

Whistler Gymnastics Club (WGC) Strategic Plan on a Page 2018-2021

Vision	A leading Canadian centre for sport excellence based on gymnastic* activity.		
Mission	<ul style="list-style-type: none"> • Provide excellence in program activity in a safe, positive, and respectful environment. • Deliver programs with enthusiasm, passion, professionalism and innovation. • Develop physical literacy and foster life-long engagement in sport. • Foster gymnastic fundamentals that can be translated to other sports. 		
Values	<ul style="list-style-type: none"> • We will remain small enough to easily connected to each other and to our communities yet big enough to be a model of sport excellence at all levels. • We will positively impact the development of children in becoming great individuals through the exposure to the fun, fitness and fundamentals of gymnastics. • We will provide the opportunity to experience the virtues of sport: Play, Individualized Effort, Teamwork, Self-motivation, Commitment, Focus, Discipline, Creativity, and Self-esteem. • We will provide a positive sport environment based on the following values: Respect & Caring, Action Oriented, Passionate Involvement, Leadership, Professionalism, Ethics, Cooperation, Commitment, Enthusiasm, and Innovation. 		
Focus Areas	Programs		Organizational Capacity and Governance
Goals	<ol style="list-style-type: none"> 1. Continue to deliver the high quality and innovative long-term athlete development initiatives in gymnastics and multi-sport cross-training programs 2. Continue to strive for excellence and safety-first at all levels of long term athlete development (LTAD) 3. Continue to keep programs affordable and accessible for members. 4. Become a leading partner in developing physical literacy in the region. 5. Endeavor to meet the needs of BOTH recreational and competitive athletes. 6. Continue to be a leading resource centre in BC for obtaining the acrobatic skill components** foundational to sports in the region. 	<ol style="list-style-type: none"> 7. Continue to give back to the community by participating in community events. 8. Deliver meaningful community and member events that raise awareness of club programs 9. Host fundraising events help to generate revenues, supporting the growth and maintenance of affordable programing. 	<ol style="list-style-type: none"> 10. Maintain financial viability through program offerings, fundraising and grant support. 11. Continue to minimize risk and prioritize risk management. 12. Motivate and support staff to do their best work and continue to ensure WGC is an employer of choice in the community. 13. Encourage and support a committed, passionate and adequate group of volunteers who can help to meet the needs of the organization and members involved. 14. Maintain safe, updated facilities and equipment that are well-suited to program offerings and the needs of the community. 15. Ensure clarity, distribution and fair compensation/recognition of board and staff roles and responsibilities. 16. Partner and collaborate with others in the community to achieve mutual goals and to build awareness of the club.
Strategies and Key Deliverables	<p>Ensure annual program schedule adheres to gym use guidelines</p> <ol style="list-style-type: none"> 1. Develop, review and as necessary revise revisit gym use guidelines for scheduling purposes 2. Develop an annual program schedule <p>Increase staff development and training, using internal and external resources.</p> <ol style="list-style-type: none"> 3. Explore cross-training potential for coaches so they can replace one another when needed (e.g., sickness, days off, turnover) 		<p>Strengthen staff recruitment</p> <ol style="list-style-type: none"> 1. Develop and execute staff recruitment strategies/tactics, reviewing/revising them annually and using them to keep staff positions filled year after year. 2. Communicate Pre CIT, CIT and new coach orientation and club training process. 3. Explore recruitment opportunities with high school students and sharing coaches with other NPOs/clubs <p>Improve staff retention</p> <ol style="list-style-type: none"> 4. Survey staff annually to inform retention efforts 5. Review management roles, responsibilities and compensation (e.g., wages, hours, housing, etc.) annually and revise as necessary. 6. Continue to update managers task list

	<p>4. Hold sessional staff training to ensure all coaches uphold highest safety standards in the facilities (Summer, Fall, Winter and Spring)</p>		<p>7. Hold a staff team-building retreat (<i>annually?</i>) to build a cohesive team</p> <p>8. Continue hosting staff appreciation events, reconsidering or revising them as necessary based on staff survey.</p> <p>9. Increase meeting and include training pay into budget.</p> <p>10. Develop a human resources plan that clarifies teamwork, engagement and accountability structures.</p> <p>Strengthen financial reporting by program as <u>one</u> of the criteria to inform the adjustment of fees, program scheduling and diversity of offerings as necessary Key deliverables to be identified</p> <p>Improve governance and management structures, systems, policies</p> <p>11. Develop clear board and staff roles/responsibilities, communicating them annually and as new staff and board members join.</p> <p>12. Develop a conflict of interest policy.</p> <p>13. Explore potential for lead fundraising position to be a paid position.</p> <p>Host or participate in a manageable number of events annually that help raise funds for and/or awareness of the club.</p> <p>14. Develop an annual event strategy and calendar that includes both program and fundraising events and consider setting clear goals about the purpose of events and the amount needed.</p> <p>15. Participate in a select number of key community events that meet club objectives (e.g., Ironman, Canada Day, Pitch-in Day, Pemberton events, WB Foundation, GBC events, AGMs)</p> <p>16. Provide prizes for community fundraisers (e.g. explore gym and adult drop in passes).</p>
Workplans/ Tasks	For staff to identify (detailed work/operational plans for the items above)		

*Gymnastic activities include artistic, trampoline, rhythmic, acrobatic and aerobic.

**Acrobatic Skill Components includes Freestyle and Parkour skills learned in the gymnastics environment to be then transferred to the outdoors. This does not include Aerial Silks.