



2021-24 Strategic Plan

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Chimo Gymnastics

Three Year Strategic Plan

Directional Statements

Our Vision

Achieving dreams, building positive relationships and life-long learning

Our Mission

Fostering a fun, safe, inclusive environment teaching confidence, and athleticism through recreational and competitive gymnastics

Our Values

- Flexibility for change
- Respectful communication
- Professional respect
- Positive work/gym spaces
- Trusting relationships
- Holistic and safe athletic development

Our Philosophy

- We believe gymnastics should be a positive experience in your child's life and through it they may get to learn about themselves, about life in general and about how to manage all that goes with a competitive sport.
- We do not believe in making everyone an Olympian, rather we believe in guiding everyone to be as good as they can and are motivated to be. We base our programming on a fundamental assumption: Each athlete is responsible for their involvement and progress in gymnastics.

Strategic Assessment Tools

- Several interviews to understand current context
- Board & Staff survey
- SWOT Analysis (see Appendix 2)
- Staff Leadership Visioning

2021-2024 Focus Areas

We believe that the sudden and long-term impacts of the pandemic will for the foreseeable future create much higher levels of judgment over safe places for kids to learn, develop and play. Therefore, we are focusing the next 3-years on areas that deepen our organizational integrity while implementing our recovery planning.

Strategic Direction Setting: Goals

Definition: Broad, long-term aims that augment the fulfilment of the mission

Involvement

Provide rich and rewarding involvement opportunities in which members and the community feel welcomed to serve and be served in ways that fulfill and strengthen our mission.

Operational Effectiveness

Maximize and promote the stability and sustainability of the club.

Culture

Provide an organizational environment that attracts and retains high quality, engaged board members, staff and volunteers.

2021-2024 Objectives (not prioritized)

Definition: Specific, quantifiable targets that advance the progress of the goals

1. Implement proposed organization structure changes monitoring for significant increases in speed and effectiveness of mission critical decision-making
2. Adjust staffing levels to achieve 100% of pre-pandemic programming within 3 years
3. Implement a financial plan that replaces 25% of lost revenue due to the pandemic in the first year and 50% second and 100% by third year
4. Increase number of recognition opportunities that are more inclusive of all stakeholders, not just athletes.
5. Increase staff and board education opportunities monitoring for higher levels of retention
6. Attract 3-5 new people to our board meetings within the first year
7. Increase number of candidates for our AGM year-over-year until 2024
8. Engage in 3 high profile community events monitoring for increases in member and community contributions to our club's success
9. Have 51% of our responders to our annual survey indicate they have meaningful input into the changes affecting the safety and fun atmosphere at the gym

Implementation Planning

Definition: Critical success factors (conditions that must be met) and current barriers to be eliminated or minimized to achieve the desired goals

Goal	Critical Success Factors	Current Barriers/contradictions
Involvement	<p>Organization-wide respect & trust</p> <p>Permission and follow through to lead within clear boundaries</p>	Operating off old boundaries and mindsets

Goal	Critical Success Factors	Current Barriers/contradictions
	<p>Openness for board, staff, and community to work together on challenges</p> <p>Everyone must have access and clarity on what, where, and how to get involved productively</p> <p>Giving/receiving feedback on involvement performance</p>	<p>We are not going deep enough here</p> <p>Sensitivity to feedback</p> <p>Not enough training on how to give feedback in a way that it will be received</p> <p>Have not tracked involvement</p>
Operational Effectiveness	<p>Processes to maintain financial viability and programming is fully funded</p> <p>Staff are trained and can carry out the responsibilities they are accountable</p> <p>Community members understand staff responsibilities and how they match up to strategic plan</p> <p>Change resiliency and skills to manage change resistance patiently and skillfully within themselves and others</p>	<p>Not enough written policies and/or enforcement of policy</p> <p>Not all staff are aware of planning cycles and the input and responsibilities to adhere to those planning cycles</p> <p>Not enough athlete education</p> <p>Implementation planning is not in sync with our stakeholders resulting in a lot of pushbacks on the changes we are trying to make</p>
Culture	<p>Team player attitudes, skills, and work ethic (board & staff)</p> <p>Core competencies are development in board & staff e.g., communication, critical thinking and problem solving, emotional intelligence, and evaluation</p>	<p>Not enough staff training</p>

Goal	Critical Success Factors	Current Barriers/contradictions
	<p>Optimize physical space and organizing activities</p> <p>Clear roles and responsibilities with respected divisions/boundaries that are supported by an attention to organization agenda first vs parent agenda</p> <p>Rewarding experience at all levels</p>	<p>Imbalance of responsibility load</p> <p>Not enough education and communication of responsibilities and feedback</p> <p>We don't regularly highlight or promote our excellence</p> <p>Not enough focus on celebrating and acknowledgement of progresses made towards our vision & mission</p>

Strategies

Definition: Broadly stated activities that create the conditions to achieve one or many objectives

- Strengthen clarity in vision, mission & value proposition to the community
- Foster stronger unity towards an accountable, proud, respectful, and trusting culture
- Support operational sustainability at staff, board, and community levels
- Bridge risk management and safety by pacing societal change already underway at local and community levels

Priority Activities and Resources Plan

Definition: high-level steps to be taken to carry out the strategy.

Activity	Supports the following Strategy	Target date /Frequency	Required Budget
Increase face-to-face meetings for improvements in relationship building, communication, and understanding roles and responsibilities	<p>Strengthen clarity in vision, mission & value proposition to the community</p> <p>Foster stronger unity towards an accountable, proud, respectful, and trusting culture</p>	Quarterly	

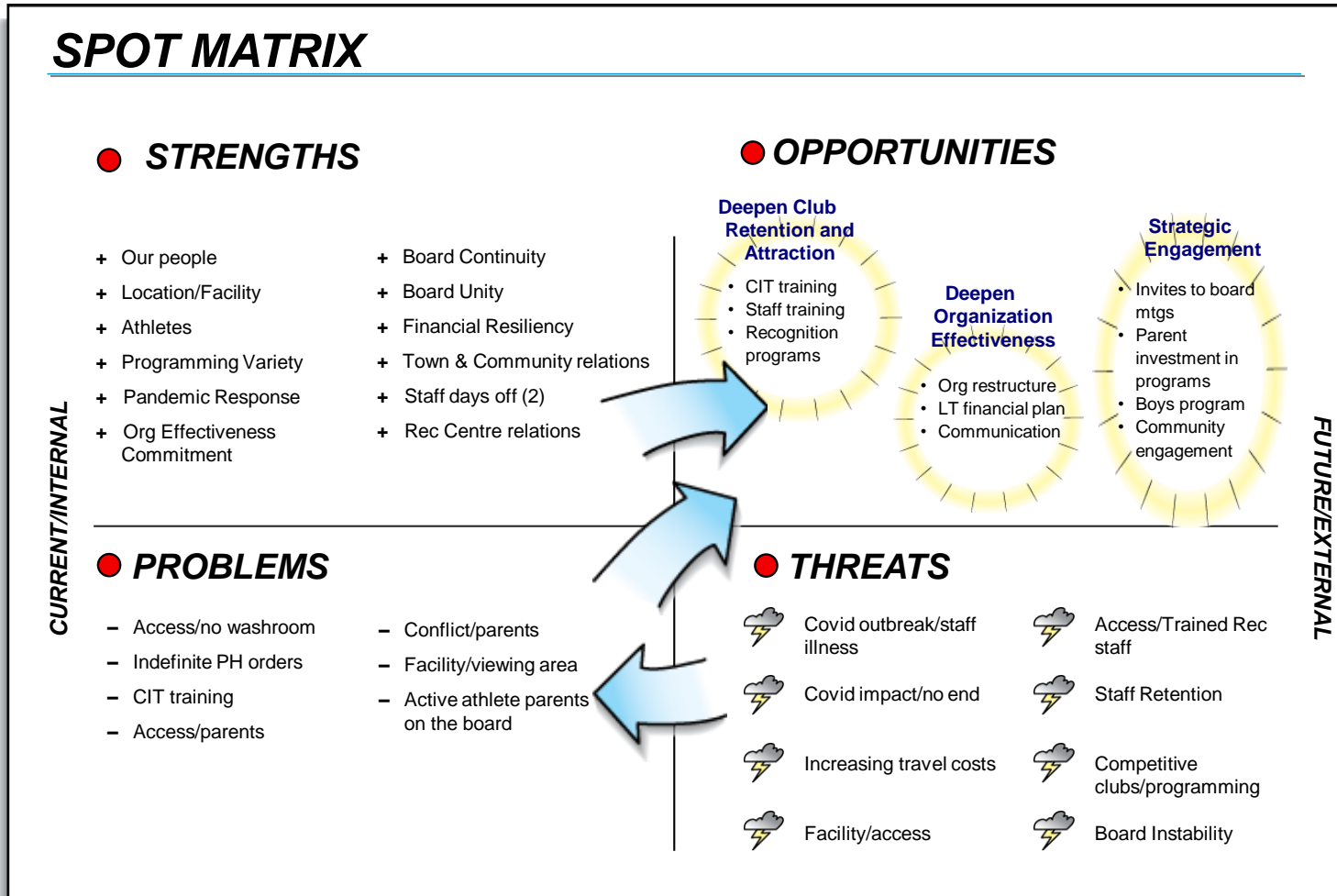
Activity	Supports the following Strategy	Target date /Frequency	Required Budget
	<p>Support operational sustainability at staff, board, and community levels</p> <p>Bridge risk management and safety by pacing societal change already underway at local and community levels</p>		
Orientation & training programs for board and staff	<p>Support operational sustainability at staff, board, and community levels</p> <p>Bridge risk management and safety by pacing societal change already underway at local and community levels</p>		
Develop a branding plan e.g., tee-shirts for staff	Foster stronger unity towards an accountable, proud, respectful, and trusting culture		
Implement a communication plan specifically for behaviour expectations <small>(board, staff, & community members)</small>	Foster stronger unity towards an accountable, proud, respectful, and trusting culture		
Continue to evaluate scheduling, class sizes and rotation times	Support operational sustainability at staff, board, and community levels		
Clarifying, evaluating, and adjusting new structures, contracts, and transitioning planning	<p>Strengthen clarity in vision, mission & value proposition to the community</p> <p>Foster stronger unity towards an accountable, proud, respectful, and trusting culture</p> <p>Support operational sustainability at staff, board, and community levels</p>	Quarterly	

Activity	Supports the following Strategy	Target date /Frequency	Required Budget
	Bridge risk management and safety by pacing societal change already underway at local and community levels		
Build performance management process to assess organizational & individual performance	Foster stronger unity towards an accountable, proud, respectful, and trusting culture Support operational sustainability at staff, board, and community levels		

Next Steps

1. Seek board approval on strategies, and priority activities.
2. Once approval is secured, staff to build the first-year business/operational plan that supports approved strategic activities as well as routine annual business planning
3. Seek board approval of operation plan and first year budget
4. Staff and Board to review objective progress quarterly
5. Develop a communicate plan for all staff and community members.
6. Provide quarterly or semi-annual updates to staff and gym members

Appendix 1: SWOT Analysis



Appendix 2 – Staff Leadership Vision Word Cloud and Philosophies



Cooperative, dedicated leaders focused on helping kids develop, achieve their goals, feel valued in a safe and fun environment

Chimo leaders are focused on create a positive environment while crafting skills from a place of environment

Providing a cooperative, empathetic, and safe environment enriched with challenge and growth opportunities