



Final
July 2025

'WIN+' STRATEGIC PLAN 2025-2028

When Gymnastics Canada Wins, Gymnastics in Canada Wins

A new strategy is essential because the status quo is unsustainable



Our lack of focus has led to a *‘jack of all trades, master of none’* approach where we are:

- Reacting vs leading
- Reliant on external funders
- Spread too thin
- Unclear on what success looks like

Ultimately this approach is unwinnable. Without a clear mandate, or guidance to stakeholders on what they should expect from us, our impact will be subjective, and our actions will be unfocused... meaning we will not achieve our full potential without marked change in our approach.

Centering on high performance best aligns to the strengths of gymnastics, our Gym Can mandate and the needs of the gymnastics in Canada.



LEADING FOR OLYMPIC
SUCCESS UNDERPINNED BY A
STRONG HIGH-PERFORMANCE
PROGRAM WITHIN A 'WIN
WELL' ENVIRONMENT*

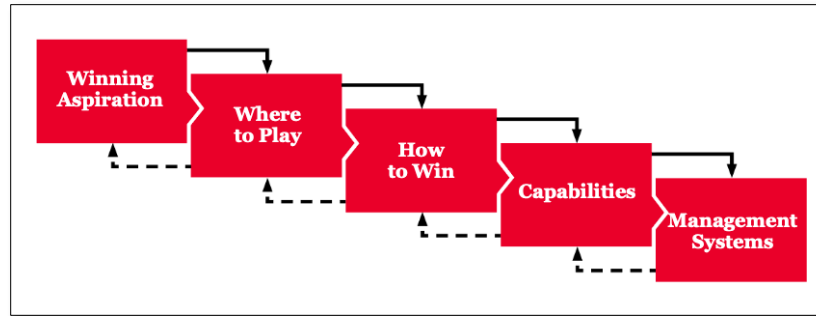
* Win-Well is a term used by Own the Podium among others where success is achieved through a holistic approach that values not only winning at the highest level but also emphasizes integrity and athlete well-being while prioritizing ethical conduct, fairness, and the overall health of athletes, ensuring an optimal pursuit of excellence.



Rooting the strategy in connected choices that ladder up to a focused vision of success will set GymCan on a new, more sustainable course.

The “Playing to Win” Model

“Playing to Win” Framework is from “How Strategy Really Works” written by A.G. Lafley, former CEO of Procter & Gamble, and Roger Martin, dean of the Rotman School of Management.



WINNING ASPIRATION: What we want to achieve

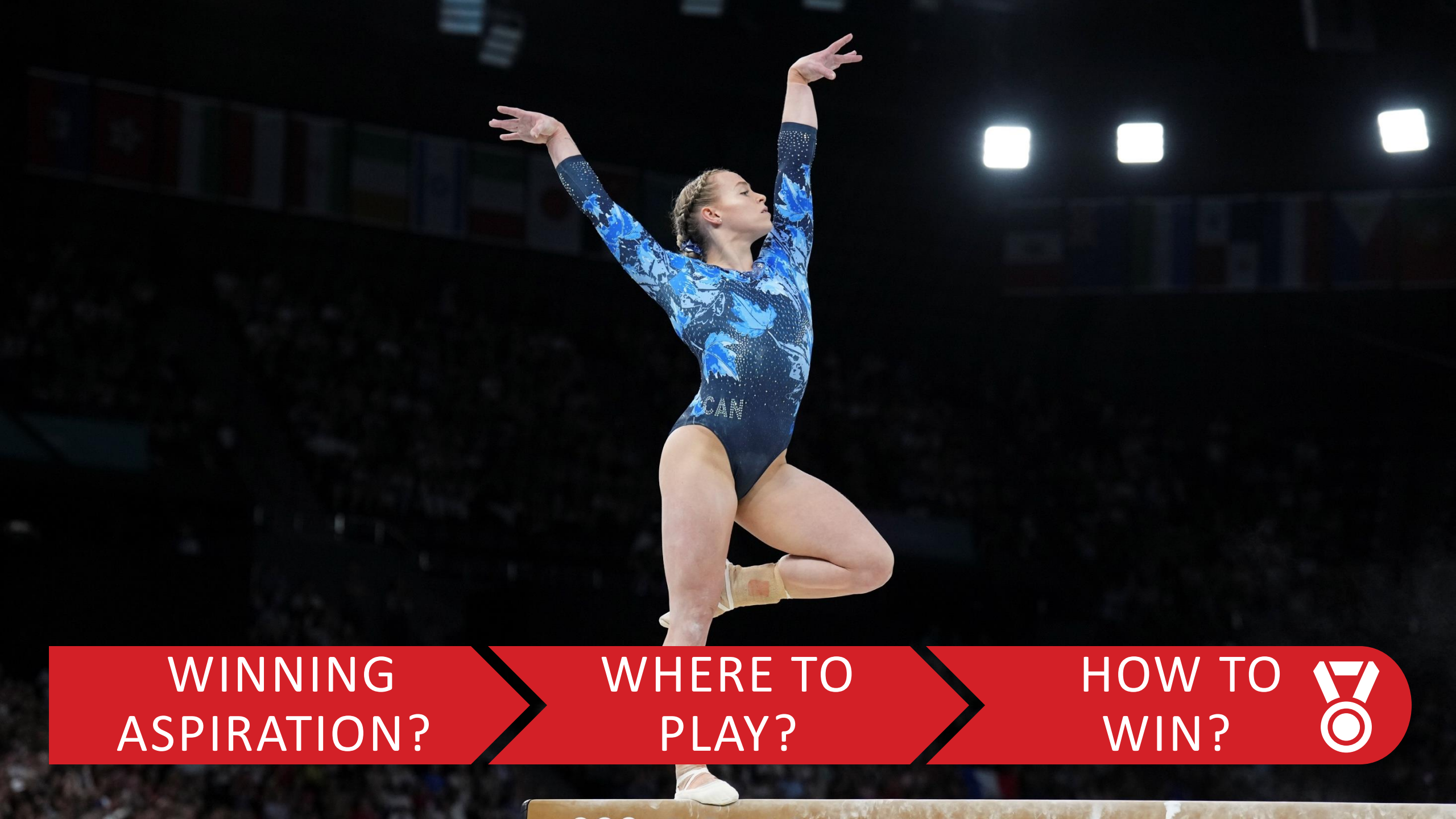
WHERE TO PLAY: What will we focus on to achieve our *winning aspiration*?

HOW TO WIN: What will we do to achieve desired outcomes *where we play*?

CAPABILITIES: What do we need to be good at to enable this kind of change?

MANAGEMENT SYSTEMS: What is our measurement and reporting plan?

THIS PROVEN
MODEL REQUIRES
MAKING TOUGH
CHOICES THAT
FOCUS EFFORTS ON
THE MOST
ESSENTIAL GOALS



WINNING
ASPIRATION?

WHERE TO
PLAY?

HOW TO
WIN?



WINNING ASPIRATION

WIN +

- + olympic medals
- + participant wellbeing
- + system momentum

WHAT IT MEANS

- Olympic Medals as our core metric of success — they validate the strength of the high-performance system, tie direct to our role, and enable a flywheel of support and reinvestment.
- Participant Wellbeing is the only way to get there — a safe, supportive, inclusive, and empowering environment for **Athletes, Coaches, and Judges** is required for sustainable success throughout our sport.
- System Momentum is our active commitment to reinvest in long-term growth — generating inspiration, building financial capacity, stakeholder trust, and sustainable growth across the country in partnership with our PTOs and member clubs

WHY IT WORKS

- When *Gymnastics Canada* wins, *Gymnastics in Canada* wins
- ‘Win Well’ Medals inspire engagement and support that creates value in the system demonstrated by increased participation, strengthened national pride, more funding and a strong culture across the entire ecosystem

WHERE TO PLAY

Starting with...

3 **Keystone** **Disciplines** (WAG, MAG, Trampoline)

WHY ONLY 3 **FOR NOW?**

- Finite resources and strong competition necessitates focus
- Keystone disciplines are shaped readiness and likelihood of Olympic success—by medaling in these disciplines, we can unlock support to reinvest in the sport more broadly
- These are priorities that will get incremental resources and focused services through a new HP plan

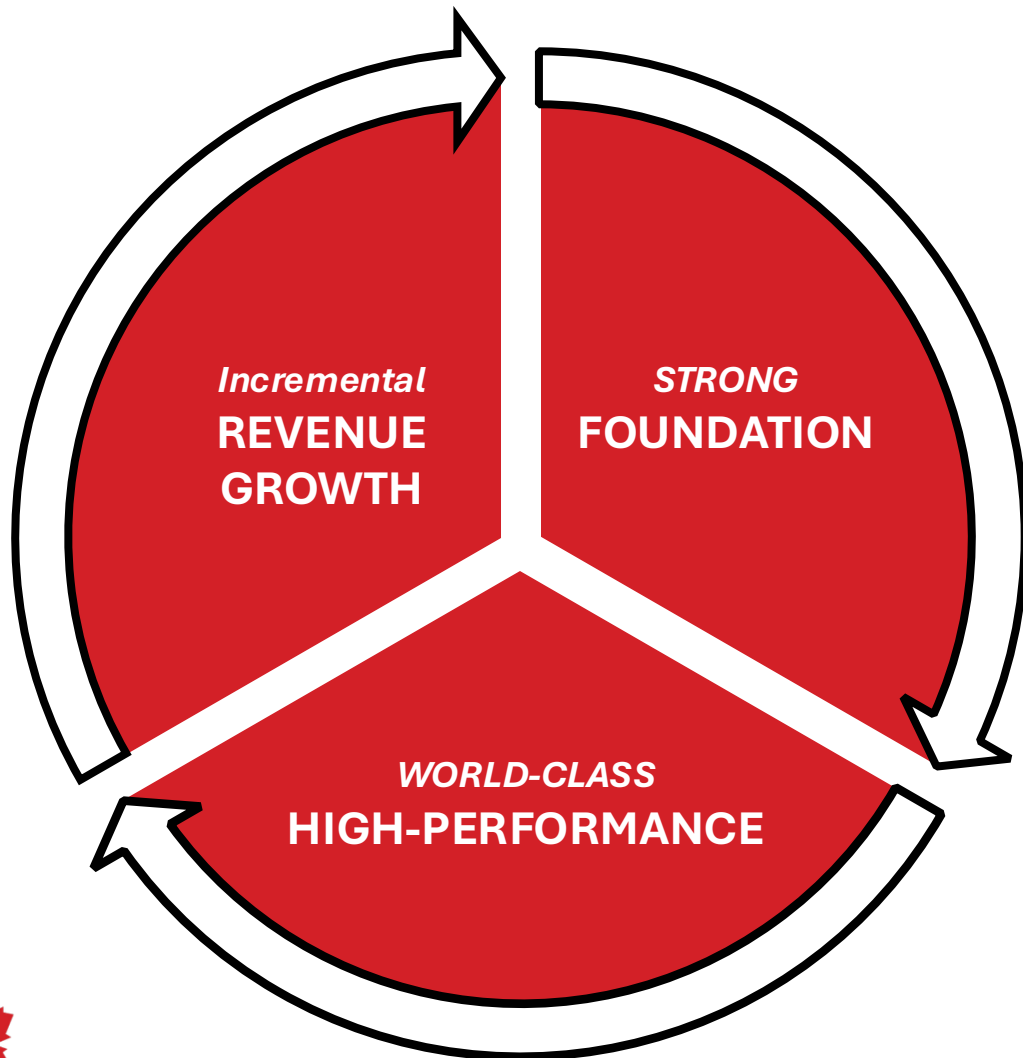
WHAT ABOUT THE **OTHER DISCIPLINES?**

- Provide RG & the World Games (WG) Disciplines with modified supports, shared and dedicated services through national events, national teams, NCCP, judging & safe sport based on performance and growth in participation base.
- RG is the next most important HP priority as an Olympic sport. We will develop a Podium Pathway Analysis, Gold Medal Plan and ‘Win Well’ action plan for RG to inform recommended actions, unlock incremental HP funding at the national team level, and ready RG for future OTP support.
- The WG Disciplines are not in line for acceptance to Olympic Games or eligible for Sport Canada Carding; therefore, these disciplines are not included in the tight HP definition. Responsibility for WG to shift to sport development (SD)

* World Games Disciplines include Double Mini, Tumbling, Acro and Parkour



HOW TO WIN



WORLD-CLASS HP

- Realign HP Department rooted in excellence
- Short-term focus on 3 of the 4 Olympic Disciplines
- RG planning to unlock incremental investment
- Dedicated HP leadership across 4 Olympic disciplines
- Subject matter expertise – technical advisors and Sport Science/Medicine manager hires
- Professionalize Judges' education & certification via shift to SD
- Refreshed LTD model
- Augmented Championships for novice, junior and senior athletes
- Standardized Sport Canada carding approach
- Integrated safe sport support

INCREMENTAL REVENUE GROWTH

- Upgrade Championships for fans and TV broadcast
- Acquire lead corporate partner through 'bundled assets' approach
- Increased Membership Fee with PTO agreed investment plan
- Fund Development Strategy
- Merchandise Strategy
- PTO Membership data base upgrade

STRONG FOUNDATION

- PTO Membership growth strategy
- WG support through national teams/events
- Coach development and certification
- Safe Sport strategy and best practices



2025-2028

STRATEGIC PLAN

WINNING
ASPIRATION

WHERE TO
PLAY

HOW TO
WIN

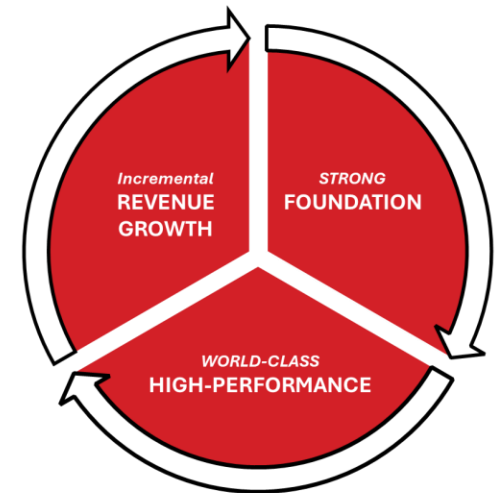


WIN+

- + olympic medals
- + participant wellbeing
- + system momentum

Starting with...

3 Keystone Disciplines
(MAG, WAG, Trampoline)



When Gymnastics Canada wins,
Gymnastics in Canada wins.

Finite resources demand targeted investment
in our highest-potential Olympic disciplines.
RG requires planning to unlock
incremental investment.

Developed in coordination with PTO
partners who are essential to our shared
success and the health of the sport.



2025-2028

STRATEGIC PLAN

FROM

Fragmented HP programs by discipline, unclear medal strategies, full-time national coaches

Efforts and investments spread across 9 mission areas with no clear prioritization

Reliant on Sport Canada, OTP, and static PTO membership fees with no independent revenue

Low consultation and collaboration w. PTOs—flat membership fees for a decade

Passive reliance on organic or PTO-driven growth, limited engagement with member parents

Outdated GymCan bylaws, inconsistent leadership, remote + siloed staff, unclear role clarity

TO

Unified HP system under one leader, technical expert/SSSM advisors, medal-driven athlete pipeline plans, centralized carding, stepped up athlete voice, fully integrated safe sport

Focused efforts towards high-potential keystone Olympic disciplines, driving downstream impacts system-wide. Shift WG to SD.

Building up diversified revenue streams (e.g. lead corporate sponsors, major donors, monetized national events, increased membership fees)

Co-creation of strategy, shared priorities, accountability, ultimately unlocking membership fee increase tied to value delivery

Membership growth strategy, enhanced marketing, upgraded coach education, direct parent engagement via data platforms

Modernized by-laws, targeted leadership hires (CEO, HP), geographic targeted hiring practises, streamlined structure with clear accountabilities



2025-2028

STRATEGIC PLAN

To be developed
by new CEO and
new HP Lead

HOW WILL WE MEASURE SUCCESS?

+ olympic medals

- WAG Olympic results (2028/32 targets)
- MAG Olympic results (2028 /32 targets)
- Trampoline Olympic results (2028 /32 targets)
- Completion of RG planning leading to incremental support
- World Games results for all disciplines

+ participant wellbeing

- Athlete, Coaches, and Judges satisfaction/well-being scores (benchmark needed)
- % of coaches and judges safe-sport certified under new system
- Next-gen participation growth (target: X%)

+ system momentum

- \$ raised from sponsors and donors (target: \$ X)
- Membership fee increase (target: \$ X)
- Net revenue from national events (target: \$ X)
- Brand awareness & affinity
- PTO and national team “partnership health” scores
- % of coaches certified in NCCP; % increase in judges by discipline



2025-2028

STRATEGIC PLAN

WHAT ACTIONS WILL WE TAKE?

WORLD CLASS HIGH-PERFORMANCE

- Appoint HP leadership and retool department with technical advisors and SSSM expertise.
- Fund for podium success
- International standards alignment for national team selection across disciplines. Standardize Sport Canada carding allocation.
- Shift judge education/certification to SD to professionalize and standardize
- Integrate ‘Win Well’ approach into HP—safe sport, parent training, holistic athlete health
- Suspend HP investment in **RG** with transparent path back—through a Podium Pathway Analysis and Gold Medal Profile. Provide national event/team, NCCP and safe sport support.
- Shift **WG Disciplines** to SD —marginally reduce investment but provide national team/event, NCCP and safe sport support

INCREMENTAL REVENUE GROWTH

- Redesign and invest in Championships around HP athletes to build audience, broadcast potential and sponsorship/ticket sales value
- Retool LOC agreements, secure city tourism support through RFP process, and shift Gymnaestrada to every other year to maximize impact and revenue
- Invest in capabilities to secure lead sponsors (w. national event/teams presenting rights, top Olympians NIL rights, International Gymnix & Koop Cup rights); secondary and supplier sponsors
- Invest to launch high net wealth donor strategy
- Complete RFP for new merchandise partner; upgrade digital store
- With PTOs, advance PTO membership data strategy to unlock marketing value. Build business case for membership fee increase.

STRONG FOUNDATION

- Adopt national standards for safe sport screening and deliver strong safe sport plan at all levels with PTO alignment
- Develop safe sport strategy and targeted mental health/wellbeing sub strategies
- Facilitate national membership growth strategy with PTOs. Explore allocating some of new membership revenue to activate against membership strategy
- Deliver strong recreational and HP coaching development and certification program
- Explore PTO structure efficiencies (e.g. advocate for Gymnastics & RG provincial association mergers while protecting government support)
- Leverage ‘Win well’ Olympic success—and revamp marketing and comms—to inspire next gen athletes, grassroots participation, corporate partners, donors and Olympic Alumni



2025-2028

STRATEGIC PLAN

WHAT CAPABILITIES ARE REQUIRED TO WIN?

Stakeholder Relationships

- Strong CEO stewardship of PTO engagement via Ops Council
- Regular performance-based strategy communications with key stakeholders
- Excellent relationship management with top athletes and Olympic alumni
- Clear RACI agreement for key cross over work streams within GC and with PTOs
- Maximize opportunities for centralized PTO procurement (

Leadership & Staff

- CEO with sponsorship/fundraising expertise and access to 3rd-party expertise
- Senior management team act as “first team”; improve cross dept collaboration
- Strengthen planning, budgeting, and forecasting aligned to 4-year targets
- Prioritize in-person roles in Toronto/Montreal
- Implement intern plan to supplement tightly managed headcount
- Ensure appropriate staffing for shift of WG disciplines and judge edu/cert. to SD

Board of Directors

- Add Board expertise in fund development, commercialization and finance & audit
- Modernize GymCan bylaws

High Performance

- Subject matter experts to deliver 4–8yr HP plans w. annual milestones
- HP leader to drive strategy, break silos, ensure discipline alignment
- Centralize carding and align coaching, judging, & LTD w. HP priorities
- Tailored stakeholder comms (athletes, PTOs, coaches)
- Leverage OTP funding and expertise

Corporate Partnerships

- Bundle GymCan assets with top athlete NIL rights, 3rd party international events for lead partner offering
- Leverage Championships and National teams as tentpole;
- 3rd-party sales agency support needed

Fund Development

- Hire subject matter expert; build case for giving tied to HP needs
- Recruit volunteer cabinet to engage HNW donors (e.g., Olympian alumni)

National Events & Merchandise

- 4-year growth plan for Championships (venue, schedule, broadcast, ticketing)
- Complete new merchandise RFP and scale digital commerce
- Add staff or contractors where revenue potential warrants

WITH THE WIN+ STRATEGY IN PLACE:

- THE NEW CEO & BOARD WILL REVIEW THE GC VISION, MISSION & VALUES
- THE NEW CEO, HPD AND FINANCE DIRECTOR WILL LEAD THE DEVELOPMENT OF AN OPERATIONAL PLAN -FINALIZE 4-YEAR GOALS, AND A 4-YEAR FINANCIAL FORECAST



Glossary of Terms

HP:	High Performance
HNW Donors:	High Net Wealth donors
LTD:	Long-term (athlete) development
LOC:	Local Organizing Committee
MAG/WAG:	Men's Artistic Gymnastics ; Women's Artistic Gymnastics
NIL:	Name, Image and Likeness Athlete Agreement
OTP:	Own the Podium
WG:	World Games Disciplines – Acro, Double Mini, Tumbling, Parkour
PTO:	Provincial or Territorial Sports Organization
RACI:	Management Framework - Responsible, Accountable, Consult, Inform
RFP:	Request For Proposal
RG:	Rhythmic Gymnastics
SD:	Sport Development Department
SEA:	Sport Environment Assessment
SSSM:	Sports Science and Sports Medicine
TG:	Trampoline Gymnastics

