



Strengths	Weaknesses	Opportunities	Threats
Strong Community & Inclusive Culture: - The club thrives on a foundation of supportive families, a vibrant sense of community, and a welcoming environment that embraces diversity and inclusion. Experienced & Passionate Coaching Staff: - Coaches bring deep expertise, a shared commitment to learning, and a technically sound approach that emphasizes best practices and continuous growth. Wide-Ranging, Accessible Programs: - A broad selection of affordable, inclusive programs—such as the NCSS Learn to Swim—caters to all ages and abilities, encouraging	Program Inconsistency & Structural Issues: - Efforts to accommodate everyone have led to inconsistent program delivery, unclear swimmer progression pathways, and misaligned squad structures. - Mid-season squad changes, siloed operations, and a lack of cohesion between Calgary and Airdrie programs further contribute to delivery challenges. Leadership & Governance Gaps: - Decision-making processes often lack transparency, and there is a perceived conflict of interest within the current Board structure. - Leadership continuity and succession planning are limited, with some passivity and a need to rebuild trust and unity across the leadership team.	Program Development & Athlete Support: - Implement structured feedback tools (e.g., swimmer progression cards) to support development and engagement. - Introduce incentive and leadership programs for senior swimmers to promote long-term involvement. - Realign squad and feeder structures to better match age and ability, ensuring smoother athlete progression. - Develop a unified coaching strategy for consistency across all squads. - Integrate coaching expertise more directly into administrative and program planning roles. Community, Culture & Retention: - Leverage the club’s strong reputation to shape a consistent public image aligned with its values and vision. - Build programming around emotional health, social connection, and diversity to strengthen team culture. - Promote a culture of involvement, recognition, and long-term engagement to improve swimmer and coach retention. - Enhance the onboarding experience for swimmers, families, and	Athlete Retention & External Competition: - Talented swimmers are being drawn to larger clubs offering clearer development pathways and more resources. - A prevailing perception that NCSA is not a long-term or high-performance option negatively affects recruitment and retention. Facilities & Resource Limitations: - Limited access to pool time, outdated or under-equipped facilities (e.g., Thornhill), and slow facility development hinder training quality and club growth. - Heightened competition for pool space among local clubs makes scheduling increasingly difficult. Leadership & Volunteer Instability: - Frequent Board turnover disrupts continuity and strategic momentum. - Ongoing coach and volunteer burnout, alongside challenges attracting and retaining skilled individuals, risks operational effectiveness. - Insufficient staffing and volunteer



early development and long-term progression. Positive Club Environment: • The organization is known for creating enriching experiences for children, providing positive first impressions, and promoting a growth mindset across its culture. Strong Leadership & Governance: • A dedicated, skilled, and collaborative Board and Leadership Team actively supports the club’s mission, drives improvement, and contributes diverse expertise. Reputation & Legacy: • NCSA is widely respected for its professional image, community trust, and proud history of competitive success.	Communication & Identity Challenges: • Internal communication is weak, both across leadership and between coaches and the Board. • Members often feel uninformed, and the club struggles to clearly promote the value of its programs or establish a unified identity—especially between developmental and competitive goals. Coaching Capacity & Support: • Lead Coaches are stretched thin, limiting mentorship for newer coaches and support for athletes with diverse needs. • High-performance swimmers may not receive adequate training hours, and mismatches between coaching methods and outcomes can affect performance. Operational & Cultural Issues: • There is an uneven distribution of responsibilities, limited adherence to processes, and a general lag in adopting	Board/committee members. Leadership & Governance: • Expand and stabilize the Board by recruiting skilled, long-term members from both inside and outside the parent community. • Clearly define Board roles and responsibilities, and implement a structured application process. • Develop structured workplans to maintain leadership momentum and strategic focus. • Improve transparency and access to information through better organization of documents and clearer communication platforms. Facilities & Infrastructure: • Strengthen partnerships (e.g., with Vivo) to secure additional pool time. • Begin long-term planning for a dedicated facility to meet the club’s future needs. • Explore and adopt technology to enhance coaching, communication, and club operations. Funding & Sustainability: • Continue to pursue grants, sponsorships, and new revenue opportunities to improve financial health without	engagement limits support for club operations. Internal Dynamics & Culture: • Gossip, misinformation, and a lack of unified vision between the Board and members undermine morale and organizational trust. • A growing “bystander syndrome” and reactive member behavior contribute to disengagement and distraction from priorities. • Weak communication—particularly between Coaches and the Board—creates misalignment and operational friction. Operational & Logistical Challenges: • Managing logistics across a wide geographical area, multiple school divisions, and variable pool schedules complicates club coordination and delivery. • A tendency to maintain the status quo stifles innovation and progress. Economic & Social Trends: • Economic uncertainty and potential recession may limit families’ ability to support extracurricular activities. • Broader societal shifts—such as
--	--	--	---



Strengths	Weaknesses	Opportunities	Threats
Financial Stability & Strategic Focus: The club operates from a solid financial foundation and is purpose-driven, striving for clear goals that influence all aspects of its development and operations.	technology. A decline in club culture, combined with burnout, poor volunteer engagement, and an “us vs. them” mentality, affects morale and collaboration.	increasing fees. - Use increased funding to enhance coach compensation, tools, and retention efforts. Community Engagement & Partnerships: - Build relationships with other clubs, local organizations, and sponsors for collaborative projects and shared benefits.	screen-dominated lifestyles and increasingly distracted parenting—challenge participation and long-term engagement.