



# STRATEGIC PLAN

2026-2029





# OVERVIEW

Rhythmic Gymnastics Alberta (RGA) exists to support and strengthen rhythmic gymnastics across Alberta. As the provincial governing body for rhythmic gymnastics in Alberta, RGA plays an important role in creating opportunities for athletes, coaches, judges, clubs, volunteers, and families to participate, develop, and succeed within the sport.

This three-year Strategic Plan reflects the voices, experiences, and priorities of Alberta's rhythmic gymnastics community. It recognizes both the strengths that exist within the sport and the challenges that must be addressed by the association in order to ensure long-term sustainability of Rhythmic Gymnastics Alberta as the provincial governing body.

# MISSION

To deliver high quality programming that empowers the rhythmic gymnastics community to achieve excellence in all aspects of the sport.

# VISION

A thriving, inclusive rhythmic gymnastics community that cultivates positive experiences and supports the pursuit of excellence.





# CORE

## RESPECT

We foster environments where all participants feel valued, supported, and heard.

## SAFETY

We are committed to safe, inclusive, and athlete-centred environments for all participants.

## PROFESSIONALISM

We act with integrity, accountability, consistency, and transparency.

## COLLABORATION

We believe strong relationships and shared responsibility are essential to the success and growth of the sport.

# VALUES



# STRATEGIC FRAMEWORK

- 1 ORGANIZATIONAL EXCELLENCE
- 2 COMPELLING VALUE PROPOSITION
- 3 MEANINGFUL RELATIONSHIPS
- 4 LONG-TERM SUSTAINABILITY



# ORGANIZATIONAL EXCELLENCE

## GOAL

To strengthen governance, operations, communication, and leadership to ensure RGA is professional, transparent, accountable, and effective.

## PRIORITIES

- Strengthen governance practices and effectiveness.
- Improve operational consistency and clarity.
- Enhance communication and transparency.
- Build organizational capacity/leadership.
- Improve policy development and implementation.

## OUTCOMES

- Effective operations with greater predictability.
- Clear and effective governance practices.
- Improved membership and stakeholder confidence and trust.
- Reduced operational confusion and conflict.
- Strong overall accountability and continuity.

## MEASUREMENT

- 1** Increased compliance with organizational procedures.
- 2** Reduced operational delays inconsistencies, and improved proactiveness.
- 3** Improved overall satisfaction with communication and leadership.
- 4** Best practice board and volunteer onboarding processes.



# COMPELLING VALUE PROPOSITION

## GOAL

To deliver programs, services, and experiences that provide meaningful value to members and clearly demonstrate the importance of RGA within Alberta's rhythmic gymnastics community.

## PRIORITIES

- Improve the quality of programs and services.
- Enhance the athlete experience.
- Strengthen coach and judge development pathways.
- Increase awareness of rhythmic gymnastics.
- Improve access to resources and supports.

## OUTCOMES

- Deliver programs and experiences that members value.
- Expanded developmental opportunities.
- Create clearer development pathways and progression models
- Development of practical tools and resources for clubs and families.

## MEASUREMENT

- 1** Improved satisfaction with programs and events.
- 2** Increased participation in coach and judge development opportunities.
- 3** Improved athlete, club, volunteer, and family engagement and feedback.
- 4** Positive trajectory in new participation and athlete retention rates.



# MEANINGFUL RELATIONSHIPS

## GOAL

To build, grow and sustain a connected, collaborative, and respectful rhythmic gymnastics community across Alberta through communication, shared accountability, and a desire for excellence.

## PRIORITIES

- Foster a positive and inclusive culture.
- Strengthen relationships with clubs and members.
- Transparent communication.
- Increase engagement and collaboration.
- Promote respect, professionalism, and shared accountability.

## OUTCOMES

- Stronger and more collaborative relationships within the community.
- Improved member confidence and trust.
- A positive and respectful culture.
- Improved alignment across members.
- Meaningful support for clubs, families, and volunteers.

## MEASUREMENT

- 1 Improved member satisfaction of RGA leadership.
- 2 Increased collaboration between and amongst clubs and stakeholders.
- 3 Reduction in community conflict, tension and misunderstandings.
- 4 Improved reputation and awareness as a provincial governing body.



# LONG-TERM SUSTAINABILITY

## GOAL

To strengthen the financial, operational, and professional and volunteer human resource capacity of the organization with a clear strategy to support sustainable growth.

## PRIORITIES

- Diversify revenue sources to allow for enhanced program offering.
- Improve financial sustainability.
- Grow participation in rhythmic gymnastics.
- Strengthen volunteer and leadership development.
- Increase overall organizational capacity.

## OUTCOMES

- Healthy financial stability and sustainability.
- Improved long-term financial planning and budgeting.
- Measurable membership growth.
- Stronger volunteer base and retention.
- Effective deployment of resources to properly serve members.

## MEASUREMENT

- 1 Improved satisfaction with programs and events.
- 2 Increased participation in coach and judge development opportunities.
- 3 Improved athlete, club, volunteer, and family engagement and feedback.
- 4 Positive trajectory in new participation and athlete retention rates.

# KEY INITIATIVES 2026/27

## IMPACT

✓ A MORE STABLE  
ORGANIZATION

✓ IMPROVE  
ACCOUNTABILITY

✓ OPERATIONAL  
EFFECTIVENESS

## MODERNIZE GOVERNANCE AND ORGANIZATIONAL OPERATIONS

A stable, professional, and sustainable organization is built through service consistency, accountability, and operational effectiveness.

RGA will:

- Undertake a governance and policy review.
- Update bylaws and modernize operational manuals.
- Develop and implement a formal Board orientation and succession planning model.
- Standardize competition and event procedures.
- Engage in a transparent budget planning process.
- Update and create professional risk management organizational sustainability frameworks.

# KEY INITIATIVES 2026/27

## IMPACT

- ✓ BETTER RESOURCES AND INFORMATION
- ✓ INCREASE MEMBER TRUST
- ✓ A MORE UNIFIED SPORT COMMUNITY

## STRENGTHEN COMMUNICATION AND TRANSPARENCY

Strong communication improves trust, reduces conflict and confusion, strengthens relationships, and increases confidence in the organization.

RGA will:

- Establish consistent communication timelines and adhere to best practice standards.
- Modernize, simplify, and clarify systems and policies.
- Enhance engagement and collaboration opportunities with clubs, coaches, judges, and athletes.
- Create centralized resources and information hubs and improve RGA's website user experience.
- Increase transparency around Board and organizational decisions and activities.

# KEY INITIATIVES 2026/27

## IMPACT

- ✓ A MORE CONSISTENT MEMBER EXPERIENCE
- ✓ IMPROVE MEMBER SATISFACTION
- ✓ STRENGTHEN PROGRAM QUALITY AND CONSISTENCY

## ENHANCE ATHLETE AND MEMBER EXPERIENCE

A robust value proposition includes meaningful experiences that offer quality, consistency, and enjoyment for all.

RGA will:

- Increase event and performance opportunities for competitive, recreational, and development athletes.
- Establish an annual athlete recognition and awards program for all level of athletes.
- Create cross-club collaboration opportunities.
- Provide regular member engagement sessions.
- Engage in volunteer recognition/retention initiatives.
- Implement minimum standards for competition and performance environments.

# KEY INITIATIVES 2026/27

## IMPACT

- ✓ GROW SPORT PARTICIPATION
- ✓ ENHANCE PUBLIC AWARENESS
- ✓ STRENGTHEN LONG-TERM SUSTAINABILITY

## IMPLEMENT A PROVINCIAL GROWTH AND SPORT AWARENESS STRATEGY

Increasing participation is essential to the long-term health of RGA. Growing the sport and increasing visibility will strengthen programs, expand development opportunities, and build a more vibrant, connected community.

RGA will:

- Develop and deploy a comprehensive promotion and marketing strategy across multiple platforms.
- Support clubs with new entrant recruitment initiatives.
- Expand recreational and developmental opportunities to attract new entrants.
- Increase storytelling and celebration of achievements on social media.
- Grow awareness of rhythmic gymnastics and its benefits.

# KEY INITIATIVES 2026/27

## IMPACT

- ✓ IMPROVE TECHNICAL QUALITY
- ✓ PROMOTE MODEL OF LIFELONG LEARNING
- ✓ STRENGTHEN ATHLETE EXPERIENCE

## BUILD CLEAR COACH AND JUDGE DEVELOPMENT PATHWAYS

Coaches and judges are essential to athlete experience, program quality, safety, and long-term sport growth.

RGA will:

- Strengthen the development of pathways and progression opportunities.
- Increase awareness of coach and judge pathways and support recruitment and retention.
- Provide more educational opportunities.
- Improve communication around certification and requirements and increase access to resources.
- Promote coaching and judging as viable career pathways within the rhythmic gymnastics.



# SUMMARY

Rhythmic Gymnastics Alberta is well-positioned to re-establish and strengthen its role as a national governance leader in rhythmic gymnastics. There is clear opportunity to leverage its community of committed and passionate athletes, coaches, clubs, and volunteers, as well as growing interest in positive, well-structured youth sport experiences.

While there are significant challenges ahead, there are also significant opportunities. By building a more aligned and modern governance framework, improving operational efficiencies, investing in meaningful member experiences, recognition, and community connection, Rhythmic Gymnastics Alberta will enhance its overall value proposition and enable sustained growth and long-term success across.