



“WIN+” STRATEGIC PLAN

2025 – 2028

When Gymnastics Canada Wins,
Gymnastics in Canada Wins



Vision

- From Here, We Soar

Mission

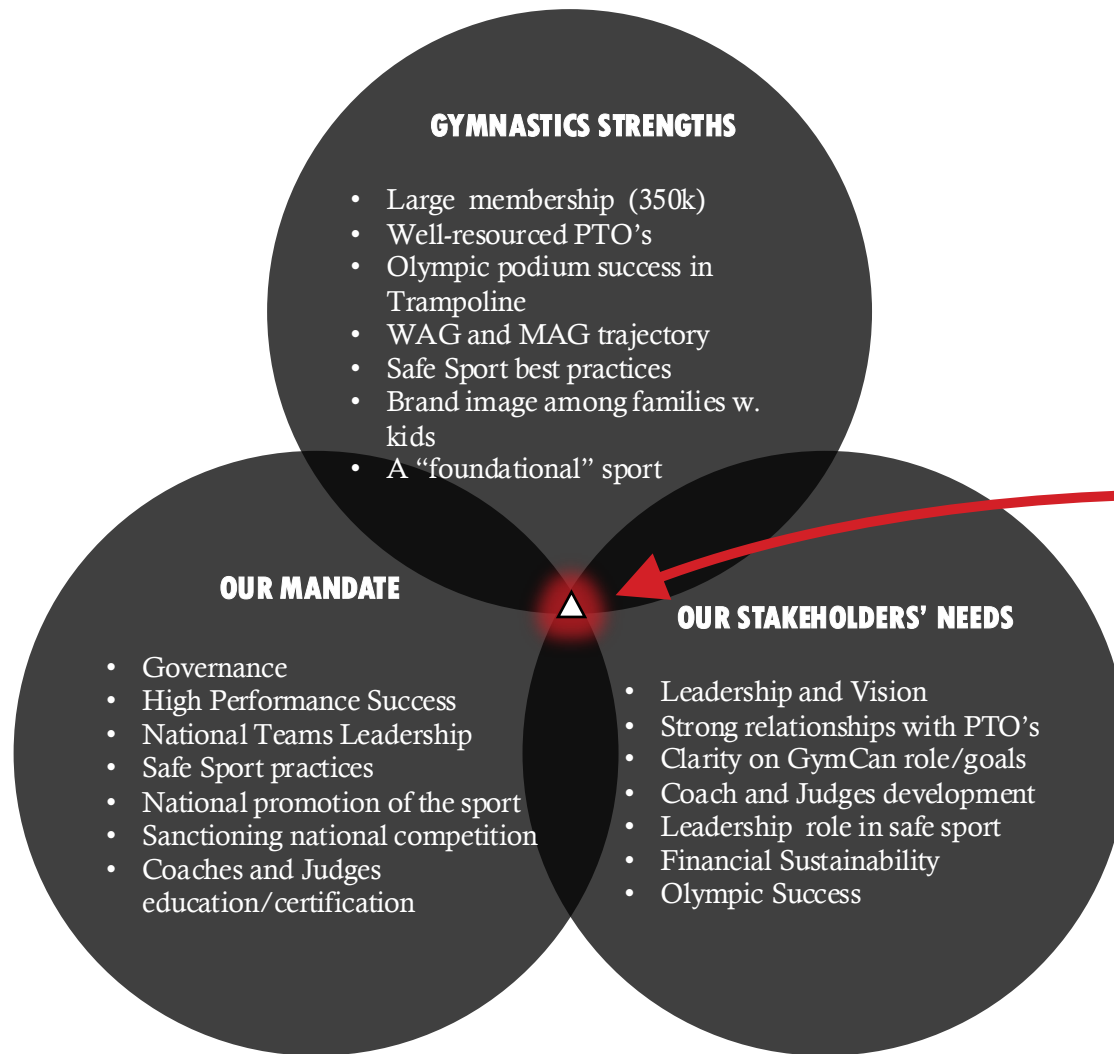
- Build the foundation
- Create the champions
- Inspire the Nation

Values

- Excellence
- Fairness
- Connection
- Safety



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



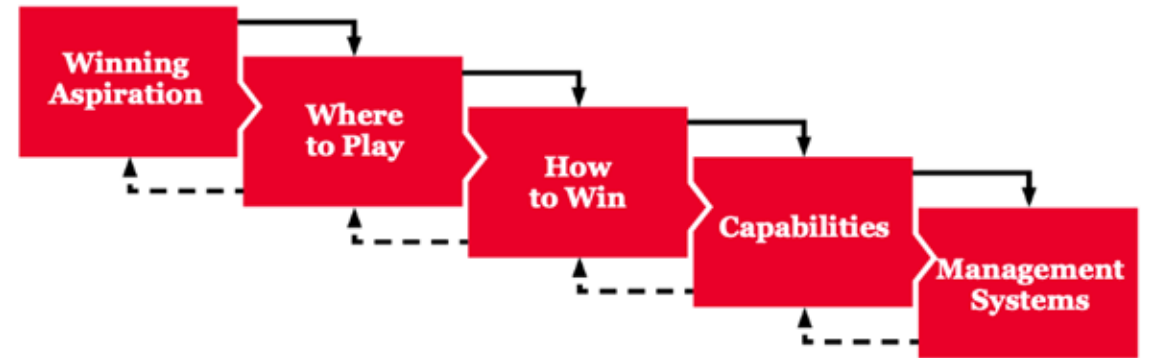
Leading for Olympic success underpinned by a strong high-performance program within a "win well" environment*

*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?

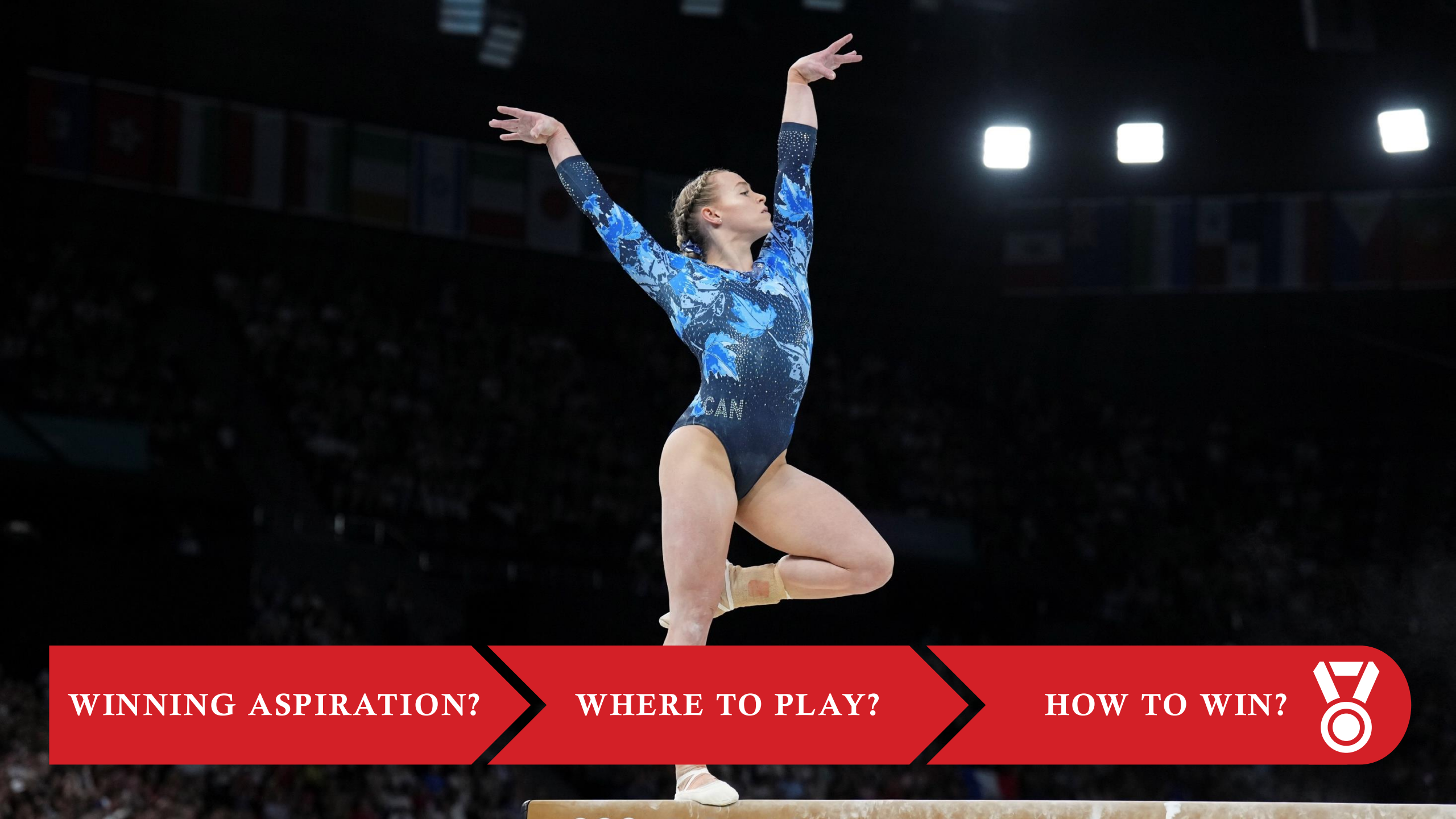
Where to play: what will we focus on to achieve our winning aspiration?

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?

The key factor of this proven model requires making tough choices that focus efforts on the most essential goals and actions



WINNING ASPIRATION?

WHERE TO PLAY?

HOW TO WIN?



WINNING ASPIRATION?

WIN+

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

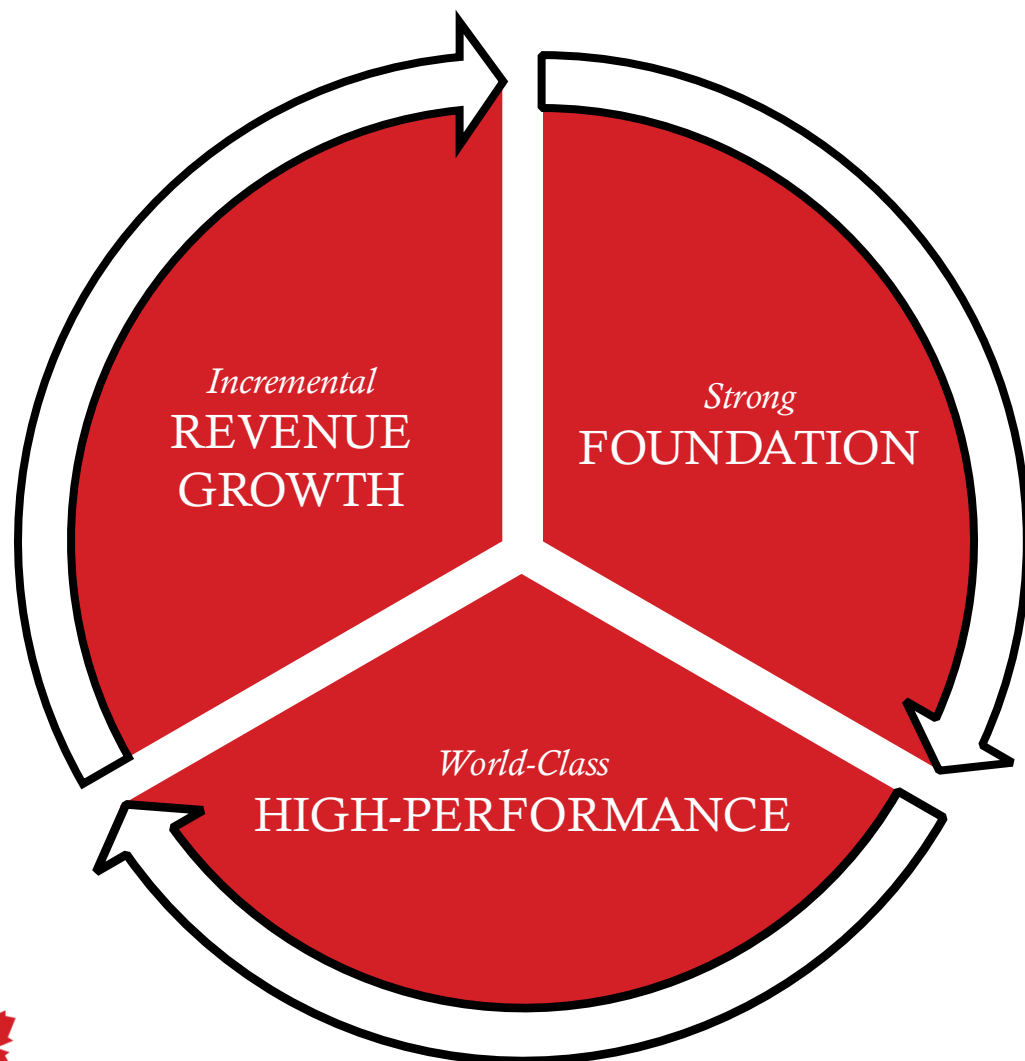
WHAT IT MEANS

- 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

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
- Focused marketing and communications



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STRATEGIC PLAN

WINNING ASPIRATION?

WHERE TO PLAY?

HOW TO WIN?



WIN+

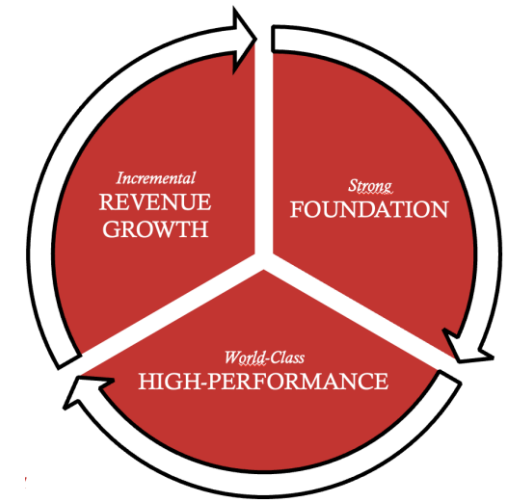
- + olympic medals
- + participant wellbeing
- + system momentum

When Gymnastics Canada wins,
Gymnastics in Canada wins.

Starting with...

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

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

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

