



Strategic Plan 2023-2028

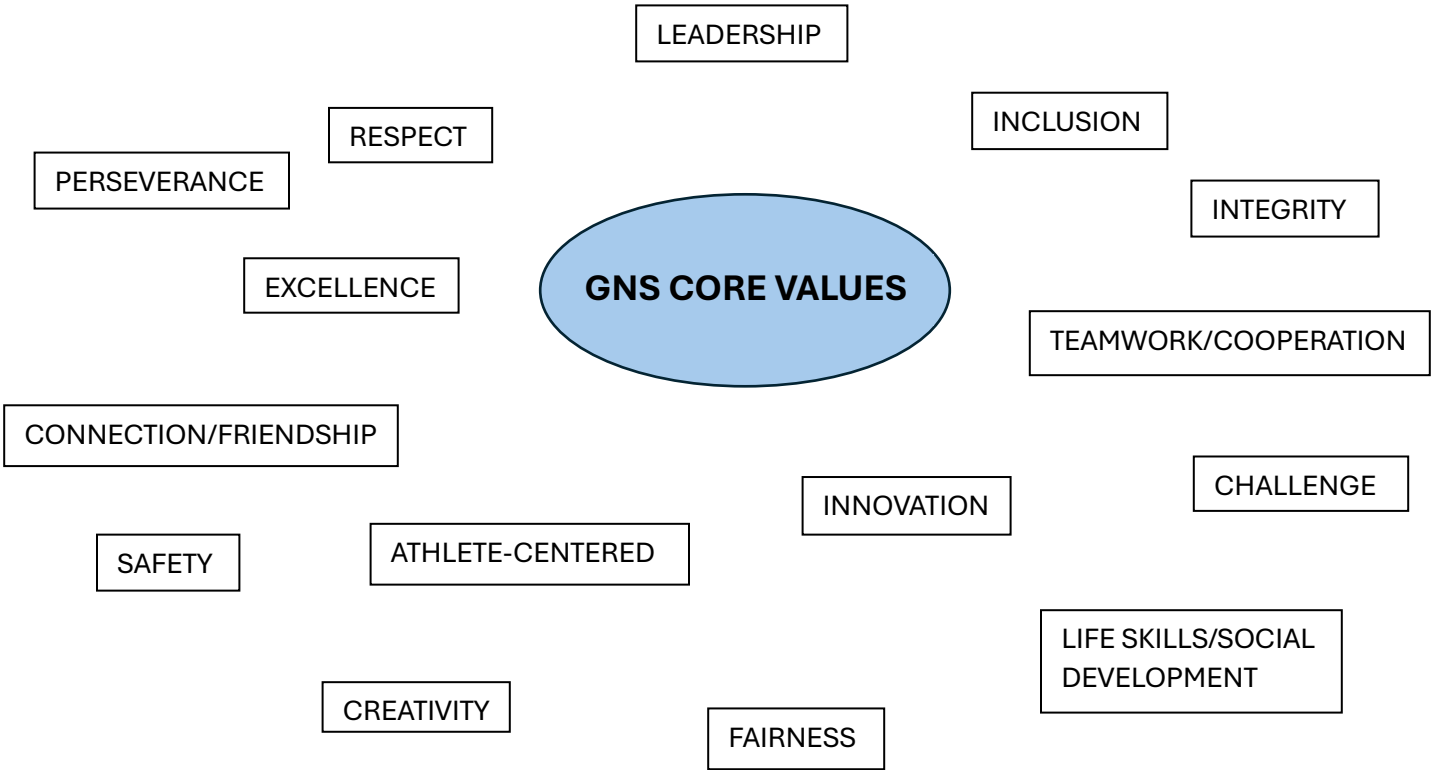
Final Report

Genevieve Orton, October 2024

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.

Identification of Core Values: Our strategic planning session began with an exercise to identify a common set of core values to help guide the direction of the organization as well as the formation of the goals that make up this plan. Some of the main guiding values identified are set out below. Notably, the organization chooses to prioritize the development of life skills, cooperation and friendships for its members as well as the ongoing pursuit for excellence, which should be commended.



Strengths and Challenges: As identified during the first of three strategic planning meetings, GNS continues to have a number of strengths that contribute to the success of the organization. Our members clubs are strong, and consistently maintain full programs. Our strong high-performance programs continue to see growing success, building on past results year after year. GNS has a very committed board of directors and staff. GNS continue to be a leader in physical literacy in the province for all ages, partly due to the continued success of our Tumblebugs program.

Despite listing full programs as a strength, we continue to struggle with capacity issues, requiring more capacity, particularly in the REC and EDI programs. At the outset of this planning period, staffing was identified as a challenge, as the Technical Director position and provincial coach role remained empty, however these have successfully been addressed since. It was noted that the Board of Directors is lacking in diversity, as most positions continue to be filled by Head, or High-Performance Coaches from around the province. These volunteer positions have been suffering from burnout from the many responsibilities of their roles, with some relief recently put in place for the three program committee leads, in the form of a stipend. The final remaining challenge identified was the continued commitment to Safe Sport, primarily keeping up with the constantly changing environment and ensuring mechanisms to track completion of all checks.

Pillars of Development: GNS has again opted to use Sport Nova Scotia's Sport Development Tool Pillars of Development as a guide for future planning. Since last planning period, several categories of development have been condensed into the four main pillars outlined below. For our purposes, some categories were further subdivided for clarity and specific focus. The directional goals identified during this strategic planning session are listed under each pillar. GNS identified the need to split the participation category into recreational gymnastics participation, underrepresented group participation and independent Safe Sport headings, as well as the need to add a short "pillar" on Celebration/Recognition & Sport Promotion, as shown below. Specific targets within these categories are listed in Appendix 1 – Targets.

1) Coaching/Officiating

- Develop a target number of LF's regionally
- Increase number of LF's
- Develop a master LF
- Increase HP certification for T&T, maintain WAG/MAG levels
- Continue to lobby for T&T course availability and increased levels of communication from GYM CAN
- Create more exposure opportunities for HP coaches
- Develop a strategy that works for CSIA *and* GNS re: provincial coach position
- Judging – continue to build on success from the last strategic plan where recruiting and training judges was a large priority
- Continue to/increase high level exposure opportunities for judges

2a) Participation – Recreation

- Define GNS role in initiating recreational programs
- Support partnerships with business plans and other resources (ex. Jump Into Gymnastics)
- Develop strategies to support expansion of membership at existing facilities
- Use Tumblebugs programs as a vehicle to introduce gymnastics and create partnerships to African Nova Scotian and Indigenous communities across the province

2b) Participation – Underrepresented Groups

- Pursue annual gender-free competition
- Research and provide certification for any coaches coaching members with diverse needs, funded by GNS
- Institute requirement for all coaches to complete online Indigenous Coaching modules, funded by GNS

2c) Safe Sport

- Link to National/Provincial Safe Sport free programming
- Review By-Laws and Policies for updated complaint process
- Institute requirement for athlete, and parent Safe Sport education upon team qualification as a pre-requisite to team membership
- Continue to align with National and Provincial strategies and provide current education/information to membership

3) Excellence

- Use SDT, pathways reporting requirements to stay on top of goals and targets
- Define results-based markers
- Build on noteworthy culture of fun and achievement in competitive
- Celebrate and take advantage of spirit of cooperation amongst clubs

4) Organizational Effectiveness

- Develop a strategy to recruit expertise from other areas to BOD
- Create and standardize formal athlete representative positions at program committee and potentially board level
- Fill Technical Director role
- Split coach education from TD role and possibly include in provincial coach job description
- Investigate funding/honorarium for program committee leads to recognize workload and investment of time
- Create 4-year term expectation for program committee chairs

- Firmly revisit splitting provincial coach funds into 3 discipline leads
- Review budget to reallocate excess into programs, athletes (if savings exist since team travel canceled)
- Investigate KidSport team funds as a potential funding source
- Use the Sport Development Tool communication plan
- Continue to contract out social media, pleased with strategy.
- Include more local content (i.e. NS pics over stock photos)

5) Celebration/Recognition & Sport Promotion

- Host annual awards celebration
- Renewed focus on ongoing recognition of athlete accomplishments in local media (press releases, regular results submissions to news outlets) as celebration & promotional tool
- Continue to build on and grow Gymnaestrada

Evaluation/Review

To guide annual programming, this Strategic Plan should be reviewed at the GNS annual planning meeting. The implementation timeline for the following appendix should be determined at a future meeting of the board, used as a step-by-step guide to accomplish the larger pillar goals above, and progress updated annually.