



COACH NB **ENTRAÎNEUR**



“LEADING THE WAY THROUGH COACH EXCELLENCE”

2015–2019 STRATEGIC PLAN



JASON DICKSON

Coach NB has been busy the last 20 months reviewing the way we operate internally as well as how we conduct our business externally with our various stakeholders. An independent review was commissioned in 2013 to examine how coach education was delivered in the province and our organization was able to confirm that some of the critical steps we were taking to make change were heading in the right direction.

Coaching education in Canada has been evolving the last few years as the Coaching Association of Canada continues to work with National Sport Organizations and its Provincial/Territorial Coaching Representatives (PTCR's) to create the best possible environment for a coach to be educated, trained and evaluated to demonstrate the best competencies

possible when working with athletes of all ages and stages of life. Coach NB plays a critical role in New Brunswick by keeping the importance of the role and education of a coach at the forefront.

As our province continues to deal with such challenges as an aging population, high physical inactivity, outmigration from our rural communities to our urban centres, Coach NB will need to continue to be strategic in how we continue to work together with our key stakeholders to maintain the number and quality of coaches working in the fields, arenas, gymnasiums and other sporting facilities in our province. This strategic plan helps to set out our road map to help our organization remain progressive but also sustainable as we continue to navigate our way as leaders in our field.

The Canadian Sport Policy recognizes the recruitment, preparation, training and support of coaches and sport leaders are essential elements in the sport system and that quality coaching leads to improved performance and a better overall sport experience, contributing to lifelong enjoyment at all levels of sport participation.

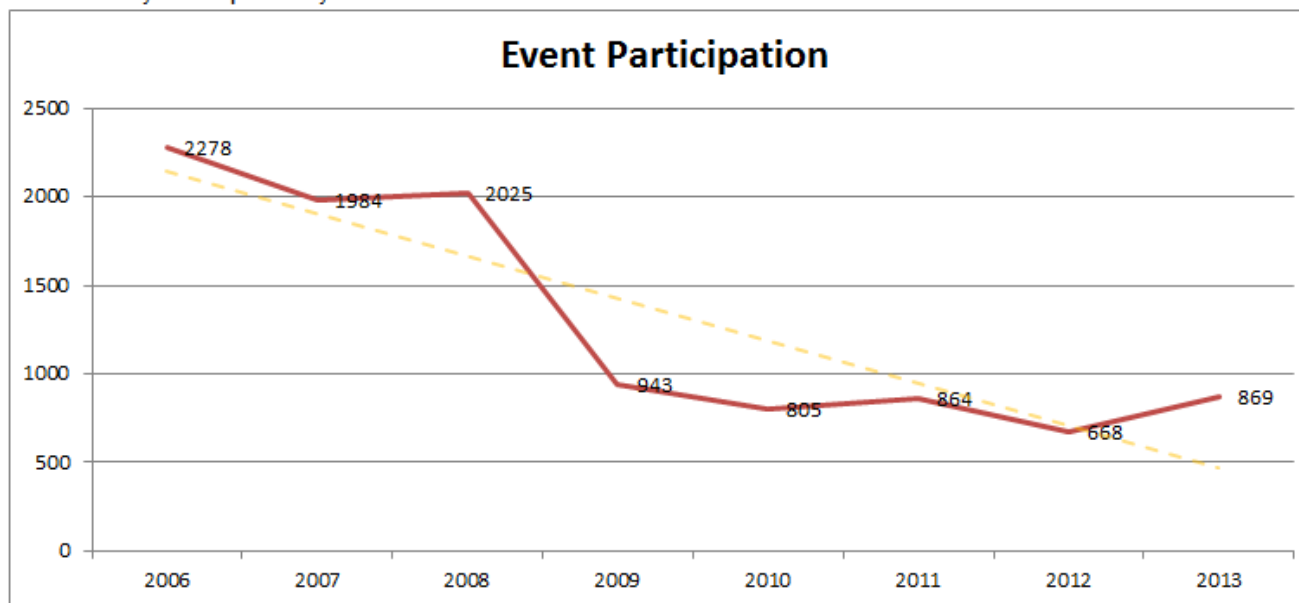
-PTCR/CAC MOU

A report from the Locker, the national coach database, demonstrating the shift in coaches engaged in multisport delivery, influenced by such things as changing demographics, integration of modules within sport and changes to certification.

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31/03/2014



Coaching Association of Canada Event Analysis Report - By Product

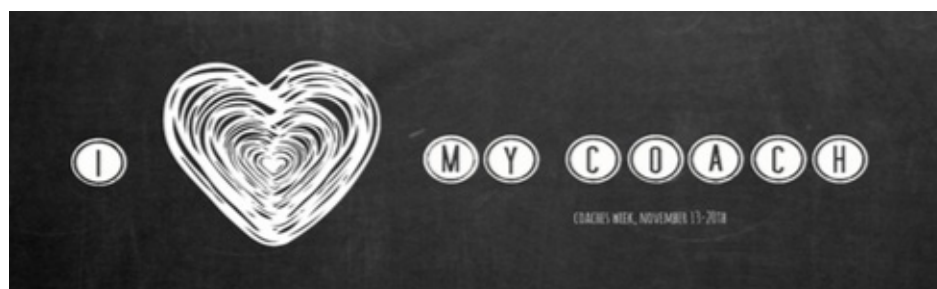


Parent Sport Multi-Sport
Coach or Developer C
Prov/Terr NB

Sum of Total

	2006	2007	2008	2009	2010	2011	2012	2013	Grand Total
Multi-Sport									
F	910	747	871	401	356	417	277	432	4411
M	1368	1237	1154	542	449	447	391	437	6025
Grand Total	2278	1984	2025	943	805	864	668	869	10436

- Board of Directors Restructure
- Regional Coordinator Evaluation
- Strategic Planning Sessions
- Advocacy Initiative for the provincial election along with Sport NB, Canadian Sport Centre Atlantic (CSCA) and Recreation NB
- Hiring of a new NCCP Coach Education Coordinator
- Piloting of Fundamental Movement Skills (FMS) + Move Your Body components
- Coach Training & Certification completed with coaches for the North American Indigenous Games (NAIG)
- Over 80 Multisport NCCP Courses were scheduled within the calendar
- Held 1st PSO Partners Day in September
- Learning Facilitator Professional Development Day in September
- Co-led the 1st NB Physical Literacy Summit in October
- Partnered with Sport NB to present the 2014 Sport Summit in November
- Supported PSOs to achieve 100% coach certification completion for Team NB for 2015 Canada Winter Games
- New campaign to celebrate 2014 NB Coaches Week "I love my coach"
- Partnered with CSCA to host 7 podium performance series
- Partnered with Recreation NB to promote "NB Plays"





In 1995, work was commissioned by the Government of New Brunswick to review the potential creation of a non-governmental agency to deliver the National Coaching Certification Program (NCCP) along with other coaching initiatives within the province. Previous to this, the coaching portfolio was led and managed internally within the Sport & Recreation Branch. Upon release of the results a decision was undertaken to accept the recommendations and begin the creation of a new agency; The Centre for Coaching Education of New Brunswick (CCENB). The CCENB, was officially organized at a meeting held in Fredericton on April 4, 1998, and held its first annual general meeting in Miramichi on November 21, 1998. The organization was formally rebranded to Coach New Brunswick in October, 2010.

Coach NB is a team of dedicated individuals with first-hand experience in the coaching world. It is led by a knowledgeable and skilled group of board members and administrators and supported by a team of 45 Coach Developers (CD). Coach NB strives to provide coach education and support across all regions of the province and in both official languages. It is a non-profit organization that strengthens coach development and provides educational opportunities and resources for coaches in a variety of contexts along with promoting coaching at all levels to ensure that communities recognize the vital role of the coach in the development of sport.

We work with 12 other Provincial/Territorial Bodies, 58 NSOs and PSOs, multiple regional and community groups along with municipalities across NB to deliver and promote coaching education and professional development opportunities.

We deliver:

14 Multi-Sport NCCP Modules including:

- Fundamental Movement Skills Community Leader + Move Your Body
- Fundamental Movement Skills Coach Professional Development + Move Your Body
- Nutrition
- Design a Basic Sport Program
- Make Ethical Decisions
- Teach and Learning
- Planning a Practice
- Basic Mental Skills
- Coaching and Leading Effectively
- Managing Conflict
- Psychology of Performance
- Leading a Drug-Free Sport
- Prevention and Recovery
- Developing Athletic Abilities
- Two new Competition Development Modules to be piloted in 2015: Planning a Practice II & Performance Planning



- Multi-Sport Professional Development NCCP Modules:
 - Aboriginal Coaching Module
 - Resistance Training
 - Empower +
- Coach Developer (CD) Core NCCP Training
- Memorandum of Understanding (MOU) with Canadian Association for Advancement of Women in Sport (CAAWS) to deliver their Women in Leadership workshops
- MOU for Aboriginal initiatives within First Nation Communities which includes:
 - Delivery of the ACM
 - Coach training in preparation of North American Indigenous Games (NAIG)
 - On the Move Awards
- Manage and fund Canada Games Apprentice Apprenticeship Programs:
 - Women in Coaching (WIC) Canada Games Apprentice Program
 - Aboriginal Apprentice Canada Games Program (AAP)
- Host and support multiple Non-NCCP Professional Development events (eg. Coaches Week, PSO Partners Day, Women in Sport Excellence Series, Coach NB Mini-Summit Series, variety of seminars, etc.)
- Support and training sessions of the Locker, the national database for coaching in Canada.



The National Coaching Certification Program (NCCP) was created in the 1970's as a way of improving the quality of coaching across the country. Originally tasked to provincial/territorial governments to deliver generic theoretical courses, technical education fell to national sport organizations (NSOs). The Coaching Association of Canada (CAC) has been the creator (through consultation) of generic module content with NSO's creating technical and evaluation components.

Approval of final certification requirements for specific sports are vetted by CAC to guarantee minimum standards and a quality educational experience is gained by participating coaches seeking training and certification in the NCCP. The NCCP is recognized as the top standard of training and certification for coaches in Canada. Over one million coaches have received training in the program

since its inception. The NCCP is offered to coaches of all levels of sport participation in communities across the country from coast to coast to coast.

In New Brunswick, Coach NB is tasked through a memorandum of understanding with the CAC, to be the delivery agent of generic NCCP coaching context modules through all streams as the New Brunswick lead on the PTCR Provincial/Territorial Coaching Representative Working Group. Delivery, training and evaluation for sport-specific contexts fall under the responsibility of Provincial Sport Organizations (PSOs) under the guidance of their NSOs. Coach NB acts in support and as a resource to New Brunswick's PSOs through various project initiatives, professional development opportunities and administrative support.

PNCE



NCCP

A new vision and mission were developed for Coach NB after a thorough examination of the organization's focus and purpose as well as an identification of fundamental values and principles that would drive the identification of the strategic imperatives moving forward over the next five years.

VISION

Everyone has access to quality coaching and enjoys a positive sporting experience through all stages of life.

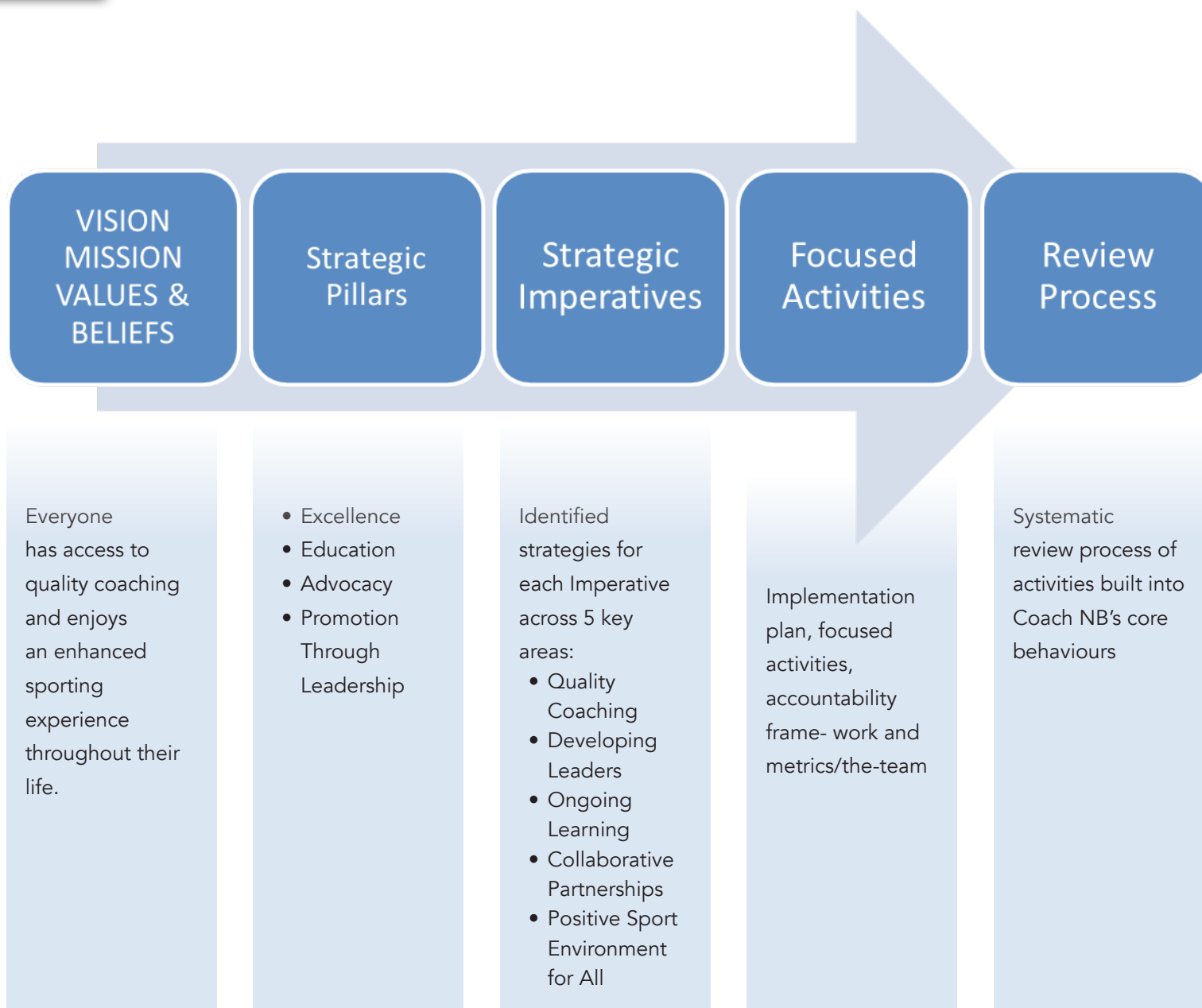
MISSION

Coach NB leads, promotes, supports and delivers coach education and ongoing learning through collaborative partnerships in all stages of life.

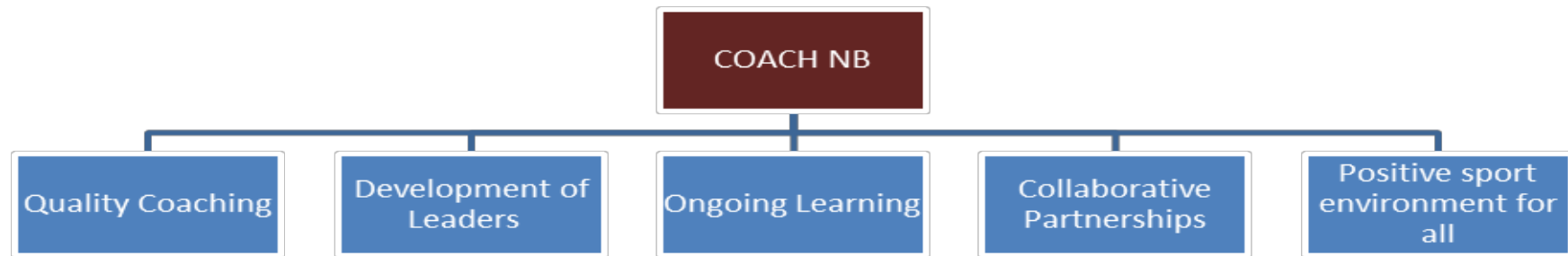
Coach NB plays a key role in leading the way through coaching excellence. Not only are we the Provincial and Delivery partner of the National Coaching Certification Program where we deliver Multi-Sport products. But we also celebrate and promote the significant role the coach plays within the involvement of various projects Coach NB is involved with. Wherever there is an athlete, there is a coach. Coaches are responsible for the safety of the athletes in their charge; from designing lessons to teaching the skill of the sport the way that the child can learn.

FUNDAMENTAL VALUES/CORE PRINCIPLES





The following five strategic priorities were identified as driving the business of Coach NB through to 2019.



Each strategic priority was broken down further with three key imperatives chosen to best exemplify the focus the organization needs to maintain both internally and externally with its partners and stakeholders moving forward. Goals, actions and measures of success (key performance indicators) have been established to guide Coach NB as we begin to operationalize the plan.

QUALITY COACHING

Increased quality of coaching for all in New Brunswick

Priority Areas:

Growing the Pool
Setting the Standard
Raising the Bar

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Growing the Pool	Grow the number of coaches enrolled in formal coach education	Number of new coaches registered in Locker annually
	Grow the pool of coaches at the competition-development level.	Coaches enrolling in modules at Competition-Development level
Setting the Standard	Encourage partners to create consistent and realistic coaching standards	<ul style="list-style-type: none"> • Assist partners to enhance qualification/standards of clubs & school coaches • PSOs establish and reinforce trained/certified standard for coaches at regional/provincial level • Percentage of coaches certified at appropriate level working at the post-secondary level in NB • FMS as required for those working in the education of young children
	Enforcement of policies at national multi-sport Games level (Canada Games, Jeux de la Francophonie, NAIG, etc.)	Certification standards met by all head coaches, assistant coaches.

QUALITY COACHING ...cont'd

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Raising the Bar	Support the transition of coaches from trained to certified status	Percentage of coaches reaching certified status per year with partner PSOs
	Recognize exceptional coaching accomplishments and achievements	Profiling of successful community, provincial Level and high performance coaches through various Coach NB communication outlets
	Provision of stakeholder interaction beyond traditional NCCP content for those at high performance coaching level	Podium Performance Series, potential coaching conference, statistics of coaches attending
	Maintenance & enhancement of coach mentorship programming	Increased applications for WIC and AAP, satisfaction rates of experience, completion of certification for enrolled participants

DEVELOPING LEADERS

Lead the way in establishing a strong system for coach education, planning and delivery in NB through skilled staff, engaged board, and invested partners.

Priority Areas:

Growing & Supporting Talent
Investing in our People
Leading the way through organizational excellence & reputation

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Growing & Supporting Talent	Grow & maintain the pool of generic Coach Developers in NB	<ul style="list-style-type: none"> • Train & evaluate CD in NCCP generic modules • Train & evaluate Master CD's in NCCP generic modules • Recruit and retain CD's who can deliver in both languages and regionally
	Assist partners in evaluating coaches when possible, to help coaches reach certification.	<ul style="list-style-type: none"> • Percentage of coaches moving from Trained to Certified status - Sport-Specific • Number of evaluations completed by Coach NB Evaluators to assist PSOs
	Support the growth of new and emerging NCCP modules by identifying the right CD's to deliver	Recruitment & retention/succession plan for CD's
Investing in Our People	Allow for applicable professional development opportunities for team members to invest in and create the best possible skill sets	Professional development plans created and supported for staff, BOD and CD's.
	Encourage, plan for & support team hiring and/or succession to maintain strong leadership	<ul style="list-style-type: none"> • Constitution allows for incubation of executive leadership from within. • Skill inventory developed & maintained to identify strengths & possible skill gaps.

DEVELOPING LEADERS ...cont'd

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
	Enhance team and member interaction to allow all to share innovative and strategic thinking	Staff & strategic partners invited to participate in board interactions.
	Offer financial resources & assistance to grow and maintain expertise in the province	<ul style="list-style-type: none"> • Number of grants awarded, organizations & coaches impacted and tracked areas of funding expenses. • Accountability measures tracked for awarded funds.
Leading the Way Through Organizational Excellence & Reputation	Be stewards of governance best practice	Continuous review of foundational documents
	Remain diligent of strategic implementation and review	<ul style="list-style-type: none"> • Steadfast monitoring of implementation of strategic plan & measures of achievements. • Financial diligence to maintain the operations & accountability of the organization.
		<ul style="list-style-type: none"> • Satisfaction rates for participants • Stakeholders monitored • Website and social media analytics reviewed • Increased frequency of communication with stakeholders • Increased number of events held during Coaches Week

ONGOING LEARNING

Facilitate and support ongoing learning through ability to deliver/serve NB

Priority Areas:

Engaged Learners
Sustainable Delivery
Breaking Barriers & New Ground

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Engaged Learners	Encourage coaches to remain certified and engaged through accumulation of professional development points	<ul style="list-style-type: none"> • Number of coaches participating • Number of PD points awarded per year
	Attract & keep partners engaged as life- long learners beyond the NCCP program	<ul style="list-style-type: none"> • Delivery of mixed breadth & depth of NCCP modules external to traditional streams (Empower +, Resistance Training, etc.) • Diverse offering of opportunities to enhance the NCCP experience/content.
	Seek new audiences to participate in aspects of coach training	<ul style="list-style-type: none"> • Number of new participants per category (eg. Parents, ECE's, educators, daycares, schools)
Sustainable Delivery	Well-trained CD's capable of the utmost in professional delivery in English, French and regionally represented	<ul style="list-style-type: none"> • Appropriate, balanced delivery as required regionally. • Full calendar of events, course offerings available at minimum six months in advance.
Breaking Barriers & New Ground	Provision of resources/events required to meet specific needs of NB coaches and stakeholders	<ul style="list-style-type: none"> • Rate of attendance at events & satisfaction rates • Number of opportunities targeted to increase minority participation and education

ONGOING LEARNING ...cont'd

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Breaking Barriers & New Ground	Provision of resources/ events ...cont'd	<ul style="list-style-type: none"> • Amount of funding allocated for targeted initiatives • Creation of partner mentor program or workshop to assist & support maintenance & growth of coach numbers & development
	Support & showcase use of technology in delivery, promotion & communication within the province	<ul style="list-style-type: none"> • Have most up-to-date information on website & portal in both official languages. • Usage of social media streams, apps & HR effort afforded to maintenance. • Implementation of most effective technology for delivery based on needs & uptake of participants. • Effective communication plan to ensure regular, clear and consistent interaction with valued stakeholders. • Usage of the Locker as the pinnacle database of business through all functionalities it provides.
	Positioning of NB as a progressive community to promote the knowledge transfer of coaching education & development of participants	New events/initiatives created & piloted through strategic partners
	Work strategically with partners to increase the level of research & shared best practices in field of coaching	<ul style="list-style-type: none"> • Funding program developed to support a number of research projects per year. • Sharing opportunities for the exchange of this information to stakeholders

COLLABORATIVE PARTNERSHIPS

The organization is seen as a trusted & integral driver of Initiatives that contribute to strengthening the NB sport system.

Priority Areas:

Build & Sustain Relationships
Extend & Diversify Reach
Increased Revenue Streams

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Build & Sustain Relationships	Continue to create & strengthen partnerships to build capacity within the sport system	<ul style="list-style-type: none"> • Maintained MOU between Coach NB & CAC • Regular interaction & communication with PSO's • Interactions with sport leaders of MSOs, government • High satisfaction rate for services provided to partner agencies/ PSO's
	To continue to be a leader in Aboriginal coach development	<ul style="list-style-type: none"> • Maintained MOU between Coach NB and NBASRA • Continued uptake in the ACM • Number of applicants for AA program & rate of completion of named applicant's coach certification
	To continue to be a leader in the promotion of women in coaching	<ul style="list-style-type: none"> • MOU with CAAWs –Women in Leadership Networks • Continued uptake in courses • Number of applicants for WIC program & rate of completion of named applicant's coach certification
Extend & Diversify Reach	Explore opportunities to gain new ground within the education sector	Work with school agencies (NBIAA) and postsecondary institutions to promote & deliver teacher/coach training
	Promote Coach NB programs &	

COLLABORATIVE PARTNERSHIPS ...cont'd

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
	Strategic partnering on combined events to increase profile & achieve strategic objectives	Continuous review of programs/assets/interactions to partner on based on strategic plan priority areas & a financial review.
Increased Revenue Streams	Attract & create corporate relationships	Generate commercial revenue over the next 3 years
	Develop a marketing plan to help sell sponsorship of signature as- sets	Marketing plan created
	Showcase the value of Coach NB's role to justify appropriate governmental investment	Increased government financial support of XX% over XX years.
	Exploration of grant streams for	Explore possible membership model for revenue generation.

POSITIVE & SAFE ENVIRONMENT FOR ALL

Ensure all New Brunswickers are provided the opportunity to play in a positive & safe environment through the contribution of qualified & educated coaches.

Priority Areas:

Voice for All
Safety First
Power of Investment

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Voice for All	Bring emphasis to the role and contribution of a quality coach to the forefront within both traditional and non- traditional forums	Number of speaking opportunities with traditional and non-traditional partners
	To advocate for the rights of all coaches from grassroots to high performance	
	Represent coaches from all regions and language profile within the province	Regional attendance and percentage of education delivery in each official language
	Lead the drive for further development and adherence to policy within our government and sport sectors	Government willingness to partner to develop areas such as concussion management policy, helmet safety, adoption of CS4L, FMS training for all ECE's.
	To represent the needs of NB coaches on regional, provin- cial and national coach and/or sport related committees and working groups	

POSITIVE & SAFE ENVIRONMENT FOR ALL ...cont'd

STRATEGIC OBJECTIVE	GOAL	MEASURE OF SUCCESS
Safety First	Promote and provide safety-focused modules and initiatives to stakeholders of all levels	Number of specific courses and subject areas covered.
	Reinforce the benefits and standards of the NCCP Program in the development of a competent and ethical coach.	Delivery to school sport, early learners.
Power Of Investment	Advocate to all levels of government the need and return on investment on coach education, competency and training	<ul style="list-style-type: none"> • Regular meetings with government officials. • Table top documents created and distributed annually.
	Work with PSOs and other partners to make appropriate investments/ spending in coach development	<ul style="list-style-type: none"> • Monitor allocation of funding through coach development plan submissions and accountability framework. • Increased offerings on sport-specific level.
	Showcase the investment needed to strategically lead the coaching portfolio in the province.	<ul style="list-style-type: none"> • Increased funding levels from GNB. • Levels of responsibility for coaching decentralized from GNB to Coach NB.

AA	Aboriginal Apprentice Program for Canada Games
ACM	Aboriginal Coach Module
CAC	Coaching Association of Canada; responsible for core education of Canada coaches
CS4L	Canadian Sport for Life
CIS	Canadian Interuniversity Sport, a national body that oversees varsity sport interleague play across the country
CCAA	Canadian Collegiate Athletic Association
CAAWS	Canadian Association for Advancement of Women and Sport
CGC	Canada Games Council
CD	Coach Developers
CSCA	Canadian Sport Centre Atlantic
FMS	Fundamental Movement Skills
GNB	Government of New Brunswick
LTAD	Long Term Athlete Development
MED	Make Ethical Decisions Module
MOU	Memorandum of Understanding
MSO	Multi-Sport Organization
NBASRA	New Brunswick Aboriginal Sport and Recreation Authority
NBIAA	New Brunswick Interscholastic Athletic Association
NAIG	North American Indigenous Games
NCCP	The National Coaching Certification Program
NSO	National Sport Organization – A not-for-profit organization which is the government body for a practical sport at the national level
PSO	Provincial Sport Organization – A not-for-profit organization, member of the NSO, and the governing body for each sport in New Brunswick
PTCR	Provincial and Territorial Coaching Representative – Coach N s the coaching representative for New Brunswick
RNB	Recreation NB
WIC	Women in Coaching Canada Games Apprentice Program



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