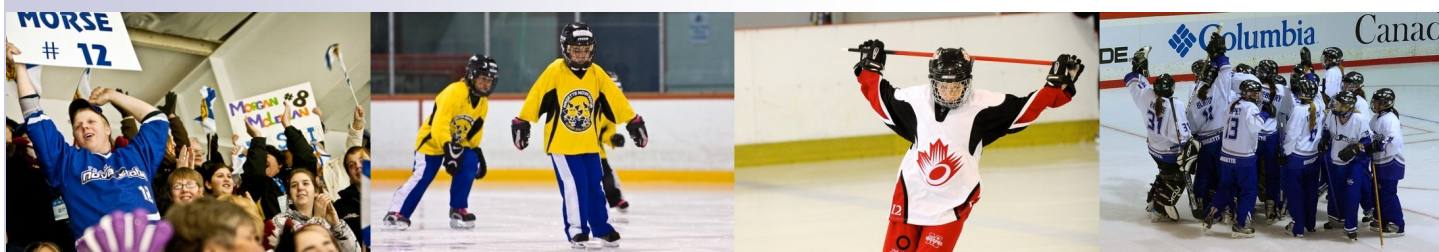


Ringette Nova Scotia Strategic Plan 2011-2016



Ringette
Nova Scotia



Table of Contents

Message from the President	3
Introduction	4
Core Values	5
Our Mandate	9
Athlete Development	10
Coach & Official Development	11
Sport & Marketing Development	12
Operational Capacity & Management	13

Message from the President

In recent years Ringette Nova Scotia has undergone many changes but despite the successes we have achieved, the questions of where we are headed as an organization and what the long term plan is for Ringette in Nova Scotia remained unanswered.

On behalf of the Board of Directors of Ringette Nova Scotia I am pleased to provide our strategic direction for the sport of Ringette in our province. This plan includes short and long term visions and outcomes that will shape our sport over the next five years.

This strategic plan has been in development for many months, and it is a living document that will be revisited annually to ensure the visions and outcomes remain current. It will be used to create work plans for the Board of Directors and guide the staff on programs and deliverables that will continue to foster and grow our sport.

Ours is a complex organization and so this plan is diverse, touching on the many facets of the sport and Ringette Nova Scotia.

Most importantly, we believe this plan is realistic and very attainable. We have considered and incorporated Ringette Canada's strategic direction, as well as the

vision and philosophy of the *Canadian Sport for Life* movement. We have solicited feedback from board members and our general membership as we structured and fine tuned the content, so that it truly is a reflection of our organization.

Will this plan provide the answer to all the challenges or questions we may be faced with in the years ahead? Absolutely not. This is simply a guide to help focus our energies and our leadership as we prepare to meet those challenges.

I would like to take this opportunity to thank all of those who have been involved in the development of this document, from past and current board members to our membership at large, as well as our partners at the Department of Health and Wellness.

This plan belongs to all of Ringette Nova Scotia, but to those administering the sport today and all those who follow—this plan is now yours to carry forward so that it becomes a reality. Keep pushing towards this vision, and success will surely follow.



“Vision is the art of seeing the invisible.” - Jonathan Swift

Introduction

In order to be successful organizations must have a vision of where they are going—a plan that defines what success is, as well as ways to assess when it has been achieved. That is what this document is intended to provide for Ringette Nova Scotia—a direction and vision of our future as well as a means to know when we have achieved that vision.

Many hours of thought, information gathering, discussion and even debate has gone into this document, and with the exception of the Core Values, it is truly an original product developed by and for our unique membership.

The Core Values we have adopted come directly from Ringette Canada and are included in their Strategic Plan 2007 - 2013. We share these values and believe that they should be consistent throughout our sport. They are definitely worth repeating and we are sharing them with the Nova Scotia ringette community in this Strategic Plan. These values set the landscape for our five year vision of Ringette Nova Scotia.



Core Values

Our core values define our community and define our sport. They have been with us since the beginning and will be with us forever. Every element of this plan flows from these values and what they mean to us.

Integrity

We believe:

- Integrity obligates us to be honest with each other; it requires us to be candid, truthful and share the truth as we know it.
- Integrity requires us to be transparent in our actions; produce clear agendas, processes and communication.
- When we act with integrity, we fulfill the promises we make, we take responsibility for our actions and admit when we have made a mistake.

Excellence

We believe:

- Excellence is an attitude that should permeate our policies and practices.
- Excellence in programming translates to excellence in members' experiences in ringette.
- Excellence is a pursuit worthy of recognition and support.
- Where our stakeholders are concerned, we also believe that:
 - Excellence is being the best you can be and that members strive for competitive or personal excellence in performance as a player, coach, official, administrator or leader.
 - Excellence is a pursuit worthy of recognition and support.



Core Values

Fairness

We believe:

- Fairness requires openness about actions and decisions as well as the opportunity for feedback.
- Fairness necessitates equity in decision making and an environment of equal opportunity.
- In procedural fairness and due process.

Respect

We believe:

- Everyone is deserving of respect: volunteers and staff at the national, provincial and local levels.
- Differences are respected—different experiences and different points of view; achieving consensus is preferred.
- The sport of ringette, its heritage and place among Canadian sports are respected.
- Where our stakeholders are concerned, we also believe that:
 - Everyone is deserving of respect: teammates, opponents, officials, team staff and volunteers.
 - Differences are respected—different abilities and capabilities, differences in culture and geography—and lead to the search for ways to meet different needs.



Core Values

Human Development

We believe:

- That policies, systems and approaches should be in place to reinforce human development of staff and volunteers
- We become better people because of our involvement in ringette..
- Where our stakeholders are concerned, we also believe that:
 - Development of life skills through participation in ringette is an imperative, not an option.
 - Playing teaches the love of physical activity and healthy living.
 - The teamwork, goal-setting, discipline and lessons about how to win and lose that are learned in ringette are skills that are valuable in our lives outside of ringette.

Teamwork

We believe:

- There is a shared responsibility for outcomes and behaviours that are essential for leading the sport.
- All roles are important and everyone contributes to the greater good by sharing ideas, failures and successes.
- Where our stakeholders are concerned, we also believe that:
 - There is a shared responsibility for outcomes and behaviours that are the basis of playing the game.
 - Team work provides competition on the ice and cooperation off the ice.



Core Values

Fun

We believe:

- Sport should be enjoyable and there should be an element of fun in every activity.
- Where our stakeholders are concerned, we also believe that:
 - Fun means different things in ringette: the joy of movement, learning skills, making friends, love and passion for the sport, competition, achieving goals, winning and more.
 - The ride home should always be enjoyable.

Safety

We believe:

- Safety is a personal and organizational responsibility that finds expression in education, identifying unsafe equipment or practices, taking precautions, prevention and response plans.
- While mistakes may occur, we have a duty of care to protect all involved from physical, mental and emotional harm.
- The need for safety exists everywhere and is everyone's job.



Our Mandate

The mission of Ringette Nova Scotia is to promote, develop, and administer the sport of Ringette within Nova Scotia, emphasizing fair play and sportsmanship, while encouraging universal participation, operating within the guidelines of Ringette Canada.

- By Promote we mean increasing awareness of Ringette.
- By develop we mean the establishment and delivery of programs to meet the needs of the administrator, coach, official and athlete to advance their knowledge and skills.
- By Administer we mean the formulation, publishing and enforcement of the laws and regulations of Ringette Nova Scotia.
- By Universal Participation we mean providing the opportunity for all players to participate, regardless of skill level or gender.

Over the next five years, Ringette Nova Scotia will achieve this mandate by focusing on specific visions and outcomes that we will have grouped into the following focus areas:

- Athlete Development
- Coach & Official Development
- Sport & Marketing Development
- Operation Capacity & Management





Athlete Development

Athlete development is paramount to our existence, and we want every athlete to have the opportunity to create and build a life long relationship with our sport. It is imperative that we design and deliver programs that meet the needs and desires of athletes of all abilities and capabilities, so that physical activity becomes a way of life for all, and ringette remains a desirable choice for community and high performance athletes alike.

Vision 2016

Ringette Nova Scotia is steadily increasing the number of Nova Scotians participating in stage appropriate ringette programs throughout the province with a strong presence in educational institutions.

Ringette Nova Scotia is developing athletes and teams that are excelling at the national and international level.

Ringette Nova Scotia has adequate access and more effective utilization of various types of facilities for training and competition purposes.

2012/13 Objectives and Outcomes

- Stage appropriate (LTAD) development programs offered for all divisions.
- Top 5 finish at national competition.
- Three university club teams and annual NS attendance at University Challenge Cup.
- Champion for ringette programs within HRM schools and an implementation plan in place.
- Adequate amount of ice time for teams and associations to grow and develop.

2015/16 Objectives and Outcomes

- High school ringette league in HRM.
- University ringette league in province with 5 or more teams participating.
- Team(s) competing for medals at national competition.
- NRL team established in Nova Scotia, and an Atlantic NRL Division in place.
- Minimum two athletes on national teams.
- Principles of athlete development (LTAD) well entrenched in ringette community.
- On and off ice training facilities and programs specifically designed for ringette athletes.



Coach & Official Development

An athlete may get by on raw talent alone in the very early stages of development, however it is strong coaching that will develop that ability and enhance skills to allow an athlete to perform at their very best. Similar to athletes, coaches require coaching and development, and we must provide them the support and training needed to successfully develop athletes at all stages. We believe it is important to have women continue in the sport as coaches and mentors for young athletes, creating an ongoing cycle of succession.

We believe the philosophy for officials is similar. Ringette officials have a love for the sport and a desire to excel and develop. We must foster their growth and provide opportunities for officials to pursue excellence and become ambassadors for the sport and Ringette Nova Scotia.

Vision 2016

Ringette Nova Scotia trains and supports NCCP qualified coaches that meet the needs of the recreational and competitive ringette community in Nova Scotia.

Ringette Nova Scotia trains and supports NOCP qualified officials that meet local and provincial needs, and there are Nova Scotia officials at national and international events.

2012/13 Objectives and Outcomes

- 50% increase in female head coaches at all levels.
- Mentorship program to encourage athletes to remain involved as coaches.
- Education package for all new coaches on the principles of LTAD and stage appropriate skill development.
- Policies and programs that motivate coaches to continue their NCCP training
- LTOD model that illustrates progression from entry level to high level officiating.
- Program that encourages two or more officials to work toward national certification level annually.

2015/16 Objectives and Outcomes

- 75% increase in female head coaches at all levels.
- Ratio of one active NCCP Learning Facilitator to every two local associations.
- Full mentorship program for entry level officials is established.
- Two or more officials participating at national competitions annually.



Sport & Marketing Development

The continued growth of ringette in Nova Scotia is critical to its long term success in the province. This growth needs to be experienced through the development and expansion of existing associations, as well as with the addition of ringette organizations in new parts of the province. It is important that we create, build, and take advantage of opportunities to promote ringette in order to establish a stronger market presence that will lead to continued growth of our membership.

Vision 2016

Ringette Nova Scotia has strong youth involvement in the organization and in its program delivery, with high levels of player retention.

Ringette Nova Scotia encourages and supports a deep and diverse volunteer base at all levels to help grow and develop the sport.

Ringette Nova Scotia is recognizable in the sporting community, and our programs have high visibility in Nova Scotia.

Ringette Nova Scotia strategically hosts events to build and strengthen our capacity in Nova Scotia.

2012/13 Objectives and Outcomes

- Established ringette marketing plan that includes a community growth strategy.
- Champions identified in two or more new communities to build ringette programs.
- Youth volunteer recognition program.
- 10 Come Try Ringette events annually.
- Strong relationship with media outlets in Nova Scotia.
- Total membership increase of 5%.
- Multi-year major ringette event hosting strategy is in place.

- Organized Gym Ringette presence in schools with a plan and package of materials to send to schools.

2015/16 Objectives and Outcomes

- Scheduled host of national/world championship in Nova Scotia.
- Two or more new associations founded.
- Organization rebranding that supports our strategy and vision is complete.
- Measurable marketing program with fair return on investment for our sport.
- Membership of 1500-1800 athletes.



Operational Capacity & Management

Like many other sport organizations, ours is at an important stage in its existence. We have sustained growth in recent years, and with growth change is inevitable. Additionally, the landscape of the amateur sport delivery system in Canada is changing. Change presents risk and uncertainty, but it also creates opportunity and innovation. In the face of change, we need to shift our thinking and be prepared to make sound business and policy decisions. A long term approach to our finances is critical, and in order to meet our desired outcomes we need to conscientiously manage our human resources ensuring a balance between maximum output and high levels of volunteer satisfaction.

Vision 2016

Ringette Nova Scotia is recognized as a best practice organization with an effective Board of Directors and committee structure supported by staff.

Ringette Nova Scotia has a strong financial position supported by self-generated revenue, government grants and corporate funding.

Ringette Nova Scotia provides valuable support, services and programs to its members through partnership and a collaborative approach.

2012/13 Objectives and Outcomes

- Addition of new staff person (Technical Director) and development of Board structure that places less demands on volunteer resources.
- RNS By-Law and Policy review complete.
- Five year financial forecast and funding model is developed.
- Corporate sponsorship and fundraising plan developed.
- RNS Programs and Services membership brochure is developed.
- Annual member satisfaction survey.

2015/16 Objectives and Outcomes

- Shift to policy governance model complete.
- Competency based recruitment for board positions.
- Succession plans for all board positions.
- 50-60% operating reserve.
- Moderate registration fees that encourage membership growth.
- Benchmarking of non-profit sport organization best practices.
- Funding program available for start-up associations.

