

Report on the Ottawa Rideau Speedeaus d'Ottawa - Future Direction Survey 2009

- [Introductory Remarks](#) 2
- [Raw Data and Observations](#) 3
 - [1. Your swimming profile:](#) 3
 - [Observations on Question 1 - Swimming Profile](#) 4
 - [2. The Constitution states that the club’s “primary purpose is to assist our members in reaching their swimming-related goals, be they competitive, recreational or fitness.”](#) 5
 - [Observations on Question 2.1 – awareness of the club’s constituted purpose.](#) 5
 - [2.2 Please rank the 3 goals in order of importance to you, where 1 = Important; 2 = Somewhat Important; 3 = Not Important.](#) 6
 - [Observations on Question 2.2 – ranking the importance of competition, recreation and fitness as personal goals](#) 6
 - [2.3 How do you rate the club’s performance in helping you meet your swimming-related goals?](#) 7
 - [2.3.1 Please comment on how the club could better serve your swimming-related goal\(s\):](#) 7
 - [Observations on Question 2.3.1 - how the club could better serve your swimming-related goal\(s\).](#) 8
 - [2.3.2 Please comment on any other aspects of the club that are important to you and how we can improve your experience](#) 10
 - [Observations on Question 2.3.2 - other aspects of the club that are important to you and how we can improve your experience](#) 10
 - [2.3.3 If you are a former club member please comment on what we could do to encourage and support your return to the club](#) 11
 - [Observations on Question 2.3.3 - Former Members - what we could do to encourage and support your return to the club](#) 11
 - [3 Coaching:](#) 12
 - [Observations on Question 3 - Coaching](#) 13
 - [4. Other comments:](#) 14
 - [Observations on Question 4 – Other Comments](#) 15
- [Executive Summary](#) 16
 - [Profile of the Club](#) 16
 - [Members’ Swimming-Related Priorities](#) 17
 - [Meeting Members’ Swimming-related Goals](#) 17
- [Recommendations](#) 18

Introductory Remarks

The purpose of the survey was to gather stakeholder input on the organization's level of coherence to its constitutionally stated purpose. This input is intended to help define goals and objectives for the swim club executive to pursue.

21 current and 3 former members responded. The current membership, defined as those who have paid Masters Swimming Ontario registration as members of the Ottawa Rideau Speedeaus d'Ottawa, total 59, and is made up of 12 women (1/5) and 47 men (4/5).

Given this size of population (59) and the sample size of respondents (25), if we assume a 95% confidence level, we can claim with a 15% accuracy rate that it represents the views of all members. In other words, it is about 70% accurate. For a survey of this kind, this is well within normal limits, and we can be fairly sure that the general concerns of the membership are well represented.

Raw Data and Observations

1. Your swimming profile:

1.1 Gender (i.e. Locker room used):

Male	Female
Xxxxx xxxxx xxxxx xxxxx	xxxx
20	4

1.2 Current or Former Member:

I currently swim with Rideau Speedeaus	I am a former Rideau Speedeaus swimmer
Xxxxx xxxxx xxxxx xxxxx x	xxx
21	3

1.3 Years as a masters swimmer:

< 1 ;	1 to 3	3 to 7	More than 7
xx	Xxxxx xxxxx	xxxx	Xxxxx xxxxx
2	9	4	9

1.4 Years/months with the Rideau Speedeaus: ___ yrs ___ months

< 1 ;	1 to 3	3 to 7	More than 7
xxx	Xxxxx xxxxx	xxxxx	xxxx
3	9	5	4

1.5 Swim lane:

A (fast)	B (moderately fast)	C (moderately slow)	D (slow)
xxx	Xxxxx xxxxx	Xxxxx	xxx
3	10	5	3

1.6 I usually attend practices

3/week	2/week	1/week	fewer than 1/week
Xxxxx x	Xxxxx xxx	xxxx	xxx
6	8	4	3

Non-Members: fewer than 1/wk (3)

1.7 How often do you refer to www.rideauspeedeaus.com?

Weekly	Monthly	Every 2-4 months	Twice a year or less	I didn't know about it
	xxxx	Xxxxx xx	Xxxxx xxxxx	
0	4	7	9	0

Non-Members: Every 2-4 months (3)

Observations on Question 1 - Swimming Profile

Gender: Men make up 83% of the respondents and women 17%—a ration of approximately 1 woman for every 6 men (club membership is currently 80% men, 20% women).

Membership: 21 respondents are current members and 3 are former members.

Years as a Masters Swimmer: 46% of respondents have been masters swimmers for less than 3 years. 54% have been masters swimmers for more than 3 years, with 37.5% more than 7 years. This suggests that the level of familiarity with masters swimming (philosophy, structure, benefits, resources, etc.) may be fairly low for almost half of the club, which in turn suggests that some work may need to be done to increase awareness.

Years with ORSO: 43% (9/21) of respondents have been with the club for more than 3 years, while 57% (12/21) for less than 3 years. This indicates that there is a fairly long organizational memory within the membership. If these longer-term members are engaged in advising and/or managing the organization, a measure of continuity and stability is present.

Swim Lane: A slight majority of respondents (13/21) swim in the faster lanes, while 8/21 respondents use the slower lanes.

Practice Frequency: Only 6 of the 21 current member respondents (28.5%) swim all 3 weekly practices; 38% swim twice a week; 19% only once a week; 14% fewer than once a week. This suggests a low level of cohesion within the club—cohesion in any organization is high when members commit to common values and goals, while it is low in organizations with few common values and goals.

Club Website: All respondents know about the site. 52% of respondents who are currently members view the site 3 or more times a year, but no more than once a month; 48% twice a year or less. In other words, half of respondents have little use of the site and are getting their regular club information needs met elsewhere. This suggests that it may be worthwhile to review members' information needs and expectations relative to the site if the site is intended to provide current members with information.

2. The Constitution states that the club’s “primary purpose is to assist our members in reaching their swimming-related goals, be they competitive, recreational or fitness.”

2.1 Were you aware of this purpose?

Yes	No
Xxxxx xxxxx xxxxx xxx	Xxxxx x
18	6

Observations on Question 2.1 – awareness of the club’s constituted purpose

Of the 24 respondents, one in four (25%) were unaware of the club’s primary purpose statement. In fact, all 6 who were not aware of this purpose statement were from amongst current members. This suggests that the club is not doing a good job of communicating and keeping central the purpose for which it was constituted. In any organization, this situation should be cause for alarm as it compromises cohesiveness through unnecessary confusion and lack of focus in decision making, possible conflict among members, reduced morale, and could ultimately lead to loss of members.

This situation indicates that the dialogue between _ of members about their swimming-related goals and the executive and coach is probably not happening. In turn these swimmers likely do not know that the executive and swim coach need to know their swimming-related goals in order to make decisions, which also compromises club cohesion. This is reflected in the comments under question 2.3 and the general comments section.

2.2 Please rank the 3 goals in order of importance to you, where 1 = Important; 2 = Somewhat Important; 3 = Not Important.

Competition			Recreation			Fitness		
1	2	3	1	2	3	1	2	3
x	Xxxxx x	Xxxxx xxxxx xxxxx	Xxxxx xx	Xxxxx xxx	Xxxxx xx	Xxxxx xxxxx xxxxx xx	xxxx	
1	6	15	7	8	7	17	4	0

Non-members: 321, 312, 221

Observations on Question 2.2 – ranking the importance of competition, recreation and fitness as personal goals

Fitness

Fitness carries a high or moderate level of importance for all respondents. It would be rare for fitness to rank as unimportant as being fit is essential to being able to swim or participate in any physically demanding repetitive performance sport or activity.

Recreation

Recreation is not seen as important to approximately 1/3 of correspondents. This raises the question of how these respondents view swimming, if not as a recreation, or perhaps the differences between the terms “fitness” and “recreation” are not well defined or are unclear to members.

Competition

1/3 of respondents consider competition of importance, with only one respondent considering it of strong importance.

For all respondents, including nonmembers, swimming is a fitness activity.

For 2/3 of respondents, swimming is a fitness activity with a recreational component.

For 1/3 of respondents, swimming is a fitness activity leading to competitive performance.

Note: It is important to note that the club is obligated to support every member’s swimming-related goals according to these three categories.

2.3 How do you rate the club's performance in helping you meet your swimming-related goals?

Very Helpful	Somewhat Helpful	Not Very Helpful
Xxxxx xxxxx xxx	Xxxxx xxxxx	x
13	10	1

Non-Members: 1 very, 1 somewhat, 1 not very helpful.

2.3.1 Please comment on how the club could better serve your swimming-related goal(s):

- A.2.3.1.1 improving the quality of coaching; organizing participation in more swim meets; participation in more stroke improvement courses, offered by other teams, e.g. Technosport
- A.2.3.1.2 As a relatively new swimmer, I need more feedback and information from the coach – but, honestly, I need to take some responsibility too. I don't attend as often as I should. I need more motivation. Socializing tends to take priority, and swimming practice suffers.
- A.2.3.1.3 I would like the club to have more elements to help swimmers improve their competitive edge during the fall, winter and early spring, with more of a long-distance swim focus in the spring, summer and early fall. This would help prepare me for the types of competitions I am interested in, as well as keep me in shape. We tend to shy away from long distance swims and IM, which I would like to do more often. Also, some classroom sessions every 6 weeks or couple of months to watch swimming videos and talk about technique/cross training etc. would be helpful.
- A.2.3.1.4 More Technic an stroke sessions, thanks you for the butterfly sessions
- A.2.3.1.5 More stroke clinics
- A.2.3.1.6 I could use more specific coaching and/or correction on swim technique. I would like know that there is an overall structure to a training cycle, and to understand what that structure is.
- A.2.3.1.7 Occasionally offer instructions on flip turns, legal turns, and transitions from one stroke to another, for example, back to free. When we have long course, practice dives for a few minutes.
- A.2.3.1.8 I am interested in maintaining my fitness level. Swimming is a great way to achieve that goal. My primary interest is social connection – I am interested in any opportunities to develop friendships with others interested in similar activities.
- A.2.3.1.9 More stroke drills and stroke clinics.

A.2.3.1.10 Knowing the coach vision for the club and how I may participate in achieving it.

A.2.3.1.11 Experienced and consistent coaching

A.2.3.1.12 I am not swimming regularly at the moment. In past years, I would swim at almost every practice and had specific goals, including competitive ones. My commitment to swimming has diminished because of increased emphasis on other priorities and not because of anything the club has done in particular. At the moment, my goals are almost exclusively fitness related and the club is serving me well in that way. If financially possible, I would like the club to continue to offer at least one 1.5-hour practice each week as I prefer longer swims.

Non-Members:

A.2.3.1.N1 I really want to learn how to swim efficiently and beautifully and relaxed (as taught, for example, at totalimmersion.net). When I was there, the coaches were not interested in giving me the time to practice some of the total immersion exercises. And they insisted on me doing the exercises they set. So, during the time I was there, I never got any better. After a year or two of swimming with you folks I still could only swim 25 m. So, what I was doing was continuing to swim badly, and practicing swimming badly. I couldn't figure out how to learn to swim better, even though I'd found a system that taught that and taught it well. Also, competition doesn't interest me, nor does swimming like a 20 year old (with lots of distance and repetitions)

A.2.3.1.N2 (former) I am a relatively good swimmer. However I do not attend frequently and when I do I seem to swim in the D lane. The problem I encounter is that when I do swim I swim faster than those in my lane but I tend to swim shorter distances or fewer laps at a time. I guess what I am saying is that there is no lane or category for my type of situation. I want to swim – but don't know if swimming for 1 _ hrs is my thing... Also, I think more non-swimming social activities would help reach my recreational goals. I want to meet more of the fellow swimmers but don't always have occasion to do so. (I recognize that a lot of this is my own doing and I should commit more but am providing this in the context of feedback for the club to consider. Hope it helps.)

Observations on Question 2.3.1 - how the club could better serve your swimming-related goal(s)

It is clear that the club is meeting the swimming-related goals of most of its members. Even so, 12 of the 21 respondents offered comments that clearly reflect areas for improvement as follows:

- **10 of the 12 commented that they want more and/or improved coaching on swim techniques, either stroke improvement alone or with the addition of competitive training techniques such as starts and turns.**
- **2 commented that the social aspects of the club are important to them: however, they did not mention wanting the club to take action in this area.**
- **2 commented on wanting a seasonal training cycles/seasonal plan toward preparing for swim events or improving fitness in a progressive manner.**

- **9 did not offer comments, suggesting that they are either content or are unable to offer improvement suggestions.**

Over all, members have clearly articulated that swim technique instruction is a priority for them and feel that the club needs to improve its offerings in this area.

2.3.2 Please comment on any other aspects of the club that are important to you and how we can improve your experience

- A.2.3.2.1 Contact and friendship with other similarly-motivated gays with similar value systems; Getting to know other women; having fun
- A.2.3.2.2 Tips, tips, and more tips! Knowledge and small goals along the way.
- A.2.3.2.3 Encouraging competitive swimmers is just as important as providing for the recreational swimmer—after all, the club’s stated *raison d’etre* is to help all of its members with their swimming-related goals.
- A.2.3.2.4 I think the club needs a better vehicle for communications (both executive-to-member and member to member). That could be either an email listserv (like Frontrunners), or using a site such as Facebook.
- A.2.3.2.5 Swimming is very important, but I also like the social aspect of the club (friendship, etc.); coaching is also important; preparation for competitions (advice, training plans, etc.)
- A.2.3.2.6 As I mentioned in the past, I personally do not find any affinities with the coaching style of the actual coach.
- A.2.3.2.7 Fund to defray competition costs should be available to swimmers.
- A.2.3.2.8 I would like to see greater participation from women in the club, including in the social aspects. I understand the challenges this can pose, but know that it has been possible in the past.

Observations on Question 2.3.2 - other aspects of the club that are important to you and how we can improve your experience

8 out of 21 respondents offered comments on other aspects of the club that are important to them. A few shared themes emerged as follows:

- **3 more respondents called for improved coaching**
- **3 more respondents mentioned preparation and encouragement for competitors**
- **2 commented on the importance of social contact opportunities; however, they did not mention wanting the club to take any action in this area.**

2.3.3 If you are a former club member please comment on what we could do to encourage and support your return to the club

A.2.3.3.1 Nothing. I have decided that I tire of swimming, no more challenges.

A.2.3.3.2 Good question! I'd love to continue swimming somehow, but I'm stuck in the dilemma I outlined above. I took 2 lessons from a total immersion coach when I was in Vancouver visiting my mother, but I've done nothing with those. And my experience has taught me that the Speedeaus won't support me in learning that system. And, as I think about it, the reason I've pursued Total Immersion is because I want to learn to swim well, and I wasn't learning that with the Speedeaus, and I was frustrated. It's not that Total Immersion is the be all and end all, but it is a system that works with people like me who have basic swimming problems and need to rebuild each component of how to move through water. They do that with drills for each piece of swimming, and you don't move fast in those drills, so they can't be done at the same time as other people are swimming or attempting 200 m of freestyle, say, even in D-lane.

A.2.3.3.3 Perhaps a more leisurely pace to increasing the swimming routines would better fit my leisure goals. As mentioned above, I would like to get to know the club members more – so some social activities would help in this regard.

A.2.3.3.4 I have moved to the suburbs and so it is so much harder to commit to getting out and swim – I now run with a Running Room group in the suburbs that is mostly all (straight :<) women which is good for my fitness goals but not for my recreation/socializing goals. Don't know what to suggest to get me to return to the club - will try and swim on Fridays through the summer... just keep nagging me.

Observations on Question 2.3.3 - Former Members - what we could do to encourage and support your return to the club

The responses from non-members about what would bring them back into the club are too few and too diverse to draw any general conclusions. A case-by-case approach is needed with the two who are open to returning to the club; however, one is specific about wanting the “Total Immersion (TI)” approach. That swimmer provided contact information for a certified TI coach in the region who may be available for a few months each year to do workshops.

3 Coaching:

Has our swim coach helped you reach your swimming-related goals?

Yes	No
Xxxxx xxxxx xxxxx x	xxx
16	3

Non-Members: Yes (2), No (1)

Please explain:

A.3.1 Not noticeable improvements with current coach. Very noticeable with previous.

A.3.2 Have improved my skills under Dana and Joe

A.3.3 Stroke correction mostly.

A.3.4 Somewhat, though I don't have any specific goals. That should be the 1st step perhaps: having a goal.

A.3.4 Joe was very proactive in providing advice: if he noticed a problem, he would tell you immediately. I find Dana to be more reactive: she will only give advice if you ask for it. I would prefer if Dana's advice was more similar to Joe's. Of course, I could ask her to provide suggestions!

A.3.5 Dana's instruction has helped tremendously. She corrected some technical flaws that made a huge improvement for me.

A.3.6 Through Jo's and Dana's feedback, I have improved my technique

A.3.7 Dana has been very good at assembling people and providing varied workouts, and her presence has been very good for the morale of the club.

A.3.8 Provides workouts that are varied, and positive encouragement

A.3.9 Helped to keep the focus – not the strongest coach we have had but meets the goal.

A.3.10 Dana is a great coach and it is sad news to hear that she can only be with us a short time.

A.3.11 Coaching has been completely absent in my case.

A.3.12 The workouts are rather amateurish in nature. Some correction is provided, but overall the level of coaching for the past 18 months has been below average. The coach is, however, approachable and nice!

A.3.13 The provision of workouts helps me meet my fitness goals and the coach has been open to adapting workouts to my needs when asked.

Non-members:

A.3.N1 In fairness, I did learn some things, but I wasn't improving as I'd hoped, and my goals were modest!

A.3.N2 I got a lot from the former coach (older fellow – forgot his name). He taught me stroke techniques – e.g. arm reach and body rolling that I now apply.

A.3.N3 I have swum in ORS competitions, which is awesome after getting coached to dive in and dive in and dive in the practice before – thanks Joe...

Observations on Question 3 - Coaching

19 current members responded indicating whether or not the coaching helped them reach their swimming-related goals; 3 said NO (16%) and 16 said YES (84%). This is a high level of satisfaction for a long-term, large community group training scenario with such diverse skill levels. All 3 non-members comments reflected those of current members.

4. Other comments:

- A.4.1 While the Exec is doing a great job in guaranteeing continuity of practices and programs such as LTS, the club has not been active in the community as before – i.e. annual expo – there has also not been any discussion at a team level concerning the 2010 Speedeaus swim meet – is it happening or not? It's noticeable the lack of previous club service offerings such as ordering swimsuits, organizing regular social activities and successfully promoting participation in swim related events outside of town.
- A.4.2 Other Masters teams, in my experience, are more focused on improving times for swimming specific strokes and distances. Is this appropriate for our team? Other teams have regularly scheduled and programmed social events to build friendships and encourage each other in swimming goals. We need to have more of these events, preferable in people's homes. There is too little social interaction between members, and not well organized.
- A.4.3 I am not swimming as much as in the past so I can offer little feedback on the current coach or the current conditions.
- A.4.4 The executive has done a tremendous job with the resources and issues it has had to deal with. I am concerned that the club's net worth has dropped – fewer swim hours, fewer hours of coaching – hopefully that will turn around in the fall and winter. I believe that a renewed focus on making the club attractive to swimmers for swimming-related purposes (the club constituted purpose) is needed if we are to increase and keep members. When I encounter former members and try to encourage them to return, they ask what has changed and I have nothing to tell them that would make a difference. I believe that should and can change if we refocus.
- A.4.5 Can we please buy more pull buoys for the team or organize a collective order for everyone to buy and bring their own? We never have enough. UOttawa should supply these as a first alternative.
- A.4.6 If we have Dana, or someone of her level of swim coaching expertise in the future, I'd like to see additional coaching. That additional coaching could be clinics put on by members of the club (like Kerry's ~~Butterfly~~ Dolphin clinic), or outside coaches like the session we had with Lynn Marshall before the swim meet.
- A.4.7 We could do a better job of outreach, recruiting and providing interesting social opportunities for team members.
- A.4.8 I enjoy belonging to the swim club very much – please say thank you very much to the executive.
- A.4.9 As a member of the executive, I find it very interesting to run a survey at this time. Although the goal of the club is swimming, most members in previous surveys have indicated the importance of social activities in their participation in the club. Should we wish a more competitive swim club, there is Techno-Sport, the Y's or Carleton Master Swim Club to provide an environment which is more conducive to competition and to train towards more competitive goals. The Rideau Speedeaus members liked the “lay back” approach to swimming mixed with a social environment that is conducive to friendship and sharing. I believe that the Club has lost a bit of the social and friendly side...

A.4.10 I have very much appreciated the club's focus on fitness and recreation over the last few years. The social component of the club has also been very important to me, and I believe that we play an important function in the queer community. Programs like learn to swim have been very successful. However, if I were to return to more regular swimming and were to have renewed competitive goals, I would have to look closely at the composition of the team and the capabilities of the coach at that time. As it currently stands, I am not sure that the focus of the team would meet competitive needs for my level. My own technical knowledge is as strong as or stronger than that of the coach, so I am not sure that I would have sufficient support to continue to improve. Further, as there are very few A-lane swimmers in the club, there is only minimal internal competition to push me. The possibility of my joining another club is minimal as I have no strong competitive goals at the moment. Still, I think my comments are pertinent to consider if there is a decision to bolster the competitive side of the team, which has suffered in recent years and could use a boost.

Non-Members:

A.4.N1 I'm a former Speedeau, and I was interested in filling in this questionnaire, even late, because I would rather like to swim with you folks, but can't get my goals and your format (or what your format used to be; I'm not sure if it's still the same) to overlap. Peter Scott, the man I took two lessons from in Vancouver (<http://www.seahiker.com/>) comes to Ontario to visit his family every summer, and is willing to do workshops while he is here, if anyone else is interested. His email is info@seahiker.com.

A.4.N2 I find the emails from Richard great. Thanks Richard, I know its all volunteer work so I appreciate the effort. I encourage the club to continue that practice of sending regular emails to current and former members. Makes me feel connected. Thanks for undertaking this survey. Good work. See you all at the AGM.

A.4.N3 I am planning on moving back into town – then I will be back swimming on a regular basis.

Observations on Question 4 – Other Comments

As in all previous questions where respondents entered comments, the theme of skills acquisition garnered the greatest number as a shared concern regardless of the swimmer's focus (competitive, recreational, fitness).

Executive Summary

The number of respondents to the survey is representative of the club as a whole, and the ratio of women to men is likewise representative.

Profile of the Club

The ratio of women to men in the club is 20:80, or 1 to 4. Approximately half of the members have been masters swimmers for more than 3 years and 37.5% for more than 7 years suggesting that a large number of members are familiar with masters swimming philosophy, structure, benefits, resources, etc. With the other half being masters swimmers for less than 3 years, some work may need to be done to increase awareness.

With 43% of respondents being with the club for more than 3 years, there is a fairly long organizational memory within the membership. If these longer-term members are engaged in advising and/or managing the club, a measure of continuity and stability would be present. Further study would be required to determine if this is the case; however, it would benefit the club to ensure that mechanisms are in place so that the knowledge/corporate memories of its long-standing members are shared.

Less than a third of current members swim all 3 weekly practices; nearly 40% twice a week; and less than 20% once a week. This suggests a low level of cohesion within the club. Cohesion in any organization is high when members commit to common values and goals and make full use of the resources and opportunities available, while it is low in organizations with few common values and goals.

Half of respondents have little use of the website and are getting their regular club information needs met elsewhere. It may be worthwhile to review members' information needs and expectations relative to the site.

A quarter of members are unaware of the club's primary purpose statement. This suggests that the club needs to do a better job of communicating and keeping central the purpose for which it was constituted. In any organization, this situation should be cause for alarm as it compromises cohesiveness through such dynamics as unnecessary confusion and lack of focus in decision making, possible conflict among members, reduced morale, and it could lead to loss of members.

The lack of awareness about the purpose of the club also indicates that the dialogue between _ of members about their swimming-related goals and the executive and coach is probably not happening. In turn, these swimmers likely do not know that the executive and the swim coach need to know their swimming-related goals in order to make decisions, which in turn compromises club cohesion. The reality of this is reflected in comments though out this survey.

Members' Swimming-Related Priorities

It is important to note that the club is obligated under its constitution to support every member's swimming-related goals according to the three categories of fitness, recreation and competition.

For all respondents, including nonmembers, swimming is a fitness activity. Fitness is important to all members as it is essential to being able to swim or participate in any physically demanding repetitive performance sport or activity.

For 2/3 of respondents, swimming is a fitness activity with a recreational component; however, recreation is not seen as important to approximately 1/3 of members. This raises the question of how these respondents view swimming, if not as a recreation. Perhaps the differences between the concepts "fitness" and "recreation" are not well defined or are unclear to members.

For 1/3 of respondents, swimming is a fitness activity leading to competitive performance.

Meeting Members' Swimming-related Goals

Although it is clear that the club is meeting the swimming-related goals of most of its members, improvement is called for. In particular, an overwhelming majority (83%) of members wants more and/or improved coaching on swim techniques, either stroke improvement alone or with the addition of competitive training techniques such as starts and turns. In addition, 16% want a seasonal training cycles/seasonal plan toward preparing for swim events or improving fitness in a progressive manner. Another 16% indicated importance of social contact opportunities; however, they did not mention wanting the club to take any action in this area.

16% of members feel that coaching has not help them meet their swimming-related goals, while 84% feel that their needs are being addressed. This is a high level of satisfaction for a long-term, large community group training scenario with such diverse skill levels and training needs. All 3 non-members comments reflected those of current members.

The responses from non-members about what would bring them back into the club are too few and too diverse to draw any general conclusions. A case-by-case approach is needed with the two who are open to returning to the club; however, one is specific about wanting the "Total Immersion (TI)" approach. That swimmer provided contact information for a certified TI coach in the region who may be available for a few months each year to do workshops.

Recommendations

1. increase members' familiarity with masters swimming philosophy, structure, benefits, resources, etc.
2. ensure that mechanisms are in place so that the knowledge/corporate memories of its long-standing members are shared.
3. review members' information needs and expectations relative to the website.
4. communicate and keep central the constituted purpose statement of the club.
5. ensure that a dialogue between members and the executive and coach about their swimming-related goals is maintained.
6. increase the amount and improve the level of coaching on swim techniques, either stroke improvement alone or with the addition of competitive training techniques such as starts and turns.
7. increase the number of group social activities available to members.