



Parent Satisfaction **SURVEY 2025** *MEMBERSHIP REPORT*

Overview:

The 2024/25 Board of Directors recognized the need to improve communication and transparency within the club. In early 2025, we launched the Parent Satisfaction Survey (and a process for Exit Interviews for those leaving the club); this is the first time in many years that an NCSA Board has engaged with Members to seek structured feedback and we are excited to use this information in a meaningful way to support our club. NCSA & NCSS have more than tripled our Membership in the last 4 years, going from a small sized organization, to what is now a Club with over 360 Swimmers (and many more on our waitlist)! NCSA has three arms of Leadership; our Coaches, the devoted frontline staff who you see on deck daily training our Swimmers; the Board of Directors, a group of dedicated volunteers who provide oversight and governance to our non-profit organization; and our Team Administration.

This survey looks at how our Membership feels each Leadership arm is currently performing, and where we might see room for improvement. We are sharing the results of the survey, along with a small snapshot of what we all do, and how we plan to address the identified needs of our Membership with this valuable feedback. The Board does recognize that we need to adjust a number of the questions on any future surveys, as the wording and clarity of the questions was unclear in some places - we will be working on an improved version for 2026 with feedback from Coaches, Parents and Administration. Later this season, our Leadership Team will meet to develop a more detailed Strategic Plan, which will be posted alongside this report, for Members to see more on how we plan to address the identified needs going forward. Together, we can be AMAZING!!



Parent Satisfaction SURVEY 2025

Section 1: Coaching

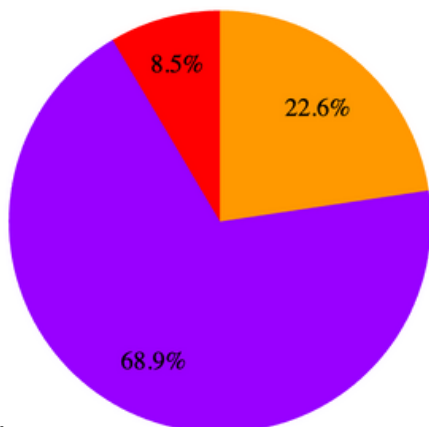
Our NCSA Swim Program has seven Lead Coaches; seven Assistant (2nd) Coaches; and fifteen Jr Coaches for NCSS, all are former Competitive Swimmers. Our Lead Coaches are all NCCP certified level 101 or 201, which includes Professional Development educational requirements (Swim Canada). Our Assistant (2nd) Coaches are all NCCP Certified as Community Coaches and our Jr Coaches have all completed the NCCP Community Coach Certification. NCSA follows the Athlete Development Model, a standard set of principles and programming directives based on current scientific research into young athlete development.

Our NCSA Coaching team has over 80 years of combined Coaching experience; they bring an incredible wealth of knowledge and experience to our Club! Lead by Dave Loyola (Head Coach), one of the longest standing Coaches in Alberta with 30 years on deck, Dave has taken training up to NCCP level 301. Dave serves as the Director of Swimming for NCSA, in a dual role as both Organizational Director, and Head Coach. Assistant Head Coach, Chad Thompson, with 4 years experience, just achieved his NCCP level 201 certification (and is training NCCP 301), and was selected for the Swim Alberta Future Coaches Initiative. For more information on our group of incredible Coaches, please check out their profiles on the NCSA Website.

Here are the survey results related to Coaching:

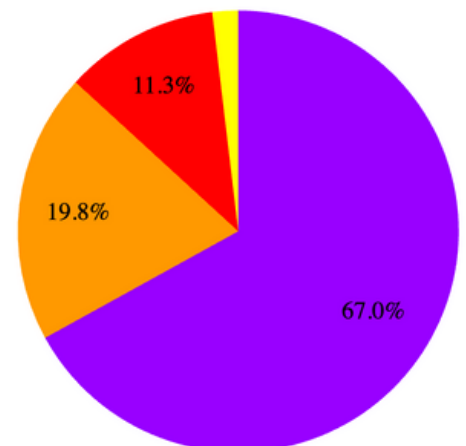
How approachable is the Coach to discuss problems and concerns?

-  Very Approachable
-  Somewhat Approachable
-  Not Very Approachable
-  Very Unapproachable

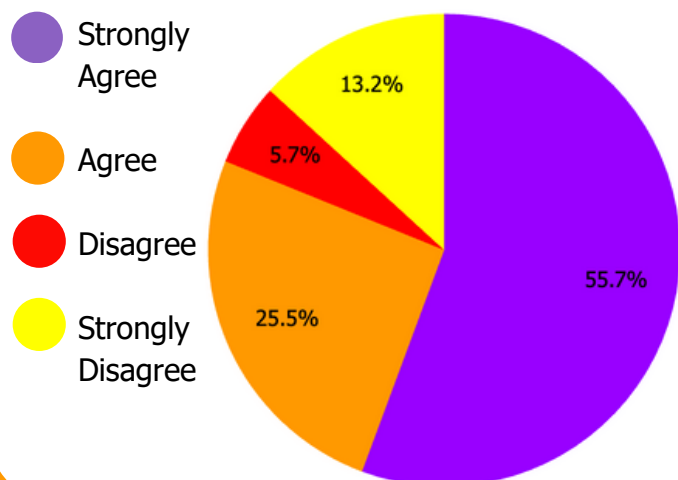


The Coach is focused on the Swimmers' needs during practice:

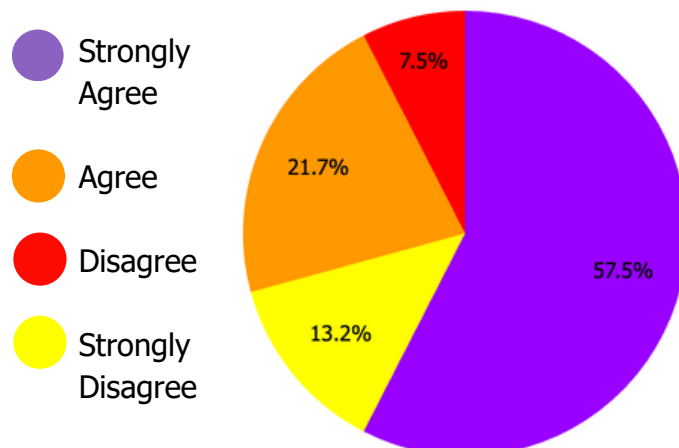
-  Always
-  Sometimes
-  Not Always
-  Seem Very Distracted



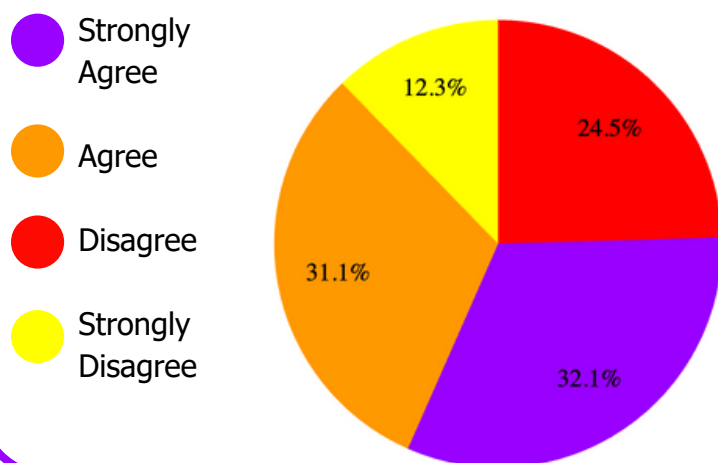
The Coach cares about my Swimmer's health & well-being:



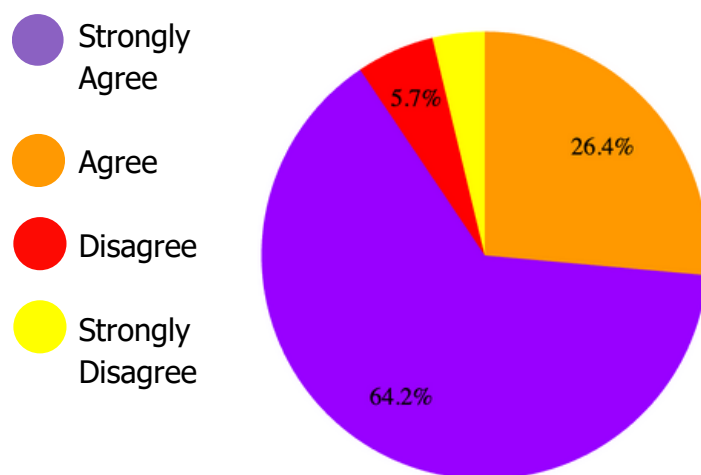
The Coach provides a safe and supportive environment for my Swimmer:



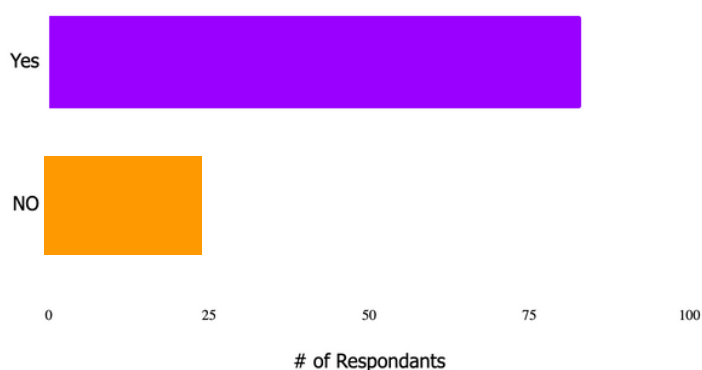
The Coach provides regular feedback about my swimmers progress, areas of opportunity, and success:



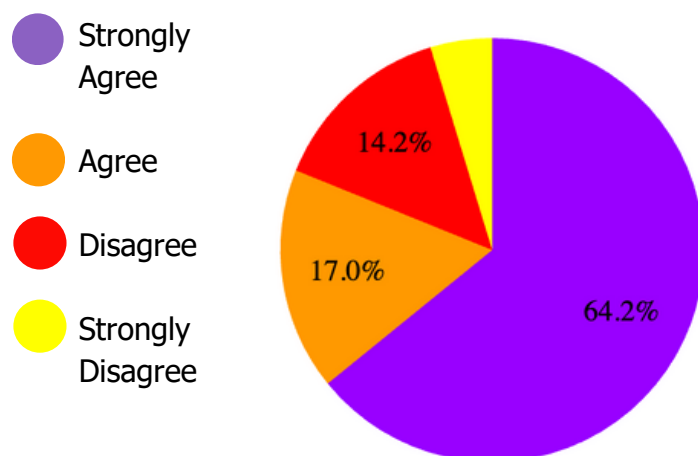
I am comfortable raising issues and concerns with the Coach:



My Swimmer is comfortable raising concerns with the Coach:

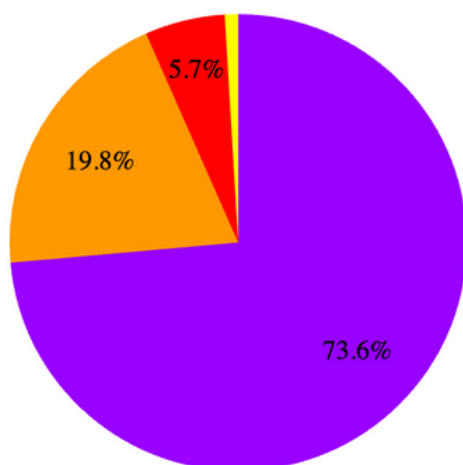


The Coach responds to my questions and/or concerns in a timely manner:



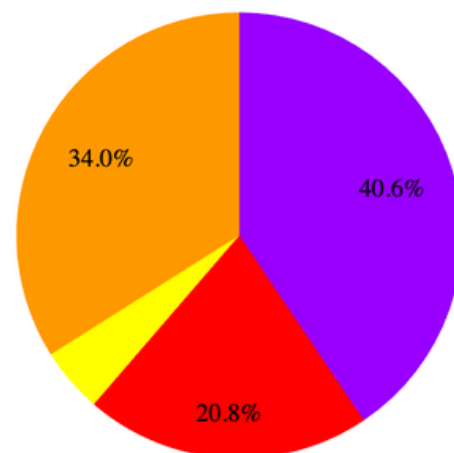
The Coach is organized for both practices and meets:

Very Organized
Organized
Unorganized
Very Disorganized



The Coach balances individual and group coaching within the training schedule:

Strongly Agree
Agree
Disagree
Strongly Disagree



The Coach could improve on:

Communication:

Yes 38.7%

No 61.3%

Motivation:

Yes 33%

No 67%

Safety:

Yes 13.2%

No 86.8%

Balance of individual and group training:

Yes 50.9%

No 49.1%

OPPORTUNITIES & NEXT STEPS:

Our Coaching Team will be reviewing the survey results, including looking at results for their individual squads during Supervision, to identify areas for improvement. We will be introducing formal Learning & Development plans for the 2025/26 season, which will help to provide Coach specific opportunities for individualized growth and identify the best educational and professional development opportunities for each Coach to soar to their full potential. We have recently added a Mentor Coach position (welcome Ali Can!), who will work with each Coach on deck to provide support and help us to streamline technique, drill sets, and instructional protocols across squads. Our Lead Coaches will also be working with the Board and Team Management to develop an overall NCSA Strategic Plan with a focus on improved communication, organization, and consistency across the Organization.



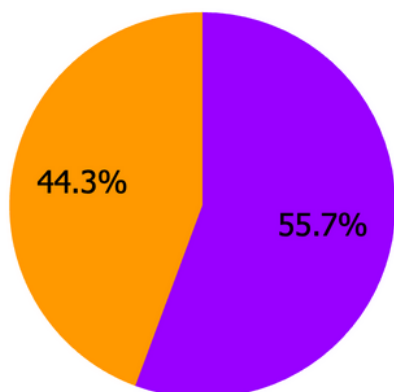
Parent Satisfaction SURVEY 2025

Section 2:

Board of Directors

Are you clear on the role and responsibility of the Board within NCSA?

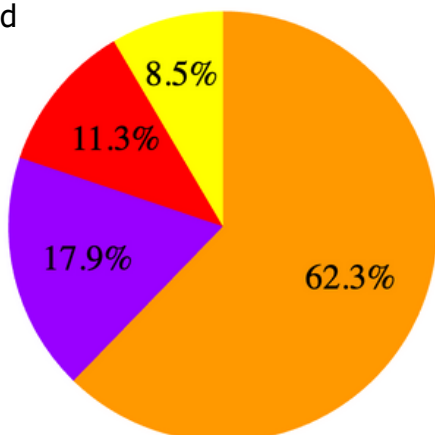
- Yes
- No



Our 2024/25 NCSA Board of Directors consists of 8 volunteers (President, Vice President, Treasurer, Secretary & 4 Directors at Large). NCSA is a non-profit organization and the Board operates as the "governance" arm, providing oversight on behalf of the Membership. Elections for Board positions occur each Fall at our AGM, with each Director committing to a 2 year term. The Director of Swimming (responsible for Operational Management) reports directly to the Board of Directors. The Board is responsible for financial oversight & accountability; developing and implementing bylaws and policies in line with our vision & mission; and ensuring NCSA is in compliance with the legal and ethical standards of our governing organizations (Swim Canada, Swim AB). We also handle formal complaints and disputes; direct fundraising; and support the parent volunteer committees.

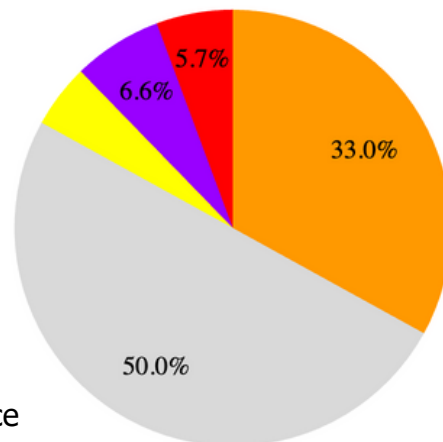
How satisfied are you with the overall Board's performance?

- Very Satisfied
- Somewhat Satisfied
- Unsatisfied
- Very Unsatisfied



How responsive is the Board to questions and issues?

- Very Responsive
- Responsive
- Unresponsive
- Very Unresponsive
- No Experience to Comment



Areas the Board could improve

on:

Communication:

Yes - 67%

No - 33%

Clarity:

Yes - 71.7%

No - 28.3%

Openness:

Yes - 71.7%

No - 28.3%

Decision Making:

Yes - 67.9%

No - 32.1%

Responsiveness

Situations:

Yes - 64.2%

No - 35.8%

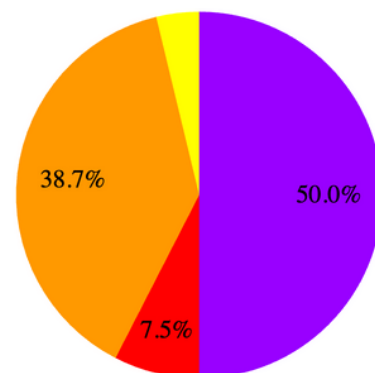
Volunteer Committees do a good job organizing and delivering NCSA Swim Meets, and supporting me as a Volunteer:

Strongly Agree

Agree

Disagree

Strongly Disagree



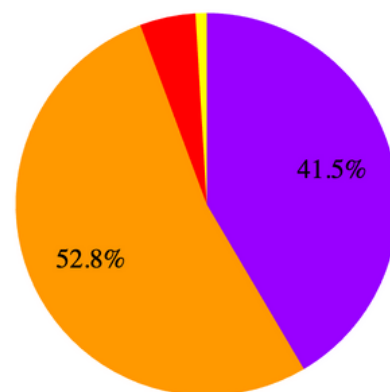
Volunteer Committees do a good job organizing fundraising activities, and supporting me as a Volunteer:

Strongly Agree

Agree

Disagree

Strongly Disagree



OPPORTUNITIES & NEXT STEPS:

Our 2024/25 Board is enthusiastic about the opportunity to create meaningful change. Due to the enormous growth of our club in the last few years, we recognized the need for a more involved Board of Directors that can support our Operational Management in building up NCSA's financial, organizational, and management

infrastructure to sustain a team this size for many years to come. Organizational change takes time, and we recognize the need to ensure the elements that make us "NCSA", our team identity and culture, are important to protect through the change management process. The Surveys (which have not been done for many years within the club), are part of a larger structural plan to provide more communication, transparency, and clarity in our program. Our research into the restructuring process included exploring other Teams (of similar size), to ensure our Policies and processes are consistent with the AB Competitive Swim Community. Some of the immediate changes we have implemented include; releasing Director & Administrative reports in our Board Meeting Minutes, so that Members can see the information that is used to support decision making; building formalized performance evaluations for employees, to ensure ongoing consistency in evaluating and supporting NCSA staff; & assigning Directors to our Parent Committees to provide support and communication. In December 2024, we established a formal "Fundraising Team" who have been exploring sponsorships, grants and more efficient fundraising opportunities across the Club... stay tuned for some exciting announcements for the 2025/26 season.



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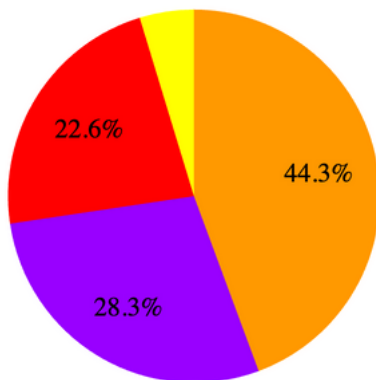
Section 3: Team Administration

NCSA currently employs four part-time Administrative Employees; our intrepid Director of Swimming (Dave Loyola); our dynamic Assistant Head Coach (Chad Thompson); our esteemed Team Bookkeeper, Katie Frankzac; and, essential to our success as a Club, Team Manager Robin Loyola. Robin works in multiple roles, Coaching Swimmers & Mentoring NCSS Jr Coaches (recently has taken on Airdrie T5 to finish their season); and as our Team Manager, overseeing everything from AGLC licensing; team gear purchasing; communications; liaising with Swim Canada/Swim AB; the list is endless! Robin has 20 years of experience as a Swim Coach & Team Manager. She is NCCP 201 certified as well as being a Learning Facilitator for Community Coaching & Swim 101. This fall, Swim Canada presented Robin with the 2024 Cliff Barry Award which "recognizes the Coach who demonstrates love and passion for the sport and profession with an emphasis on Club development from grassroots to national and international competition".

Our Team Administration has maintained the same size and structure throughout the exponential growth of the last 4 years. Through the collaborative Board-Administrative re-evaluation this season, we recognize that to see NCSA continue to thrive, an overhaul is needed. Dave and Robin have worked tirelessly to steer NCSA through the pandemic; an explosion in numbers; and the battle for limited pool space in the Calgary and Airdrie areas. Our Administration are continually advocating for NCSA to have access to facilities, and provide equipment and training space for our Swimmers to thrive.

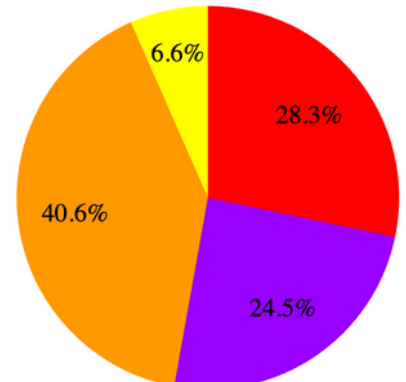
The Club Management responds to my questions and concerns quickly and in an efficient manor:

-  Strongly Agree
-  Agree
-  Disagree
-  Strongly Disagree

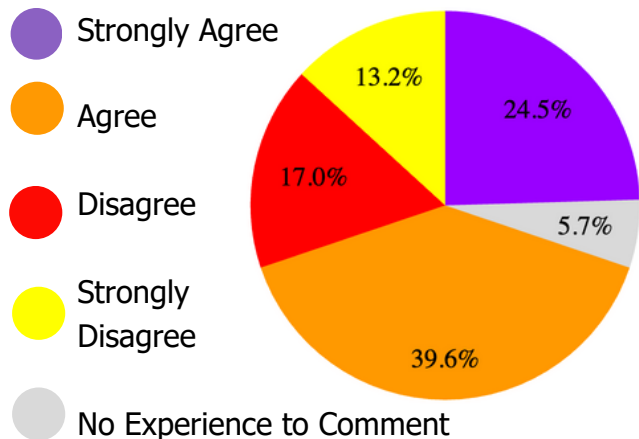


NCSA clearly & effectively communicates all of the information I need as a Swim Parent:

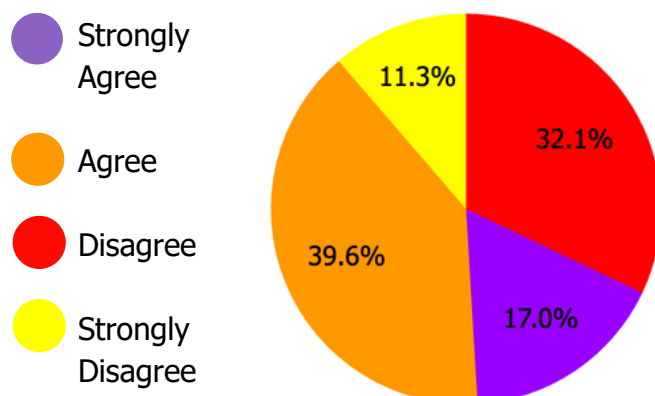
-  Strongly Agree
-  Agree
-  Disagree
-  Strongly Disagree



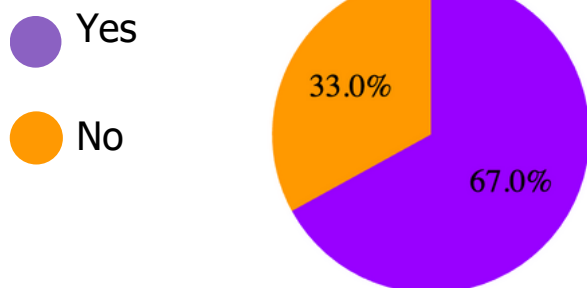
I am comfortable raising concerns with Club Management:



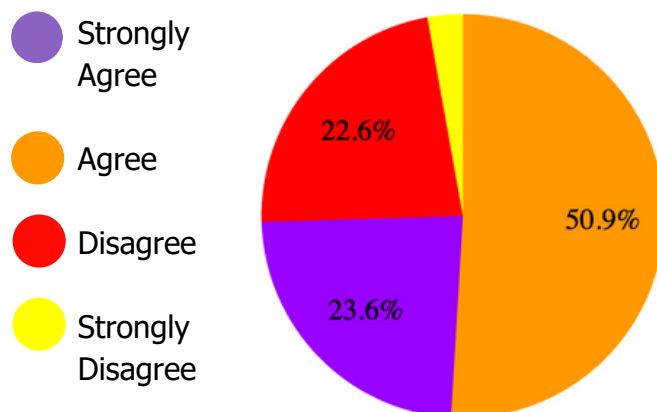
NCSA is organized, efficient, and is a well managed organization:



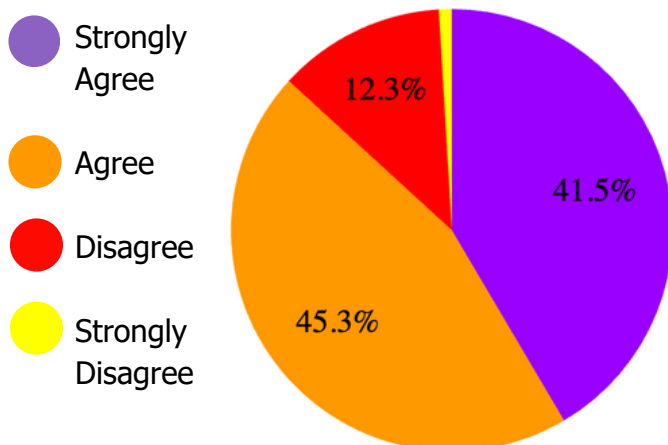
The training facilities used by NCSA are adequate for my Swimmer's needs:



I am satisfied with the quality of the team apparel and equipment:



I understand why I'm asked to volunteer on committees and fundraise, and the role that plays within the club:



Areas Club Management could improve on:

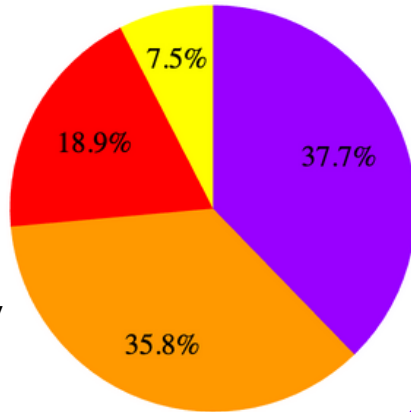
Communication: Yes - 62.3%
No - 37.7%

Clarity around parent requirements: Yes - 53.8%
No - 46.2%

Responsiveness time to questions and requests: Yes - 62.3%
No - 37.7%

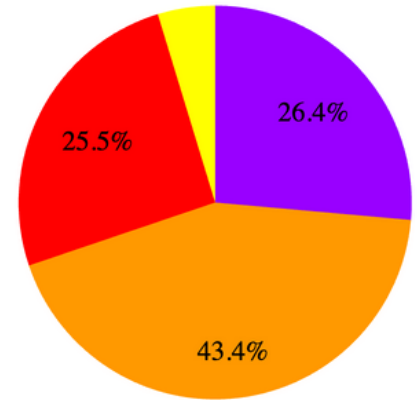
How likely would you be to recommend NCSA to Others?

- Very Likely
- Likely
- Unlikely
- Very Unlikely



Is the culture of NCSA a positive one for your family?

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree



OPPORTUNITIES & NEXT STEPS:

Team apparel is recognized as an area that needs an overhaul. The processes and suppliers used in previous years no longer serve us well for a team of nearly 400 swimmers! We are exploring multiple options, including looking at the feasibility of ordering through a 3rd party distributor that could manage the ordering, manufacturing and distribution under one roof. Our Fundraising Team (which includes Robin) has also been hard at work this year, exploring opportunities for Grants and Sponsorship that could bring down the cost of apparel and equipment for all of our families. We hope to have some exciting announcements before the 2025/26 season!

Our Director of Swimming recognizes the need to reexamine our Organizational needs, and re-align the Club with a Business Model that reflects our explosive growth. The Board of Directors, Team Management, and a group of Coaches will be undergoing a Strategic Visioning and Planning Day before the end of May 2025. This facilitated process will help us to establish a collaborative, forward thinking plan of action to address the challenges and opportunities highlighted through this survey and other efforts to understand NCSA's needs as a growing Organization. The three arms of NCSA's Leadership Team have a renewed sense of direction and vision that we are excited to see take us into the next season. The heart and soul of NCSA will not change, but we hope that all of our Members will appreciate the incredible efforts our Leadership Team are making to improve our organization, so that we can enjoy another 30 years of excellence in the Alberta Swimming Community!

Dream It * Train It * Live It