

40 YEARS
1980 - 2020



YEARLY BUSINESS REVIEW

2019-2020



Letter from the Senior Operations Manager

The past year will be remembered for all our successes as we progressed toward our vision of becoming the premier team in Northern Alberta in creating opportunities for children and young adults to expand their horizons through the sport of gymnastics. It will also be remembered as the year when all of our lives changed due to COVID-19. It is still too soon to know what the implications of COVID-19 will be for how we support our community and our members, the physical and mental well being of our athletes, and what the pandemic means to us as individuals.

In challenging times like these, it is even more important to support each other, share beneficial strategies, and to consider and carry out innovative solutions to respond to challenges. Our collective efforts this year in the areas of SafeSport, Staff Training and Education, and Customer Touchpoints (including our annual flagship SGC event) are proving vital. The infrastructure we have built is not only enabling Salto to deliver outstanding quality teaching and learning but is also bettering the overall gymnastics community through its contributions to Alberta Gymnastics Federation's SafeSport Policy and AGF's Return to Play Strategy.

As the non-profit sport industry in general responds to an increasingly turbulent and dynamic environment, Salto Gymnastics has implemented flexibility and continual adaptation to changing and often unpredictable circumstances and the frequently competing demands of a range of internal and external stakeholders. Constant analysis, revisiting Salto's Five Year Strategic Plan, being guided by our Vision, Mission and Values, and strong, consistent leadership through Salto's management team and board of directors has been the key to Salto's strength and is what sets it apart from its competitors.

As suggested by Auld and Cuskelly (2006: 126) just because, *'a structure or process worked in the past is no guarantee that it will continue to function effectively in the future. Even more disquieting is that in an era of discontinuity, history and past trends may provide little guidance in determining what may occur in the future. Some of these changes may involve commercial impacts, increasing professionalization, changing interests of members, participants and spectators and, in general, a world that is increasingly influenced by technology in ways that will affect the manner in which sport organisations deliver their services'*. In a highly competitive business environment of gymnastics clubs, Salto no longer competes simply on tangible assets such as offering the lowest cost to customers, or by being the only gymnastics club in Sherwood Park. The ability to innovate provides Salto with a means of competing against the emerging markets, a shrinking labor force, and a recovering economy.

Salto Gymnastics was a strong contributor to AGF's Return to Play and effective advocate in discussions with Government of Alberta Ministers supporting the inclusion of the sport of gymnastics in Alberta's Stage 2 of its Relaunch Strategy. Salto's board of directors conducted zoom meetings weekly during the shutdown to discuss strategy and financial planning to keep Salto strong. Key junior staff conducted weekly zoom meetings with athletes to facilitate stretching, conditioning, and mental wellbeing while following AGF and Salto protocols even while being temporarily laid off. Management team and key staff took on significantly more duties and responsibilities, often with less than desirable split shifts, to ensure Salto's reopening was successful and stable.

All of us, here at Salto, are dedicated to our sport and our "second family" - our gymnastics club. To belong to a community that is connected by an authentic and unwavering commitment to a belief system that is greater than ourselves, is both humbling and inspiring. It is why Salto is leading the way.

Sincerely,



Kelly Dick

Salto Gymnastics 2019-2020 Facts



Location



Salto Gymnastics is a non-profit organization located in the Centre in the Park, the heart of Sherwood Park, Alberta. Salto has been offering programs to children and youth in both formal classes and drop-in sessions since 1980. We are family-oriented gymnastics club that works on the complete development of the gymnast as an athlete and a person. While we service the Edmonton Capital Region Salto Gymnastics' primary market is Sherwood Park and the broader Strathcona County.

Gymnastics Disciplines



72

Women's

* +35 Mighty Mites and Mini Stars



11

Men's



37

Acrobatic

Demographics



1820

Total Participants



67

Preschool Students



977

Gymnastics For All Athletes



155

Competitive Athletes



621

Birthday Parties & Drop In Participants



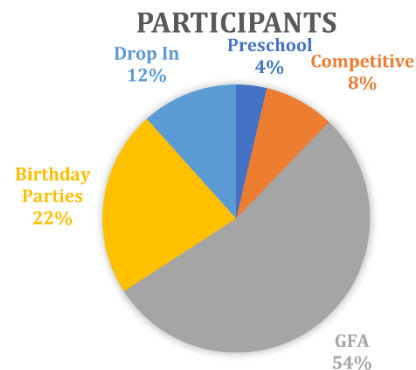
51

Employees

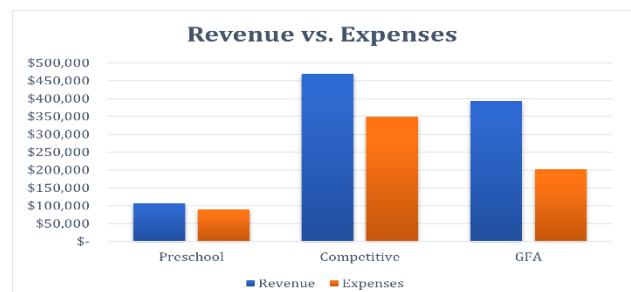


Average Age of Participants

Breakdown by Program



Revenue/Expenses by Program



2018-2023 Strategic Plan Progress



Five Critical Areas of Focus (Strategic Priorities)

1. Leadership – Salto’s leaders must intentionally align the entire organization around values (who we are) and a compelling vision (where we are going).
2. Culture – Salto Gymnastics’ culture is defined by how people behave. We need to develop a workforce that consistently exhibits desired behaviors.
3. Service – Our service framework must be built on essential foundations of common purpose and supported to ensure exceptional service delivery across every touchpoint.
4. Innovation – Salto needs to capitalize on our “relationships for life” by continually recreating and growing our brand (coaches).
5. Brand – Leadership needs to set the strategy and make a meaningful and credible brand promise in the gymnastics marketplace.

Leadership

**BOARD STRUCTURE FIT FOR THE PURPOSE
OF BALANCING NECESSARY COMPETENCIES
AND REPRESENTATION, TO DRIVE
STRATEGIC DIRECTION WHILE FULFILLING
LEGAL, REGULATORY AND OVERSIGHT
FUNCTIONS**

**VISIONARY LEADERSHIP—
SUPPORT AND PARTNERSHIP
BETWEEN BOARD AND
MANAGEMENT**



**IMPROVE BOARD EFFECTIVENESS
FOR DECISION MAKING**

- ✓ Clear policies and procedures are now in place which provide Salto the necessary stability it needs to grow.
- ✓ Clearly defined roles and responsibilities have been created for each Board member, so they play an active role in support of the organization.
- ✓ Highly trained staff that stay with the organization year after year.
- ✓ Enhanced Board engagement in the areas they must participate and be accountable for overall outcomes, while also supporting Operations Leadership.
- ☐ Working on a strong Board recruitment and nominations process.
- ☐ Working on creation of an effective orientation program for Board and Committee Members.

Culture

LEAD AND EMBED A CULTURE OF CHILD PROTECTION AND SAFETY

ENHANCE TRAINING, DEVELOPMENT AND MENTORING OPPORTUNITIES AND QUALIFICATIONS FOR COACHES, JUDGES, AND ADMINISTRATORS.



ESTABLISH A LEADING WORKFORCE RECRUITMENT AND RETENTION STRATEGY AND PROTECT IT

DEVELOP MERCHANDISE RANGE IN LINE WITH BRAND GUIDELINES, OUR VISION AND VALUES

- ✓ Staff performance reviews are completed annually. Staff are responsive, proactive, and accountable in achieving determined deliverables.
- ✓ Retention of senior staff of at least 80%, while protecting organizational culture by removing any staff that damage it.
- ✓ Sufficient supply of coaches with training, certifications, and abilities to effectively fulfill multiple roles individually.
- ✓ Child Protection Manual implemented and policy and organizational best practices in background screening utilized.
- ✓ Salto merchandise worn by staff, athletes, and parents.

Service

**DELIVER A FRAMEWORK
THAT DRIVES PARTICIPATION,
GROWTH AND ENGAGEMENT**

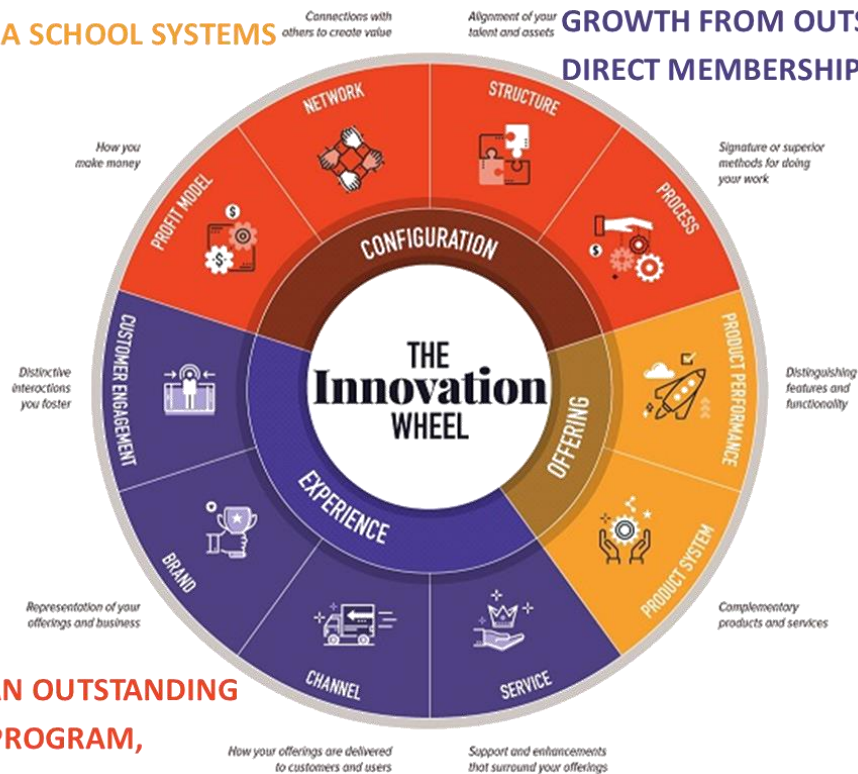


- ✓ Simplified member reporting, tracking, and accounting; reducing administrative time by at least 50%.
- ✓ Developed and implemented online waivers on our home web page. Link sent out via email to new registrants. This has reduced administrative time significantly, which translates to savings.
- ✓ Provide clear and concise information and messaging throughout customer touchpoints.
- ✓ Bus stop bench advertising on Fir Street. Advertisement in CASS Connection Magazine (Publication for Alberta School Superintendents), increased special events such as Parents Night Out.
- ✓ Optimized financial and operational performance to ensure that resources are targeted to impact excellence in service delivery.
- ☐ Working on increasing our membership to 5,000 (approximately 40% of Strathcona County's 0-14-year-old children).
- ☐ Working on every single parent in Sherwood Park knowing who Salto Gymnastics is and how to contact us.

Innovation

**DEVELOP STRONG
RELATIONSHIP AND PROGRAM
WITH AREA SCHOOL SYSTEMS**

**DEVELOP PARTNERSHIPS
WITH LOCAL AUTHORITIES,
SPORT AND COMMUNITY
ORGANIZATIONS TO DRIVE
GROWTH FROM OUTSIDE
DIRECT MEMBERSHIP OF AGF**



**CREATE AN OUTSTANDING
EVENTS PROGRAM,
ENHANCING EXPERIENCES
FOR PARTICIPANTS AND
FANS**

- ✓ Improved utilization of facility and equipment through reorganization and placement of equipment. Identified opportunities enabling us to provide sufficient space to meet our demands.
- ✓ Established committees with responsibilities for aspects of SGC.
- ✓ Prepared advertising materials for use through various types of media.
- ✓ SGC apparel, Salto, and "pro-shop" online items for sale to boost revenue and brand awareness.
- ✓ Steady and significant increase in revenue from school field trips and advertised summer camps in schools.
- ✓ Increased athlete participation in community events to showcase athletes and aid in recruitment.

Brand

**DRIVE ALIGNMENT IN BRANDING,
MARKETING, AND PROGRAM
IMPLEMENTATION TO RAISE OUR PROFILE**



- ✓ Salto is well known within Sherwood Park and the gymnastics community. Salto is regularly consulted by AGF and other gymnastics clubs for advice regarding operations and events.
- ✓ Members and staff feel ownership of brand and act as proud ambassadors promoting Salto.
- ✓ SGC receives media coverage and publicity. Special “celebrity guests” and Guinness Book of World Records event and coverage.
- ✓ Salto stories through web videos or shorts, depicting our values and vision, products and services have been shared and communicated widely.
- ☐ Working on web video and story to celebrate 40 years and highlight our athletes and their stories.

Communications and Social Media

Date Range: July 1, 2019 – June 30, 2020

www.saltogymnastics.com



PAGE VIEWS

66,011



VISITOR

2,796

facebook.com/SaltoGymnastics



FOLLOWERS

1,282



PAGE REACH

17,838



ENGAGEMENT

11,710



POSTS

429

instagram.com/saltogym



FOLLOWERS

979



PAGE REACH

2,113



ENGAGEMENT

3,872



POSTS

125

Our Team

BOARD OF DIRECTORS

DAWN RAMSAY – President/Chair – dramsay@saltogymnastics.com

KITREENA COOPER – Treasurer – kcooper@saltogymnastics.com

MELISSA RICHARDS – Secretary – mrichards@saltogymnastics.com

TRISH IPPOLITO – Director Policies & Procedures – tippolito@saltogymnastics.com

JOCELYN BIRD – Director at Large – jbird@saltogymnastics.com

LAURA HENDER – Director at Large – lmalarsky@hotmail.com

STAFF

KELLY DICK – Senior Operations Manager – kdick@saltogymnastics.com

SHERRI JENSEN – Finance and Administrative Services Manager – sjensen@saltogymnastics.com

LEIGHANNE GLAZERMAN – Preschool Director – lglazerman@saltogymnastics.com

TANA ARCAND – Recreation Director – tarcand@saltogymnastics.com

CHELSEA FENN – Acrobatic Head Coach – cfenn@saltogymnastics.com

OVIDIU SERBAN – WAG Head Coach – oserban@saltogymnastics.com

DAVID BOUCHER – MAG Head Coach – dboucher@saltogymnastics.com

GEOFF CUMMER – Customer Service Representative

BAILEY SMITH – Coach

YEVGEN MOLYEV – Coach

DIANA DICK – Coach

ALEXIA LEBLANC - Coach

GEORGIA BARRAS – Coach

MACKENZIE RIGTERS – Coach

NICOLE RENCHKO – Coach

CARLA JAMES – Coach

NATHAN JENSEN – Coach

SOPHIE WRIGHT – Coach

AMBER SIEBEN – Coach

Special Thanks to Our Partners

