

## STRATEGIC PRIORITIES

**Purpose:** We are at our best when providing an exceptional experience in which everyone can rise to their potential.

**Vision:** A leading Canadian centre for sport excellence based on gymnastics activity.

### Values:

Quality  
Respect  
Well Being  
Integrity

#### PROGRAM EXCELLENCE

- safe, clean, healthy facilities ( Oros, Pemberton)
- recruit and retain the staff and coaches
- Equity, Diversity, Inclusion best practices (EDI)
- leadership in sport and delivery
- high level of athlete care
- foster programming to meet the needs of the community

#### SOUND BUSINESS MANAGEMENT

- create more space to accommodate waitlist
- refine organizational structure, systems, roles ,skills to align with values
- affordability and accessible programs
- increase other revenue sources, secure corporate sponsorship and donors
- community appreciation
- facilitate access to sport and physical activity organizations

#### HIGH LEVEL OF MEMBERSHIP SERVICES AND STAFF CARE

- improve club to parent/guardian communication
- improve athletes' pathway and progress reports
- create a member feedback process
- redesign coach/staff training and mentorship programming
- communicate priorities to members and celebrate success
- focus on staff appreciation including performance reviews

## WHISTLER GYMNASTICS STRATEGIC PLAN 2022 - 2026

## Strategic Plan 2022 – 2026: Key Performance Indicators

PROGRAM EXCELLENCE (PRODUCT)	SOUND BUSINESS MANAGEMENT (non-PROFIT)	HIGH LEVEL OF MEMBERSHIP SERVICES AND STAFF CARE (PEOPLE)
<b>Permanent Pemberton Facility</b> Actively looking 2022 – 2024, open Fall 2024 Based on staff Board responsibility with the input of managers	<b>Reduce wait list</b> in Whistler & Pemberton yearly by looking at a redesign of the current program schedule and program offerings. Increase number of day's and times for GFA. On going by management team.	Increase <b>communication</b> of athlete progress to parent/guardian by a 100% over the Feb 2022 survey Management team by Feb 2024. Start to educate parents on the Uplifter software benefits.
<b>Actively Recruit staff and coach</b> Place ads in the following places - GBC Website - Indeed - FB jobs - Uplifter database. ASAP <b>Retention-</b> review of compensation package, bonus incentive based length of stay, athlete retention, customer satisfaction ranking. Training bonus with CITs BOD HR Committee and Club Manager implement Fall 2023	Keep programs <b>affordable and accessible</b> by creating a revenue projection spreadsheet for 2024 – 2026. <ul style="list-style-type: none"> <li>• Membership fees</li> <li>• Program fees</li> <li>• Sponsorship and donor goals</li> <li>• Fundraising goals</li> <li>• BOD Budget committee and Club Manager</li> </ul>	Complete updated <b>athlete pathway</b> document September 2022, communicate to members by May 202  Provide Uplifter training videos for coaches and parents to improve athlete pathway and athlete progress. Management June 2025. Add <b>feedback</b> link added to website by Jan 2023
<u>Conduct</u> a needs assessment to determine how many coaches and what skills are required to meet the needs of growing plan. Align the hiring process with organizational values Club Manager responsibility complete Spring 2023	<b>Increase revenue sources</b> by <u>developing</u> a <b>Corporate sponsorship and donor program</b> BOD or hire staff person complete by 2023 Decide how and how much revenues need to increase to support operations budget.	Implement new active start Cangym and Cangym Fundamentals once available from Gymnastics Canada. Fall Development 2022-Further develop Ninja/parkour skill tracking program. Club/program manager, head coaches.
<u>Conduct</u> a needs assessment for what our <b>community</b> requires. Survey to members (winter bi-annual) 2024/2026? (budget for survey software?) Board responsibility with input of managers	Update the capital equipment plan for 2022 - 2026. Management team, on going Promote <b>access</b> to facility for other sport and physical activity organizations. Fall 2023	Revise current <b>Coach orientation/ training</b> plan due Feb '23 Implement Summer 23 Update annually by Aug '24, 25 Management team responsibility  Review Performance policy for staff Dec 2022
<b>EDI and safe sport training for all staff annual plan.</b> <u>Make</u> a training plan for returning staff. Club Manager with the guidance form GBC and viaSport complete 2024	Clarify administration <b>roles</b> and responsibilities while continuing to refine <b>organizational structure, systems</b> to align with values. Management team, on going	Increase social media posts and online presence, one post a week. Increase views by 20% per year
Continue delivering <b>quality</b> gymnastics programming by providing professional development for coaches to ensure athletes well being is looked after.	Continue to participate in <b>community events</b> , such as Pitch in Day, Canada Day parade, WB foundation and other community events that fit into our vision and values. Club manager	Update Website to include new Strat Plan <b>Values</b> and use to <b>communicate</b> ongoing Club successes