

Gymnastics Ontario Strategic Planning Update

OCTOBER 21, 2017

Agenda

- ✓ Welcome
- ✓ Overview of G.O. Strategic Planning Process
- ✓ Environmental Scan & Key Insights
- ✓ Strategic Planning Framework: Mission. Vision. Values. Goals.
- ✓ Objectives to 2020
- ✓ Next steps

Strategic Plan



G.O. Strategic Planning Process

- ✓ **May 2016:** Board determined that a new strategic plan was required; it would be a leaner version
- ✓ **June 2016:** Hired Sport Law & Strategy Group to support the process; a Strategic Planning Committee (SPC) was struck; a review of the current plan provided the SPC with the opportunity to identify which outcomes were not achieved and which ones ought to be carried forward
- ✓ **August 2016:** An environmental scan uncovered strengths, opportunities, aspirations and results; draft strategic plan shared with the SPC
- ✓ **September 2016:** Strategic framework of mission, vision, values and goals were shared with the Board (no comments were provided)
- ✓ **January 2017:** SPC resumed conversation; agreement on four goals and definitions; outcomes defined; agreement by SPC that staff would confirm foundational framework and bring to identify most important objectives to work towards to 2020
- ✓ **February 2017:** Staff strategic planning session; risk management workshop; refinement of strategic plan
- ✓ **August 2017:** Finalization of plan; communications plan for the plan developed
- ✓ **October 2017:** Sharing with membership; operationalizing of the plan for 2018

Environmental Scan & Key Insights

Risks to address

- ✓ Ensure GO is compliant with all legal requirements
- ✓ Managing the perception that gymnastics is an elitist sport
- ✓ Encouraging more boys to participate
- ✓ Updating of coaching education and approach to risk management
- ✓ Lack of level 2-3 coaches
- ✓ Outdated office manual that provides procedures for each area
- ✓ Lack of capacity to communicate effectively and to leverage our successes
- ✓ Lack of club capacity to adopt the High Five standards
- ✓ No succession planning for Board and Senior Staff
- ✓ Ineffective reporting systems that monitor and measure progress
- ✓ Current governance model may not be meeting and exceeding current good governance practices
- ✓ Risk of not having a diversified revenue stream

Environmental Scan & Key Insights

Strengths

- ✓ Our approach to coaching excellence – minimum standards of coaching requirements
- ✓ The number of athletes registered – our participation numbers overall keep growing by 8% this past year because of change in competition to the women's program
- ✓ GO is the largest gymnastics PSO in Canada who contributes at the policy level to advance gymnastics for the country
- ✓ Contributed to podium performance: 1 gold medal in Rio
- ✓ Management excellence: Fiscal excellence, Board effectiveness, Staff performance
- ✓ Our brand is trustworthy
- ✓ We have sport standards that we ask our members to adhere to – we have a quality system in place that we can leverage

Environmental Scan & Key Insights

Opportunities

- ✓ Canadian trampoline championships are being hosted in Ontario in July 2017
- ✓ The world championships are being hosted in Montreal in 2017
- ✓ There is an increased appreciation for the gymnastics as a sport that build physical literacy
- ✓ Strong podium performances at the Rio Olympics has provided an increase in attention to the sport
- ✓ Positive role models at Olympic champions
- ✓ To increase collaboration with Gymnastics Canada to support the growth of the sport nationally
- ✓ Developing strategic partnerships with Corporate Ontario

Environmental Scan & Key Insights

Aspirations & Results

- ✓ A continued look at how to introduce more competition opportunities for other disciplines to keep more kids involved
- ✓ To have all Ontario school age kids benefit from participating in gymnastics
- ✓ Growth of registered gymnasts and recreational participants
- ✓ Increase in financial support focused on athlete development
- ✓ Increase in the number of coaches trained
- ✓ Consistent medal performances domestically and internationally
- ✓ An increase in the number of clubs who are partnering with GO
- ✓ Members are satisfied with their GO affiliation

Our Mission, Vision, Values,

✓ **Mission:**

Gymnastics Ontario advocates, promotes, and leads the development of quality programs and serves to enhance foundational movement, achieve athletic excellence, and foster lifelong fitness for all participants.

✓ **Vision:** Fostering gymnastics 4 life

✓ **Values:**

✓ **Collaborative Leadership:** We research and incorporate relevant information. We are structured to support ethical decision-making. We are empowered to make good decisions.

✓ **Shared transparency:** We communicate proactively. We are open to sharing so that trust is maintained and fostered. We adapt and respond to the environment.

✓ **Philosophy of Fairness:** Our actions and decisions reflect our compassion for others. We work together to define the rules and standards required to support a safe and accessible environment. We assume good will.

✓ **Diversity of Involvement:** We listen to understand. We welcome alternative ways of looking at things. We intentionally seek out different perspectives to encourage multiple voices.

✓ **Gymnast Centered Culture:** This philosophy drives our decisions. We never lose sight of what matters. We strive to create a positive sport experience for all participants.

Goals and Outcomes

Increasing participation: *We have enhanced our communications and engagement with our members and our stakeholders to support the retention and growth of gymnastics across Ontario*

Outcome: *G.O. is a recognized and trusted partner in the gymnastics community*

Enhancing development: *We have strengthened the organizational capacity of clubs so they can better offer a quality experience and programs for athletes, coaches and officials*

Outcome: *G.O. has a stronger and more connected club development system across Ontario*

Generating excellence: *We have a defined provincial pathway for athletes, coaches and judges to achieve high performance success*

Outcome: *G.O. is consistently among the top 3 performing provinces at Nationals and Easterns*

Sustaining organizational effectiveness: *We will have the capacity necessary to lead the organization with an efficient and effective governance and organizational structure*

Outcome: *G.O. is effective and efficient, viewed as a leading PSO by our members and our funders, and the gymnastics community nationally*

Our 2020 Objectives

- ✓ Forms the basis of the 2017-2024 strategic plan with a focus on 2018-2020.
- ✓ They provide a clear direction of what the organization needs to achieve its goals
- ✓ They will be measurable; monitored; reported on

Increasing Participation Objectives

- ✓ 1.1 Develop a targeted approach for non competitive and non G.O. member clubs
- ✓ 1.2 Develop a provincial marketing campaign to increase the visibility of gymnastics to Ontarians
- ✓ 1.3 Develop a benefit of membership package to strengthen relationship with G.O. clubs
- ✓ 1.4 Develop a communications plan to ensure all key stakeholders have access to timely and accurate information

Enhancing Development Objectives

- ✓ 2.1 Design and deliver an efficient online coaching education program
- ✓ 2.2 Explore feasibility of G.O. hosting events to ensure highest standards of quality are maintained
- ✓ 2.3 Encourage clubs to adhere to the True Sport Principles
- ✓ 2.4 Review, update and communicate G.O. programs, club guideline, sanction protocols, insurance coverage and rules to ensure an enhanced and safe club and competition experience

Generating Excellence Objectives

- ✓ 3.1 Provide funding support for training and competitive opportunities for athletes across all disciplines
- ✓ 3.2 Maintain professional development opportunities for technical leaders
- ✓ 3.3 Develop a high performance pathway for athletes, coaches, and judges
- ✓ 3.4 Provide incentives to retiring athletes to become coaches or judges

Sustaining Organizational Effectiveness Objectives

- ✓ 4.1 Develop succession plans for key volunteers, Board, staff, coaches and officials
- ✓ 4.2 Integrate risk management and Management by Values into G.O. business to foster a high performing culture
- ✓ 4.3 Review the organization's policies and organizational structure and implement recommended enhancements
- ✓ 4.4 Update G.O. technologies so they are effectively meeting the needs of G.O. and its clubs
- ✓ 4.5 Review financial management systems, policies and procedures to ensure we are operating as effectively and efficiently as possible

Next Steps

- ✓ Have strategic plan professionally produced and communicated
- ✓ Review plan and prioritize objectives and embed them in 2018 operational plan