



HOCKEY CALGARY

*Hockey Calgary
2012/13 Strategic Plan*



2012 Strategic Plan



HOCKEY CALGARY

Overview

- Mission & Vision statement
- Core Values
- Core Strategies
- Key Success Measures
- Assessment of each Core Strategy
 - Current state vs desired state (gap analysis)
 - Identified action items (to achieve desired state)
- Scorecard for Key Success Measures

Vision:

- **“The Benchmark of Sports Associations.”**

Mission:

- **“To provide a safe, fun, fair environment by building strong partnerships through shared leadership, development, and support with our member associations, for the enjoyment and success of all stakeholders.”**

2012 Strategic Plan

Core Values & Core Strategies



HOCKEY CALGARY

Core Values

- RESPECT – We expect our players, parents, coaches, officials, spectators, league organizers and facility operators to be respectful of each other at all times, and abide by the Fair Play Codes..
- ACCOUNTABLE – We are responsible for our own decisions and actions.
- APPROACHABLE – We listen to the concerns of our member organizations in response to their needs.
- COLLABORATIVE PARTNERSHIPS – We build mutually beneficial relationships with others.
- COMMUNICATIONS – We get the right message to the right people at the right time in the right way.
- CONSISTENCY – We will be open and consistent in our interpretation and application of the rules and policies.

Core Strategies

1. Hockey Programming Strategy
2. Governance Strategy
3. Officiating Strategy
4. Safety, Fair Play & Respect Strategy
5. Communications Strategy
6. Business Operations Strategy
7. Resource Acquisition Strategy

2012 Strategic Plan

Hockey Calgary Directors



HOCKEY CALGARY

<u>Area</u>	<u>HC Director</u>
Strategic Planning	Mike Dlugan
1. Hockey Programming Strategy	Bruce Page
2. Governance Strategy	Dave Sevalrud
3. Officiating Strategy	Craig DeCoursey
4. Safety, Fair Play & Respect Strategy	Doug Gunn
5. Communications Strategy	Brad Trumble
6. Business Operations Strategy	Ian Gunn
7. Resource Acquisition Strategy	Perry Cavanagh

- **HC Directors accountable for each strategic area**

2012 Strategic Plan

Key Success Measures



HOCKEY CALGARY

1. Hockey Calgary Stakeholder Satisfaction

Stakeholders include: a) Associations, b) Volunteers (HC & Associations), c) Players and Parents, and d) Sponsors / partners.

A. Effective Communications:

- Annual questionnaire distributed to Presidents' Council

B. Co-Operative Partnerships/ Equal Opportunities:

- Annual questionnaire distributed to formal Partner Groups

C. Volunteer Satisfaction:

- A random sample survey of Hockey Calgary & Member Organization Volunteers completed once every two years

D. Player / Parent Satisfaction:

- A random sample survey completed every 2-3 years of a group of players (above a specific age group e.g. 14 years old) and parents of players under this age group

E. Player Safety: (require a tracking mechanism)

2012 Strategic Plan

Key Success Measures



HOCKEY CALGARY

2. Hockey Calgary Staff / Board Satisfaction

A. Retention Rates:

- Hockey Calgary Board / League Chairs / Member Association Volunteers

B. Success and Enjoyment:

- Survey of volunteers and their level of satisfaction, completed once every two years
- Annual Values Audit of staff and Volunteers

C. Succession Plans (Board & Staff)

- Staff development plans & annual reviews
- Organizational Model (with role definitions)
- Volunteer roles to be re-defined & clearly communicated to potential volunteers

2012 Strategic Plan

Key Success Measures

3. Financial Viability

A. Financial Stability:

- Balanced Budget every year
 - Require a budget committee, budget process & tracking mechanism
- A Healthy Reserve Fund (one year's expenses)
- Program Sponsorships – total amount of dollars, total number of sponsors and number of new, qualified sponsors brought in each year

B. Partnerships and Co-operation:

- A questionnaire of current Partners to evaluate the quality of the partnership and its effectiveness – for each party

4. Process and Systems

A. Innovative Programs:

- Healthy Competition and Safety Initiatives
- Graduated Development Programs in progress

B. Systems and Governance Effectiveness:

- Assessment of the effectiveness of current systems (on a 3-year rotation, to cover all operating systems)
- Assessed value of new systems introduced each year

2012 Strategic Plan

Core Strategies



1) Hockey Programming Strategy

To create and provide training, education and skill development programs and services member associations

To administer city leagues and provide efficient ice allocation and scheduling

2) Governance Strategy

To provide an effective, efficient and responsive mechanism to govern and manage Hockey Calgary and the Member Organizations that honors and respects our By-Laws, Policies and Procedures, as well as those of Hockey Alberta and Hockey Canada.

3) Officiating Strategy

To support our partners to achieve officiating excellence by attracting, developing and retaining a pool of confident, capable and respected officials at all levels.

4) Safety, Fair Play & Respect Strategy

To ensure that all Hockey Calgary hockey related activities are conducted in an equally fair and safe environment for players and those who support them.

5) Communications Strategy

Getting the right message, to the right person, at the right time, in the right way throughout the organization

6) Business Operations Strategy

To run the business of Hockey Calgary in a way that reinforces and supports our vision, mission and core values to achieve success with a high degree of customer satisfaction.

7) Resource Acquisition Strategy

To ensure that we have the physical, financial and human resources necessary to enhance the sustainability of Hockey Calgary at all levels.

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

1) Hockey Programming Strategy

- To create and provide training, education and skill development programs and services to member associations
- To administer city leagues and provide efficient ice allocation and scheduling

From (Current State)



To (Desired State)

- ✓ Work in progress
- ✓ Some programs and models in place
- ✓ Limited awareness by members:
 - ✓ word of mouth
 - ✓ web-site announcements
- ✓ Some programs are overly complex
- ✓ Most programs are voluntary in nature
- ✓ Currently tracking results from one program participation
- ✓ Current Initiatives:
 - ✓ Fair Play
 - ✓ Player Evaluation
 - ✓ Seeding & Re-seeding
 - ✓ League Chair Training
 - ✓ Member organization Registrations
 - ✓ Coaching Day in Alberta
- ✓ All clinic delivery handled by Calgary Hockey Development
- ✓ Confusion as to who is responsible for Development
- ✓ Challenging model with respect to Elite stream

- ✓ Highly developed programs meeting the needs of all user groups
- ✓ Standardized processes to:
 - ✓ develop / initiate / provide / evaluate / improve
- ✓ Enhanced communication of ALL programs
- ✓ Streamlined and simplified programs
- ✓ Stays voluntary for many; specific ones are compulsory
- ✓ Consistent tracking of ALL programs
- ✓ Comprehensive portfolio of effective program offerings:
 - ✓ Coach Mentoring
 - ✓ Player Evaluation
 - ✓ Carry on with Core Programs
- ✓ Multi-Vendor clinic delivery
- ✓ Engage NHL Alumni for Player Development (see Hockey Canada Player Development)

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

1) Hockey Programming Strategy

Lead: Bruce Page

To create and provide training, education and skill development programs and services to member associations

To administer city leagues and provide efficient ice allocation and scheduling

Strategic Action Item	Lead Role
<p>➤ Review all relevant developmental programs (Hockey Alberta, Hockey Canada)</p> <ul style="list-style-type: none">• Recommendation of how to comply & communicate these programs	
<p>➤ Assess all Operational processes and programs, make recommendations and implement changes:</p> <ul style="list-style-type: none">• Affiliations: Need to understand & communicate these guidelines• Player evaluation: HC to develop guidelines and communicate tools for best practise• Provincials	
<p>➤ Parent education and awareness initiatives</p> <ul style="list-style-type: none">• “Respect in Sport”, Mount Royal surveys• Ongoing initiative, continue to monitor effectiveness	

Core Strategies

2) Governance Strategy

To provide an effective, efficient and responsive mechanism to govern and manage Hockey Calgary and the Member Organizations that honours and respects our By-Laws, Policies and Procedures, as well as those of Hockey Alberta and Hockey Canada.

From (Current State)



To (Desired State)

- Inconsistency in interpretation of our policies & procedures
- Member Organizations doing an inconsistent job educating Team Officials of Hockey Calgary rules and policies
- Vision, Mission & Core Values incorporated into Blackbook
- New Governance Model implemented (see chart), but still in infancy
- Unclear, not well understood rules & bylaws

- Consistent Interpretation of our policies and procedures
- Clear and consistent communication
- All Directors, League Chairs and Coaches are familiar and knowledgeable of our Hockey Calgary policies and procedures:
 - a simplified version
 - orientation and training programs
 - evaluate and assess awareness levels
- Member organizations conduct orientation sessions for coaches on Hockey Calgary rules and policies
- Cleaned up rules & bylaws

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

2) Governance Strategy

Lead: Dave Sevalrud

To provide an effective, efficient and responsive mechanism to govern and manage Hockey Calgary and the Member Organizations that honours and respects our By-Laws, Policies and Procedures, as well as those of Hockey Alberta and Hockey Canada.

Strategic Action Item	Lead Role
➤ Complete current review of Hockey Calgary By-Laws & rules, including the language used (clean it up) <ul style="list-style-type: none">• Ongoing initiative (full review has been completed)	
➤ Develop and implement a model for effective Governance at Member Organizations (Associations) <ul style="list-style-type: none">• To include tools for best practices & succession plans• May need a special committee	
➤ Conduct a risk management assessment and ensure it is kept current <ul style="list-style-type: none">• Risk register & analysis (to include all aspects of HC)• Requirement of all audited statement	
➤ Develop model for annual Board of Directors assessment and review <ul style="list-style-type: none">• Self assessment for BOD• Scorecard of key performance indicators (KPI's), incl. mtg attendance, committee work, etc• Succession planning	

Core Strategies

3) Officiating Strategy

To support our partners to achieve officiating excellence by attracting, developing and retaining a pool of confident, capable and respected officials at all levels.

From (Current State)



To (Desired State)

- ✓ Lack of mentoring and support programs for officiating development at lower and mid-levels
- Limited technical and supervisory support for local officials
- Poor retention of new officials due to limited support and development at initial levels of learning
- Little or no opportunity for simulated game opportunities to teach
- Limited ways to acknowledge and recognize officials for their levels of officiating skills
- No resources available to support Community Referee Coordinators

- Comprehensive mentorship program for development of newer officials
- Stronger, more competent Community Referee Coordinators
- Improved retention through development and appreciation programs
- Opportunities for “Game Teaching Sessions”
- Community Appreciation & Recognition Program for community officials
- Referee Coordinators Handbook

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

3) Officiating Strategy

Lead: Craig DeCoursey

To support our partners to achieve officiating excellence by attracting, developing and retaining a pool of confident, capable and respected officials at all levels.

Strategic Action Item	Lead Role
<p>➤ Assist/facilitate Central Zone in recruiting and retaining officials</p> <ul style="list-style-type: none">• Encourage existing and graduating players to become involved in officiating	
<p>➤ Working with Central Zone as well as the provincial & national body's, evaluate the implementation of a Development Program for all levels of officials</p> <ul style="list-style-type: none">• Assess current process & recommend improvements	

2012 Strategic Plan

Core Strategies

4) Safety, Fair Play & Respect Strategy

To ensure that all Hockey Calgary hockey related activities are conducted in an equally fair and safe environment for players and those who support them.

From (Current State)



To (Desired State)

- No formal program in place focused on safety
- No tracking system in place to monitor incident rates associated with injuries
- No tracking of qualifications in terms of stakeholders (system in place, but tracking mechanism not in place)
- No guidelines in place for Member Organizations to follow on how to implement safety
- No buy-in at AA level and at some BB levels of Fair Play codes and Principals
- Lack of understanding of what Fair Play means at the Hockey Calgary level (time/seasonal), by coaches
- Codes of conduct and Fair Play are not consistently followed
- “Respect in Sport” program is well established

- Strong clear and focused safety program
- Data capture to support decision making process
- Clear, accurate and accessible data of stakeholder qualifications
- Safety Manual (set of guidelines) for all to follow
- Understanding of programs and rights associated with same:
 - Fair Play
 - Others (list these ?)
- 100% Buy-in and application of concepts (i.e.: mouth guards)
- Consequences associated with ignorance of requirements
- Awareness of Hockey Calgary expectations with respect to Fair Play and codes of conduct all season long!
- Complete acceptance and conformity to Fair Play codes, at all levels (note pilot project for Fair Play in Elite last 3 years)

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

4) Safety, Fair Play & Respect Strategy

Lead: Doug Gunn

To ensure that all Hockey Calgary hockey related activities are conducted in an equally fair and safe environment for players and those who support them.

Strategic Action Item	Lead Role
<ul style="list-style-type: none">➤ Create a Safety Committee to coordinate and administer all safety-related initiatives➤ Research Safety Program Manual including guidelines for consideration by member Organizations (definitions critical), create a rule/bylaw for regular reviews of this<ul style="list-style-type: none">• Formally roll out new Safety Program to all stakeholders• Risk Management (CPIC)• Injury reporting & National Insurance Program• Fair Play – thorough review of program (effectiveness, enforcement)	
<ul style="list-style-type: none">➤ Respect in Sport, create review method for Board to assess effectiveness and make updates	
<ul style="list-style-type: none">➤ Develop a safety tracking mechanism	
<ul style="list-style-type: none">➤ Evaluate concussion protocols	
<ul style="list-style-type: none">➤ Parents education on Fair Play (rules & expectations), and provide method for feedback	
<ul style="list-style-type: none">➤ Create a mechanism that allows members to report serious issues in a confidential way for appropriate review by the Board of Directors.	

2012 Strategic Plan

Core Strategies

5) Communications Strategy

Getting the right message, to the right person, at the right time, in the right way throughout the organization

From (Current State)  **To (Desired State)**

<ul style="list-style-type: none">➤ Lack of understanding / knowledge of the complete hockey system➤ Volunteer turn-over (knowledge transfer)➤ Multiple channels of communication➤ Website central point of communication for Hockey Calgary➤ Minimal media exposure➤ Well defined communication protocol (only president talks to media)	<ul style="list-style-type: none">➤ Appropriate understanding/ knowledge of how Hockey Calgary fits into the Canadian system➤ High volunteer retention➤ Continue to streamline all methods of communication➤ Hockey Calgary/ Member Organizations websites consistent in content➤ Strong and trusting media relationship➤ Monthly communication with Board➤ Clear org structure diagram of Hockey Calgary with respect to Hockey Alberta and Hockey Canada
--	--

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

5) Communications Strategy

Lead: Brad Trumble

Getting the right message, to the right person, at the right time, in the right way throughout the organization

Strategic Action Item	Lead Role
➤ Improve relationship with Member Organizations by attending their Board / Annual meetings, coaches Meetings, etc.	
➤ Continue to host regular and meaningful specific user group information sessions: <ul style="list-style-type: none"><li data-bbox="170 739 987 772">• Focus groups & workshops (coaching, league chairs, etc)	
➤ Build and maintain a “Frequently Asked Question” area on Hockey Calgary website	
➤ Continue to enhance relationships with media opportunities	
➤ Improve communications to Member Organizations regarding resource materials	
➤ Implement regular (monthly?) email update to improve Board communication	

2012 Strategic Plan

Core Strategies

6) Business Strategy

To run the business of Hockey Calgary in a way that reinforces and supports our vision, mission and core values to achieve success with a high degree of customer satisfaction.

From (Current State)



To (Desired State)

- Informal financial/accounting process
- Basic support to Hockey Calgary Board and specific user groups
- Critical dates set and distributed annually/posted on hockey Calgary website
- Some systems/processes are running very well
- Inconsistency with Member Organizations websites
- Limited training for League Chairs and other “front-line” volunteers
- Handle all administration for Recreational Hockey Leagues

- Defined financial/accounting process
- Effective and proactive support to Hockey Calgary Board and specific user groups
- Regular reminders and information bulletins circulated to specific user groups regarding critical dates
- Continue with the good service (i.e.: scheduling)
- Hockey Calgary/ Member Organizations websites consistent in content
- Comprehensive training manuals and monthly “Bulletins” for League chairs and other “front-line” volunteers
- Recreational Hockey Leagues offered same level of support as all Member Organizations

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

6) Business Strategy

Lead: Ian Gunn

To run the business of Hockey Calgary in a way that reinforces and supports our vision, mission and core values to achieve success with a high degree of customer satisfaction.

Strategic Action Item	Lead Role
➤ Continue to handle day-to-day administration and operations of Hockey Calgary	
➤ Create surveys to assess member satisfaction levels, and areas for improvement	
➤ Maintain and keep current the process map of critical dates, and ensure communication to all stakeholders	
➤ Comprehensive Human Resource “Engagement” Program, including: <ul data-bbox="150 771 1255 913" style="list-style-type: none">• Maintain and keep current job descriptions for all HC staff, and Committee Chairs• Annual goals & objectives• Annual performance reviews and development planning	
➤ Generate monthly Financial Reports, relating to the Annual Operations plan <ul data-bbox="150 985 434 1021" style="list-style-type: none">• Variance reporting	
➤ Continuous review and update of Strategic Plan, with annual review of progress (via scorecard) and annual re-assignment of Action Items	
➤ Business audit of office operations, with a focus of maintaining a high level of professionalism	
➤ Establish a Finance Committee to develop an effective budget and tracking process <ul data-bbox="150 1256 1255 1399" style="list-style-type: none">• Oversee & make recommendations to the Board on Sponsorships, fundraising, etc• Evaluate investment opportunities• Maintain and keep current a forward-looking financial model for HC	

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

7) Resource Acquisition Strategy

To ensure that we have the physical, financial and human resources necessary to enhance the sustainability of Hockey Calgary at all levels.

From (Current State)



To (Desired State)

- Shortage of ice (demand exceeds supply)
- Minimal control over ice allocation
- High cost sport
- Inefficient utilization of ice
- Obscure budgeting process
- Solid sponsorship support
- Healthy reserve fund
- Current debt \$1.6M
- "Not for Profit" status
- No policy direction to member Organizations on financial reporting
- Inconsistent financial reporting
- High turnover of volunteers
- No succession planning
- No orientation at any level (i.e.: Code of Conduct)
- Some job descriptions
- No "Staff / Volunteer: rosters for Member Organizations
- No performance review process for Hockey Calgary staff and lead volunteers
- No development plan

- Meet ice demands (per hockey Canada development recommendations)
- Control of ice in co-operative manner with other user groups
- Sponsorship to subsidize cost of ice
- Efficient planning model
- Well communicated budget process and regular monthly statements
- Maintain a sustainable level of sponsorship support (corporate/Government)
- Maintain and grow reserve fund
- Eliminate debt over 10 years (target 5 years)
- Provide guidelines and policy direction to member Organizations for financial reporting (template)
- Regular financial reporting practices
- Retain and grow volunteer base
- Well understood succession plan for Hockey Calgary staff and lead volunteers
- Orientation program for all levels (League Chairs and up)
- Current job descriptions for all Staff, Hockey Calgary Board and Committee Chairs
- Electronic records for "Staff / Volunteer" rosters for all Member Organizations
- Well established goals & objectives for Hockey Calgary staff and lead volunteers, reviewed annually
- Development plan for League Chairs and upwards

2012 Strategic Plan

Core Strategies



HOCKEY CALGARY

7) Resource Acquisition Strategy

Lead: Perry Cavanagh

To ensure that we have the physical, financial and human resources necessary to enhance the sustainability of Hockey Calgary at all levels.

Strategic Action Item	Lead Role
➤ Create and maintain a volunteer database to aid in attracting & retaining volunteers	
➤ Create a survey to annually evaluate Hockey Calgary volunteer satisfaction	
➤ Create an Ice Advocacy committee to take ownership of the ice issue (need approx 9 sheets to achieve Hockey Canada guidelines), and evaluate options.	
➤ Administer regular Boundary reviews	



HOCKEY CALGARY

*Hockey Calgary
2012/13 Strategic Plan*

