



OUR SPORT...

OUR PASSION

RINGETTE CANADA

STRATEGIC PLAN 2014-2018

INSPIRING OUR COMMUNITIES, OUR NATION AND THE WORLD THROUGH RINGETTE



Ringette Canada's Board of Directors would like to thank the associations, provinces, athletes, coaches, staff, and partners who were involved in shaping this strategic plan. We believe that your contribution, caring and participation has significantly enhanced the strategies that form the basis of this plan.

RINGETTE CANADA BOARD OF DIRECTORS

Jane Casson (President)

Tanya Bell

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MEMBERS OF THE STRATEGIC PLANNING COMMITTEE: (SPC)

Jane Casson, President of Ringette Canada

Natasha Johnston, Executive Director of Ringette Canada

Heather Konkin, Board member of Ringette Canada

George McKenzie, Board member of Ringette Canada and Chair of SPC

Don Kozun, Past President of Ringette Manitoba

Dina Bell-Laroche, Partner - Sport Law & Strategy Group

Ringette Canada would like to thank the over 550 individuals who participated in the consultative processes that have led to this strategic plan. A special thank you to the Government of Canada and Sport Canada for its continued support.



RINGETTE CANADA STRATEGIC PLAN 2014-2018

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We are proud and pleased to share our strategic vision and a plan for how we will achieve it with members of our community. Ringette is a sport that was founded 50 years ago by a Canadian, our very own Sam Jacks.

Since that time, the sport has grown significantly, both in Canada and abroad. Through our strategic analysis, we were able to better understand the forces for growth and the limiting factors that have constrained us. We acknowledge the great work that has contributed to the ringette of today with a view of focusing on the goals and objectives that will guide us over the next four years. Our goals are defined by the long term hopes and aspira-

tions that our members have for ringette while the objectives focus on the short term measurable priorities that the national office and its partners will look to mark progress against over the next four years. We believe that this plan clearly outlines where the organization is heading, what it hopes to achieve in the short-term and what we will be monitoring and measuring to ensure we are heading in the right direction. Some of the priorities for change are a renewal of existing commitments, while others signal a bold new direction for the organization. All of this was made possible by the hundreds of dedicated Ringette Canada partners and stakeholders who took the time to share their insights with us. We look forward to working with our provincial and community partners to realize the significant aspirations that underpin this plan.

Jane Casson, President



As your Executive Director, I am determined to help address the gaps that currently exist while taking advantage of the opportunities that emerged throughout our strategic engagement process. Passionate ringette enthusiasts from coast to coast have

taken time out of their busy lives to contribute to the development of this plan by taking the survey, by being interviewed, by connecting on webinars, or by participating in a planning workshop. Their contributions were analyzed by the Board and staff and synthesized into this plan, which lays the foundation and framework that we will be measuring our progress against over the next four years.

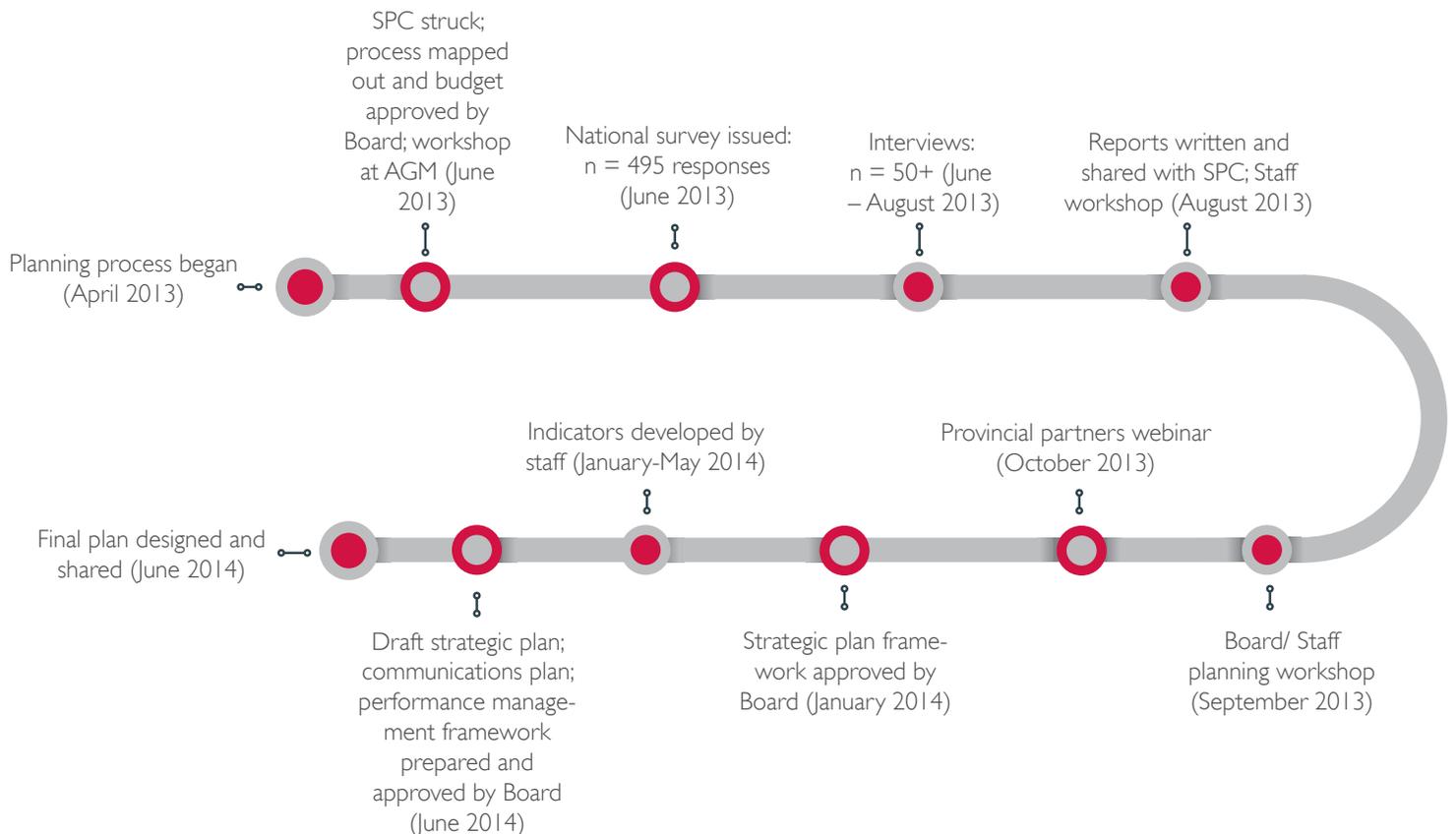
This plan is meant to be a living document to support our work. The specific measurements (indicators and targets) are not included herein but are available on our website for those interested in tracking our progress. After having poured through the hundreds of pages that we collected over the strategic planning process, there was an underlying theme that continuously surfaced ... that theme is "passion". As we embark on the next four years, let us work together more closely to support the vision for change captured in this document and use our collective passion to continue to grow ringette in Canada.

Natasha Johnston, Executive Director



In June of 2013, the Ringette Canada Board of Directors shared a vision for the strategic planning process at its Annual General Meeting and received support from the provincial partners to engage members in a collective conversation that would shape the future of the sport. The Board struck a Strategic Planning Committee (SPC) to guide its efforts and with the support of Dina Bell-Laroche, a partner with the Sport Law & Strategy Group, developed a comprehensive process to inform, engage, and inspire ringette enthusiasts from across the country. The following timeline shares our story:

PROCESS





KEY FINDINGS AND IMPACT ON STRATEGIC PLAN

Through our analysis, the following key areas surfaced as priorities for the organization to see progress against the timeframe of this strategic plan. These areas include:

- Ensuring that more participants are playing, coaching and officiating.
- Leveraging what ringette means to female participants.
- Increasing awareness for ringette.
- Continuing to invest in our capacity to lead as a policy board.
- Creating a core set of business values to support the Board and staff as they look to create a world leading environment.
- Determining how boys can contribute to advancing the sport.
- Increasing accessibility for people with a disability.
- Strengthening the relationship between the NSO and its provincial partners.
- Creating a high performance pathway for athletes including identifying the role of Ringette Canada in the National Ringette League.
- Ringette is introduced in all provinces and territories by 2018.
- Winning gold at the World Championship.
- Continued leadership at the international level.
- Investing in the capacity of our national office.
- Developing an implementation guide for long-term athlete development (LTAD) to support the provinces.
- Educating provinces in the areas of good governance, risk management, and other management practices.
- Encouraging all provinces to declare their commitment to True Sport.
- Adopting a performance management system to monitor, measure and communicate progress.

We are proud to report that we believe we have achieved our vision of creating a plan that is relevant, meaningful, inspirational and achievable. We believe that this plan will serve as a foundation to support decisions, help us determine the activities that are required to achieve progress and more importantly ensure we are not deviating from our focus. This plan will require discipline, collaboration, and a willing spirit. By sharing this plan, inspiring our partners to use the framework and information contained within these pages, and by reporting on our progress in a timely manner, we are confident that the time and effort invested in creating this plan will positively impact the growth, reputation and image of Ringette Canada.

OUR FOUNDATIONAL STATEMENTS

We began by focusing on the end. This meant we needed to ensure that our mission, vision and values statements reflect who we are, what we believe in and where we are going. To meet the expectations from our partners and participants, Ringette Canada has refined its foundational statements to better reflect current state, future state and expectations of how we will service our stakeholders and deliver our programs.

OUR MISSION: Ringette Canada is the national sport organization that governs, promotes, and leads the development of ringette.

OUR VISION: To be the world leader in growing ringette.

OUR VALUES: Ringette Canada has defined a core set of business values to enhance our work and strengthen our relationships. The following business values, along with our adherence to the True Sport principles, reflect our passion for, and our shared commitment to the sport of ringette.

WE BELIEVE IN:

- **Innovation:** We invest wisely. We take chances and manage risks. We are stewards of the game.
- **Collaboration:** We are in this together. We include diverse perspective to enrich our experience. We purposefully create a safe and welcoming work environment.
- **Accountability:** When we live our values, we manage and lead with integrity. We operate with transparency and communicate proactively. We take responsibility for our actions and learn from our mistakes.
- **Respect:** For the game. For the rules. For our heritage. For each other.
- **Excellence:** We demand quality. We offer world leading programs and services. We bring our best to each situation.





GOALS

The following goals reflect a longer term horizon (by 2022) and organizes our work in a way that takes into account the interest of all participants and partners. It is important to note that Ringette Canada is the first National Sport Organization to use the five goals of the Canadian Sport Policy as a framework to organize its strategic plan.

INTRODUCTION TO RINGETTE:

Participants have the fundamental skills, knowledge and attitudes to participate in ringette as players, coaches, officials, and volunteers.

We will know we are successful when:

- 75% of all Ringette Associations in Canada are trained and actively using Come Try Ringette and Ringette ABC systems
- 100% of teams have at least one NCCP certified female coach on the bench
- Introduction to officiating system is utilized by 50% of all Ringette Associations in Canada

- 60% of all Ringette Associations understand the Canadian ringette sport system

RECREATIONAL RINGETTE:

- Participants have the opportunity to play ringette for fun, health, social interaction and relaxation.

We will know we are successful when:

A standard recreational stream exists and recreational ringette represents 20% of overall registration numbers.

COMPETITIVE RINGETTE:

- Participants have the opportunity to systematically improve and measure their performance against others in competition in a safe, social, fair and ethical manner.

We will know we are successful when:

- The Coaching Association of Canada (CAC) continues to identify Ringette Canada as a leading NSO in our conversion rate of coaches from trained to certified
- 100% of all eligible teams integrate Canadian Ringette Championships (CRC) participation within their competition plans



- The ringette system in Canada has the appropriate amount of qualified officials to meet its overall needs
- The competitive structure for ringette in Canada is fully integrated as per the LTAD Competition Review

HIGH PERFORMANCE RINGETTE:

Canada is leading the way in developing a seamless and ethically based high performance pathway for participants domestically and internationally.

We will know we are successful when:

- We win gold at the World Championships
- There is an integrated high performance pathway for athletes, coaches and officials from Canada Games to Junior and Senior National Teams, and the National Ringette League is viewed as the daily training environment for High Performance Ringette

SPORT FOR DEVELOPMENT:

Ringette is used as a tool for social and economic development, and the promotion of True Sport principles at home and abroad.

We will know we are successful when:

- Ringette Canada has been identified as a NSO that is leading the way in promoting and adhering to the True Sport principles
- We have actively explored ways to use ringette as a tool to promote social and economic development
- Ringette is introduced in non-traditional countries

OPERATIONAL CAPACITY:

- Ringette Canada has a sustainable business model that strengthens the ringette community and increases the capacity at all levels of the sport.

More specifically, when:

- We have increased our non-restricted funding sources by 20%
- We have 4 sponsors/partners that support our goals and reflect our shared values
- We have created a risk registry that is reviewed annually by the Board to ensure we mitigate risks
- We have adopted a performance management culture
- We are managing by our values



OBJECTIVES

The following objectives are the areas that the national office of Ringette Canada will focus on to 2018. Each of the objectives has indicators and targets that have been set to track progress over the next four years. This information can be found at www.ringette.ca

- **Implement an Integrated Athlete Development System:** We will develop a seamless athlete development pathway that provides optimal opportunities for athletes at all levels.
- **Enhance the Coaching Development System:** We will increase the capacity and improve the effectiveness of our coaches, with a particular focus on female coaches.
- **Enhance the Official Development System:** We will increase the capacity and improve the effectiveness of our officials, with a particular focus on female officials.
- **Align the Ringette Community:** We will facilitate opportunities to increase collaboration and strengthen relationships among ringette stakeholders.
- **Enhanced communication:** We will increase awareness of the Ringette Canada brand, programs and services through proactive and meaningful interactions and messaging.
- **Collaborate with external partners:** We will create opportunities to work in partnership with organizations who share our vision and values.
- **Invest in quality leadership:** We will adopt and implement progressive and values-driven management practices.
- **Strengthen hosting and events:** We will showcase our most talented athletes by leveraging domestic and international hosting opportunities in a manner that reflects our commitment to the True Sport principles.
- **Expand our revenue sources:** We will increase the number of partners who contribute to the financial viability and growth of ringette.
- **Excellence:** We demand quality. We offer world leading programs and services. We bring our best to each situation.





MONITORING, EVALUATING AND OUR COMMITMENT TO LEARN

We are committed to establishing performance metrics that will be monitored and evaluated by the board of directors and management. Indicators and targets have already been identified and are available on our website for those interested in further understanding how the goals and objectives drive our daily activities.

In addition, Ringette Canada publishes an Annual Report that highlights the year in review. This practice will continue along with a commitment to share progress against stated objectives on a more regular basis.

In creating a performance management culture, we are sharing our commitment to adopt the following principles. We believe they will help support our work and add a level of rigour to ensure that our resources are being deployed as effectively and efficiently as possible:

PRINCIPLE 1: SETTING SMART OBJECTIVES



PRINCIPLE 2: VALUE OF MEASURING

The value of what we are measuring needs to **EXCEED** the cost of measuring. This is a critical principle in that it requires decision makers to discern between what we **MUST** measure versus what we might **LIKE** to measure.

PRINCIPLE 3: LESS IS MORE

We have agreed to focus on a few, very good metrics, rather than too many that may not be relevant or realistic. We could spend a great deal of time trying to measure things, and only reasonably need to report on a few high level items.

PRINCIPLE 4: REPORTING:

We will be customizing what we share with various target audiences. Consider that the staff will need to keep track of dozens of indicators and targets while the Board will be focusing on the higher level ones. For our provincial partners, clubs and members, a simple dashboard to tell our performance story will be shared as required.

PRINCIPLE 5: THE TEST OF REASONABILITY

We will only measure things that we can reasonably and realistically monitor.

PRINCIPLE 6: ADAPTING IS KEY

We will use this information to help us make better decisions which might mean changing course if necessary.



CONCLUDING REMARKS

We are very proud of this strategic plan and the people who worked with us to make this possible. Building on the theme of “passion,” it was essential to us that we take the time necessary to properly engage the ringette community to determine any gaps that exist in the foundation. We have high

aspirations for our sport and know that by working together, we will be able to accomplish the objectives we have set out for ourselves in this plan. This, in turn, will move us closer to achieving our goals and vision of being a leader in promoting ringette at home and abroad.

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www.ringette.ca

201-5510 Chemin Canotek Rd. Ottawa, ON K1J 9J4
613-748-5655 | ringette@ringette.ca