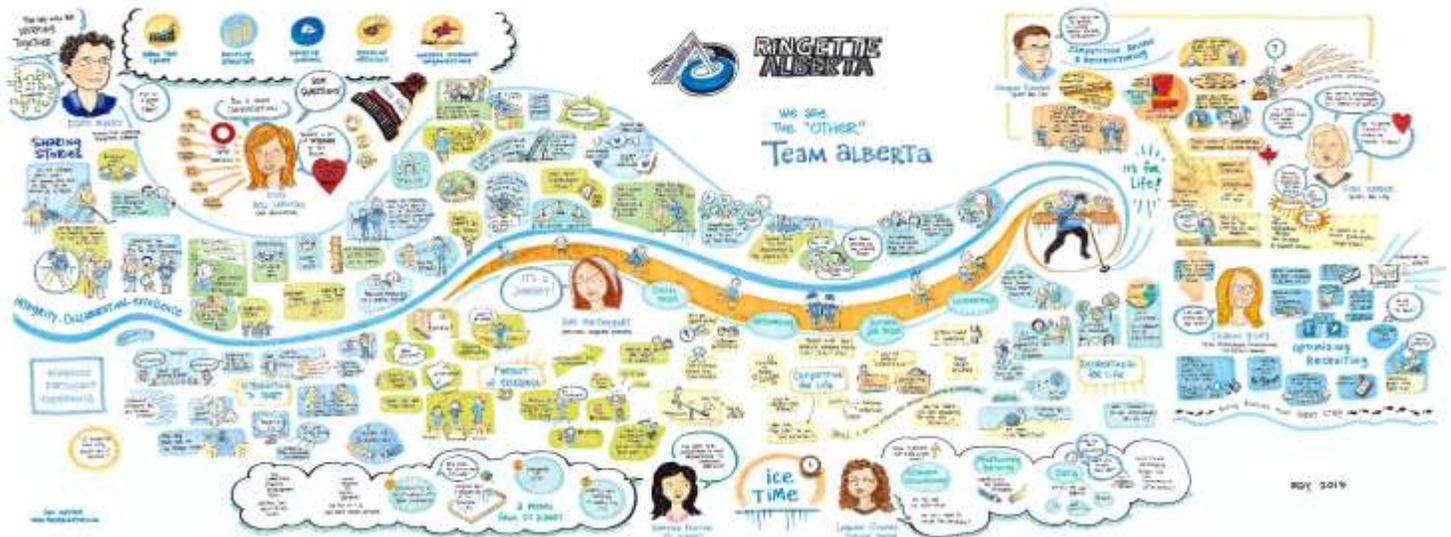




75-22 GROWTH THROUGH EXCELLENCE STRATEGIC PLAN RENEWAL WORKSHOP

May 6-7, 2017
Red Deer, Alberta

MEETING NOTES



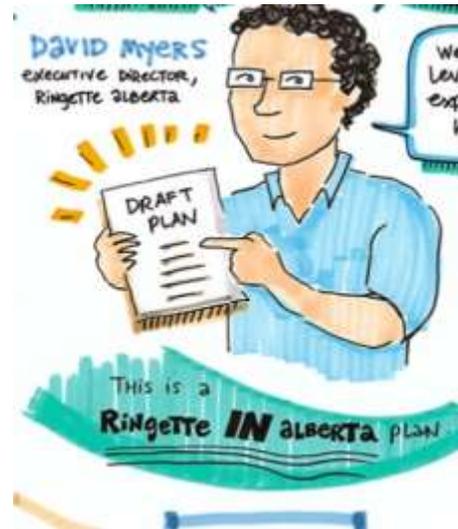
**TRUE
SPORT
LIVES HERE**

Overview

A Strategic Plan Renewal Workshop was held May 6-7, 2017 in Red Deer, Alberta with 69 participants from across the province representing multiple perspectives including coaches, parents, administrators, athletes, officials, the Ringette Alberta Board of Directors and staff. Dina Bell-Laroche of the Sport Law & Strategy Group facilitated the session. A list of participants, the *Other Team Alberta*, is included in **Appendix A**.

This meeting was designed by Ringette Alberta to encourage active participation of its members and stakeholders in the ongoing development and implementation of the Ringette in Alberta Strategic Plan entitled, *75-22; Growth Through Excellence*, where “75-22” represents 7,500 registered players in Alberta for the start of the 2022-2023 season and “excellence” refers to the way we do our work, i.e., the better our process, the better our results.

Participants were asked to review the white paper titled, “The Ringette Puzzle” to come prepared for the meeting.



The workshop was designed to meet the following **outcomes**:

- ✓ **Increase the understanding of the Athlete Development Matrix (ADM);**
- ✓ **Increase the understanding of the Ringette IN Alberta plan and our collective roles and contributions;**
- ✓ **focused conversations on clarifying participation contexts, Optimizing the use of the Come Try Ringette System through the introduction of a Recruitment Scorecard, Obtaining Sufficient Ice and maintaining momentum in other tactics from the Strategic Plan.**



Ann MacTaggart, Ringette Alberta’s President, welcomed everyone and set the stage for the importance of building a path forward for ringette in Alberta.

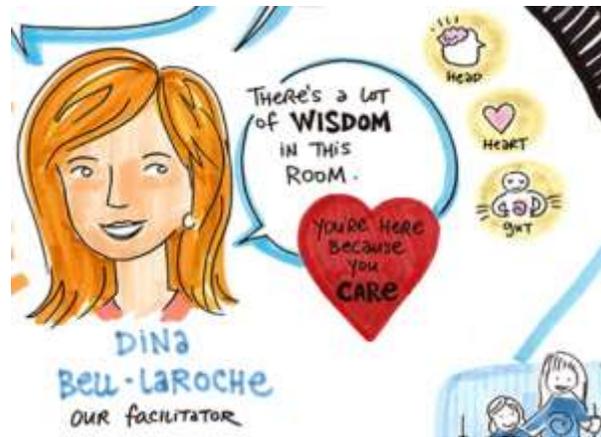
David Myers, Ringette Alberta’s Executive Director, was then introduced to officially welcome participants and to speak to the Ringette Alberta’s strategic plan and why it is so

critical to work together.

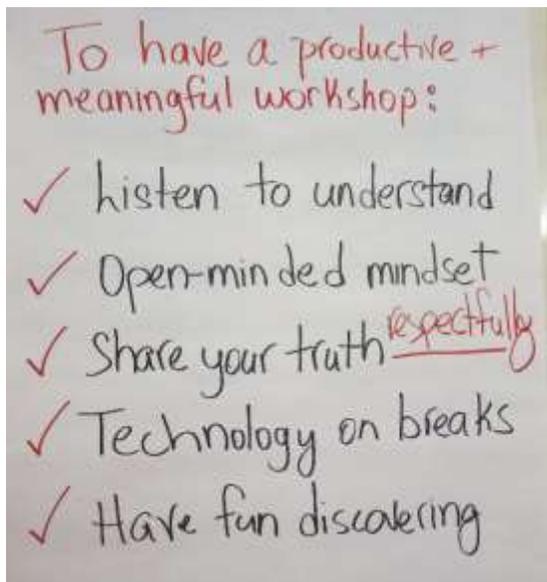
David then introduced Dina Bell-Laroche as the workshop facilitator.

Dina outlined the meeting norms for participants to ensure a productive two days and hosted a “Getting to Know Myself” session using the Enneagram as a tool to increase self-awareness and build empathetic connection among participants.

Dina invited participants to identify what they each sourced first as they prepared to make an important decision – their head (thinkers), heart (feelers) or gut (instinctive).



These categories of personality types are expanded upon more deeply in [The Wisdom of the Enneagram by Riso and Hudson](#) and serve as a helpful reminder that we don't all see the world in the same way. This can be a tremendous asset to a group as we look to appreciate and invite multiple perspectives to tackle complex problems. It was a different way to get to know each other and served as a useful way to break up the small groups throughout the Summit.



Meeting Norms

The **meeting norms** (see image) were identified as being important to ensure a productive meeting.

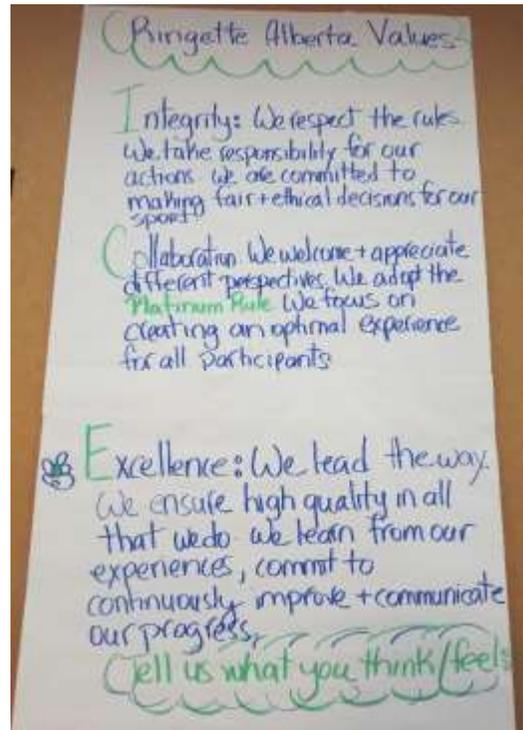
Graphic Recording

Dina then introduced the Workshop Graphic Recorder, Sam Hester, who would be capturing, via illustrations, what the participants were generating.



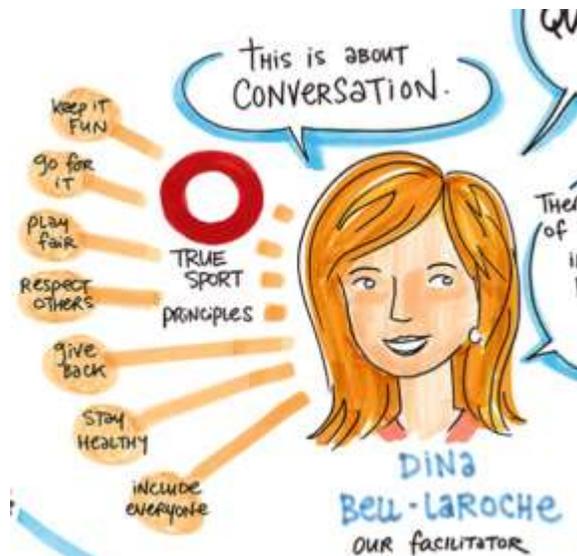
Vision, Mission, Values

Dina then provided a quick reminder of Ringette Alberta's Vision, Mission, and Values statements as these foundational words are critical in guiding the quality of the conversation and in determining the priority actions that will support the achievement of the organization in a planned and coordinated manner. Dina invited people to leave behind any thoughts or recommendations on the **values** that had been re-worked by the Board during a Board values workshop (see image):



True Sport

To remind participants about their role as stewards of ringette in Alberta, Dina encourage them to connect with their table mates and share a story when they felt a True Sport Principle was being lived. Participants were engaged and then invited to share their favourite table True Sport story for all to benefit from. Ringette Alberta has committed to sharing some of the inspirational stories moving forward to encourage others to activate True Sport within their associations.



Competition Review & Restructuring

Following the True Sport Principles exercise, participants were invited to listen to Douglas Duncan, a Canadian Sport for Life consultant and the lead consultant with Ringette Canada on its Competition Review and Restructuring project.



The purpose of this presentation was to engage Ringette Alberta leaders in the conversation about how the Athlete Development Matrix (ADM) and Competition Review and Restructuring are connected, to share some early thinking about critical areas with Ringette Canada's LTAD implementation, and to begin to enhance the quality of the conversation as it relates to the participant experience in Alberta.

Here are some of the key messages that were shared by Douglas:

- ✓ Competition will be designed following the Ringette Canada Guiding Principles for Competition (Appendix B)
- ✓ Competition will not only be designed with stage of athlete in mind but also their reason for playing, i.e., their "participation context"
- ✓ The competition review and restructuring report is pending
- ✓ Some assumptions, e.g., definitions of meaningful competition by stage, still need to be tested / validated
- ✓ Ongoing refinement is the norm

Enhanced Participant Experience

Participants were then invited to work in small groups to discuss the various strengths and limitations for each of the four Participant Experience contexts; Introduction, Recreational, Competitive, Pursuit of Excellence.

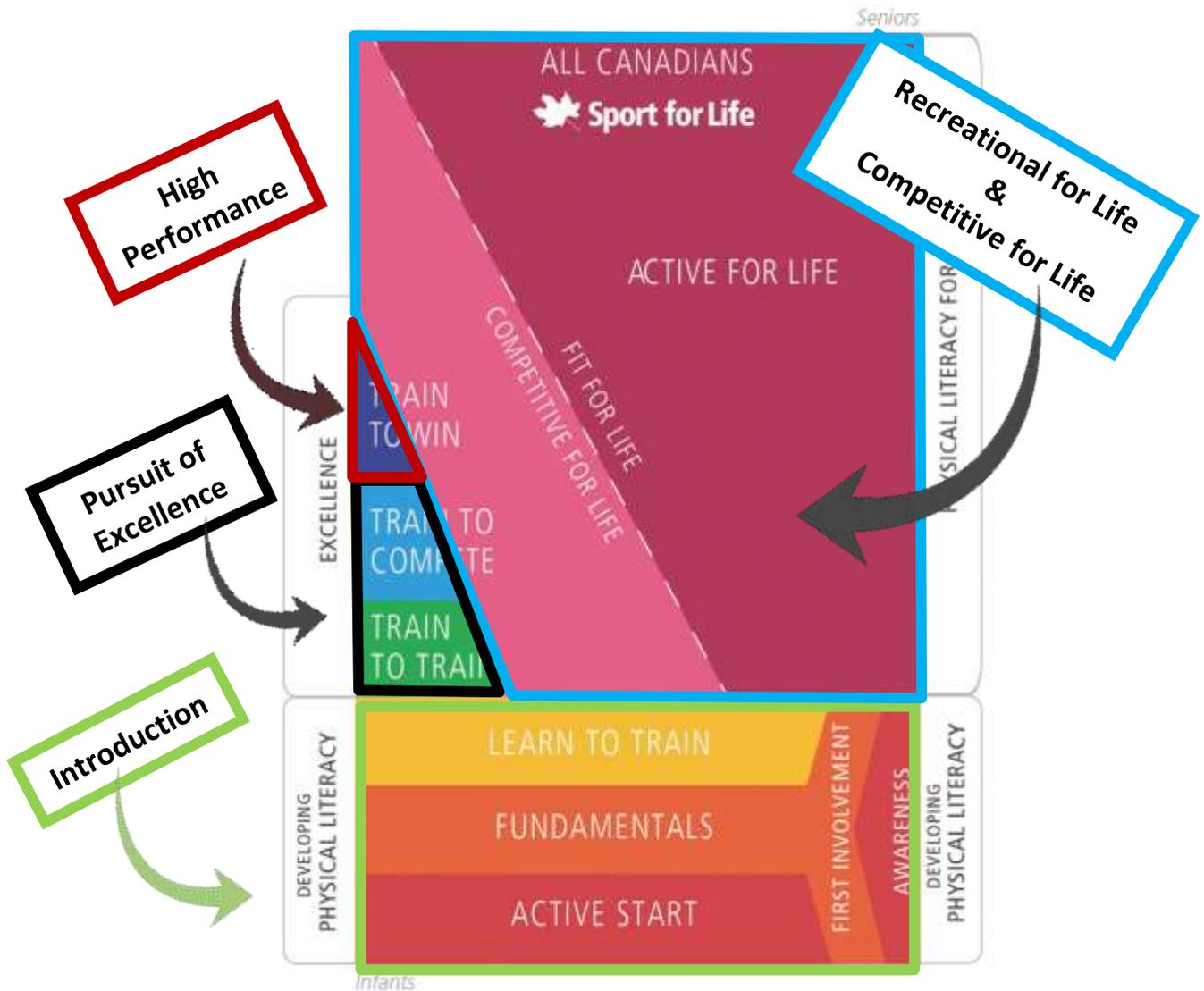


Participants were invited to rotate through each area to discuss and answer the following:

- ✓ Does this definition accurately reflect what we are hoping the participants experience?
- ✓ What programs are currently aligned with this participant experience?

- ✓ What gaps need to be addressed.

For each of the participation contexts that follow, there is reference to the Long Term Athlete Development Stages that are part of that context. The diagram below shows the stages and contexts.



The following summarizes some of the key points for each Participant Experience Context and each of the four table facilitators were asked to summarize for the benefit of the entire group:

Introduction to Sport

Draft Definition:



Introduction to Sport	
Purpose	<p>Children and Youth To provide ringette's contribution to overall physical literacy and to ensure ALL ringette players have the basic tools in their ringette toolbox so they can enter the pursuit of excellence context or participate in the competitive for life / recreational for life context <u>with confidence</u>, a love of movement mastery and a healthy relationship with physical activity.</p> <p>Adult To introduce adults to skating and the game of ringette. To welcome them into the culture of the sport and help them transition to appropriate teams in the Recreational or Competitive Context</p>
Stages	<p>Children and Youth Active Start* Fundamentals Learning to Train</p> <p>Adult Active for Life</p>
Type of Athlete	<p>Children and Youth Early learners discovering movement, basic sport skills and an introduction to the game of ringette.</p> <p>Seeking the joy of participation and mastering skills; it feels great when “I can do it” happens frequently.</p> <p>Adult May or may not have had previous skating experience.</p>
Success looks like...	<p>Children and Youth Steady and ongoing progression through the benchmarks within the Athlete Development Matrix from Active Start to Early Learn to Train.</p> <p>Athletes fall in love with movement, sport and ringette.</p> <p>At the end of the early Learning to Train stage, they have the choice to pursue a high-performance goal or continue <u>with confidence</u> in a competitive or recreational context for life.</p>
Access	Choice
Athlete Grouping	<p>Active Start? Early Fundamentals? Late Fundamentals? Early Learning to Train?</p>
What does competition look like?	See Competition Review and Restructuring Report for more detail

Q1: Does this definition accurately reflect what we are hoping the participants experience?

Most felt that the definition described the current Active Start program. Suggestions for additions included:

- ✓ statement about the focus on fun and the social side of the sport

- ✓ athlete development being a focus
- ✓ Sense of belonging

For adults, the idea of needing a map of sorts that tells them what their options are would be helpful. Providing them with a template of sorts.

Q2: What programs are currently aligned with this participant experience?

Again, most felt that Active Start does a good job addressing the younger players. One comment that was echoed by each group was the need for more coaching support at the AS level.

Mixed ability 3v3 programs were also mentioned as a way for older players to try the sport.

Specific programs that were mentioned include the Red Deer Spring Program. Also, the shinny programs that are offered for adults in many communities (however it was noted that these groups are typically not offered by associations, but instead by outside groups)

Q3: What gaps need to be addressed?

The number one gap is that there is a big piece missing between the child and the adult. There needs to be an adolescent group (U12/U14) as well.

Further insights?

Ringette 101 was a mentioned concept. A step between the CTR program and fully committing to the process of evals, etc. for older, new players. New players would potentially be looking at a rec style program, though that isn't always the case.

Better support for coaches at the intro level, regardless of the age of the players.

Several questioned the priority of adult intro programs, and if they are worth the time of associations. Ice shortages were a concern, but it seemed as though many didn't think that this population was a priority even if ice were available.

Gym ringette was mentioned as a possible pathway into the sport...as well as a possible accompaniment to current teams with ice shortages.

One topic that was mentioned, but not explored to much is the idea of having registration more than once a season and allowing players to come in mid-season. Many seemed to be doing this at the AS level, but not for any others. The conversations went to issues with league play, etc., but there wasn't time to discuss further.

Could we adapt our current AS program for older players...meet competencies and then move on? This came up a few times.

Recreational Ringette

Draft Definition



Recreational for Life	
Purpose	<p>To provide athletes with an opportunity to participate in the sport they enjoy without the pressure of competition.</p> <p>The *primarily reason for these athletes to participate is for social, fitness benefits.</p>
Stages	<p>Recreational for Life</p>
Type of Athlete	<p>The athletes in these contexts (competitive / recreation) can be the exact same people. The difference between them is NOT <u>skill-based</u> but rather the <u>reason</u> the athlete is participating.</p> <p>Doorway to enter the pursuit of excellence context remains open for a while for the still developing athlete</p> <p>*Social and competitive benefits are not mutually exclusive; there are elements of both in each context, however, the key difference is based on what is the most important (primary) reason for participation.</p>
Success looks like...	<p>Athletes participate for fun and fitness and really are not all that concerned with if their team wins or loses. Winning is fun but it really doesn't matter that much to these athletes. They look forward to their weekly get together with the girls.</p>
Access	<p>Choice</p>
Athlete Grouping	<p>Broad based socially appropriate groups, e.g., 12-15, 16-18, 18+, 30+. No hard and fast rule on groups. Social fit is of primary consideration.</p>
What does competition look like?	<p>See Competition Review and Restructuring Report for more detail</p> <p>“Sticks on the middle” “Next goal wins” One game per week regular league Formal festivals / jamborees a couple times per season with individual and / or team based registration.</p> <p>Ringette has “Beers in Banff” for our Open players in the recreational context.</p>

Suggested Revision to Purpose Statement:

...to provide athletes with an opportunity to participate in the sport they enjoy for the primary purpose of experiencing the social and fitness benefits of participating

Q1: Does this definition accurately reflect what we are hoping the participants experience?

- ✓ While winning is fun, it is not the primary reason for participating in recreational ringette
- ✓ Difficult to define without comparing to Competitive Ringette
- ✓ Difference between Recreational and Competitive is the mindset; the goal of participation in recreational ringette is what defines it.
- ✓ Whether a program is recreational or competitive should not be a coach decision; the program is defined as recreational and then coaches are expected to adhere to the expectations of a recreational program.
- ✓ It is not about “less committed” in recreational and “more committed” in competitive; participants in a recreational program can be 100% committed to their schedule. It is about less required commitment, e.g., once or twice per week for recreational vs 3-5 times per week for competitive
- ✓ ‘too difficult to do in smaller associations’ – no discussion about how many new or previous players would come to ringette if this option existed
- ✓ ‘too difficult to do in larger associations’ due to lack of ice – offering other participation options are to be considered with the Provincial Ice Strategy.

Q2: What programs are currently aligned with this participant experience?

- ✓ Pink Ring*
 - ✓ Beers in Banff*
 - ✓ Red Deer 8 sessions (intro) ages 7-12**
 - ✓ St Albert Ringette U16-U19***
- *These are one-off events rather than ongoing recreational programs.
- **Introductory program rather than true ongoing recreational program
- ***Regular session once per week.

Q3: What gaps need to be addressed?

- ✓ Need formal, ongoing recreational programs that can be marketed.

Further insights?

- ✓ May need to accept a more regional approach initially rather than strict association lines.
- ✓ Need to just get started like St. Albert did and adjust from lessons learned

Competitive Ringette



Draft Definition

Competitive for Life	
Purpose	<p>To provide athletes with an opportunity to participate in the sport they enjoy within a structured, competitive environment.</p> <p>The *primary reason for these athletes to participate is to compete. Social and fitness benefits are important but secondary for them.</p>
Stages	<p>Competitive for Life</p>
Type of Athlete	<p>The athletes in these contexts (competitive / recreation) can be the exact same people. The difference between them is NOT skill-based but rather the reason the athlete is participating.</p> <p>Doorway to enter the pursuit of excellence context remains open for a while for the still developing athlete</p> <p>*Social and competitive benefits are not mutually exclusive; there are elements of both in each context, however, the key difference is based on what is the most important (primary) reason for participation.</p>
Success looks like...	<p>Athletes enjoy competing and the challenge of trying to win.</p> <p>They <u>understand</u> they are not on the pursuit of excellence pathway but are committed to playing their very best.</p>
Access	Choice
Athlete Grouping	Tiered as per normal. Competitive equity is of primary consideration.
What does competition look like?	<p>See Competition Review and Restructuring Report for more detail</p> <p>More traditional competition calendar. League Championship? Provincial Championship?</p>

Q1: Does this definition accurately reflect what we are hoping the participants experience?

- ✓ Most people understood and agreed with this, with a few minor issues, but nothing that changes the fundamentals of what the purpose, type of athlete, and access looks like.

- ✓ The title Competitive FOR LIFE suggests a lack of movement and inability to traverse streams whenever you feel like it. (*note: "...for life" is from the Canadian Sport for Life model and suggests that Canadians should be able to remain in sport for life not that they must remain in a stream or context and can't move between them*)
- ✓ In purpose, the sentence "Social and fitness benefits are important but secondary for them" caused the most issue.
 - In some cases people believed that that didn't even need to be stated, because both of those are driving factors into playing the sport, especially the social aspect.
 - Others thought that having that part in really defined the stream, but noticed that across other streams there was only a primary, no secondary, so the other streams should also provide that, to clarify this and other streams.
- ✓ Adding "highest level of performance they can" into the purpose seemed to also fit well with what the groups wanted, this captured that the individual would have resources to choose how much they wanted to succeed.
- ✓ In the stages, I think there are more to add here, not just competitive for life
- ✓ Type of Athlete: "remains open for a while" proved to be a bit convoluted, and they were looking to change the "for a while".

Q2: What programs are currently aligned with this participant experience?

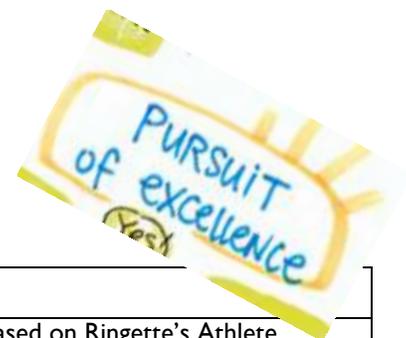
- ✓ Leagues
- ✓ Tournaments
- ✓ Pretty much a ton so we skipped this!
- ✓ Generally, this is the entirety of ringette in Alberta with a few exceptions for the youngest participants and those in some adult programs.

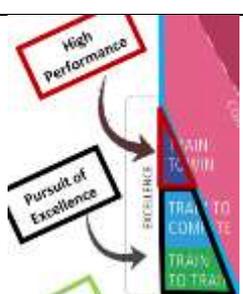
Q3: What gaps need to be addressed?

- ✓ Open was a massive blip on this, the tiering that exists, the social vs compete at C and B.
- ✓ Ice – sufficient to meet LTAD objectives?
- ✓ Access/Numbers
- ✓ Partnerships – associations working together to form viable teams
- ✓ Coaching/ Education (appropriate coach competency)
- ✓ Parent Education
- ✓ Alignment with LTAD?

Pursuit of Excellence

Draft Definition



Pursuit of Excellence	
Purpose	<p><u>Systemic</u> and <u>systematic</u> training and competition environments, based on Ringette's Athlete Development Matrix (ADM), with the intention of helping athletes achieve the highest level of performance they can.</p> <p>Ensure athletes are provided a stage appropriate high quality daily training environment.</p> <p>Ensure that once an athlete inevitably leaves the pursuit of excellence context, she remains in ringette for life.</p>
Stages	<p><u>Pursuit of Excellence (Ringette in Alberta)</u></p> <ul style="list-style-type: none"> • Training to Train • Training to Compete <p><u>High Performance (Ringette Canada)</u></p> <ul style="list-style-type: none"> • Training to Win 
Type of Athlete	<p>Entry: <u>Any</u> athlete who demonstrates the benchmarks identified at the end of the Learning to Train stage within ringette's ADM and who is willing to make the necessary commitment to her development.</p> <p>Continuation: Any athlete who maintains the required commitment to her development. Athletes will transition to Competitive / Recreational for life <u>on their own</u> as they determine they are no longer capable or willing to pursue the pinnacle of high performance in ringette.</p>
Success looks like...	<p>Steady and ongoing progression through the benchmarks within the Athlete Development Matrix</p> <p>Ultimately, the athlete is able to legitimately compete for a spot on Canada's National Team.</p> <p>When athletes make the decision to leave the Pursuit of Excellence context, they find themselves wanting to remain in the sport and transition to a <u>for life</u> context as a player, coach, official and even as administrators / leaders in the sport.</p>
Access	<p>Entry Choice with conditions: Athletes must demonstrate benchmarks found in the ADM and make a commitment to program expectations.</p> <p>Continuation: Not every athlete will meet progressively more demanding benchmarks found in the ADM, i.e., the athlete may choose to continue to train in a pursuit of excellence context but may not necessarily be selected for certain teams from time to time. Program administrators and coaches MUST NOT be too quick to write off later developers and MUST ensure these athletes have continued access to this environment. Eventually, athletes who are not meeting ADM benchmarks will decide, on their own, to transition to a competitive or recreational program.</p>
Athlete Grouping	<p>Varied based on unique factors such as:</p> <ul style="list-style-type: none"> • Geography • Number of interested athletes • Concentration of athletes <p>May be:</p> <ul style="list-style-type: none"> • Tiered • Training squads from which playing rosters are formed from competition to competition • Competitive program plus substantial augmented Pursuit of Excellence programming • Bio-banded teams for select competitions

What does competition look like?	See Competition Review and Restructuring Report for more detail Traditional competition calendars give way to a training and competition schedule that ensures the stage appropriate training to competition ratio, competitions are selected carefully to support development goals. Measures of meaningful competition are closely monitored and appropriate adjustments are permitted.
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Suggested Revision to Purpose Statement:

Training and competition environments, based on Ringette's Athlete Development Matrix (ADM), with the intention of helping athletes achieve the highest level of performance they can, and placing athletes in high competitive and pressure environments for development.

Ensure athletes are provided a stage appropriate high quality daily training environment.

The Following Key points were made:

The definition was a struggle, as most the groups agreed that this should be a consideration, but could not fathom what the program would look like.

Discussion bridged between should the POE stream be supplemental (in addition to the current team system where athletes that are interested and qualify, would have extra weekends of training and competition), or would the stream be its own program.

Programs currently aligned:

To some degree: AA Programs, where they offer additional training, and are the group of like minded athletes in higher competition.

Gaps:

The groups were very focused on the gaps and the challenges that would arise from changing these programs:

- ✓ When evaluating the minimum levels of ADM, how would this be done? Who would do the evaluations?
- ✓ If supplemental training above regular teams: what would happen to competition/training weekends for the athletes not in POE, Cost, Time Commitment
- ✓ If it was its own program: how would this affect smaller associations with one team? How would the program be structured, what would it look like?

Other points brought up:

- ✓ Athletes that did not meet the ADM requirements would still be being "cut" from this program
- ✓ Were skeptical to go outside the standard team formation 12 and a coach.
- ✓ What association would they belong to? Who would run the program? What would the costs/travel/commitment? How would tournaments and other competition be structured?

In addition, participants were invited to capture their thoughts and the following additional insights were shared via sticky notes:

- ✓ “Be careful not to create a fiscal barrier for POE””
- ✓ “When asked for one word to describe a feeling coming out of the weekend, that is FEAR. Page 10 on Pursuit of Excellence suggest many ideas that re very scare and that I feel detrimental to our high level competitive athletes. We need TEAMS for the girls.”
- ✓ “Not all AA players are playing to move onto the NRL or the National Teams. Lots of them just want to play with like skilled and like-minded athletes and have the opportunity to play their best in their priority sport”
- ✓ “Pursuit of Excellence – for individual player. Would this be an “add-on” to a competitive player who wants to excel, or are they mutually exclusive → so can only go in one ‘stream’ of the sport? Would like to see regular development camps & individual plans handed out”
- ✓ “Produce “pathway” or menu of ringette so players / parents can see how to get from Active Start to Adult Ringette and what are the options / opportunities are. AA, Winter Games, National Teams, University Ringette, Open A-D (and ages for each opportunity). RAB should communicate this directly to parents starting at CTR events.”
- ✓ “Pursuit of Excellence should be promoted as something to aspire to. Community associations should be working with established AA clubs, not against them. Community associations should not discourage their athletes from pursuing AA / Pursuit of Excellence Pathway”
- ✓ “10 team provincials at A and AA. Think outside the box. Are your rules inhibiting player development? Do not limit player development opportunities in the pursuit of excellence”
- ✓ “I see this as being a program over and above AA that anyone who wants to commit to can be part of needs to be in 3 locations North South Central. Funded by RAB. This allows current teams to grow & build but other individuals have opportunity to grow and not get lost in the gap if it’s their dream. I would like to see a benchmark that this is your target & if you have enough players to build more than 1 competitive team you form multiple, i.e., 24-36 2 teams, 10-17 1 team, 36-50 3 teams”

Optimizing the use of the Come Try Ringette System

The group then heard about one of the priority areas identified in the Strategic Plan which had to do with Optimizing Recruiting. Sharon Giles, Ringette Alberta's Sport Development Coordinator, was asked to provide an overview of the Come Try Ringette system and resource (scorecard) to aid in planning, executing and following up to optimize recruiting.



Here are some of the key points that were made during Sharon's session:

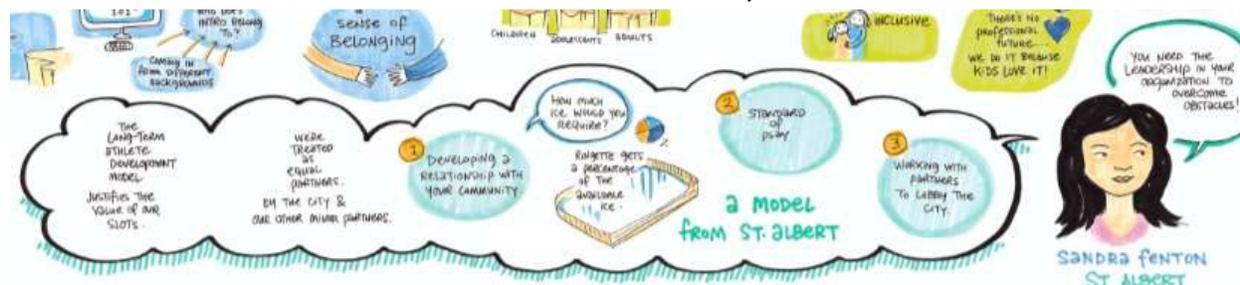
- ✓ Proven system but not being used to its potential
- ✓ 83% conversion rate when system first developed and introduced (2007)
- ✓ Currently, Alberta is at 44%.
- ✓ Ringette Canada's target rate for a national average is 60%
- ✓ Scorecard was designed to take the guesswork out of the Come Try Ringette process. It is built on the 'how to' manual.
- ✓ Scorecard standards are a work in progress and are likely to evolve
- ✓ Scorecard can be used as both a planning tool for future events and a self-evaluation of current process
- ✓ Sharon will work with the Recruitment Optimization Team to determine the needs of the local associations in order to meet recruitment goals
- ✓ First step is for local associations to set a measurable net growth target

Enough Ice Time; Sharing good practices



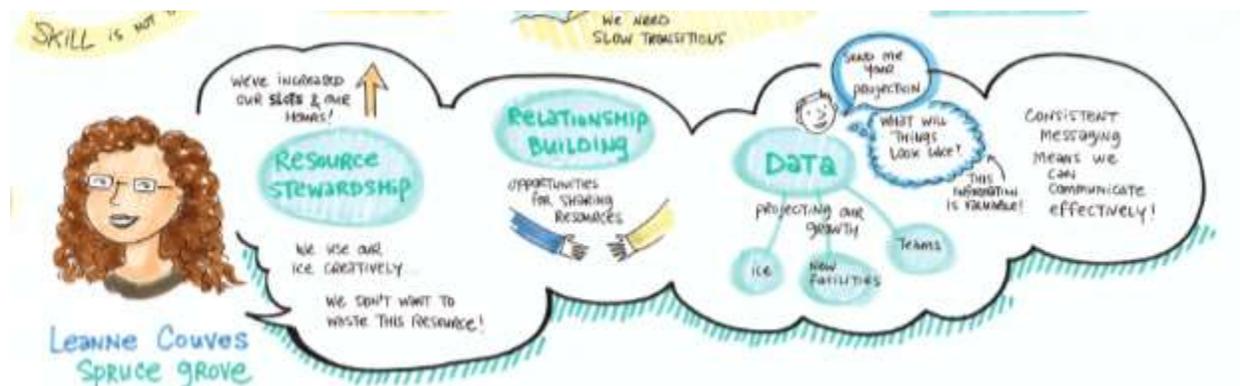
Part of achieving 75-22 will be obtaining the necessary ice to accommodate the players.

Sandra Fenton and Leanne Couves, from St. Albert and Spruce Grove respectively, were invited to share what their associations have done to successfully advocate for more ice time.



The following stories were shared from the St. Albert and Spruce Grove Associations:

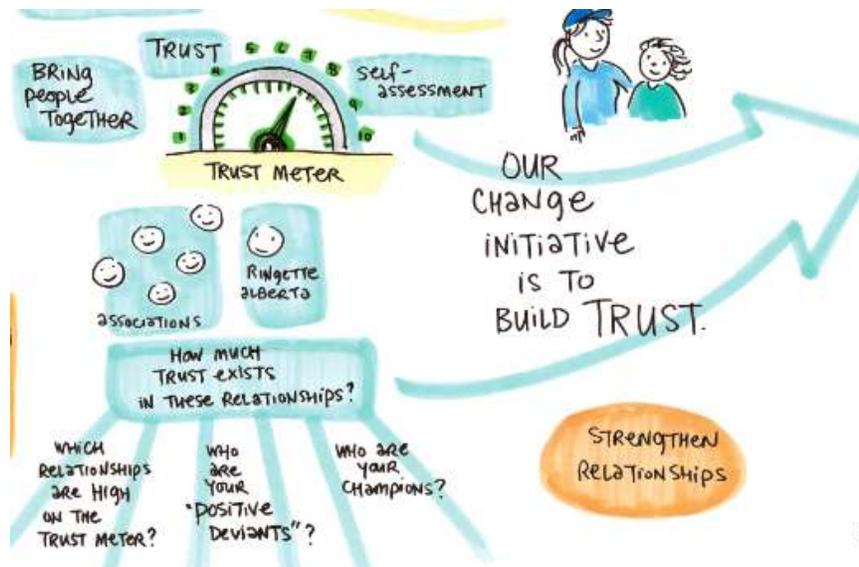
- ✓ Importance of building relationships, promoting the sport and getting people excited about trying ringette
- ✓ Worked hard at developing positive relationships with the other ice users – hockey, Junior B and figure skating. We are now collaborating with each other and trying to find ways to support each other's needs.
- ✓ Use LTAD as a way of showing how you are aligning with this and this is seen as a positive from the municipality's perspective.
- ✓ Lobby the city and use stats to back up your points.
- ✓ Look to see if you can use outdoor ice surfaces.
- ✓ Track your numbers to show how you are stewards of your ice surface – no dark ice; all times are used effectively; maximum numbers of skaters on the ice surface
- ✓ Can make the case to review numbers of ice times allocated to males and females and youth and old-timers. You might be surprised to see all the grand-fathered times are being taken up by a disproportionate number of user groups. A fresh review might make it more inclusive.



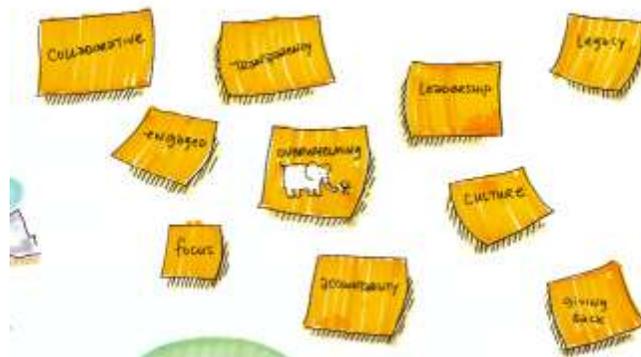
With that, we ended a great first day together. Dina provided the group with an overview of what day two would look like.

DAY 2

The group opened up the discussion on day two by sharing ideas about how to deal with the big level changes required to shift towards more fully integrating Long Term Athlete Development and how some were feeling after Day 1. Some key topics were discussed, including:



- ✓ The importance of continual, proactive and knowledgeable communications. Always map out, who (audiences), needs to what (key messages), by when (timeline), how (various mediums) and why (rationale for change).
- ✓ The critical importance of assessing “TRUST” among any of your stakeholder groups. Trying to change people’s mindset when the trust is low is virtually impossible. It is far better to work at building trust before and then trying to connect around any change initiative. Good communications is a builder of trust.
- ✓ The process of identifying early leaders (those that are positively deviant) rather than focusing more on those that aren’t going to change (the nay sayers). By shifting our attention to the silent majority, and by activating our champions more intentionally, we might be able to accelerate our rate of change.
- ✓ Ensure you are recognizing success.



The Program Standards Team

- ✓ Table Facilitator, David Myers
- ✓ Who:
 - For this discussion
 - Aaron Cowley
 - Cam Craig
 - Shane Lypkie
 - Rhonda Kew
 - Brian Hoyano
 - Kathleen Ryan
 - Linda Gillespie
 - Wade Villeneuve
 - Cheryl Dawes
 - For post-workshop team
 - Cheryl Dawes
 - Geoff Rice?
- ✓ What:
 - Standards for Context (Intro, Rec, etc.,) and Stage (Active Start, Fundamentals, etc)
 - Define minimum and optimal standards (note, some felt minimum was not appropriate however the intent of the standards task is to ensure all current and future players are receiving a minimum set of quality standards across the province. Perhaps establishing a minimum set of standards as well as an optimal set of standards is an approach the Program Standards Team can consider)
 - Some categories / considerations
 - Application of ADM
 - Ice Time
 - Training to Competition Ratio
 - Season plan
 - Specialization
 - True Sport
 - Thinking there may be two committees to start and to begin with the current contexts that are most prevalent in ringette now: Introduction, Competitive
 - Try to have some different perspectives on committees:
 - 4-6 people
 - North & South / Rural & Urban / Association type
 - Meetings:
 - First meeting face to face (ideal)
 - The rest via conference call
 - Results:
 - Useable resources
 - People feel consulted
 - Report to Members at 2018 (latest) on standards for Intro and Competitive



- ✓ Team Lead / Staff Liaison: David Myers

Recruitment Optimization Team

✓ Table Facilitator, Sharon Giles

✓ Who:

- For this discussion
 - Michel Sabourin
 - Bob Hnatko
 - Chris Huston
 - Darrel Borbely
 - Gina Gauthie
 - Sarah Stengel
- For post-workshop team
 - Gina Gauthie
 - Sarah Stengel
 - Chris Huston
 - Heidi Hnatko
 - Darrel Borbely

✓ What:

- Assist Ringette Alberta's Sport Development Coordinator with developing and implementing a recruitment plan to achieve the 75-22 target including assisting local associations to implement the tactics to optimize the Come Try Ringette System
 1. Work with local associations to establish a specific recruitment target for the fall (registration deadline) of 2018, 2019, 2020, 2021, 2022 that are congruent with reaching the 75-22 target.
 2. Establish regional recruitment plan to achieve target, ensuring:
 - Enough events
 - Enough participants per event
 - Conversion rate
 3. Build annual implementation calendar that accounts for things like:
 - Dates, locations, and anticipated size of each event
 - Necessary resources
 - Advertising plan (local, regional, provincial)
 4. During implementation, conduct regular check-in with Ringette Alberta Sport Development Coordinator and take regional action as necessary to support local initiatives.
 5. Conduct end of recruitment cycle evaluation and re-assess recruitment target and make plan adjustments.

✓ Team Lead/ Staff Liaison: Sharon Giles



Ice Access Team

✓ Table Facilitator, Sandra Fenton

✓ Who:

- For this discussion
 - Lisa _____ Rosenberg? McQuiston?
 - Marcie Arnold
 - Pam Horn
- For post-workshop team
 - Colleen Smith?
 - Blair Shiffner

✓ What:

- Prepare an Ice Access Strategy to help all Group Members of Ringette Alberta obtain no less than the ice required to meet Long Term Athlete Development Objectives.

1. Establish Baseline

- Establish projected (+/-) growth to September 2022 in each local ringette association
- Establish current level of ice access
- Establish current need for ice to meet LTAD objectives
- Establish gap (+/-)

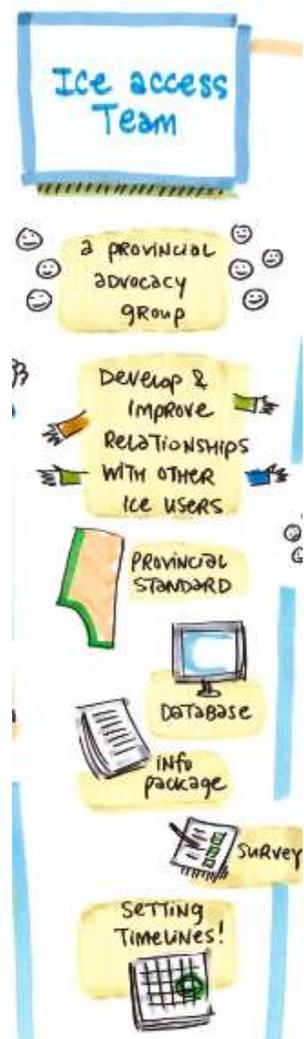
2. Develop action plan to meet LTAD requirements which may include, but not be limited to, the following activities:

- Leverage Club Excellence Certification as "good sport is a good investment"
- Strategies to engage in a positive and constructive way with municipalities
 - Bureaucrats
 - Politicians
- Education plan for parents (to empower them to be a voice)
- Media Relations plan if necessary
- Clear roles for Ringette Alberta and Local Associations, e.g., Ringette Alberta engage at the provincial level in ways such as:
 - Encourage Province to ensure Community Facility Enhancement Grants are only awarded to communities giving ringette what it needs to meet LTAD objectives
 - Deliver message at Alberta Parks and Recreation Association's Annual Conference (how we (ringette) can help you establish an equitable method for facility time allocation)

3. Present plan to membership including roles, responsibilities, accountabilities

✓ Team Lead:

✓ Staff Liaison: David Myers



Cost Analysis Team

✓ Table Facilitator, Ann MacTaggart

✓ Who:

○ For this / post-workshop discussion

- Gloria Lovsin
- Mike Lovsin
- Nicole Deitz
- Sonya Ventura
- Jackie Simko
- Kristen Bodnarchuk
- Chelsea Cameron
- Lisa McQuiston

✓ What:

○ Prepare a report on the true cost of participation in ringette in Alberta, its accessibility for average families in Alberta and include recommendations to the Ringette Alberta and Local Association Boards for how to control costs.

1. Lead a thorough analysis of the costs to participate in ringette including, but not limited to:

- Fixed costs, examples:
 - Program registration fees
 - Equipment
 - Uniforms
- Discretionary costs, examples:
 - Team apparel
 - Tournament registration fees
 - Travel (fuel, airfare, bus / van rentals, etc.) for all training and competition
 - Meals
 - Accommodations

2. Determine the average household income of current ringette families. Compare to average household income of Alberta families (being careful to compare apples to apples) and report on any gap.

3. Prepare a series of recommended policy changes and good practices to control costs.

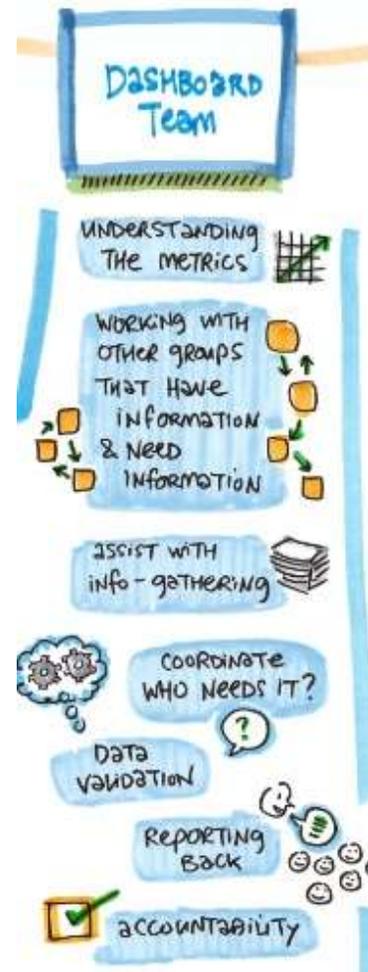
✓ Team Lead: Jackie Simko

✓ Staff Liaison: Carolyn Reich



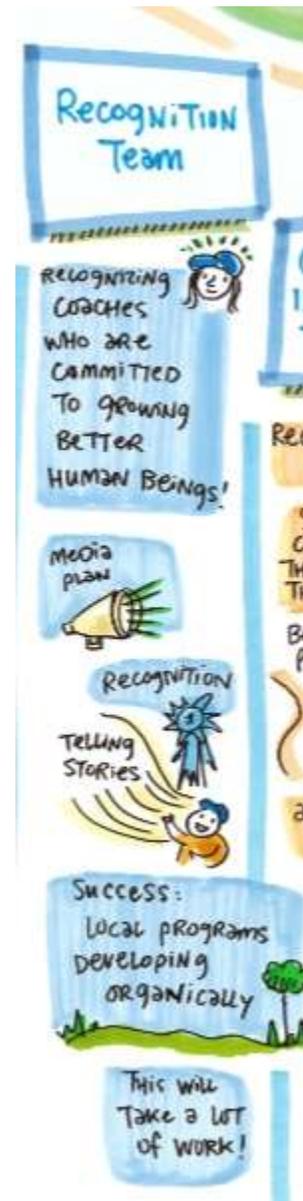
Dashboard Team

- ✓ Table Facilitator, Karen Salmon
- ✓ Who:
 - For this discussion
 - Joyce Pearson
 - For post-workshop team
 - Joyce Pearson?
 - Jenn Stanlake-Cammer?
- ✓ What:
 - Establish a process to measure and report key metrics to ringette stakeholders in Alberta.
 - Purpose is to demonstrate, on an on-going basis, how our community is doing relative to keys to success so that, as a community, we can be proactive, supportive and effective to ultimately achieve 75-22
 1. Affirm / Refine the measures of success
 2. Complete definition template for each measure
 3. Determine / build location for data to live
 4. Oversee building of reporting (display) mechanism
 5. Develop a communication strategy to ensure measures are always top of mind for stakeholders, i.e., local board meetings, RAB Board meetings, General Meetings local and provincial, league meetings, communication with participants., etc.
 6. Complete year one review of measures process and adjust / improve
- ✓ Team Lead:
- ✓ Staff Liaison: David Myers



Coach Recognition Team

- ✓ Table Facilitator, Coleen Dawson-Kuncio
- ✓ Who:
 - For this discussion
 - Melissa Scott
 - Traci Pluster
 - For post-workshop team
 - Melissa Scott?
 - Traci Pluster?
 - Dean Hanson?
- ✓ What:
 - Recognize coaches who are as committed to long term athlete development as those who are committed to winning; system to reward good process.
 - Build a recognition program that can be implemented locally, provincially or both that reinforces the behaviours of coaches who make decisions that are aligned with Long Term Athlete Development
 - The criteria is likely to come from multiple sources:
 - The ADM
 - The Coach Assessment Tool
 - The start of season intake process (where expectations should be set)
 - Focus is on those coaches who are ensuring their athletes are doing the right things to help their athletes achieve the benchmarks in the ADM.
- ✓ Team Lead:
- ✓ Staff Liaison: Carolyn Reich



Coach Intake Team

✓ Table Facilitator, Caleigh Shaw

✓ Who:

- For this discussion:
 - Shannon Langstrom
 - Tricia Smith
 - Barb Hoffman
 - Phil Bloomfield
 - Niko Bergen
 - Jamie Rainey
 - Cheryl Law
 - Kim Ung
- For post-workshop team
 - Tricia Smith
 - Shannon Langstrom
 - Kim Ung
 - Cheryl Law
 - Kami Maker?

✓ What:

- To build a standard intake process / information for use by all ringette associations cross Alberta (plus association unique information) to ensure all coaches are clear on what is expected of them with particular emphasis on “coaching to” the Athlete Development Matrix.
 1. Gather the current intake / orientation information and processes used by associations across Alberta.
 2. Recommend the ideal intake process that includes:
 - General expectations of all coaches regardless of stage or role
 - General expectations for head coaches
 - General expectations by stage: Training and Competition standards by stage
 3. Build standard agreement that must be completed by all coaches.
 4. Integrate with coach assessment team which is building assessment tool.

✓ Team Lead:

✓ Staff Liaison: Caleigh Shaw



Coach Assessment Team

(note: cannot be started until Coach Intake task is complete)

- ✓ Table Facilitator, Jamie Figursky
- ✓ Who:
 - For this discussion
 - Richard Stahl
 - Randal Praeker
 - Mike Stuckless
 - Leanne Devlin
 - Anne Brady
 - Stephanie Dent
 - Reverdi Darda
 - For post-workshop team
 - Terry Lepage (Hinton)?
- ✓ What:
 - Develop a reliable coach effectiveness measurement to inform tactics to support coaches.
 - Using the expectations defined in the Coach Intake Process...
 1. Develop an easy to implement assessment tool (ideally, a reliable and valid self-assessment) that can be completed on-line.
 2. Develop a communication strategy to ensure statistically valid sample size is collected
 3. Integrate with Dashboard team to report coach effectiveness measure
 4. Use data to identify priorities for coach support
 5. Develop plan to deploy resources and support to address priority areas
- ✓ Team Lead:
- ✓ Staff Liaison: Caleigh Shaw



Officials to Athletes Ratio Team

- ✓ Table Facilitator, Lauren Koster
- ✓ Who:
 - For this discussion / For post-workshop team
 - Matt Loh
 - Steven Pluister
 - Kelly Warner
- ✓ What:
 - Build an action plan to ensure there are sufficient officials at the various levels to meet athlete development program requirements.
 1. Determine the appropriate ratio
 2. Complete baseline measurement by logical geographic location
 3. Build action plan to close the gap
- ✓ Team Lead / Staff Liaison: Lauren Koster



Maintaining Momentum



Step 1: Finish meeting notes, tabulate and summarize evaluations Dina to complete this by May 15, 2017. Formatting complete by Ringette Alberta staff and distribute.

Step 2: Strike Leadership Teams. This was begun during the Strategic Planning Workshop. Submit all Action Plans to each of the Leads to ensure they were correctly inputted. Determine budgets and resourcing. Ensure Terms of Reference are

completed and agreed to by the Executive Director. Assign a staff person for each LAG.

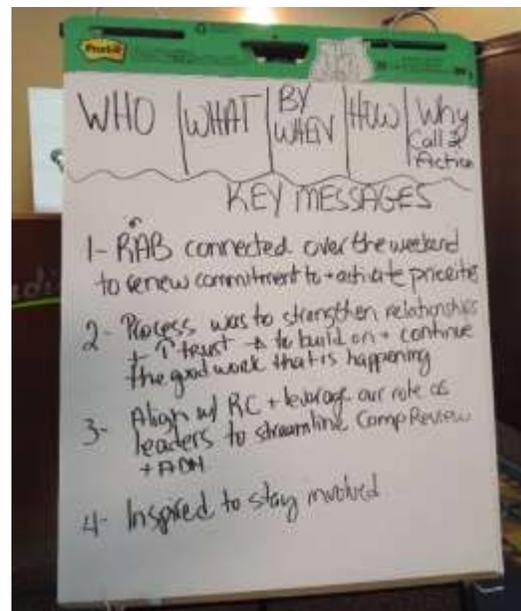
Step 3: Ensure progress is reported on and shared with the broader Ringette in Alberta community. Don't forget to celebrate success.

Step 4: Share plan and communicate throughout. Develop communications plan and key messages. Communicate using multi-methods (visuals, written, webinars, workshops, etc.). Learn. Modify. Learn. Refine. Learn.

The following key messages were shared with participants prior to their departure. It is hoped that each participant is confident speaking as ONE about the experience they had with their respective Board members and technical people.

Key Message 1: Ringette Alberta brought 69 members of the ringette community together over the weekend to activate the Ringette in Alberta strategic plan. The group walked away feeling more connected to the plan and inspired to continue to find ways to work together to maintain the momentum.

Key Message 2: An important part of the process was to strengthen the trust between the various associations and the provincial body. RAB acknowledges that it is important to continue to invest in the relationship with its partners and welcomes the feedback and involvement to ensure that ringette thrives within the province.



Key Message 3: The work that was completed was building off the pioneering efforts of Ringette Canada, as it looks to streamline its competition review and alignment efforts along with the Athlete Development Matrix. While these initiatives will take time to implement, the hope is that ringette leaders in Alberta are feeling more connected to the process and a renewed sense of engagement to work together to address the gaps and take advantage of the opportunities.

Summary of evaluations

Appendix C summarizes the comments and evaluations from meeting participants (n=10) of the workshop.

Meeting notes prepared by Dina Bell-Laroche
May 15, 2017

Appendix A

We are
The "OTHER"
Team ALBERTA

First Name	Last Name	Association
Marcie	Arnold	Edmonton Ringette (EFCLRA)
Niko	Bergen	Cochrane Ringette
Thu	Blackwell	Ringette Calgary
Phil	Bloomfield	Sherwood Park Ringette
Kristen	Bodnarchuk	St. Albert Ringette
DARREL	BORBELY	Lethbridge Ringette
Anne	Brady	Northwest Ringette
Amber	Bridges	Women's Ringette Association of Calgary
Chelsea	Cameron	Leduc Ringette
Dean	Charpentier	Leduc Ringette
Kate	Coolidge	Bowview Ringette
Leanne	Couves	Spruce Grove Ringette Association
Aaron	Cowley	Indus Ringette Association
Cam	Craig	Other
Reverdi	Darda	St. Albert Ringette
Cheryl	Dawes	Ringette Calgary
Coleen	Dawson-Kuncio	Ringette Alberta Board
Nicole	Deitz	Fort McMurray Ringette
Stephanie	Dent	Calgary Open Ringette Association
Leanne	Devlin	Edmonton Ringette (EFCLRA)
Corina	Doyle	Northern AB Women's Ringette
Brittany	Earl	Northern AB Women's Ringette
Sandra	Fenton	Ringette Alberta Board
Jamie	Figursky	Ringette Alberta Board
Darin	Gill	Central Alberta Sting
Linda	Gillespie	Zone 5 AA Ringette Club
Tanya	Graham	Northwest Ringette
Bob	Hnatko	Pembina Ringette
Barb	Hoffman	Spruce Grove Ringette Association
Lorrie	Horne	Ringette Canada / Sherwood Park Ringette
Lindsay	Hough	Rockyford Ringette Association
Brian	Hoyano	Edmonton Ringette (EFCLRA)
Coreena	Hunter	Strathmore Minor Ringette Association
Chris	Huston	Lacombe Ringette
Ryan	Kathleen	Edmonton Ringette Club
Rhonda	Kew	Ringette Alberta Board

Shannon	Langstrom	Edmonton Ringette Club
Cheryl	Law	Central Alberta Sting
Shelley	Laycock	Women's Ringette Association of Calgary
Daxton	Lesko	South Calgary Ringette
Matthew	Loh	Ringette Calgary
Gloria	Lovsin	Ringette Alberta Board
Shane	Lypkie	Fort Saskatchewan Ringette
Ann	MacTaggart	Ringette Alberta Board
Lisa	McQuiston	Olds Ringette
Joyce	Pearson	Cochrane Ringette
Steven	Pluister	Central Alberta Sting
Traci	Pluister	Central Alberta Sting
Randal	Praeker	Strathmore Minor Ringette Association
Jamie	Rainey	Indus Ringette Association
Lisa	Rosenberg	Zone 2 Big Country Ringette
Kathleen	Ryan-York	Edmonton Ringette Club
Michel	Sabourin	Pembina Ringette
Karen	Salmon	Ringette Alberta Board
Melissa	Scott	St. Albert Ringette
Jackie	Shimko	Beaumont Ringette
Bev	Smith	Lacombe Ringette
Tricia	Smith	St. Albert Ringette
Sarah	Stengel	St. Albert Ringette
Michael	Sullivan	Red Deer Ringette
Kim	Ung	Ringette Calgary
Sonya	Ventura	Northwest Ringette
Wade	Villeneuve	Fort Saskatchewan Ringette
Kelly	Warner	Ringette Alberta Board
Michele	Wheeler	Ringette Alberta Board
Sharon	Giles	Ringette Alberta Staff
Lauren	Koster	Ringette Alberta Staff
David	Myers	Ringette Alberta Staff
Carolyn	Reich	Ringette Alberta Staff
Caleigh	Shaw	Ringette Alberta Staff

Appendix B



Guiding Principles for Competition

Guiding principles inform the way in which Ringette Canada and its members wish for the game to be experienced by all participants, regardless of age, stage, ability or role in the game. They represent the ideals of how the game is intended to be played and experienced and serve as a guide when making difficult decisions regarding the structure of competition.

1. Ringette experiences are **meaningful** for **all participants** and teams from the beginning to the end of each season
2. Ringette is always a **fun, positive experience**
3. Every Ringette player, coach, official, volunteer and administrator has an opportunity to improve
4. The system of competition (tournaments, leagues and championships) supports each participant in seeking their level of personal excellence and can choose to engage in a program which places them on the performance pathway
5. Nobody is disadvantaged by playing at a “lower” level, players are provided access to appropriate development to progress to a higher level
6. The system of competition supports and rewards LTAD based training informed by Ringette Canada’s Athlete Development Matrix
7. Reflects the principles of True Sport and the values of Ringette Canada

Appendix C – Tabulated responses from 42 participants

Do you have a better understanding of the priorities defined within the Ringette Alberta strategic plan? 38 YES
3 NO 1 Did Not Answer

Why:

- Working groups/ team work were great (x2)
- The path going forward is defined; just not sure how the buy-in will be
- Page 2 broke it down well; wanted more specifics for each in place
- Moderated to get through the objectives without getting into the weeds; good intro
- Clarity and support was provided
- Informative reference material
- Received additional details and where I or my association can contribute
- Reviewed it lightly in presentations.
- Lots of conversations which allowed us to understand more
- The documentation and speeches help to clarify things
- Breakdown and discussion of aspects of the plan
- Some clarification was made
- Something new
- Knowing the pillars and sub pillars within the plan
- Was able to discuss and see other people's ideas for the strategic plan
- Too many topics/teams created; too much to tackle at once will mean nothing gets done; trust in RAB has not improved this weekend
- Understand longer term vision but short to mid-term still needs more clarity
- Did not understand the direction – the objective wasn't clear
- On Day 1, didn't feel we accomplished very much, no movement, no definite direction. On Day 2, yes ... committee discussion was good and seemed to form base plan

Did you feel engaged in the process of creating strategies and processes to ensure the successful implementation of some of the key priorities within the strategic plan? 37 YES 3 NO 1 BOTH 1 Did Not Answer

Why:

- Initially YES but follow-up is more important ... need regular updates
- RAB Board and staff reaching out and to restate Ringette IN Alberta
- Style of meeting "Forced" in a good way – opportunities to participate
- We were allowed to give our input
- The TORs will help
- Having the option to give feedback or sit on a committee
- Well facilitated; larger/smaller group ensured participation
- Just seeing the start of it
- Creation of regional groups to strengthen the pillars
- Well organized
- Group discussion
- Still think this is too new; the ground work needs to be built
- I wanted more direction and wanted more time to discuss ... not enough direction

- Not sure what direction any of this will take; confused is how I would describe how I am feeling

Are you committed to helping support the implementation of the priorities that you most want to see implemented? 35 YES 1 NO 6 Did Not Answer

If yes, which priority most interests you:

- Come Try Ringette (x3)
- Committed already through my local association in a # of roles
- Coach development (x2)
- BB in Open
- Create an adult committee
- Coach intake (x5)
- Cost effectiveness (x4)
- The growth of ringette
- Program standards (x4)
- Willing to help at Board level and policy development
- Simple 5 steps
- Officials to athletes ratio/ officials (x2)
- CTI
- New players (x2)
- Continued work on Competitive equity
- Communications (x2)
- The most difficult skill is to see around corners. Anticipation is a gift but can be developed. Clarity of tactic helps all – consistency of tactic is key
- Coach assessments
- ICE

If not, what is one thing we can to help increase your commitment?

- Ensure support throughout, acknowledgement and resources
- Build a better foundation so the association can implement

In response to each of the following statements, circle your agreement with the statement, with 1 being 'completely disagree' and 5 being 'completely agree'.

I think the Workshop was well designed.	3.9
I believe we had enough time to discuss all agenda items.	3.5
I found the conversation on the Ringette Alberta values helpful and motivating.	3.8
The materials and background information were helpful in preparing me for the workshop.	3.8

I am confident that we have drafted relevant participant experience definitions, identified where we are strong and the gaps we need to address.	3.6
I have a better understanding of the steps I can take to address adequate ice time in my community.	3.6
I feel confident that we will work together to help implement the priorities.	3.4
I feel that we are more aligned than when we first started the Workshop.	3.6
I feel that we are more aligned than when we first started the Workshop.	3.6
The facilitator was well prepared, kept us on track, and did an effective job of helping us achieve our desired outcomes for the Workshop.	4.6
<p>What I liked the most:</p> <ul style="list-style-type: none"> • Independent facilitator: knowledgeable, positive, consensus building, active listening ; well spoken; well done; enjoyed listening to her; kept us out of the weeds; kept us on time and did a good job of interacting with the group and encourage group participation (x10) • This was well organized. • You don't need to have the same person facilitate each time but helpful to have an external person; also helpful to take ED out of the spotlight • Utilized KISS theory, while delivering change management for RAB • Coming together and offering opinions to better address our sport's needs • Sunday agenda – felt like we got more work done (x2); especially end of day • Collaborative approach • Pictorial overview of discussion • Cost analysis – it was a very specific conversation • The information available. The effort put into preparing the material. • Networking • I liked that the RAB committee is looking to associations for their input on the future of ringette in Alberta • The bell ☺ • Our breakouts (x4) • All areas well discussed • Participation with others (x2) • The outside speakers; clear (x3) • Discussing various practices with other associations. Overall discussion • The idea of taking ringette in a new direction in Alberta • As someone new to ringette, I could participate in conversations that I knew and experienced. I feel informed but not overwhelmed. • Presenters support; free-flowing conversation 	

- That other associations have things we can use and that we don't have to reinvent the wheel
- Discussion that revolved around increasing participation

Where I felt most engaged:

- Afternoon of Day 1 and Day 2
- Sunday – the Other Team Alberta
- In breakouts (x10)
- Actionable items to react to, offering opinions to help ensure that 'competition' isn't negative
- Formation of groups to discuss the strategic plans on the Sunday
- Final group conversation. Like minded parents want the best for our children and our clubs; clear concise, conversation was evident in the group
- Sunday work committee on ice toolkit
- Discussion on TOR and action items
- During specific ringette topics
- Sharing of resources and ideas
- Informal conversations
- Sitting in on the group trying to lay the foundation for the new directions
- I want to keep growing my Association and make it better ... baby steps but moving forward
- End of Day 2 – the last two hours (x2)
- When Douglas and Vicki brought in their opinions on a subject that we were discussing
- Come Try Ringette
- Strategic Planning in the individual committees
- When presenters were presenting and table discussions
- My overall knowledge of what RAB staff do
- New ideas
- Felt the lack of trust and that we feel they will do what they want being addressed was very good.
- Flow was well done. Both women were utilized perfectly.

Areas of improvement:

- Still not tackling the critical issues identified in the past 24 months; seems associations don't trust RAB Board and vice versa ... very unfortunate
- Clarity to content prior to discussions on topics
- Provide further concrete and clear direction rather than just having small group discuss broad high level definitions and terms; tell the group why we are discussing vague categories (should we look at creating a recreational stream to offer our participants; do we need to redesign the AA program to improve success of national teams)
- Pre information
- I found myself confused as to what we were supposed to do for many of the activities; As a head and nut and bolt type person, I felt a little lost during the less than concrete discussions
- Consider involvement of members from other provincial associations
- Better relationship with AA associations, both in acknowledgement for the work they are doing to provide the platform that female athletes need to compete, and support in providing that platform. A platform that female athletes deserve to compete at a high level. It's not about the 'power' of AA Associations

above the community associations. It's about putting the best interest of our athletes' intentions to good use, and working together

- ADM: not enough copies; felt rushed; wasn't well explained; need materials a week prior to the AGM; is the ADM posted?
- Less sitting – more active learning for an active sport.
- Could have spent more time in the TOR and Committee work with more facilitation to define process.
- Clearer instructions to small group facilitators to help keep group focused on goals/ objectives
- Felt there was a lack of movement forward in regards to the 4 streams. Too many questions since no real vision given. Which may have been a good starting point for people to envision and develop
- Less giving expression and scratching the surface and more action. What is going to happen and change by August 2017? What have we learned? Not sure if we learned anything.
- UAA needs to be reworked for fair team formation in smaller communities where only 1 team per level
- Not enough time to cover a fulsome agenda
- Not enough time needed with the discussions in the groups
- The notes before didn't really layout what was the purpose of the Workshop. It was there to dig into but not clear and lead to false forecasting of what is to come.
- Prompts went unanswered by many participants
- We always mention cost of sport but no direction to decrease costs. This is a strong buzz word that has been used forever in our sport. With no real gains achieved to decrease the cost ... hopefully the task force will help.
- Artist was nice to have, but not required for both days.
- Less full room sharing of individual experiences; more digital interactions – less post-it notes everywhere
- More time to discuss financial statement; better financial clarity; graphs must be accompanied by actual dollars
- Would like more association input on their challenges/ accomplishments so they can collaborate on solutions and improve relationships
- The ED as facilitator
- Not sure what we accomplished

Advice for how to continue momentum over the coming year:

- Stay positive
- 1 day summit in the Fall
- Engagement and trust from associations critical moving forward
- Time to rebuild
- Clear expectations made with appropriate time to implement
- Consider periodic regroup/ engagement sessions
- RAB needs to actively build trust and listen.
- Reach out virtually and keep discussions coming.
- Be clear on meeting activities and milestones; Schedule opportunities to meet ASAP; Frequent and short communications on progress/ update on activities
- Find the champions and ask them to find more champions
- Don't try to boil the ocean – pick 3 of the most important priorities and focus our energy on those. Progress is motivating, but spreading ourselves across too many priorities can make the tasks feel impossible to achieve. (x2)

- Maintain contact with all participants who attended
- Let's keep the work moving forward and not wait to take the next steps (x2)
- Continuing engaging local Associations and leverage ideas and best practices from them.
- Feedback, incremental goals and the next steps to achieve them; monitor progress; measure success of goals (x2)
- Would have enjoyed the chance for open reps to split off and meet to discuss issues pertaining to the open discussion (as many of the group discussions were not relevant to the open division)
- Keep teams moving; keep sending updates with actionable input items. We must keep moving together.
- Be supportive. Be nice. Don't motivate with mandates and directives
- Transparency and communications of what is happening and being worked on
- Communicate. Communicate. Communicate. (x8)
- Continue to be open and listening not just giving the 'no this is happening message'; have a valid 'why'; listen to the feedback. For example U14 provincials not being flexible to start as a 10 team program when it leaned toward the north
- Continue candid conversations no matter how uncomfortable; work to become consistent on mandate as it is still unclear; know when to get involved and when not to get involved; be the judge and not the agitator
- More smaller committee meetings; face to face is best; the small committees are great; don't let them fall off the radar