

1.0 Vision

Growing gymsports, Growing people, Growing champions

Tri Star's vision is to develop gymsports programmes and grow participation in recreational and sporting activities that meet community needs, giving every participant the opportunity to be the best that they can, and provide programmes for those with ambition to achieve regional, national and international honours.

2.0 Organisational Purpose and Values

Purpose

- To develop unique gymsports programmes for athletes that encourages excellence at all levels, and allows everyone to develop to be the best that they can be.
- To develop and maintain gymsports focused facilities for community access.
- To develop coaching and mentoring programmes that produce qualified, competent, committed professional coaches for Tri Star and gymsports in New Zealand.
- To develop sustainable revenue streams to ensure the ongoing viability of the organisation.
- To maintain and grow Club membership.
- To be 'best practice' in all aspects of Club management.

Values

- An organisation with clear open communications at all levels of the Club.
- A positive, supportive and fun working and sporting environment.
- Sustained and excellent relationships with all stakeholders, including athletes, member's families, GymSports New Zealand, schools and other educational organisations, and other sports related organisations and sponsors.

3.0 Key Strategic Challenges

- To develop a membership "critical mass" that can fund and sustain a professionally managed sports organisation.
- Retaining members in the club by developing and offering a variety of different programme product options.
- To develop an organisational and governance structure that will provide a platform for the Club to achieve sustainable growth and organisational continuity for the next 15 years.
- Recruiting, training and retaining "gymsport" professional staff.
- To develop profit from income that can be directed to developing and rewarding staff.
- The growth and encouragement of "volunteers" to develop a management support group.
- To achieve an understanding at SPARC that investment in high performance gymsports, and the creation of "heroes" in the sport, is essential to the growth of participation in gymsports foundation programmes.

4.0 Strategic Outcomes

4.1 Key Performance Indicators

- Membership numbers
- Fee based programme turnover
- Net profit
- Regional, National and International Honours
- Space utilisation : area x hours used / available area x hours
- Staff recruitment and retention

4.2 Key Strategic Initiatives

- Expanding recreation options beyond traditional gym sports programmes
- Investing in developing High Performance programmes
- Development of organisational structures

4.3 Outcomes

Strategic Outcomes (1)	Key Result (2)	Key Strategic Initiatives (3)
Membership and programme participation growth	-double in five years (2010 Term 1: 720) -gymnasts retained in the gym for longer	Widen base of recreation programmes offered. Provide options to traditional gym sport movement activities. Interesting, relevant programmes that encourage athlete retention.
Turnover increase	-double in 3 to 5 years	Derives from above and from programmes which are considered value for money.
Profitable organisation	-enough to enable re-investment for growth.	Focused strategic leadership and financial management.
Honours	-continuing men's and women's athlete representation at national and international competitions	Fund and retain top coaches. Develop international relationships for dialogue and idea/coach/performer exchange.
Facility utilisation	-increased utilisation -completion of the Auckland Regional Gymsports Centre Development Stage 2	Participation in pilot GSNZ moveMprove programme. Targeted marketing to increase preschool and schools programme participation. Auckland City Council support achieved. Ongoing funding applications to other key community facility funders.
Preferred Employer	-staff retention	Organization structure review