



# STRATEGIC PLAN

2019 ▶ 2022

OUR  
**SPORT**

OUR  
**PASSION**



TRUE  
SPORT  
LIVES HERE

Canada 

## PRESIDENT'S MESSAGE



ANGIE MILBURY

Our sport has expanded not only in Canada, where participation is at an all-time high, but internationally as well. Ringette is our passion and provides an opportunity for individuals of all ages and skill levels to realize their goals, dreams and individual potential, while having a fun and positive sport experience. I am proud of the strong community support for True Sport and the values that underpin the delivery of the ringette experience in Canada.

Our Strategic Plan will guide our organization over the next four years as we continue on our pathway to excellence and future growth. This plan is a living document and has been updated to reflect the realities of today as well as future realities, while continuing to deliver a great ringette experience for all participants.

The revised goals and objectives are outlined below; they emphasize positive and safe sport experiences, personal development, partnership, sport growth, and organizational excellence. Our collective success over the next four years requires continued alignment with our partners, the provincial and local sport organizations, as well as external sports organizations.

Aligning our efforts in areas such as policy and programming, and learning from others will help ringette achieve quality athlete-centred development pathways, which will enable participants to reach their full potential.

We look forward to another exciting four years as we strive to realize our stated goals and objectives through ongoing measurement and continuous improvement. We hope you will join us in this journey.

# EXECUTIVE DIRECTOR'S MESSAGE

As I look back over the last four years, I am extremely proud of what Ringette Canada has accomplished. While some sports in Canada are dealing with declining participation, the sport of ringette is growing. Ringette Canada continues to be recognized as a trailblazer in creating policies on abuse and trans-inclusion in the sport, as well as a leader in True Sport as we continuously strive to rally the ringette community around the True Sport Principles.



The ringette community and our many partners also continue to advocate for the importance of values-based and principle-driven sport, and this is a true reflection of our ringette culture. Positive feedback from a Ringette Canada survey of our community has reinforced this direction.

We will continue to build on our plan to improve on what is important to our community: safe and positive experiences for athletes; well-trained officials; clear pathways for all levels of participants; high performance and excellence; sport growth; being a leader in the sport community and fostering a performance management culture.

All of our strategic goals and objectives are equally important and while some will be easier to accomplish than others, we need to move forward on all of them. We have built realistic measures to achieve over the next four years and we will need to work closely with our partners and stakeholders to help us succeed.

I am excited about the next four-year Strategic Plan. Ringette Canada will continue to be guided by our corporate values and to be a leader in ringette, delivering effective and positive outcomes for our sport.

## INTRODUCTION

Ringette Canada is the national sport organization that governs, promotes, and leads the development of ringette. Its vision is to be the world leader in growing ringette.

Ringette, like most team sports, fosters lifelong friendships and a sense of belonging. The sport helps build foundational life skills like leadership, self-confidence, interpersonal relationships, stress management and strong mental health. As a female-dominant sport, these benefits can be life changing for girls and young women.

This Strategic Plan looks back on our accomplishments and lessons learned over the last four years and ensures that we continue to align our existing goals, while also incorporating emerging priorities in the sport sector, such as safe sport, inclusivity, and improved performance management. Hence it remains as a cornerstone framework to guide us into the future.

## KEY ACCOMPLISHMENTS AND LESSONS LEARNED FROM 2014-18

The development of Ringette Canada's 2014-2018 Strategic Plan was over a year in the making and set us on a new path for the future that still guides us today. This was a true accomplishment inspired by input and support from our partners and stakeholders, including provincial ringette associations, staff, the Board of Directors and the public.



**31,630**  
PLAYERS IN  
2018-2019

Through our collective efforts, we have increased the number of ringette players in Canada to its highest level ever with 31,630 players in 2018-2019. Ringette Canada has been recognized as a leader in True Sport by the Canadian Centre for Ethics in Sport with its intentional work in advocating and living values-based sport. Ringette Canada also completed a competition review that sets in place a developmentally-appropriate system of competition which reflects the values of Ringette Canada in support of the strategic goals of the organization. As new trends and priorities emerge, Ringette Canada has also updated targeted policies in response. These include: dispute resolution, screening, concussions and trans-inclusion policies. While not an exhaustive list, the organization remains responsive to changes experienced by our members and accountable to federal sport policy mandates.

# LESSONS LEARNED / BEST PRACTICES

Ringette Canada has taken on a leadership role on policy by responding quickly to emerging trends. For example, Ringette Canada has a policy on abuse that aligns with Sport Canada's new requirement for all sport organizations to adopt safe sport actions (e.g. create spaces free from harassment, abuse and discrimination of any kind); Ringette Canada also has a trans-inclusion policy. Other sport organizations are looking to Ringette Canada as an example as they develop their own policies in these areas.

Ringette Canada continues to review and update its policies every three years and works with its provincial ringette organizations to align policies and procedures. Ringette Canada has recently surveyed its stakeholders on the Strategic Plan's foundational statements (e.g., mission, vision) and its strategic goals to ensure they continue to resonate. The survey also featured an open comments option to allow for additional insight. The survey helped identify areas for further investigation, analysis or updating.

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The recent office move to the House of Sport has enabled collaboration across sport organizations and encourages the development of pan-Canadian sport policies where possible. This sharing of best practices reduces duplication and promotes the responsible use of public funds.



# STRATEGIC PLAN

A review of the current Strategic Plan's goals and objectives clearly showed a need for realignment to better reflect organizational capacity, what is achievable and measurable, while maintaining the current Plan's foundation. The aim is a lighter more streamlined Strategic Plan with measures that can be tracked and understood by stakeholders.

The refreshed Strategic Plan is focused on four broad goals under which all levels of ringette would be included (from children's ringette to high performance to active for life).

Each goal has a set of strategic objectives and metrics, largely taken from the existing Plan. These will be tracked annually to measure progress through to 2022.



## VISION

To be the world leader in growing ringette.



## MISSION

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



## 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 perspectives 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.





# MEASURING PROGRESS

Ringette Canada, with the help of its partners, principally provincial and local ringette associations, will measure and report on progress annually on the above strategic goals and objectives.

Ringette Canada recognizes the need to collect, analyze and share more relevant data not only to promote transparency and a common understanding of issues and opportunities, but to address gaps and to better measure progress. To this end, Ringette Canada, with its partners, will consider new ways to more efficiently collect better data. However, as a not for profit organization, we are mindful of resource limitations that could impact the extent of new data development, collection and analysis.

# CONCLUSION

We remain passionate and committed to ringette and the future of the sport. We also want to deliver the best programs, be a leader in promoting ringette, and also meet the needs of our membership. This refreshed Strategic Plan will serve as that guide. By building on our current successes and realigning the Plan to better meet today's realities and priorities, we can achieve our goals and objectives. We recognize this will take collaboration at all levels, continued partnership, strong management and organizational culture, as well as tracking and measuring progress; but we look forward to the challenge!

