



2024-2029
**RINGETTE NEW
BRUNSWICK
STRATEGIC PLAN**

BY: JEDWARDS CONSULTING INC.



Message From the President

Ringette New Brunswick provides athlete programming and support for coaches, officials and families in pursuing excellence in the sport. We aim to provide an environment for developing self-esteem, teamwork, and sportsmanship while individuals pursue their potential and goals. In 2022, RNB began developing a new 5-year strategic plan. This planning process began with a survey of all Ringette New Brunswick members that examined our strengths, weaknesses, opportunities and threats. This was followed up by hosting an in-person workshop in May 2023. We value what our membership believes in and wants and began to lay out our organizational core values. These core values include an athlete-centered approach, a program of excellence, a commitment to athlete development, and inclusiveness, equity and respect. These values form our organizational goals essential to our long-term success.

As president, I will ensure we are following our plan and constantly evaluating where we are at in its implementation, as well as analyzing if the changes are having a positive impact on our sport. New Brunswick has had tremendous success for a small province in the sport of Ringette. Our goal is to build on this success for the future. This starts at our grassroots with community athletes, coaches, officials volunteers from our U8 programs right up to our NRL team. This will bring the organization and our sport the stability, growth, and achievements we all desire. We look forward to taking this journey with you.

Sincerely
Mark Beal



Ringette NB and the Development of the Strategic Plan

The Board of Directors for Ringette NB (RNB) developed a new strategic plan to guide the organization for the next four years. The focus was on providing a strategic direction that aligns with Ringette Canada, where players, parents, volunteers, coaches, and officials in New Brunswick will be leaders in Ringette among the other provinces throughout Canada. As such, RNB has hired Dr. Jonathon Edwards to engage with the board and club organizations to develop a strategic plan. Dr. Edwards has experience developing strategic plans with multiple sports organizations that include: Coach NB, Swim NB, Tide Swim Club, and the NBIAA. The overall intent of the strategic plan is to provide direction for the organization that prioritizes objectives while establishing the vision and mission of the organization.

RNB sets its strategic vision in four-year blocks. This aligns with the tenure of the Executive Board and President, a two-year term that is up for renewal once (a total of four years). The President is responsible for ensuring the organization stays the course and working with the Executive Director and its members to ensure programs are implemented.

The previous strategic plan timeline was from 2019–2023, which included the following strategic initiatives:

Sports Development & Marketing

- Develop and implement a strategy to expand the Gym Ringette and Come Try Ringette programming.

Athlete Development

- Develop and implement a strategy to adopt the principles and practices of Long-Term Athlete Development (LTAD).

Technical Development

- Develop and implement a strategy for developing and mentoring coaches.
- Develop and implement a program for training, mentoring and evaluating officials.
- Develop and implement a plan to support the ongoing professional development of coaches and officials.



Ringette NB and the Development of the Strategic Plan

Organizational Excellence

- Develop and implement a strategy to ensure the long-term financial sustainability of Ringette NB.
- Develop and implement a strategy to leverage technology to improve communication and increase the effectiveness of Ringette NB.
- Develop and implement a recruitment and retention strategy for volunteers.
- Develop and implement the processes and tools for reviewing, revising, implementing, and encouraging compliance with Ringette NB policies.

True Sport

- Develop and implement a strategy to ensure a high level of awareness and expectation of True Sport principles throughout all aspects of Ringette in NB.
- Create and implement tools that educate Ringette stakeholders about the importance of True Sport principles.
- Develop and implement a communications plan that enables the goals of the True Sport program and engage uptake across the province.

The organization looks to build on the above strategic initiatives to make the organization stronger and a leader in the sporting community of New Brunswick.

The strategic planning process began with a survey that was made available for all members of Ringette NB in November of 2022. The survey was structured in an 18- question format that examined the Strengths, Weaknesses, Opportunities, and Threats to develop the pillars of a strategic plan that will help determine the organization's direction over the next four years. The Ringette community in New Brunswick comprises about 1,200 registrants, and of those registrants, 200 people completed the Survey, which is a 16.7% response rate.

Upon completion of the Survey, RNB and club members were invited to attend an in-person workshop led by Dr. Edwards. This workshop took place on May 28th, 2023, in Moncton, NB. The key questions that were focused on, were as follows:

- What are RNB's Strengths, Weaknesses, Opportunities, and Threats?
- What do you believe is the vision for the future of RNB?
- What is the mandate of RNB (mission)?
- What values should RNB implement?
- What should be the goals and objectives for RNB over the next four years?

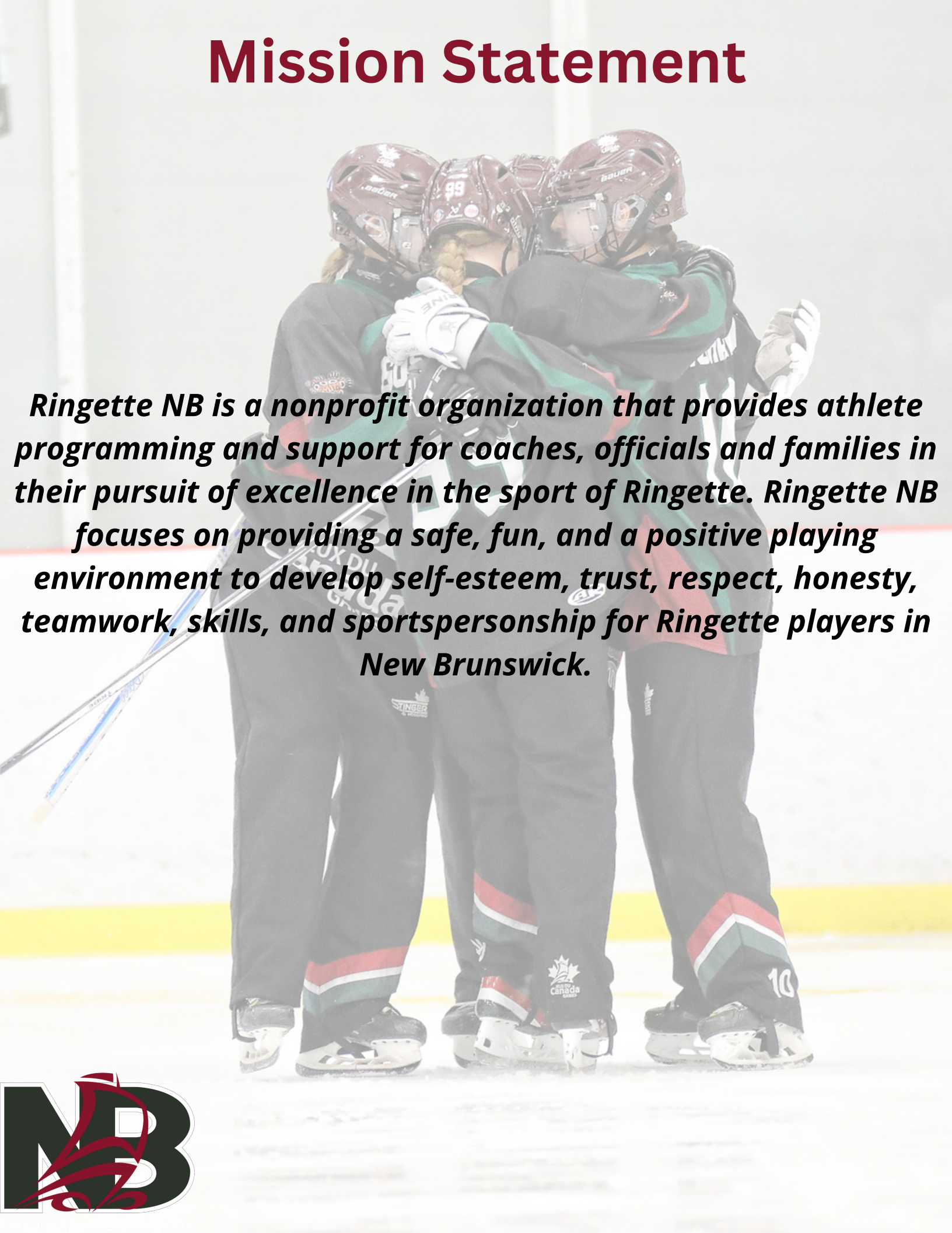
This strategic plan will be five years in length. This collaborative effort has been with club organizations, the RNB board, and the members looking to strengthen the organization for the future.

Vision Statement

Ringette NB looks to continually promote both Ringette and personal excellence for each athlete that fosters a lifelong love of the game in a caring, respectful, and supportive environment.



Mission Statement



Ringette NB is a nonprofit organization that provides athlete programming and support for coaches, officials and families in their pursuit of excellence in the sport of Ringette. Ringette NB focuses on providing a safe, fun, and a positive playing environment to develop self-esteem, trust, respect, honesty, teamwork, skills, and sportspersonship for Ringette players in New Brunswick.



Organizational Core Values

Athlete-Centred Approach- We at RNB value an athlete-centred approach where we (e.g., coaches, volunteers, and board members) put the athlete first and provide selflessness and unconditional dedication to helping and providing opportunities for athletes to achieve their goals in Ringette.



Program of Excellence- A core value for RNB is that the organization strives to develop athletes by building a provincial program of excellence that focuses on athletes, coaching, official training, a team mentality, and character development that instill a love for the sport of Ringette.

Commitment to Athlete Development- RNB strives to provide an opportunity for ringette players to compete at the highest level of competition possible while attempting to ensure fair play, facilitate positive athlete development, leadership development, and ensure the safety of all their athletes, coaches, officials, and volunteers. Ringette Canada and the Long Term Development model guide athlete development for RNB.

Inclusiveness and Equity- RNB is committed to being recognized as an organization that promotes and fosters inclusiveness and equity of race, gender, and sexual orientation.



Respect- Respect as a core value is the creation and implementation of policies and regulations regarding sportspersons, integrity, fair play, safety management, physical development, and promoting positive psychological development for athletes, coaches, officials, parents of athletes, and volunteers. RNB values and follows True Sport principles, the Responsible Coaching Movement, Respect in Sports values, and Safe Sport principles.



Organizational Goals

RNB's organizational goals are based on six strategic areas: Communication/Marketing, Coach Development, Program Excellence, Athlete Development, RNB Operations/Governance, and Partnerships/Sponsorship. These areas will be addressed over the next five years by board members and staff. Appendix B provides the key performance indicators for the goals below.

Communications/Marketing

- *The goal to increase the marketing efforts of RNB is to increase the number of Ringette players in the province by 10% per year over five years.*
- *RNB will look to increase their presence in the NB sporting environment through social media.*
- *RNB will look to enhance their communication with its membership over the next five years.*
- *Develop and implement a communications plan that enables the goals of the True Sport program and engages uptake across the province.*
- *Foster a strong working relationship among the stakeholders and membership that will ensure buy-in by all to a shared vision in which the sport's best interests define the critical criteria in decision-making.*

Coach Development

- *RNB will look to provide greater opportunities for technical support to coaches at all levels.*
- *RNB will look to establish a Coaching Director for the organization.*
- *Build capacity and resources to support Ringette coaches in NB.*
- *Develop and implement a strategy for developing and mentoring coaches.*
- *Continue to ensure that the Responsible Coaching Movement's pillars are followed.*
- *Develop a strategy with opportunities to recruit more female coaches.*

Program Excellence

- *Develop and implement a strategy to ensure high-level awareness and expectation of True Sport principles throughout all aspects of Ringette in NB.*
- *Create and implement tools that educate Ringette stakeholders about the importance of True Sport principles.*
- *Ensure the coaches receive the proper educational training to attend Canada Games, Eastern Canadian Ringette Championships, and Canadian Ringette Championships.*
- *Develop and implement a strategy and evaluation system for creating a program of excellence for RNB to enhance performance opportunities.*



Organizational Goals

Athlete Development

- *RNB will look to increase the number of skills clinics they offer and will rotate the location in different aspects of the province to introduce the sport to potentially new athletes.*
- *Develop and implement a strategy to adopt Long Term Development (LTD) principles and practices.*
- *Develop a strategy to support associations in implementing children's Ringette Programming.*
- *Ensure that RNB athlete development principles align with Ringette Canada athlete development principles.*

RNB Operations/Governance

- *The goal of RNB over this strategic plan is to develop policies and procedures that reflect the current environment affecting sports organizations. For example, the policies that can be developed are sexual harassment policies, standardized code of ethics coaching, players, and parent's contracts.*
- *Re-examine the policies on board composition to reflect EDI practices.*
- *RNB will look to develop a succession plan for key positions within the organization.*
- *Develop a plan for the recruitment and retention of athletes in Ringette.*

Partnerships/Sponsorship

- *Over the next five years, the goal of RNB is to develop partnerships with at least three corporate organizations as a means of acquiring resources.*
- *Over the next four years, a goal of RNB will be to develop and enhance their partnership with Universities and Colleges to enhance their capacity to continue to deliver quality programming.*
- *RNB will look to strengthen the relationship and provide support to community-based Ringette organizations.*
- *Develop and implement strategies for introducing Ringette into the NB school system.*



Evaluation

The evaluation will occur toward the end of the third year of the strategic plan. RNB will examine the organizational goals and KPI established within this plan:

1. Examine all organizational goals this plan establishes and determine which ones were completed successfully and why.
2. Examine all organizational goals established in this plan and determine which ones were not completed successfully and why.
3. Examine the overall organizational goals established in this strategic plan and determine whether these goals have been met. This can be accomplished through membership surveys, focus groups, and/or interviews.
4. Conduct a SWOT analysis that can be compared with the existing SWOT analysis to see if change has occurred and also determine if change has occurred if the organization is efficient and effective in its operations.

Once the strategic plan has been evaluated, it will be the responsibility of the RNB board of directors to review the data that has been collected and determine which aspect of the existing plan needs to be moved forward to a new strategic plan. At this point, the RNB board of directors can move forward with developing a new strategic plan.



APPENDIX A

SWOT Analysis

SWOT analysis aims to identify the key internal and external factors seen as important to achieving an objective. SWOT analysis groups critical information into two main categories: Internal factors – the strengths and weaknesses of the organization; and, External factors – the opportunities and threats presented by the environment external to the organization.



STRENGTHS

- Dedicated and passionate volunteers.
- Sport is considered to be inclusive and is primarily played by females.
- The organization focuses on providing a safe (i.e., True Sport principles) and positive experience for the athletes.
- Organization provides competitive opportunities at community, provincial, national and international levels.
- Organization has a dedicated paid staff employee.
- The organization has a strong foundational platform for developing athletes.
- Strong social media presence.
- Ensures that bilingual communication is being administered.
- Strong Ringette community throughout New Brunswick.



WEAKNESSES

- Lack of diversity within the RNB board.
- Communication and marketing with membership.
- Limited revenue streams.
- Currently no director of coaching for the organization.
- Limited opportunities for coach development and resources.
- Organization needs to focus on strengthening its relationship with community organizations.
- No succession plan for both staff and board members.
- No plan in place for recruitment and retention of athletes.
- Challenges with scheduling.
- Volunteer burnout.
- Too much of a focus for RNB on high performance.
- Some areas of the province struggle with having enough players at all levels to compete.



OPPORTUNITIES

- RAMP platform for game and ice management and membership registration.
- Opportunity for local check-ins and attending community association meetings.
- Fundraising/sponsorship opportunities
- Partnerships with Universities/colleges to enhance the capacity of RNB (e.g., internships).
- Approach school boards to introduce Ringette in the schools (high school, middle and elementary school).
- Create blackout weekends for competition for players, officials, coaches, and community development.
- Promote the anniversary of Ringette NB.
- Host more Atlantic-based tournaments.
- Set up a process/procedure for recognizing volunteers.
- Develop opportunities for female mentorship with players, coaches, and officials.
- Focus on marketing and promotion of the sport.



THREATS

- Economy.
- Competition with other sports for ice time.
- Lack of clear direction for athlete pathway.
- Affordability of the sport.
- Athlete attrition to other sports.
- Toxic culture and behaviour threaten ringette (e.g., code of conduct).
- Volunteer burnout.
- There is a decrease in the number of officials in the province.
- In fighting between associations.





APPENDIX B

KEY PERFORMANCE INDICATORS (KPI)

Key Performance Indicators (KPI) are specific objectives that are Specific, Measurable, Attainable, Realistic, and Time-Oriented that are developed based on the organizational goals discussed above. The KPI for each section is discussed further below:

Communications/Marketing								
KPI	Strategies	Year 1 (2024-2025)	Year 2 (2025-2026)	Year 3 (2026-2027)	Year 4 (2027-2028)	Year 5 (2028-2029)	Assigned Task	Task Complete?
Increase the presence on social media platforms for RNB by 10% over the next five years.	Come up with a strategy to increase the number of followers and likes on the Facebook and Twitter pages. Also, evaluate which platforms will reach the intended target audience for Ringette and adjust accordingly.	✓	✓	✓	✓	✓	Executive Director	
Develop a marketing plan/strategy for RNB.	Develop a marketing plan/strategy for RNB. RNB will look to explore options by working with university students and courses to develop the plan. This plan is to have a recruitment and retention	✓	✓				Executive Director and University Students.	

	strategy for attracting athletes.							
Implement the marketing plan/strategy and evaluate the outcomes.	Implement the marketing plan/strategy in years four and five and evaluate the outcomes.				✓	✓	Executive Director and/or University Interns	
Connect with the community-based ringette associations to have joint marketing efforts for recruitment and retention over the plan's duration.	This KPI requires a joint plan to increase the sport's visibility strategically and will require a meeting of the different associations to enhance the relationship and develop a marketing strategy.	✓	✓	✓	✓	✓	President and Executive Board	
Develop social media video competitions among community organizations about their learn-to-skate program.	Develop social media video competitions among community organizations about their learn-to-skate program. Year 1-Pilot the program and evaluate Year 2-5- implement the program.	✓	✓	✓	✓	✓	Executive Director	

Coach Development								
KPI	Strategies	Year 1 (2024- 2025)	Year 2 (2025- 2026)	Year 3 (2026- 2027)	Year 4 (2027- 2028)	Year 5 (2028- 2029)	Assigned Task	Task Complete?
Find a coach coordinator for the association.	Take the necessary steps to implement a coaching coordinator for the organization.	✓					RNB Board	
Create and implement a coaching development program.	Begin by creating a plan for coaching development. Pilot and evaluate the program in year three and begin offering the coaching development program by year four.		✓	✓	✓	✓	Coaching and technical coordinator	
Develop a coaching manual.	Develop a coaching manual available through the RNB website containing mock practice plans, practice drills, game strategies, and guidance for new coaches to succeed.				✓		Coaching Coordinator	
Have a focused recruiting strategy with community organizations to recruit and	Have a focused recruiting strategy with community organizations to recruit and retain more female coaches.	✓	✓	✓	✓	✓	Coaching Coordinator	

retain more female coaches.								
Ensure that at least one of the coaches on the benches has concussion training starting in year two of the plan.	Ensure that at least one of the coaches on the benches has concussion training starting in year two of the plan.		✓	✓	✓	✓	Coaching Coordinator	

Program Excellence								
KPI	Strategies	Year 1 (2024-2025)	Year 2 (2025-2026)	Year 3 (2026-2027)	Year 4 (2027-2028)	Year 5 (2028-2029)	Assigned Task	Task Complete?
Develop and implement a strategy for the province's delivery of program excellence.	Develop and implement a strategy for the program of excellence for the province's delivery. The focus will be on clarifying the athlete's pathway to high-performance.				✓		Technical Director	
Provide opportunities for mental training for athletes twice a year, starting in year two.	Provide two seminars for athletes and coaches in the high-performance program to receive mental training twice a year.		✓	✓	✓	✓	Technical Director	

Athlete Development								
KPI	Strategies	Year 1 (2024-2025)	Year 2 (2025-2026)	Year 3 (2026-2027)	Year 4 (2027-2028)	Year 5 (2028-2029)	Assigned Task	Task Complete?
Develop and implement goalie-specific clinics to be hosted throughout NB.	Develop and implement goalie-specific clinics to be hosted throughout NB. Year 1- Planning year. Year 2-4- Implementation of the program. Year 5- Evaluation year for the program.	✓	✓	✓	✓	✓	Technical Director	
Develop and implement an athlete development plan for the province.	Develop and implement an athlete development plan for the province to provide direction for developmental programs such as learning to skate and recreational programming.			✓			Technical Director	
Provide opportunities for mental training for athletes twice a year, starting in year two.	Provide two seminars for athletes and coaches to receive mental training twice yearly.		✓	✓	✓	✓	Technical Director	

RNB Operations/Governance								
KPI	Strategies	Year 1 (2024-2025)	Year 2 (2025-2026)	Year 3 (2026-2027)	Year 4 (2027-2028)	Year 5 (2028-2029)	Assigned Task	Task Complete?
Review board composition policies for introducing specific EDI principles	The board will strike a sub-committee to review the board composition policies for EDI principles and determine whether specific policies need to be changed to have greater representation from different groups (e.g., gender, culture, indigenous).	✓	✓				Sub-committee	
Look to hire university students as interns to assist in day-to-day operations.	Look to hire university interns as part of experiential learning opportunities for students to be involved in sports and recreation organizations.	✓	✓	✓	✓	✓	RNB President and Executive Director	
Develop resources such as athlete and parent codes of conduct templates for community organizations to adopt by year three.	Ensure that resources are available for community organizations to help develop different mechanisms for adhering to SafeSport, True Sport, and the Responsible Coaching Movement principles.			✓			Executive Director	

Pilot and evaluate blocking out one weekend before the start of the season across the province for coach training, athlete development programming, and the program of excellence.	Pilot and evaluate blocking out one weekend before the start of the season across the province for coach training, athlete development programming, and the program of excellence. If successful, continue implementing in future years.		✓					Executive Director and technical director.
By the second year, move to have a minimum 40% to 60% gender distribution of board members and continue with that strategy.	Leading up to the plan's second year, the board of directors will look to diversify their representation, with a minimum of 40% female representation. This strategy will continue for the remainder of the plan.		✓	✓	✓	✓		RNB Board of Directors and Members
Develop and implement an athlete and parent code of conduct that is mandatory for all members.	Develop and implement an athlete and parent code of conduct that is mandatory for all members. Include this aspect as part of registration through RAMP.			✓				RNB Board of Directors

Partnerships/Sponsorship								
KPI	Strategies	Year 1 (2024- 2025)	Year 2 (2025- 2026)	Year 3 (2026- 2027)	Year 4 (2027- 2028)	Year 5 (2028- 2029)	Assigned Task	Task Complete?
Attend meetings twice a season with community Ringette organizations	Board executives will attend the community Ringette organization's board meeting halfway through the end of the season. RNB board members will update the community Ringette members and ask for concerns they are encountering and things that are going well.	✓	✓	✓	✓	✓	Board Executives	
Develop a sponsorship plan/strategy for RNB by year two of the strategic plan.	Develop a sponsorship plan/strategy for RNB by year two of the strategic plan. RNB can explore options by working with university students and courses to develop the plan.	✓	✓				Executive Director and University Students.	
Increase the amount of sponsorship money by 20% by the end of this strategic plan.	Increase the amount of sponsorship money by 20% by the end of this strategic plan.	✓	✓	✓	✓	✓	Executive Director	

<p>Ensure 100% compliance with True Sport principles and have all member organizations sign off on following the principles.</p>	<p>Ensure 100% compliance with True Sport principles and have all member organizations sign off on following them. This is to be accomplished by the third year of the plan.</p>			<p>✓</p>			<p>Executive Director</p>	
<p>Develop a subcommittee focused on sponsorship/grants to pursue more RNB funding.</p>	<p>Develop a subcommittee focused on sponsorship/grants to pursue more RNB funding.</p>	<p>✓</p>					<p>RNB Fundraising Committee</p>	