

A vibrant aerial performance by Circus West. Several acrobats in colorful, form-fitting suits (red, yellow, and metallic gold) are suspended in mid-air by blue and white ropes. They are performing various poses, including horizontal and vertical stunts. The background is a dark, industrial-looking space with blue and purple lighting. In the foreground, there are decorative wireframe spheres, one yellow on the left and one green on the right. A large blue circle is overlaid in the center, containing the text.

Circus West

DREAM BIG PUSH LIMITS DEFY GRAVITY

VISION 2027



STRATEGIC PLANNING

Vision

INSPIRE excellence in all aspects of circus

Mission

Provide EXCEPTIONAL Circus programming, performances and support for ALL participants

Values

Our relationships and decisions are driven by our commitment to:

Community

We work together to make circus safe, inclusive, & fun for all

Respect

We celebrate diversity & require responsible, ethical, accountable behavior from all stakeholders

Teamwork

We believe in the power of collaboration with our students, staff and membership

Excellence

We foster a supportive environment & promote excellence and creativity in all aspects of our programming & performances





STRATEGIC HIERARCHY

CIRCUS WEST VISION 2027



01 Vision
The “almost unattainable”

02 Mission
The “How”

03 Values
The way we want to be seen and the way we want to do business

04 Strategic Objectives
The critical elements

05 Tactics
How to do it – Operationally

06 Operational Keystones
Key operational sub-elements that support the tactics, vision, mission and values

07 Key Success Indicators
How we measure ourselves



THE 3 OBJECTIVES OF OUR Strategic Plan



CIRCUS WEST VISION 2027



CircusWest
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2027 OPERATIONAL TACTIC DRIVERS

Operations

(STRATEGIC DRIVER)

A Leading NPO/Charitable Organization



Programming

(STRATEGIC DRIVER)

A Comprehensive pathway for Instruction, Coaching & Performer Development



Performance

(STRATEGIC DRIVER)

A Recognized Canadian Circus Troupe







DREAM BIG PUSH LIMITS DEFY GRAVITY

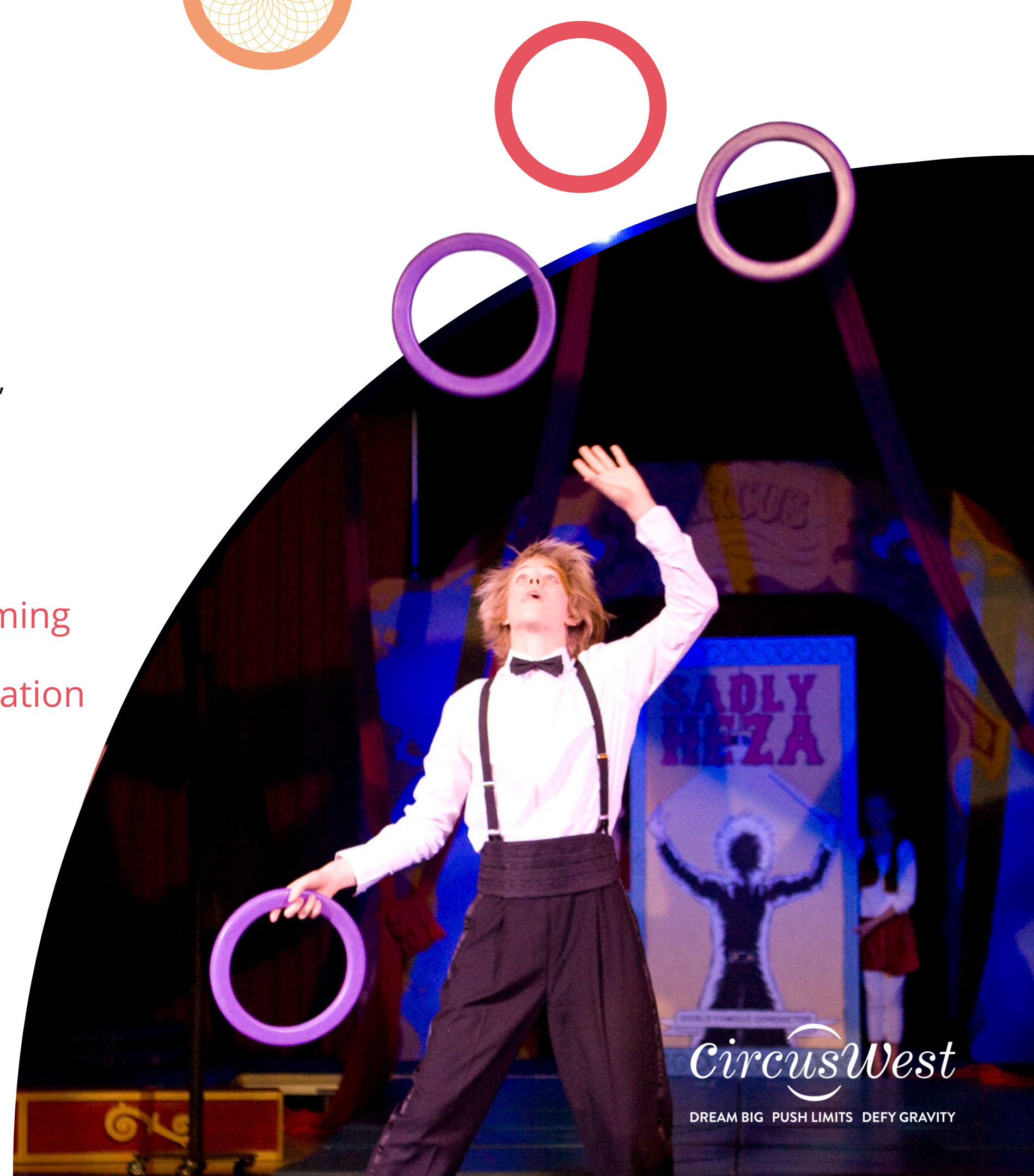


KEY OBJECTIVES

Programming

“CircusWest will develop and expand programming over the next 5 years through enriched instruction and program depth”

-  Best in Class Coaching
-  Member Retention through 18+ Programming
-  Coach Recruitment, Development, Certification
-  Gold Standard Programming
-  Best Facility/Equipment
-  Developmental Curriculum







KEY OBJECTIVES

Performance

DEVELOP AND EXPAND PERFORMING

-  Expand Performance Pathways
-  Residency Troupe (4P)
-  Develop interactive Performances/Workshops





KEY OPERATIONAL KEYSTONE

People



CircusWest will achieve growth in its human capacity to deliver value to its members using the “People Equation” outlined above.



OPERATIONAL TACTICS

TO SUPPORT PROGRAMMING
AND PERFORMANCE OBJECTIVES



Coaches

CircusWest will create a coaching development strategy through professional development, certification and recognition opportunities based off student growth for each stage of our circus development pathway.

Parent

CW will continue to support our parents through education and recognition opportunities that will support each stage of our development pathway and promote engagement throughout a performers career. CW will expand our parent workshop delivery and include safe-sport education.

Board Members

CW will create a skill-based succession planning strategy aimed at supporting our 2027 Vision and Mission over the next 5 years

Staff

CW will continue to grow, develop and recognize its staff based on the tactics and objective outlined in the strategic plan. Administration staff growth

Volunteer

Through a comprehensive review of our best practices, CW will promote a recruiting program to encourage volunteer engagement that supports each stage of our development model for both programming and performance pathways. This will include re-engaging costume design, set building and committee work as required

Alumni

CW will develop an alumni recognition program that will encourage both volunteerism and fundraising.

CircusWest






CircusWest
DREAM BIG PUSH LIMITS DEFY GRAVITY



KEY OBJECTIVES

Operations

SUPPORT THE GROWTH OF PROGRAMMING & PERFORMING

-  Expand Profile & Promote Brand
-  Develop Community Engagement
-  Grow and Diversify Revenue
-  Develop People
-  Organizational Effectiveness





KEY TACTICS TO SUPPORT THE

Operations Objectives

MEMBER SERVICES

CW will continue to enhance membership programming, training and resources required to achieve the key tactics and objectives of this strategic plan. Increase in the operational capacity outlined in risk management will assist in servicing in both a physical or virtual delivery to our membership.

RISK MANAGEMENT

Risk mitigation will be buffered by increasing CW's operational capacity to promote strong policy development by the CEO.

PARTNERSHIPS

"Create Opportunity" through existing and new strategic partnerships with Community Outreach, Aligned Organizations, and the Province of BC, will continue to enhance opportunities that will promote growth and development at each stage of our development continuum

MARKETING

CW will undertake a comprehensive marketing review that will help strengthen our brand and exposure both socially and financially with the outcome of an increase in the operational capacity to achieve these tactics by 2027.

FISCAL RESPONSIBILITY

CW will promote a financial strategy for servicing of funding and grant growth while creating a comprehensive strategy for increasing the self-generated financial capacity of the organization by 2027.

GOVERNANCE

CW will undertake a comprehensive governance review that will ensure strong leadership to our stakeholders including compliance with the BC Societies Act and financial best practices and accountability annually. CW will promote a skill base board and staff recruitment strategy based on the desired skill sets help to assist in achieving the strategic objectives over the next 5 years.





OPERATIONS 2027 KEYSTONES



CIRCUS WEST VISION 2027

Organizational Effectiveness

(STRATEGIC DRIVERS)

RISK MANAGEMENT

We will mitigate organizational risk

FISCAL RESPONSIBILITY

We will strengthen our financial capacity to deliver value to our members

MEMBER SERVICES

We will enhance the resources available to our membership

PARTNERSHIPS

We will strengthen our strategic partnerships with our stakeholders

MARKETING

We will increase the visibility

GOVERNANCE

We will ensure an effective governance board and operational structure



BASELINE

Metrics 2022



39

YEAR-OLD SOCIETY

4

DIRECT COMPETITION
4 other schools

41

PRIME HOURS
41 per week

400

STUDENTS
(87% U19)

42

PROGRAMMING
42 ppl/hour average

10

RETENTION CHALLENGES
10, 17 Ages

27

STAFF

400

FACILITY FIELD OF PLAY: 4000 SQ FT

950

\$950K BUDGET

80

PERFORMING
Greater YVR 80%, S2S 15%, BC interior 5%

CIRCUS WEST VISION 2027



Circus West

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