



Gymnastics Nova Scotia (GNS) Strategic Plan Full Report:  
2019-2023

Genevieve Orton  
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**GNS Statement of Mission:** To provide and promote the opportunity for everyone in Nova Scotia to experience the sport of gymnastics in a safe, encouraging and inclusive environment.

**Vision** – To excel as the education and resource vehicle for athletes, coaches, officials and clubs enabling the provision of high quality gymnastics programs to all ages and abilities.

**Strengths and Weaknesses** – As identified during the 2019 Strategic Planning sessions, GNS has a number of strengths that continue to contribute to the success of this organization.

The current Board of Directors thrives in a notably cooperative and efficient environment despite several unfilled positions. There exists in Nova Scotia an effective club system whose member clubs consistently fill their gymnastics programs to capacity. There also exists a strong competitive structure that continuously produces national level athletes across the three disciplines (WAG, MAG, T&T). The Tumblebugs program successfully introduces the sport of gymnastics to numerous preschool children in HRM and beyond thanks largely to the dedication of program coordinator Crystal Kikuchi.

Several areas have been identified for improvement within the organization and there is an impressive willingness to address these weaknesses. One such weakness was a lack of diversity in expertise among the Board of Directors, which is composed largely of club coaches specializing in HP gymnastics. It is worth noting that GNS is very pleased with the direction and success of its high performance programming, likely because of effectively capitalizing on these members' strength of knowledge. More representation from Recreational and other "experts" on the Board could bring the same success to the introductory programming side of the sport. General membership's connection with GNS, and understanding of its value and purpose was found to be an area for improvement as well, with recreational member engagement an area of particular concern.

To capitalize on these strengths and address areas of weakness, GNS identified a variety of goals for the next 5 years under the following areas of focus, or "Pillars of Development".

**Pillars of Development-** GNS has opted to maintain the five strategic pillars identified in 2013-2018 Strategic Plan, as they align well with Sport Nova Scotia's *Sport Development Tool* and encompass the organization's current mandate. The directional goals within each of these pillars are identified below. Specific targets to achieve these goals and schedule breakdowns are detailed in Appendix 1 – Targets & Timelines.

- 1) Organizational Excellence/Board Effectiveness
  - Fill and maintain a complete and diverse Board of Directors
  - Improve functioning of program committees
  - Target corporate sponsorship

- Increase savings in the form of a reserve fund
- 2) Communication and Member Engagement
- Revitalize annual Symposium by combining with AGM and Gymnaestrada demonstration
  - Create and maintain a resource bank (by user-type) on GNS website
  - Create 1-page info graphic on 'What GNS Does For You'
  - Maintain open communication by hosting bi-monthly and quarterly conference calls for Club Representatives and Recreational Leads, respectively.
- 3) Technical Leadership
- Continue to provide foundation level coaching courses
  - Actively recruit career coaches to NS
  - Provide sufficient LF course/certification opportunities (Comp. 1-3)
  - Increase number of level 4 coaches by 2
  - Ensure LF and evaluator succession occurs
  - Each Program Committee to run one judge training/certification or challenge opportunity (T&T) annually
- 4) Programs and Opportunities for All
- Inclusion: become the resource and education vehicle for high quality programming for groups with diverse needs (physical and mental disabilities, newcomers, LGBTQ2).
  - Bid to host T&T Nationals in 2021 or 2023
  - Complete Safe Sport Policy Alignment with Gymnastics Canada/National Policy, actively distribute prevention and policy resources as they become available
  - Initiate Project Gymnaestrada as a "Gymnastics for All" and sport promotion tool
  - Research and promote model for Seniors Gymnastics programming
  - Create a province-wide database of available recreational programs for analysis
  - Continue to fund HP athletes and to successfully implement Tumblebugs programming as per previous cycle
- 5) Club Growth and Development
- Establish resource section for start-up, and developing clubs on website
  - Promote and provide resources for clubs on daytime programming potential (Parent & Tot, Seniors, School-age field trips as gymnastics curriculum requirement)
  - Promote and facilitate cross-sport partnerships (facility-sharing and/or cross-training opportunities) as potential income generator for growing clubs
  - Pair developing clubs with established clubs for mentoring where appropriate

**Implementation** – This Strategic Plan is to be used as a roadmap at the GNS annual planning meeting. It is recommended that each target item be designated a lead member or committee and a completion date at this meeting as part of the planning exercise.

As a starting point for the upcoming 5-year cycle, the By-Laws must be amended to reflect Board structure changes (Elected Directors, President elected from within) as soon as possible. The annual Program Committee Chair Effectiveness Meeting with a 3<sup>rd</sup> party specialist is to take place prior to the onset of the upcoming competitive season. The overall strategy to increase savings is to be weighted heavily to the later half of the 5-year term due to recent insurance-related fee increases.

In the immediate future, GNS has opted to prioritize the revitalization of Symposium for 2020, including the initiation of the Gymnaestrada (Gymnastics for All) project. Staff shall begin the development of resource bank for various user groups on the GNS website. As this is a substantial undertaking, it is my recommendation that a realistic target release date be scheduled for early summer 2021 (completed for unveiling at 2021 Symposium), as opposed to the previous target of September 2020.

In addition to ongoing daily programming, GNS shall also ensure coach and judge training opportunities continue to be provided annually and that club outreach conference calls begin as per agreed upon schedule.

**Evaluation/Review** – To guide annual programming, the targets and timelines document is to be completed (or updated) at the GNS annual planning meeting and is then intended as a working document to be consulted monthly. Each identified goal and associated target items are listed in this document and include a column to identify a task lead (committee or individual), a target date (month, year) and colour-coded status identifier to track progress (**red** – not yet started, **yellow** – in progress, **green** – complete). Some target dates have been identified during the planning period but others will require scheduling consensus at upcoming Board meetings.

Upon the completion of this 5-year term, a further round of strategic planning shall be undertaken to set the direction for GNS into the future years.

## Appendix 1- Targets and Timelines

### Organizational Excellence/Board Effectiveness

Goal	Target	Lead	Date	Status
Fill and maintain a complete and diverse Board of Directors	Update Bylaws to reflect Elected Directors and internal nomination of President	VP	AGM (June 2020)	
	Identify gaps in Board expertise	BOD	Next meeting	
	Headhunt accordingly	BOD	June 2020	
Improve functioning of Program Committees	Host Program Committee Chair meeting (effective leadership + update TOR + yearly program)	3 <sup>rd</sup> party 'expert'	Fall annually	
Target corporate sponsorship	Recruit an intern for social media and corporate sponsorship	Staff	Winter 2020	
	Determine target value and purpose (savings vs. event sponsorship...etc.)	BOD	Next meeting	
	Evaluate success for future recruitment	Staff	Spring 2020	
Increase savings	Establish a reserve fund target value with timeline	BOD	Next meeting	
	Cut \$5000 special projects budget (upcoming year only)	BOD	2020	
	Reinstate Special Projects incrementally over next 3 years prioritizing Ed/Rec over Comp.	BOD	2021-2023	
	Increase GNS fees (minimally for Rec, proportionately for Comp.)	BOD	Sept. 2021	

## Communication and Member Engagement

Goal	Target	Lead	Date	Status
Revitalize annual Symposium by combining with AGM and Gymnaestrada demonstration	Confirm event date	BOD	Next meeting	
	Announce date and new format	Staff	Fall 2019	
	Develop and invite clubs to participate in Gymnaestrada show	TD	Jan 2020	
	Establish committee/working group to develop schedule, content...etc.	Staff	Jan 2020	
	Confirm key leaders' attendance (personal contact is key)	Staff	Spring 2020	
Create a resource bank on GNS website by user type	Establish categories to direct users to appropriate categories (Starting a club, new clubs, inclusion, coaches, athletes...etc.)	BOD	Next meeting	
	Develop content for each section	TD	2020-2021	
	Publish on GNS website	Staff	June 2021	
	Promote and track website use	Staff	2021-2023	
Create 1-Pager on GNS	Use new Mission Statement	Staff		
	Outline what GNS does for Rec. and Comp. clubs, families, athletes and where fees go	Staff		
	Link to updated website	Staff		
	Distribute to clubs for circulation during registration/beginning of term post fee increase	Staff	Aug/Sept 2021	
Maintain open communication with member clubs	Host quarterly conference calls with heads of rec. Clubs/programs	ED		
	Host bi-monthly conference calls for club representative (club coach and/or president)	ED		
	Evaluate participation/utility	ED	Aug annually	

## Technical Leadership

Goal	Target	Lead	Date	Status
Continue to provide foundation level coaching courses	Continue consistently running foundation courses annually	TD		
Actively recruit career coaches to Nova Scotia	Make consistent use of GNS, SNS and GymCan classifieds	ED		
	Investigate value of Chartered Professional Coach designation	TD		
Provide sufficient LF course/certification opportunities	Run comp. 1 course once per year			
	Run comp. 2 course once every 2 years			
	Host a comp. 3			
	Determine Evaluator eligibility	TD		
Increase number of level 4 coaches by 2	Aid process for Nick and Stewart as required	TD	2023	
Ensure LF and Evaluator succession occurs	Grow pool of LF's by 3	TD	2023	
Ensure Judge training/certification occurs consistently	Each Program Committee runs one judge training/certification or challenge opportunity (T&T) annually	Program Committees		

## Programs/Opportunities for All

Goal	Target	Lead	Date	Status
Inclusion: become the resource and education vehicle for high quality programming for groups with diverse needs	Research and promote best practices in programming	Staff	2020-2021	
	Prioritize mental, then physical disabilities for this 5-year period	Staff	2020-2021	
	Develop content for website resources sections	Staff	Sept 2021	
	Research sensitivity resources/training for coaches and leaders	Staff	2020-2021	
Bid to host T&T Nationals is 2021 or 2023	Submit expression of interest as RFP becomes available			
	Recruit/assemble HOC if successful			
Complete Safe Sport policy alignment and prioritize implementation	Continue alignment/adjustment as it is completed nationally	ED		
	Actively share and promote resources on policy and prevention to all members	ED		
Initiate Project Gymnaestrada as "Gymnastics for All" opportunity and sport promotion tool	Develop an introduction to the project for clubs/Groups (who, what, where...etc.)	TD	Jan 2020	
	Invite clubs to perform at annual Symposium	TD	Jan 2020	
	Form a provincial demo/show team		2021-2022	
	Source opportunities to perform as "Gym for All" promotion		2022-2023	
	Team NS to perform at formal event (Tattoo or similar)		2023	
Research and promote model for Seniors programming	Research model for Seniors gymnastics	TD	2020-2021	
	Partner with interested clubs to guide through program initiation	TD	2022	
	Promote participation (i.e. Highlighting local seniors athletes in Sports Quarterly...etc.)	Staff	2023	
Create province-wide database of available recreational programs	Maintain up-to-date record of recreational program availability by geographic location	Staff		
Continue to support HP athletes and Tumblebugs programs on an ongoing basis	Continue to fund HP athletes as per previous cycle	Staff	2019-2023	
	Continue to successfully implement Tumblebugs program as per previous cycle	Tumblebugs Coordinator	2019-2023	



## Club Growth and Development

Goal	Target	Lead	Date	Status
Establish section for start-up and developing clubs on website	Elaborate on resources available through GNS (website)	Staff	2020-2021	
	Continue to reach out to regional groups annually	Staff		
Promote and provide resources for clubs on potential daytime programs	Develop and promote resources on Parent & Tot/preschool and seniors programs, school-age field trips as gymnastics curriculum requirement	Staff	2020-2021	
Promote and facilitate cross-sport partnerships	Explore facility-sharing as a method to raise funds	Staff	2020-2021	
	Promote gymnastics as a cross-training tool for other sports	Staff	2020-2021	
Facilitate club-club mentoring	Add this opportunity to bank of resources on website for developing clubs	Staff	2020-2021	