and other Policies to align under one Safe Sport Policy (as per Swim AB	April 2025 to January 2026	Board of Directors (Policy working group and Dispute Resolution Committee)



Nose Creek Swim Association - Strategic Plan 2025

complaints.	instruction). Develop procedural guidelines for each area of responsibility utilizing the subsidiarity principle.		
Establish clear procedural guidelines for the AGM (voting of new Board Members).	Create a Board application process including documents outlining roles and responsibilities for Members to reference on the website. Provide a procedural document for the AGM with assigned responsibility for adherence to parliamentary procedures and timekeeping. Post on the NCSA website prior to the AGM.	September 2025	Board of Directors (President & Secretary)
Finalize the Performance Review process for the Director of Swimming/Head Coach, and create a timeline for annual review.		June 2025	President/VP and Director of Swimming
Expected Outcome: Reduced confusion and increased trust in club governance and decision-making processes.			
Review:			