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Chimo Gymnastics Strategic Plan 2019-2021



West Coast
Approach
Consulting Inc.

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STRATEGY – FACILITATION - COACHING

Strategic Plan

Background

We are very pleased to present our first Strategic Plan for Chimo Gymnastics. This plan provides the foundation for subsequent planning and decision-making efforts as we move closer to making Chimo Gymnastics the destination club in the Comox Valley.

The evolution of the Chimo Gymnastics club in the context of the growing Comox Valley community has proven we need to examine its governance structure and methods. As such, Chimo has brought on an Executive Director to oversee the operational aspects of the organization while maintaining a Head Coach to oversee high-calibre, holistic athlete development programming to adapt well to the increasing vibrancy and demands of the community.

This strategic plan is a living document and is part of a larger strategic planning process that will continue to evolve to meet the changing needs and priorities of the community it serves.

We look forward to working collaboratively with all stakeholders to implement and evolve this plan with the intention that our decision-making continues to lead to an inclusive, safe, fun environment for all to learn and grow.

Acknowledgements:

In the spring of 2018 we began the strategic planning process to reveal shared intentions around what we are striving to achieve and the environment we need to create to get us there. This strategic plan was created in a collaborative manner over the course of multiple meetings. We are grateful to everyone who participated in this planning process. Their thoughtful contributions have led to the development of a three-year plan. With gratitude for your passion for excellence, we wish to thank:

2018 Board of Directors

2019 Board of Directors

Our Head Coach and Coaching Staff

And the many parents and gymnasts that provided both formal and informal feedback

Sincerely,

Nick Brady, President and Board Chair

Susan Murray, Vice President

Kyna Fletcher, Executive Director

Strategic Planning Overview

Strategic planning is an integrated process that links future value-creation and operational execution. By going through the rigor of this planning, we are better positioned to maintain strategic conversations at the boardroom table while empowering operations to maintain decision-making on how to deploy strategic directives and goals most efficiently and effectively for all involved.

Since this was our first year of formal strategic planning, we adopted a simplified approach to ensure we “stick our landings” so to speak. The following lists activities and timing.

Direction Setting (April 2018) – Vision, mission, values, structural frameworks, supportive organizational processes established

Strategic Planning (Nov 2018) – Strategic directives and strategic goals established

Operational Planning (Dec 2018) – Strategies and action plans to support strategic goals, monitoring and communication processes identified

Implementation (January 2019) Plan deployment to be initiated

Effectiveness Review (September 2019) - Report progress, needed course-corrections and/or planning improvements recommended

Evolve: Review and strengthen the strategic plan and planning process (November 2019)

OUR 3 YEAR PLAN

STRATEGIC PLATFORM: VISION, MISSION & VALUES

- Vision: Achieving dreams, building positive relationships and life-long learning
- Mission: Fostering a fun, safe, inclusive environment teaching confidence and athleticism through recreational and competitive gymnastics
- Values: Flexibility for change, respectful communication, professional respect, positive work-gym space, trusting relationships, holistic/safe athletic development

STRATEGIC DIRECTIVES

Strategic Directives – These directives are intended to create new value to Chimo stakeholders

- Deepen brand recognition across Comox Valley
- Create a consistent “excellent experience”
- Deepen community support through meaningful engagement opportunities

GOALS, STRATEGIES, ACTION PLANS, AND CRITICAL SUCCESS FACTORS

Priority Goal: Accessible, documented policies that are supported by a system for timely and regular updates to the:

- **Board Manual**
- **Human Resources Manual**
- **Policy and Procedures Manual**
- **Athlete Handbook**

Strategy: Reduce work effort and increase awareness by breaking into specific task groups

Action Plan

- Executive Director (ED) oversees implementation, prioritizes importance and sets schedule for specific segment approvals
- Form compliance and quality committee for all content
- Assign task group(s) to compile content already in place
- Compliance committee to identify non-compliance areas and recommend improvements
- ED prioritizes policy development and content criteria for board manual and athlete handbook
- Develop system and assign job responsibly for regular reviews and updates to policies and procedures

Goal: Improve information sharing effectiveness with a stakeholder communication system that includes:

- **Personalized registration system**
- **Monthly information sharing**
- **Regular parent meetings**
- **Clear staff roles/responsibilities/priorities**
- **Up-to-date calendar of events**

Strategy: Maximize stakeholder understanding with easy yet effective information exchange mechanisms for better club decision-making.

Action Plans

- Form an engagement task group
- Recruit for a volunteer position to lead stakeholder engagement development (communication, social media, web-site development needs)
- Formalize staff meeting calendar and populate with strategic plan updates, working sessions and emergent business items
- Develop budget for a contracted communication specialist to develop long term communication plan
- Form a 3-person staff task group to prepare a detailed registration plan by February 2019

- Develop business case and budget for a fulltime club registrar and administrator position

Goal: Increase service delivery excellence and profile for all our programming

Strategy: First seek to understand why an athlete comes to Chimo. Understand the drivers then direct focused enhancements.

Action Plans

- Develop a process to gather input from athletes and parents
- Identify gaps where programming doesn't align with athlete and parent goals
- Evaluate gap trends where new programming is needed for better alignment
- Develop programming recommendations
- Identify implementation resources and plans
- Sequence and resource programming improvements

Goal: Long-term feasibility plan documented and implemented that includes:

- **Negotiated lease contract**
- **Financial management plan**
- **Risk registry**
- **Long term growth plan**

Potential Areas to Consider for Long Term Growth

- Recreation programming becomes the funding source for a separate gym space for competitive and/or specialty programming
- Create more adult drop-in programs by leveraging social media and network groups e.g. home-schooling groups to work as promotion vehicles for our programming
- Day care programs

Critical Success Factors – Embedded in our Implementation Approach We Strive to Uphold

- Maintaining safety-first atmosphere
- Respecting clear roles and boundaries
- Honest, direct communications
- Raising parent & athlete voices
- More interaction (collaboration)

Conclusion

At the heart of our first strategic plan is the intention to improve the holistic service delivery to Chimo gymnastics by strengthening the organization to better serve its community members. This 3-year strategy challenges the organization to develop more sophisticated structural practices such as improving policies, practices and programs in order to engage with the community more meaningfully and respond adeptly with deliberate actions for better athlete, parent, staff and board experiences.