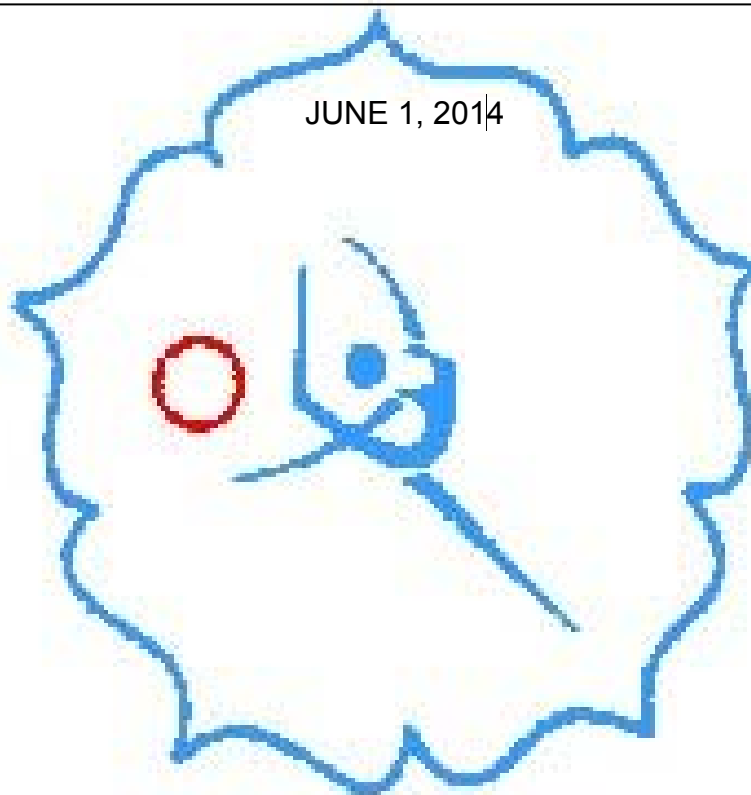


BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION

2014-2019 STRATEGIC PLAN

JUNE 1, 2014



BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION 2014-20149 STRATEGIC PLAN

TABLE OF CONTENTS

EXECUTIVE SUMMARY.....	1
VISION & VALUES.....	2
MISSION & GOALS.....	3
AREAS OF EMPHASIS.....	4
SUMMARY OF MEASURABLE OBJECTIVES.....	5
PERFORMANCE INDICATORS.....	6
Participation.....	6
Coaches & Judges.....	7
Athlete Development System & Athlete Services.....	8
Resources.....	9
SPORT SYSTEM MODEL & GRID.....	10

Consultant: Bottom-Line Strategic Planning

BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION

EXECUTIVE SUMMARY

Our organization has recognized the need to create a bona fide strategic plan as a foundation for thoughtfully developing rhythmic gymnastics in British Columbia.

This document is our blueprint for the 2009-2014 time period. It will serve as our key management tool; a basis for building an integrated and systematic approach to addressing our sport's strategic priorities from grassroots to high performance levels.

The following elements are contained in the plan:

- Our Vision for BCRSGF and the values we believe should serve as a basis of operations.
- Our Mission as an organization; our reason for being.
- The Goals / Ends we will pursue. These flow from and support our Mission.
- Priority Areas of Emphasis that need to be addressed in pursuing stated organizational Goals.
- Measurable objectives and annual performance indicators toward the achievement of those objectives.

We are therefore accountable to achieving measurable results; results which will provide us with valuable feedback to properly assess our relative progress over time.

We welcome the involvement of all individuals and groups who share our passion for promoting and developing rhythmic gymnastics throughout BC.

To that end, we are committed to collaborating with everyone who contributes to the growth of the rhythmic gymnastics community; our athletes; coaches; judges; parents; teachers; clubs; schools; community leaders; funding agencies; sponsors; media; multi-sport centres; national and international rhythmic gymnastics affiliates.

BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION

BCRSGF VISION...

Rhythmic Gymnastics is a thriving, major sport in BC.

- To promote actively the growth and development of rhythmic gymnastics by enforcing the rules and regulations of the sport as adopted by the Federation in accordance with the rules and regulations of Gymnastics Canada Gymnastique and the Federation Internationale de Gymnastique (F.I.G.);
- To assist all rhythmic gymnasts in their pursuit of excellence and enjoyment of the sport by providing effective programs and services;
- To support and assist in the training and certification of coaches and maintaining of standards of coaching of rhythmic gymnastics;
- To support and assist in the training of judges for rhythmic gymnastics;
- To encourage the involvement of volunteers who advance the interests of the sport;
- To apply for and obtain from any government or authority any rights, privileges, grants or concessions which the Federation may think desirable to obtain, and to carry out, exercise, and comply with the terms of any such arrangements;
- To set objective criteria for the selection and conduct of athletes, coaches and officials to represent the Province of British Columbia and the Federation at local, provincial, national and international meets and competitions;
- To affiliate with Gymnastics Canada Gymnastique and operate in a manner consistent with Gymnastics Canada Gymnastique by-laws, policies and procedures, technical rules and regulations and code of ethics;
- To represent the members in all dealings with Gymnastics Canada Gymnastique;
- To carry out the affairs of the Federation without purpose of gain for its members and to ensure that any profits or benefits received by the Federation are used to promote these purposes;
- To remain a registered non-profit society in British Columbia;
- To ensure equity and access for all;
- To ensure a commitment to fair play.

BC's rhythmic gymnastics athletes are among the world's best.

OUR VALUES...

We are committed to providing all our athletes with the best possible programs and services.

We value and appreciate the contributions of BCRSGF volunteers who dedicate their time and energy to promoting and developing rhythmic gymnastics throughout the province.

We are appreciative of the key technical leadership role played by our coaches and judges whose expertise is essential to the development and well-being of each rhythmic gymnastics participant.

We believe our sport has great appeal in that it fosters and cultivates athletic excellence at the same time as promoting artistic self-expression and the cultivation of important life skills. Rhythmic Gymnastics therefore provides unique opportunities for individuals to develop a dynamic range of athletic, artistic, and personal qualities.

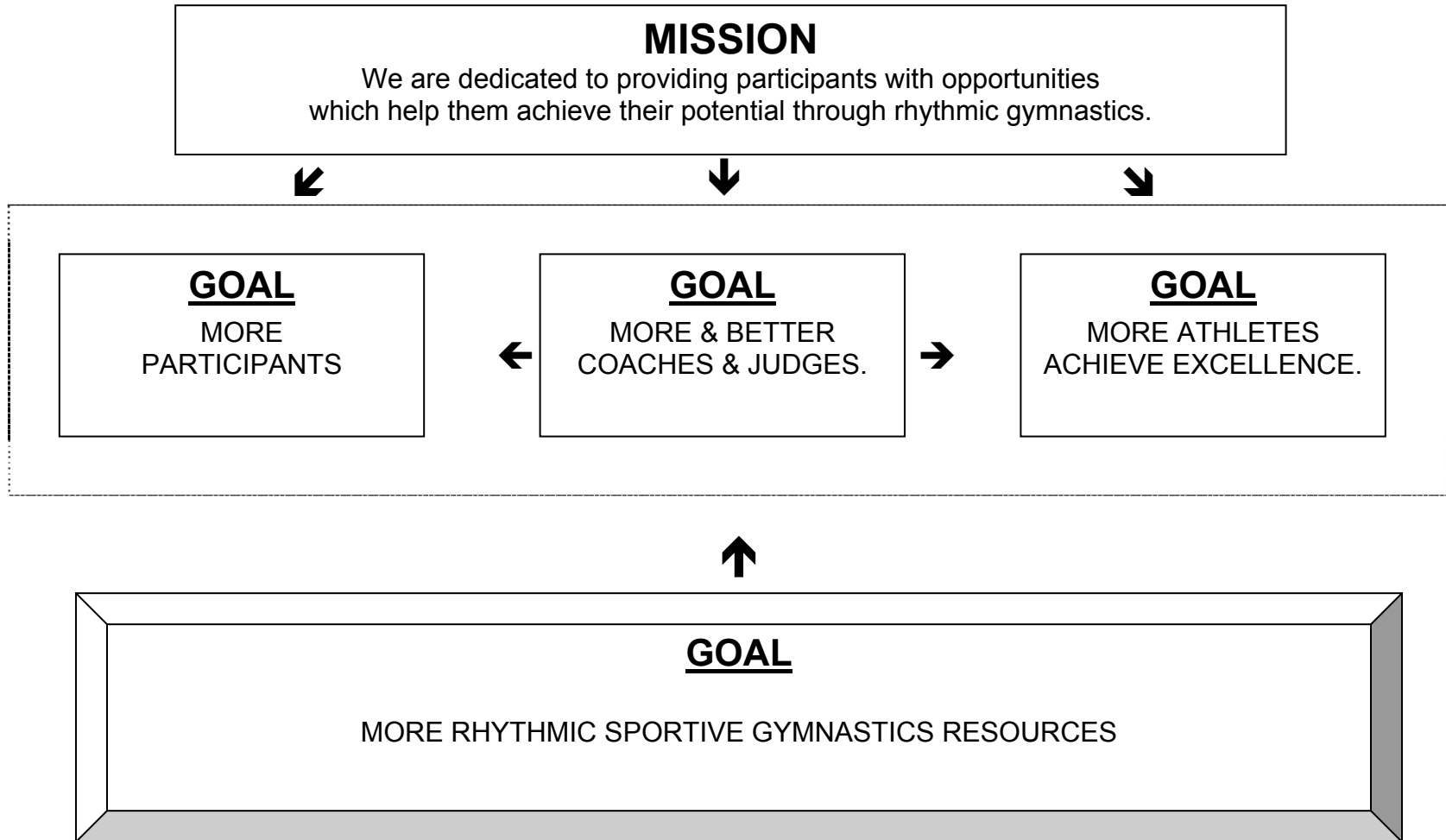
We want all rhythmic gymnastics participants to succeed at their chosen level (and to have fun in the process), both in sport and in life.

We will do our very best to identify talented athletes and to assist them in their pursuit of excellence.

We want to raise public awareness of the appeal and benefits of rhythmic gymnastics; to stimulate greater participation in our sport among youth and adults throughout British Columbia.

BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION

MISSION & GOALS



BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION

GOALS & AREAS OF EMPHASIS



BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION

SUMMARY OF OBJECTIVES

<p align="center"><u>GOAL</u> MORE PARTICIPANTS</p>	<p align="center"><u>GOAL</u> MORE & BETTER COACHES & JUDGES</p>	<p align="center"><u>GOAL</u> MORE ATHLETES ACHIEVE EXCELLENCE</p>	<p align="center"><u>GOAL</u> MORE BCRSGF RESOURCES</p>
↓	↓	↓	↓
<p>MEMBERSHIP: 1. By 2019, increase the number of individual fee-paying members from 2000 to 3000; full member clubs from 18 to 22; affiliated clubs from 10 to 15.</p> <p>RECRUITMENT PROGRAM: 2. Create a grassroots strategy to recruit youth to full member clubs.</p> <p>CLUB DEVELOPMENT: 3. To provide member clubs with a menu of priority services and benefits. 4. Strengthen club development particularly in non-lower mainland regions</p>	<p>CERTIFICATION: 5. To increase the number of fully certified coaches / judges; course conductors by prescribed target numbers.</p> <p>COORDINATION: 6. To create a co-ordinated, integrated approach to the provision of the best possible technical services for national stream athletes.</p> <p>SUCCESSION: 7. Create a succession plan which ensures coaching / judging continuity at the national stream level.</p> <p>PROFESSIONAL DEVELOPMENT 8. Encourage all certified coaches and judges to attend a minimum 1 professional development opportunity annually.</p>	<p>INTEGRATED SYSTEM: 9. Clubs ensure athletes have access to a complete range of priority training programs and related support services. 10. Consolidate an integrated competitions schedule aimed at peaking for major provincial, inter-provincial, national, international events. 11. Design and implement both informal and formal Talent ID processes. 12. Design, implement, monitor annual training / competitive plans for Team BC members.</p> <p>ATHLETE SERVICES: 13. Provide athletes with a priority menu of services which contribute to their growth and development.</p>	<p>HUMAN RESOURCES: 14. Align BCRSGF operations with strategic priorities.</p> <p>EXPAND REVENUE BASE: 15. Increase 2000-2001 gross revenue levels by 20% effective the 2003-2004 fiscal year.</p> <p>MARKETING: 16. Reduce reliance on government funding to 40% of total budget by 2019.</p> <p>COMMUNICATIONS: 17. Develop and maintain priority BCRSGF communications tools. 18. Develop a targeted information-sharing strategy.</p> <p>BCRSGF PLAN: 19. Consolidate and implement strategic and operational plans.</p> <p>PARTNERSHIPS: 20. Establish targeted win-win joint programming ventures.</p>

PERFORMANCE INDICATORS

PARTICIPATION DEVELOPMENT

FISCAL-YEAR INDICATORS	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018-2019
1. MEMBERSHIP TARGETS					
3,000 individual fee paying members	2200/	2400/	2600/	2800/	3000/
22 full member Clubs	19/	19/	20/	21/	22/
14 affiliated Clubs	10/	11/	12/	13/	14/
Review and enhance BCRSGF membership categories; benefits & services; and fee structure.	August	Recruit/ Retain	Recruit/ Retain	Recruit/ Retain	Recruit/ Retain
2. RECRUITMENT PROGRAM		Monitor/ Enhance	Monitor/ Enhance	Monitor/ Enhance	Monitor/ Enhance
Design elementary schools strategy	September				
Number of participating full member clubs	8 /	10 /	12 /	13 /	13 /
Number of elementary schools reached	17 /	19/	20 /	22 /	24 /
Grades 1-3 Youth recruited to clubs annually	20 /	30 /	40 /	50 /	50 /
Grades 4-6 Youth recruited to clubs annually	20 /	30 /	40 /	50 /	50 /
Number of youth recruited from Rec. Departments	20 /	30 /	40 /	50 /	50 /
3. CLUB SERVICES					
Insurance Program	✓ /	✓ /	✓ /	✓ /	✓ /
Club Development Guide	✓ /	✓ /	✓ /	✓ /	✓ /
Opportunity to host BCRSGF sanctioned events	✓ /	✓ /	✓ /	✓ /	✓ /
Opportunity to host BCRSGF training camps	✓ /	✓ /	✓ /	✓ /	✓ /
Eligibility for Club Development Awards	✓ /	✓ /	✓ /	✓ /	✓ /
BCRSGF Newsletters	✓ /	✓ /	✓ /	✓ /	✓ /
4. STRENGTHEN CLUBS					
Non-Lower mainland strategy in place	September	Build	Build	Build	Build
Guidance to targeted clubs in all zones	Ongoing	Ongoing	Ongoing	Ongoing	Ongoing

PERFORMANCE INDICATORS

COACHES / JUDGES DEVELOPMENT

FISCAL-YEAR INDICATORS	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018-2019
5. CERTIFICATION TARGETS					
COACHES:					
45 Pre-NCCP "Instructors"	30 /	35 /	40 /	45 /	45 /
55 Level 1 Coaches	30 /	36 /	46 /	50 /	55 /
25 Level 2 Coaches	16 /	18 /	24 /	25 /	25 /
15 Level 3 Coaches	11 /	11 /	13 /	13 /	15 /
3 Level 4 Coaches	1 /	1 /	2 /	2 /	3 /
4 Level 1 / 2 Course Conductors	2 /	2 /	4 /	4 /	4 /
2 Level 3 Course Conductors	1 /	1 /	2 /	2 /	2 /
JUDGES:					
7 Brevet Judges	6 /	6 /	7 /	7 /	7 /
8 National Judges	6 /	7 /	8 /	8 /	8 /
10 Provincial Judges	6 /	6 /	10 /	10 /	10 /
10 Club Judges	7 /	7 /	10 /	10 /	10 /
28 Trainees	18 /	20 /	28 /	28 /	28 /
6. COORDINATION OF TECHNICAL LEADERS					
COACHES EVALUATION / SELECTION CRITERIA for:					
- Provincial Training Camps schedule	✓ /	✓ /	✓ /	✓ /	✓ /
- Major Games	✓ /	✓ /	✓ /	✓ /	✓ /
JUDGES EVALUATION / SELECTION CRITERIA for:					
- Officiating at BCRSGF / CRSGF events	✓ /				
[Certification process includes Evaluation component]	✓ /	✓ /	✓ /	✓ /	✓ /
7. SUCCESSION PLANS					
Mentorship (Appoint Coach / Judge Mentors)	✓ /	✓ /	✓ /	✓ /	✓ /
Meet Certification Targets	see above	see above	see above	see above	see above
Recruit prospective national stream candidates	set objectives	recruit	recruit	recruit	recruit
8. PROFESSIONAL DEVELOPMENT					
Number of certified coaches upgrading (via conference, workshop, Level 4 task etc.)	52 /	62 /	71 /	80 /	80 /
Number of fully certified Judges upgrading (via evaluation workshop; new FIG Code)	19 /	22 /	26 /	28 /	28 /
	-				

PERFORMANCE INDICATORS

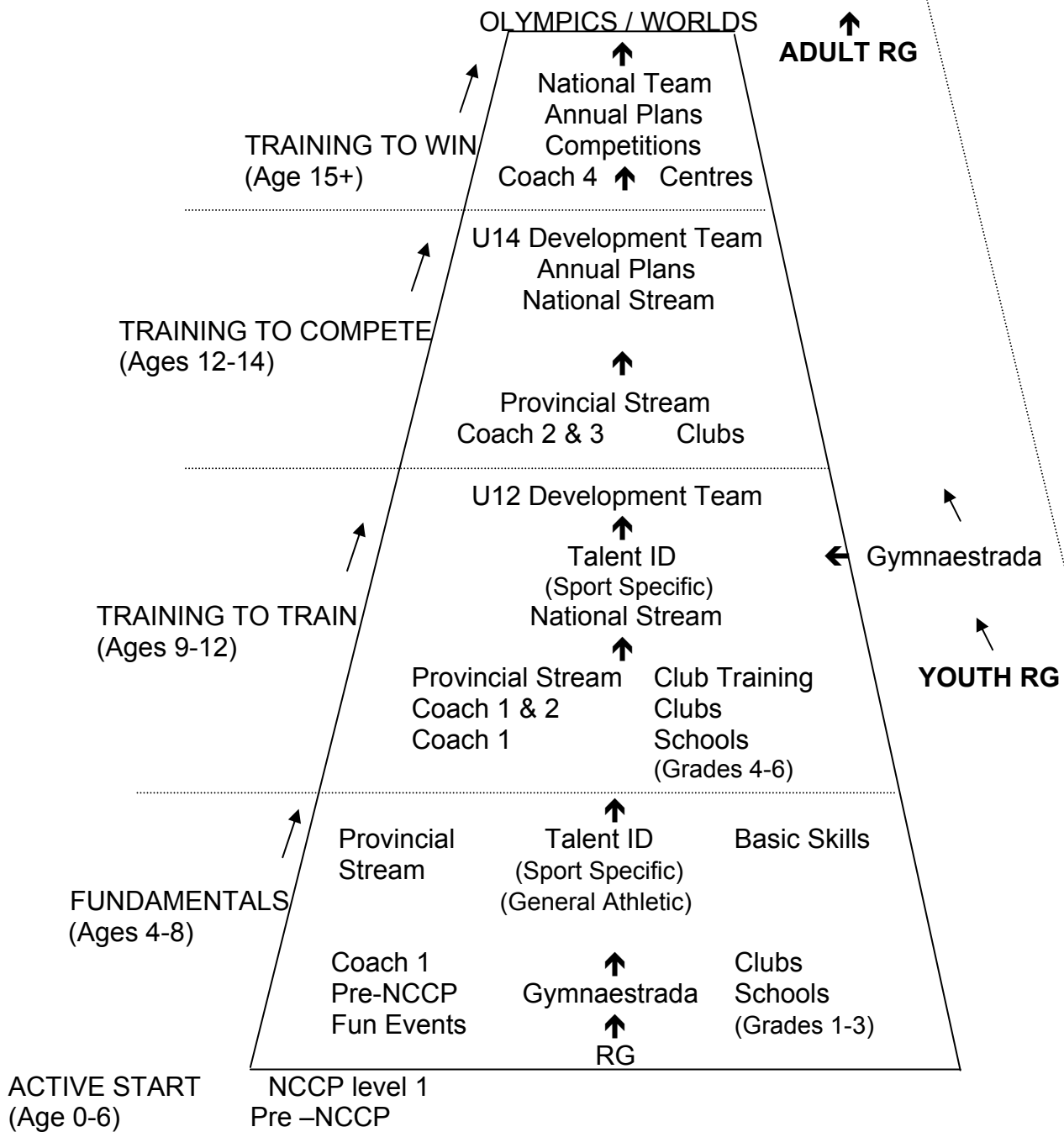
ATHLETE DEVELOPMENT SYSTEM & ATHLETE SERVICES

FISCAL-YEAR INDICATORS	2014- 2015	2015- 2016	2016- 2017	2017- 2018	2018-2019
9. TRAINING PROGRAMS Co-ordinated range of priority training programs in place at all full member clubs. BCRSGF Provincial Camps schedule (regroupings; testing; pre-competitive camps etc.)	RG / RSG ✓ /	Maintain ✓ /	Maintain ✓ /	Maintain ✓ /	Maintain ✓ /
10. COMPETITIONS SCHEDULE Review and refine competitions schedule based on sound annual & long-term planning principles (with regard for age classifications; type; volume; timing; peaking considerations)	Annual Planning	Annual Planning	Annual Planning	Annual Planning	Annual Planning
11. TALENT ID Simple informal ID process in place (entry level) Consolidate AAP Criteria linked to long-term profile Establish Team BC (U12 / 14 / National Team)	September March, 2010 Criteria	Maintain Review Athlete Selection	Maintain Review Manage	Maintain Review Manage	Maintain Review Manage
12. ANNUAL PLANS Personal coaches design & monitor annual plans for all their Team BC members	✓ /	✓ /	✓ /	✓ /	✓ /
13. ATHLETE SERVICES Review and enhance membership benefits for RG; RSG Provincial; RSG National gymnasts. Participation in Provincial Camps (where eligible) Funding support to national events (where eligible) PacificSport Group support services for eligible Silver / Bronze athletes (SportWorks)	✓ / ✓ / ✓ / ✓ /	✓ / ✓ / ✓ / ✓ /	✓ / ✓ / ✓ / ✓ /	✓ / ✓ / ✓ / ✓ /	✓ / ✓ / ✓ / ✓ /

PERFORMANCE INDICATORS RESOURCES

FISCAL-YEAR INDICATORS	2014- 2015	2015- 2016	2016- 2017	2017- 2018
14. HUMAN RESOURCES Review constitution, bylaws, policies & procedures Review Board / Standing Committee structure Put a Volunteer Succession Plan in place Create relevant staff/ Board job descriptions Implement performance evaluations linked to Plan	September September October November March	Assess Assess Implement Review March	Assess Assess Implement Review March	Assess Assess Implement Review March
15. EXPAND REVENUE BASE: Current gross revenues up 20% by 2018-2019	\$190k /	\$200k /	\$208k /	\$216k /
16. MARKETING Generate \$60,000 in new non-government revenues during the 2017-2018 quadrennial.	\$10k /	\$20k /	\$25k /	\$30k /
17. COMMUNICATIONS TOOLS Club Newsletter Web site development / enhancement Media Relations (Local, Provincial publicity)	✓ / September Build relationships	✓ / Enhance Build relationships	✓ / Enhance Build relationships	✓ / Enhance Build relationships
18. INFORMATION SHARING Liaison with other sport organizations Inter-provincial; CRSGF; international rhythmic gymnastics federations information sharing (R&D)	Ongoing Ongoing	Ongoing Ongoing	Ongoing Ongoing	Ongoing Ongoing
19. PARTNERSHIPS CRSGF funding; joint programming ventures PacificSport Group Assess merits of other joint programming initiatives	Ongoing Maximize Usage Ongoing	Ongoing Ongoing Ongoing	Ongoing Ongoing Ongoing	Ongoing Ongoing Ongoing

BCRSGF SPORT SYSTEM MODEL (ATHLETE PATH)



- ANNUAL PLANS = Integrated Training / Competitive Schedules.
- TRAINING PROGRAMS = Technical, Tactical, Physical, Psychological.
- COMPETITIONS = Schedules based on annual planning principles
- PHYSICAL COMPONENT = Sport Science & Sport Medicine components.
- TALENT ID = Informal & Formal Athlete ID process
- FACILITIES = Elementary Schools, Clubs, Designated Centres.
- RATE OF DEVELOPMENT = ± 2 Years (early / late developers)

BCRSGF SPORT SYSTEM GRID

COMPONENTS	RG Youth & Adults (General Gymnastics)	ACTIVE STAR	FUNDAMENTALS Entry Level Youth (Ages 4-8)	TRAINING TO TRAIN (Ages 9-12)	TRAINING TO COMPETE (Ages 12-14)	TRAINING TO WIN (Age 15+)
TRAINING	PRISM Programs General Gymnastics	PRISM Programs General Gymnastics	PRISM Programs RG RSG Provincial Club Programs	RSG National Annual Plans RSG Provincial Club Programs	RSG National Annual Plans RSG Provincial Club Programs	Annual Plans RSG National RSG Provincial Club Programs
COACHING	Coach 1 Pre-NCCP School Teachers	Coach 1 Pre-NCCP School Teachers	Coach 1 Pre-NCCP School Teachers	Coach 2 Coach 1 Physical support Psychology support	Coach 3 Coach 2 Physical expert Psychology expert	Coach 4 Coach 3 Physical expert Psychology expert
COMPETITIONS	Gymnaestradas (Trainee Judges)	no	Provincial Stream Gymnaestradas Club Judges Trainee Judges	National Stream Provincial Stream Prov. / Nat'l. Judges Rankings	National Stream Provincial Stream Nat'l. / Prov. Judges Rankings	International National Stream Brevet / Nat'l. Judges Rankings
FACILITIES	Clubs Rec. Departments Schools	Clubs Rec. Departments Schools	Clubs Rec. Departments Schools (Gr.1-3)	Clubs Rec. Departments Schools (Gr. 4-6)	Regional Centres Clubs PacificSport (Bronze)	Centres Clubs PacificSport (Silver / Bronze)
TALENT ID	Informal	Informal	Sport-specific General Athletic Aptitude/ Qualities	Team BC (Under 12) Sport-specific athlete profile	Team BC (Under 14) Sport-specific athlete profile Competitive results	Team BC (National) Sport-specific athlete profile Competitive results

