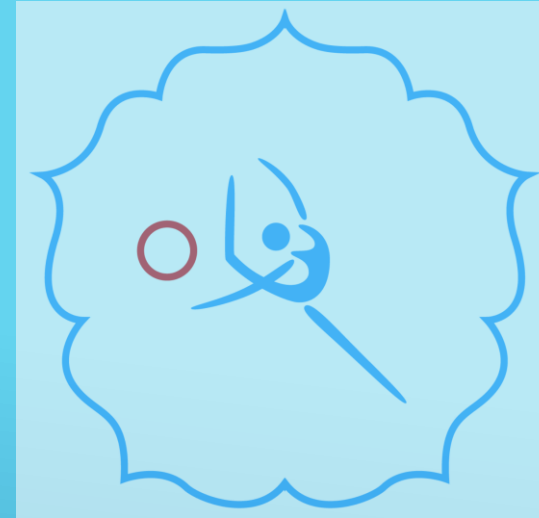




One Dream One Goal



BC RHYTHMIC SPORTIVE GYMNASTICS FEDERATION 2026-2030 STRATEGIC PLAN

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Message from the BCRSGF Chair

Over the past several years, Rhythmic Gymnastics in British Columbia has continued to grow through the dedication, passion, and commitment of athletes, coaches, officials, clubs, volunteers, and supporters across our province. As our sport evolves, it is important that we establish a clear and unified direction to guide our future growth and success.

On behalf of the BC Rhythmic Sportive Gymnastics Federation (BCRSGF) Directors, we are pleased to present the BCRSGF 2026–2030 Strategic Plan.

This Strategic Plan was developed through collaboration and consultation with, Board members, technical experts and members of our community, who generously shared their ideas, experiences, and perspectives. Their contributions helped identify both the opportunities and challenges facing our organization and ensured that this plan reflects the needs and aspirations of our sport community.

The plan outlines the following key elements:

- Our Vision for BCRSGF and the core values that guide our organization and decision-making.
- Our Mission as an organization and the purpose that drives our work.
- The strategic Goals and Priorities we will pursue in support of our Mission.
- Priority Areas of Focus that will help strengthen and advance rhythmic gymnastics across the province.

The Board of Directors and staff are committed to the implementation of this Strategic Plan. We believe in the power of sport to inspire confidence, foster community, and create meaningful experiences for individuals of all ages and abilities.

Together, we will continue to develop our sport, build strong communities, and foster a lasting passion for rhythmic gymnastics for generations to come.

Sincerely,



Lori Fung C.M., O.B.C
Olympic Gold Medalist – Rhythmic Gymnastics
BCRSGF President

VISION STATEMENT

BCRSGF is a passionate rhythmic gymnastics community committed to creating a quality, ethical, and safe sport experience for all.

MISSION STATEMENT

We facilitate holistic programs that empower people and communities to thrive through sport

VALUE STATEMENTS

Excellence – nurturing consistent, intentional care to promote quality at every level and in every role

Inclusive – we work together and value diverse perspectives

Integrity – our actions are fair, honest, and aligned with our values

Stewardship – we lead from a place of service, cultivating a community worth inheriting

Safety - We foster an environment where physical, emotional, psychological, and cultural safety are respected and prioritized

BCRSGF is a non-profit provincial sport organization dedicated to the governance, promotion, and development of rhythmic gymnastics in British Columbia. As the recognized governing body for the sport, BCRSGF works with clubs, coaches, athletes, officials, and volunteers to support participation and excellence at all levels. Through strong leadership and collaboration, the organization fosters a safe, inclusive, and supportive environment for athlete development and lifelong involvement in rhythmic gymnastics



STRATEGIC PRIORITIES

1.0 GOVERNANCE & LEADERSHIP

Strengthen organizational governance, leadership, and collaboration to support the growth and sustainability of rhythmic gymnastics in British Columbia.

2.0 COACHES & OFFICIALS DEVELOPMENT

Support the education, recruitment, and ongoing development of coaches, judges, and officials across all regions and levels of the sport.

3.0 PATHWAYS DEVELOPMENT

Create clear and connected pathways that support athlete participation, progression, and excellence throughout all stages of development.

4.0 SPORT DEVELOPMENT

Promote participation, quality programming, and positive sport experiences to strengthen and grow rhythmic gymnastics across British Columbia.

5.0 FINANCIAL SUSTAINABILITY & INDEPENDENCE

Strengthen the organization's financial stability and independence through sustainable funding, partnerships, and responsible resource management.

STRATEGIC GOALS

1.0 GOVERNANCE & LEADERSHIP

OBJECTIVE	STRATEGIES	KEY RESULTS
1. Implement Operational Enhancement (OEI) recommendations ¹	Establish a Working Group mandated by the Board to review the OEI recommendations and develop an implementation plan for the organization.	Updated governance framework aligned with nonprofit sport governance best practices.
2. Strengthen governance structures, policies, and operational effectiveness across the federation	Create a Governance Working Group mandated by the Board to assess current governance practices and prepare recommendations on bylaws, policies, and procedures.	Clear governance definitions established for members, voting members, zones, and participants
3 Enhance Board recruitment, orientation, and succession planning	Create a Nominations Committee to oversee recruitment campaigns, orientation programs, and director development opportunities	Recruitment and onboarding processes implemented using skills and diversity-based attribute matrices
4. Strengthen committee governance	Define structures, composition, terms, and evaluation processes for Board committees, operational committees, and ad hoc committees	Committees operate under standardized mandates, evaluation processes, and governance expectations
5. Modernize safe sport, compliance, and operational policies	Conduct a comprehensive review of policies related to safe sport, complaints, dispute resolution, appeals, privacy, equity, anti-doping, and risk management	Updated policy and procedure manual separated from bylaws and aligned with current sport governance standards

2.0 – COACHES AND OFFICIALS DEVELOPMENT

2.1. COACHES' DEVELOPMENT

OBJECTIVE

Provide BCRSGF coaches with the education, community, and support needed for long-term professional development across all levels of coaching

STRATEGIES

- ▶ **Coach Education** • Support recruitment and development of coaches across all Zones • Advertise NCCP and professional development opportunities • Promote external PSO and organizational learning opportunities • Offer targeted webinars, workshops, and training camps
- ▶ **Coach Certification** • Monitor coach registration for evaluation opportunities • Promote certification and evaluation pathways and update the exiting documents • Mentor and support additional Coach Evaluators
- ▶ **Coach Developers** • Recruit and mentor Learning Facilitators and Coach Evaluators • Promote Coach Developer evaluation pathways • Create development plans for existing Coach Developers

KEY RESULTS

- ▶ • Increased annual course attendance • Growth in NCCP Trained coaches at all levels and Zones • Improved maintenance of NCCP professional development status
- ▶ • Increased number of NCCP Certified coaches provincially and within each Zone • Reduced exemption requests for provincial, regional, and national events
- ▶ • Increased Learning Facilitator training events • Growth in active Coach Developers, Evaluators, and Master Coach Developers across the province

2.2. OFFICIAL' DEVELOPMENT

OBJECTIVE

Strengthen and expand the judging system established in the previous quadrennial by developing a sustainable pipeline of qualified judges, enhancing education and mentorship opportunities, and ensuring Rules and Regulations reflect current programs and the needs of judges in British Columbia

STRATEGIES

- ▶ **Strengthen the Judging Development Pathway** • Expand the Trainee Judging Program through structured shadow judging opportunities • Maintain and enhance Espoir and Sectional Judging Programs • Formalize mentorship opportunities between developing and experienced judges
- ▶ **Increasing the Number of Fully Certified Provincial Judges** • Support candidates through education, mentoring, and practical opportunities • Ensure access to certification clinics and evaluations across regions • Monitor regional coverage and address gaps
- ▶ **Advance National-Level Judge Performance and Readiness** • Implement advanced development plans and clinics • Provide mentorship and assessment aligned with Brevet expectations • Prepare National judges to challenge the Brevet exam in 2029
- ▶ **Update and Align Judges' Rules and Regulations** • Review and update governance documents to align with current programs and standards • Communicate updates clearly to judges and stakeholders • Establish a regular review cycle

KEY RESULTS

- ▶ • Increased participation in trainee and Espoir programs • Positive mentor and competition organizer evaluations • Improved retention of new judges year over year
- ▶ • Growth in fully certified Provincial judges • Improved regional balance and competition coverage • Increased readiness for progression to National level
- ▶ • Documented progress toward Brevet readiness • Positive evaluations at national competitions • Successful nomination of Brevet candidates
- ▶ • Updated and approved Rules and Regulations • Increased understanding and adoption by judges • Reduced confusion and inconsistencies in program delivery

3.0 PATHWAYS DEVELOPMENT

OBJECTIVE

Support athlete development through coordinated stage-based training and performance pathways while evaluating program structures and delivery models to ensure ongoing effectiveness and sustainability

STRATEGIES

- ▶ Deliver coordinated training programs • Implement BCRSGF Provincial Camps, regroupings, testing, and pre-competitive camps • Promote balanced high-performance development with athlete health and well-being priorities
- ▶ Support athlete performance and well-being through comprehensive athlete services and monitoring systems • Implement injury prevention and recovery protocols • Provide parent education, communication, and individualized athlete development plans

KEY RESULTS

- All clubs implement coordinated priority training programs • Increased athlete participation in provincial camps and development activities • Reduced injury rates through effective load management and recovery planning • Improved communication and parent engagement across all levels • Increased athlete readiness for provincial and national competition • Higher athlete transition rates into National-level pathways • Sustainable high-performance environment supporting long-term athlete success



4.0 SPORTS DEVELOPMENT

OBJECTIVE

Increase participation, diversity, retention, and visibility within the rhythmic gymnastics sector across British Columbia



STRATEGIES

- ▶ Increase Participation in Non-Competitive (NC) Rhythmic Gymnastics • Grow participation in Recreational, Gym for All (GFA), AGG, Inter-club, school/community groups, and Special Olympics programs
- ▶ Increase Diversity and Inclusion in NC Rhythmic Gymnastics • Expand opportunities for Adaptive RG, adult, senior, Indigenous, newcomer, and equity-deserving participants • Strengthen outreach and partnerships in Zones 1, 7, and 8.
- ▶ Increase Retention in the NC Rhythmic Sector (Gym for Life) • Promote lifelong participation opportunities through recreational and participation-based pathways
- ▶ Increase the Visibility of Rhythmic Gymnastics • Develop public-facing communication and marketing strategies • Expand social media and promotional campaigns

KEY RESULTS

- Annual increase in BCSGF membership • Increased participation across Recreational Inter-club, AGG, and Special Olympics programs • Expanded club and community program offering • Improved year-over-year retention in NC programs • Increased long-term participation in Gym for Life pathways • Increased public awareness of rhythmic gymnastics



5.0 FINANCIAL SUSTAINABILITY & INDEPENDENCE

OBJECTIVE

- Diversify and stabilize income streams to support long-term federation sustainability and athlete development

STRATEGIES

- Pursue fundraising initiatives and partnerships with Amateur Sports and Sport BC
- Increase revenue-generating events and grow participation in the BC Cup and Ba Provincial competition to strengthen event income
- Improve communication with clubs regarding the federation's financial position and long-term priorities to build transparency and support for new initiatives.
- Introduce a rental system for competition accessories and equipment to offset operational costs and maintain consistent event standards.
- Develop tiered sponsorship packages for local businesses, including event sponsorship, branding, and digital promotion opportunities.
- Strengthen marketing and communications to better showcase federation impact and increase sponsor and donor engagement.

KEY RESULTS

- Secure funding commitments toward the purchase of new equipment
- Increase annual event-generated revenue year over year.
- Establish and implement an equipment rental program across federation events.
- Secure new sponsorship agreements with local businesses annually.
- Launch at least one annual targeted fundraising or donation campaign.
- Improve stakeholder awareness and engagement through regular financial and organizational updates