

# Hockey Calgary

**Strategic Plan  
2006 - 2016**

## **Hockey Calgary Strategic Plan 2006 - 2016**

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## **Hockey Calgary Strategic Plan 2006 - 2016**

### ***Introduction:***

The MHAC is the largest and fastest growing hockey association in North America. We are faced with many challenges in the future such as increased membership, availability of ice time, dedicated volunteer availability and time and rising costs of the game.

Because of these challenges, we spend a great deal of time and energy reacting to unexpected changes instead of anticipating and preparing for them in a proactive manner.

An alternative to reacting to change is strategic planning. The objectives of strategic planning include:

1. Understanding the objectives of strategic planning.
2. Understanding the products of strategic planning.
3. Learning the keys to successful planning and implementation.

Strategic planning is a step-by-step process that looks 3-5 years into the future on a yearly basis. This process has definite objectives and end products that can be implemented and evaluated.

Very simply, it is a process by which we look into the future, paint a picture of that future based on current trends, and influence the forces that will affect us.

<h3><b>WHY STRATEGIC PLANNING</b></h3>
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With everyone's participation in taking charge of our organization's future, strategic planning offers at least 6 compelling reasons for its use:

1. Forces a look into the future and therefore, provides an opportunity to prepare for the future.
2. Provides better awareness of the needs of our membership along with facilities-related issues and changing environment.
3. Helps define the overall mission and vision of the organization and focuses on objectives.
4. Provides a sense of direction, continuity, and effective staffing, volunteer basis and leadership.
5. Provides a system of standards with accountability, programs, and allocated resources.
6. Builds a 1 to 3 year Action Plan, which is reviewed and updated on a yearly basis.

**KEYS TO SUCCESSFUL IMPLEMENTATION**

The MHAC Board believes that everyone should have input and ideally, everyone should feel a sense of ownership over the final plan. To accommodate this, the Planning Committee consists of 18 to 20 dedicated volunteers. These volunteers will represent a cross section of our organization and will include representatives from the Board, Executive Committee, Staff, Referees, Parents, Coaches and Association Presidents. It is important that everyone in the organization is aware of the principles and goals of Strategic Planning. The Board further believes that everyone in the organization be afforded the opportunity to have input and be able to evaluate the recommendations of the Committee.

Three major keys to successful strategic planning and implementation are commitment, credibility and communication.

Strategic planning is the key ingredient to helping us collectively and co-operatively understand and prepare for the future and the destiny of our organization.

**STRATEGIC PLANNING COMMITTEE MEMBERS**

<b>NAME</b>	<b>AFFILIATION</b>
Ken Moore	MHAC President
Perry Cavanagh	MHAC Vice President of Operations
Rob Kinnon	MHAC Vice President of Development
John Taylor	MHAC Director
Karen Gelinis	MHAC Director
Dave Wright	MHAC Director
Mark Lake	MHAC Director
Ted Carter	Zone 9 Representative to Hockey Alberta
Robin Mann	Zone 9 Representative to Hockey Alberta
Beth Long	MHAC Director / Staff
Mary Lambert	Girls Hockey Calgary Association
Gary Mills	MHAC Volunteer
Daryl Zerr	Parent
Brad Werenka	Parent/Coach
Murray Briceland	MHAC Director / General Manager
Paul Lennon	Lake Bonavista Minor Hockey
David Cooper	Vendor - ITSportsNet

We also want to thank Jim McKinlay, Partner at the *Centre for Strategic Management Inc.* for his assistance in guiding us through the steps of this Strategic Planning Process.

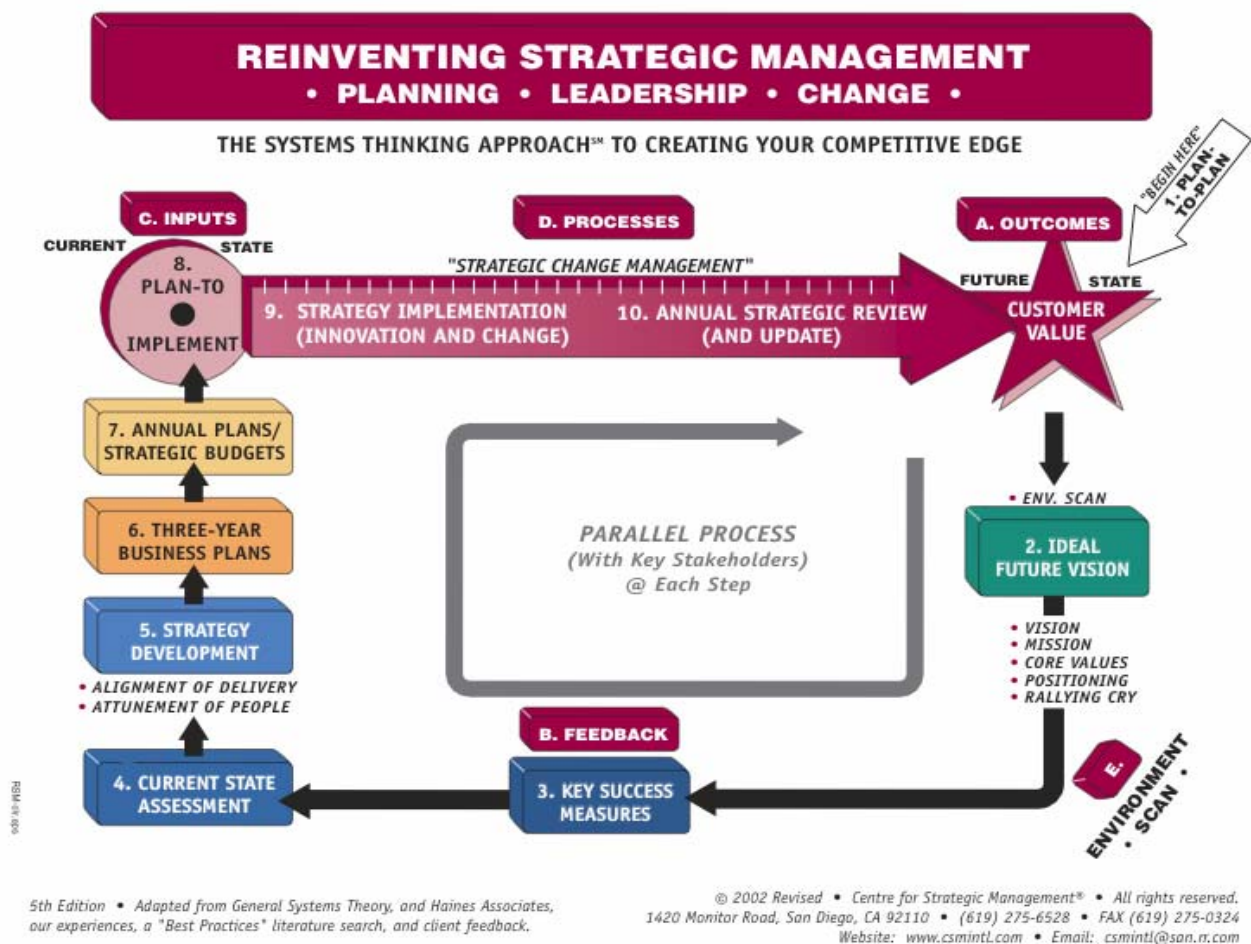
Ken Moore, President  
Minor Hockey Association of Calgary

## The Strategic Planning Process

Our strategic planning project followed a process that was developed by the Centre for Strategic Management. It has been applied to public sector projects throughout Canada and the USA since 1990 and there are many examples of its application within municipal government settings. This model is built upon the basic principles of the “Systems Thinking Approach”. The five key elements of this approach are:

- A. **Outcomes** – Where do we want to be at some specific point in the future?
- B. **Feedback Loop** – How do we know if we are on track or not?
- C. **Inputs** – Where are we today, in the present state?
- D. **Throughput Process** – What changes do we need to implement to close the gap between where we are today and where we want to be in the future?
- E. **Environment** – What’s happening around us that will impact on our plan?

The ten-step Reinventing Strategic Planning Model below merely expands on each of these five steps and adds a bit more detail for each of these five factors.



## ***Environmental Scanning***

The first step in strategic planning is to scan the environment – to observe what trends and events are occurring around us - that are outside of our control – yet may well have a profound impact on the plan we are developing.

By using the acronym SKEPTIC, we examined seven distinct environmental factors that could have a dramatic impact on the MHAC in the years ahead.

### **Socio-demographic Factors**

- What trends do we see related to age and population shifts within the MHAC membership over the next 5 years?

### **Kompetition Factors**

- Who are our competitors in the field of minor sports and what are they providing that might cause our players and members to consider additional recreational outlets?

### **Economics / Ecological Factors**

- What are the economical trends and issues we are facing, as well as the ecological issues and concerns that we need to be addressing?

### **Political Factors**

- What changes of a political nature might we anticipate – from either the national or provincial level, such as regulatory changes, new guidelines or legal issues?

### **Technological Factors**

- What new approaches to technology or what new technical requirements are we facing and can they help us deliver services better?

### **Industry / Supplier Factors**

- What changes are impacting the whole field of sports and recreation services that we need to be aware of and what changes are occurring from our suppliers' business perspective that will affect us?

### **Customer / Client / Citizen Factors**

- What trend changes do we detect in the expectations or requirements of our customers and clients?

A detailed summary of the primary and secondary elements for each of these seven factors, as perceived by the Planning Team, is contained in Appendix 1 on page \_\_\_\_.

## ***Our Vision***

*A Vision Statement is an idealistic view or image of what we want our future to look like at a certain future point in time. It has dreamlike qualities, future hopes and aspirations, even if they are never fully attainable. It is an energizing and inspiring statement of where and what we want to be in the future.*

*Visioning is a process that enables us to put reason aside – temporarily – and look beyond the present to the future, as we would like it to be. “It can’t be done” is irrelevant. How to turn a vision into a reality is something that happens after the vision is created.*

*A Vision must be:*

- 1. Leader initiated*
- 2. Shared and supported*
- 3. Comprehensive and detailed*
- 4. Positive & inspiring – it is a reach, a challenge.*

### **Our Vision 2006 - 2016**

**To be the “Best Minor Hockey Community” in Canada by ...**

- promoting healthy competition
- developing positive life skills
- providing equal opportunities
- optimizing skill development

**for the enjoyment and success of all.**

## ***Our Mission Statement***

*Our Mission Statement is more pragmatic than the Vision Statement. It is more realistic, more focused and more achievable – by design.*

*It describes our unique purpose and outlines the business we are in, without listing the activities that we carry out.*

*The Mission Statement provides answers for three specific questions:*

- ***Why do we exist?***  
*What's our reason for being?*
- ***What do we produce and provide?*** – in benefit and outcome terms.
- ***Who do we serve?***  
*Who are our customers and clients?*

## **Our Mission**

**“To build strong partnerships with our member organizations.”**

**Together, we can ...**

- 1) Develop innovative programs that fulfill the dynamic needs of the players and those who support them.
- 2) Provide administrative guidance and operational support.
- 3) Represent our combined interests at all levels of hockey in Calgary, Provincially and Nationally.

**... to provide a safe, fun and fair environment for all.**



## ***Our Core Values***

*Core Values are the fundamental beliefs that we hold about how we should act while accomplishing our mission and conducting our business.*

*These form the principles that guide our daily behaviours. The way we apply our values will contribute to our overall public image as an organization. This will help others to form their impressions of us, based on how they are treated by our staff and our volunteers.*

*Our core values describe what we believe in and how we will act at work – with our customers and clients, as well as with each other.*

*These values come as a complete set – we cannot pick and choose which ones we want to honour. We are expected to honour, practice and live all of these values – all the time.*

### **Our Core Values**

The core values that we apply daily are:

- **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.
- **Fair Play Codes** – We support the principles of fair play and ***The Fair Play Codes***

## Key Success Measures

*Key Success Measures are the “performance indicators of success” that we will be using to track our progress towards the achievement of our Vision, Mission and Key Principles.*

*These measures will become our “corporate report card” or “scorecard” that we can use to verify that we are on target towards achieving our goals. If we begin to slip off track, these measures will point this out to us, so that we can make the necessary adjustments to get back on track.*

*There are four key areas that we are concentrating on to achieve a balanced set of measures:*

- *Employee Satisfaction*
- *Stakeholder Satisfaction*
- *Financial Viability*
- *Process & Systems Improvements*

*Research shows that:*

- *satisfied employees lead to satisfied stakeholders,*
- *satisfied stakeholders help to create financial viability,*
- *financial viability provides the resources for systems improvements, and*
- *systems improvements make life better for staff, creating higher levels of employee satisfaction.*

### Our Key Success Measures

#### **MHAC Volunteer / Staff Satisfaction:**

- 1) *Retention Rates:* \*
  - MHAC Board / League Chairs / Member Association Volunteers
- 2) *Success and Enjoyment:* \*
  - Survey of volunteers and their level of satisfaction, completed once every two years
  - Annual Values Audit of staff and Volunteers

#### **MHAC Membership Satisfaction:**

- 1) *Effective Communications:* \*
  - Annual questionnaire distributed to Presidents’ Council
- 2) *Co-Operative Partnerships/ Equal Opportunities:* \*
  - Annual questionnaire distributed to formal Partner Groups
- 3) *Volunteer Satisfaction:* \*
  - A random sample survey of MHAC & Member Organization Volunteers completed once every two years
- 4) *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

#### **Financial Viability:**

- 1) *Financial Stability:*
  - Balanced Budget every year
  - 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
- 2) *Partnerships and Co-operation:* \*
  - A questionnaire of current Partners to evaluate the quality of the partnership and its effectiveness – for each party

#### **Process and Systems Improvements:**

- 1) *Innovative Programs:* \*
  - Healthy Competition and Safety Initiatives undertaken
  - Graduated Development Programs in progress
  - Assessment of the Life Skills learned by Players / Volunteers
  - Assessment of the degree of Equality of Opportunities for all participants
- 2) *Systems 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

**NOTE:** A comprehensive set of tracking mechanisms are in place to ensure that targets are set and met over the next 1-3 years. Annual reports on progress will be available – an external one for Stakeholder Satisfaction and Financial Viability and an internal one for Employee Satisfaction and Process and Systems Improvements.

All of the sub-headings that are asterisked indicate that there is no current method for conducting that particular assessment, so one will need to be developed and implemented, within the context of the Strategic Plan over the next few years.

## ***Current State Assessment***

To complete Step # 4 in our Strategic Planning Process – the Current State Assessment – we conducted a series of assessment exercises:

1. We conducted an in-depth SWOT Analysis, where we examined the Strengths, Weaknesses, Opportunities and Threats facing Hockey Calgary over the next 2-3 years. A summary of these notes is included in Appendix #3 on page \_\_.
2. During our initial Plan-to-Plan Session held on Oct. 16<sup>th</sup> 2005, we developed a Critical Issues List of 31 key issues and concerns facing the Association in the near future. This list was later amended and three more issues were added. All of these critical issues were given serious consideration as developed the Core Strategies and Strategic Action Items that are included in the next section of our Strategic Plan. This list is included in Appendix #4 on page \_\_\_\_.
4. A summary of Hockey Calgary's current financial state of health was presented to the Strategic Planning Team, so that everyone had a good understanding of the resource limitations and resource possibilities, as we moved forward and developed the Core Strategies and the 3-Year Business Plan for the Association.

With all of this information as a backdrop to our thinking, we then developed the set of seven Core Strategies and the related Strategic Action Items under each strategy. These are all listed in the next section of our Strategic Plan.

## Hockey Calgary – Core Strategies

*Core Strategies are the basic approaches we use to guide individual and organizational behaviour towards the achievement of our organization’s vision and mission.*

*Strategies are also seen as the major way or method or group of activities that we use to guide us in “bridging the gap” over the life of our strategic plan – from our Current State Assessment (where we are today) to our Ideal Future State (where we want to be in the future).*

*By design, we have a limited number of core strategies to ensure that our staff have a focused approach to delivering the services expected by our stakeholders.*

*Since these are “core” strategies, the activities included under each strategy are core to our operations – and every department or business unit is expected to identify specific ways in which they can contribute to the achievement of each strategy. None of the core strategies are targeted at any single department – it is the collective contribution of the whole organization, working together that enables us to successfully implement our Strategic Plan.*

### **1) Hockey Programming Strategy**

- To create and provide training, education and skill development programs and services for players and those who support them.

### **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.

### **3) Officiating Strategy**

- To work well with 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 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) Administration 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.

**Strategy # 1: Hockey programming Strategy**

**Strategy Description:** To create and provide training, education and skill development programs and services for players and those who support them.

FROM ⇒ TO

<ul style="list-style-type: none"> <li>• Work in progress</li> <li>• Some programs and models in place</li> <li>• Limited awareness by members:             <ul style="list-style-type: none"> <li>- word of mouth</li> <li>- web-site announcements</li> </ul> </li> <li>• Some programs are overly complex</li> <li>• Most programs are voluntary in nature</li> <li>• Currently tracking results from one program participation</li> <li>• Current Initiatives:             <ul style="list-style-type: none"> <li>- Fair Play</li> <li>- Player Evaluation</li> <li>- Seeding &amp; Re-seeding</li> <li>- League Chair Training</li> <li>- Member organization Registrations</li> <li>- Coaching Day in Alberta</li> </ul> </li> <li>• All clinic delivery handled by Calgary Hockey Development</li> </ul>	<ul style="list-style-type: none"> <li>• Highly developed programs meeting the needs of all user groups</li> <li>• Standardized processes to:             <ul style="list-style-type: none"> <li>- develop / initiate / provide / evaluate / improve</li> </ul> </li> <li>• Enhanced communication of ALL programs</li> <li>• Streamlined and simplified programs</li> <li>• Stays voluntary for many; specific ones are compulsory</li> <li>• Consistent tracking of ALL programs</li> <li>• Comprehensive portfolio of effective program offerings:             <ul style="list-style-type: none"> <li>- Coach Mentoring</li> <li>- Player Evaluation</li> <li>- Carry on with Core Programs</li> </ul> </li> <li>• Multi-Vendor clinic delivery</li> </ul>
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**Strategic Action Items:**

Strategic Action Item	Yr. 1	Yr. 2	Yr. 3	Lead Role
Develop standardized program model / methodology / tracking for application to all programs	✓	✓	✓	Rob

Strategic Action Item (continued)	Yr. 1	Yr. 2	Yr. 3	Lead Role
Assess all Operational processes and programs, make recommendations and implement changes: <ul style="list-style-type: none"> <li>• Seeding and re-seeding</li> <li>• Appeal / protest process</li> <li>• “We Just Play”</li> <li>• Alberta Winter Games</li> <li>• Affiliations</li> <li>• Player evaluation</li> <li>• Provincials</li> </ul>	✓ ✓ ✓	✓ ✓	✓ ✓	Perry Perry Murray Perry Perry Perry Perry
Assess all Development Programs, make recommendations and implement changes: <ul style="list-style-type: none"> <li>Skills Development</li> <li>• Mentorship</li> <li>3 on 3 League</li> </ul>	✓	✓ ✓	✓ ✓ ✓	Rob Rob Rob
Year-end focus group sessions for each of our hockey streams	✓	✓	✓	Ken
1.5 Delivery of existing programs	✓	✓	✓	Ken/Perry/Rob
1.6 Re-establish the Development Committee	✓			Rob
1.7 Transition the operation of Recreational Hockey to a volunteer Board.	✓	✓		Beth
1.8 Move the coordination of Coach Certification program delivery in-house			✓	Rob

**Strategy # 2: Governance Strategy**

**Strategy Description:** 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 ⇒ TO

<ul style="list-style-type: none"> <li>• Inconsistency in interpretation of our policies &amp; procedures</li> <li>• Limited awareness</li>   <li>• Communication is not always clear and consistent</li> <li>• Current copy of Whitebook does not differentiate issues of concern</li> <li>• Whitebook presented at Fall General Meeting</li> <li>• Our key volunteers have a limited understanding of what’s in the Whitebook</li>   <li>• Member Organizations doing an inconsistent job educating Team Officials of Hockey Calgary rules and policies</li> </ul>	<ul style="list-style-type: none"> <li>• Consistent Interpretation of our policies and procedures</li> <li>• Vision, Mission &amp; Core Values incorporated into Whitebook</li> <li>• Clear and consistent communication</li> <li>• Effectively communicate changes to all stakeholders</li> <li>• Whitebook presented at Annual General Meeting</li> <li>• All Directors, League Chairs and Coaches are familiar and knowledgeable of our Hockey Calgary policies and procedures:             <ul style="list-style-type: none"> <li>- a simplified version</li> <li>- orientation and training programs</li> <li>- evaluate and assess awareness levels</li> </ul> </li> <li>• Member organizations conduct orientation sessions for coaches on MHAC rules and policies</li> </ul>
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**Strategic Action Items:**

Strategic Action Item	Yr. 1	Yr. 2	Yr. 3	Lead Role
2.1 Continue to serve on Board, Councils and Committees of Hockey Alberta and links to Hockey Canada, as required	✓	✓	✓	Ken/Perry/Rob

<b>Strategic Action Item (continued)</b>	<b>Yr. 1</b>	<b>Yr. 2</b>	<b>Yr. 3</b>	<b>Lead Role</b>
2.2 Complete current review of MHAC By-Laws, incorporating our Vision, Mission and Core Values	✓			Ken
2.3 Distribute Whitebook to user groups	✓	✓	✓	Beth
2.4 Continue to provide an effective appeal and protest mechanism to resolve problems	✓	✓	✓	Executive
2.5 Education sessions for Board and Member Organization Presidents on Whitebook and major areas of emphasis	✓			Murray
2.6 Develop an electronic version of the Whitebook with search capabilities or with rules “flagged” for specific user groups	✓	✓	✓	Beth
2.7 Develop a “Quick Reference Guide” for common areas of concern		✓		Murray
2.8 Provide education sessions for Member Organizations on how to use the Whitebook		✓		Perry
2.9 Identify ways to better understand and link the policies and regulations of Hockey Calgary, Hockey Alberta and Hockey Canada for all Hockey Calgary Board Members		✓		Perry
2.10 Develop a By-Laws Casebook resource tool for consistent interpretation, application and linkage to all three levels – Hockey Calgary, Hockey Alberta and Hockey Canada			✓	Murray
2.11 Include a “Quick Reference Index” for specific user groups			✓	Murray
2.12 Develop a model for effective Governance at Member Organization level			✓	Murray



**Strategy # 3:            Officiating Strategy**

**Strategy Description:**            To work well with our partners to achieve officiating excellence by attracting, developing and retaining a pool of confident, capable and respected officials at all levels.

FROM ⇒ TO

<ul style="list-style-type: none"> <li>• Lack of mentoring and support programs for officiating development at lower and mid-levels</li> <li>• Limited technical and supervisory support for local officials</li> <li>• Poor retention of new officials due to limited support and development at initial levels of learning</li> <li>• Little or no opportunity for simulated game opportunities to teach</li> <li>• Limited ways to acknowledge and recognize officials for their levels of officiating skills</li> <li>• No resources available to support Community Referee Coordinators</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive mentorship program for development of newer officials</li> <li>• Stronger, more competent Community Referee Coordinators</li> <li>• Improved retention through development and appreciation programs</li> <li>• Opportunities for “Game Teaching Sessions”</li> <li>• Community Appreciation &amp; Recognition Program for community officials</li> <li>• Referee Coordinators Handbook</li> </ul>
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**Strategic Action Items:**

Strategic Action Item	Yr. 1	Yr. 2	Yr. 3	Lead Role
3.1 Develop a tool/brochure to encourage existing and graduating players to become involved in officiating	✓	✓	✓	Murray
3.2 Strengthen working relationships between Hockey Calgary, Hockey Alberta and CZRC regarding hockey officials	✓	✓	✓	Murray
3.3 Produce a monthly newsletter for community officials	✓			Murray

<b>Strategic Action Item (continued)</b>	<b>Yr. 1</b>	<b>Yr. 2</b>	<b>Yr. 3</b>	<b>Lead Role</b>
3.4 Complete Referee Coordinators Handbook and distribute it to Referee Coordinators	✓			Murray
3.5 Encourage Member Organizations to improve their websites to provide referee related information	✓			Murray
3.6 Explore options for creating a local officials appreciation event	✓	✓	✓	Rob
3.7 Research a referee apprenticeship program with graduated levels of skill development (ie:GTHL model)	✓			Murray
3.8 Secure a Corporate Sponsor to improve and expand official development programs at community level		✓		Murray
3.9 Offer a supplementary development clinic for young/new officials		✓	✓	Murray
3.10 Prepare and communicate a business case to Hockey Alberta and Hockey Canada supporting the implementation of a Graduated Development Program for officials		✓	✓	Murray
3.11 Research and implement a Scholarship Program for young officials		✓	✓	Murray

**Strategy # 4: Safety and Fair Play Strategy**

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

FROM ⇒ TO

<ul style="list-style-type: none"> <li>• No formal program in place focused on safety</li> <li>• No tracking system in place to monitor incident rates associated with injuries</li> <li>• No tracking of qualifications in terms of stakeholders</li> <li>• No guidelines in place for Member Organizations to follow on how to implement safety</li> <li>• Speak Out program is not clearly understood by everyone!</li> <li>• Turning Point Program has lost momentum</li> <li>• Members responsible for implementation of safety concepts are not united in application</li> <li>• No buy-in at AA level and at some BB levels of Fair Play codes and Principals</li> <li>• Lack of understanding of what Fair Play means at the Hockey Calgary level (time/seasonal)</li> <li>• Codes of conduct and Fair Play are not consistently followed</li> </ul>	<ul style="list-style-type: none"> <li>• Strong clear and focused safety program</li> <li>• Data capture to support decision making process</li> <li>• Clear, accurate and accessible data of stakeholder qualifications</li> <li>• Safety Manual (set of guidelines for all) to follow</li> <li>• Understanding of program and rights associated with same</li> <li>• All programs             <ul style="list-style-type: none"> <li>▪ Turning Point</li> <li>▪ Fair Play</li> <li>▪ Speak Out</li> <li>▪ Others</li> </ul> </li> <li>• 100% Buy-in and application of concepts (i.e.: mouth guards)</li> <li>• Consequences associated with ignorance of requirements</li> <li>• Awareness of Hockey Calgary expectations with respect to Fair Play and codes of conduct all season long!</li> <li>• Complete acceptance and conformity to Fair Play codes</li> </ul>
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**Strategic Action Items:**

<b>Strategic Action Item</b>	<b>Yr. 1</b>	<b>Yr. 2</b>	<b>Yr. 3</b>	<b>Lead Role</b>
4.1 Bring the database for all mandatory Hockey Canada certification programs in-house	✓	✓		Beth
4.2 Research Safety Program Manual including guidelines for consideration by member Organizations (definitions critical)	✓	✓	✓	John
4.3 Formally roll out new Safety Program to all stakeholders <ul style="list-style-type: none"> <li>• Risk Management (CPIC)</li> <li>• Injury reporting &amp; National Insurance Program</li> <li>• Fair Play</li> <li>• Speak Out</li> </ul>	✓			Murray Kirk Murray
4.4 Implement Fair Play Guidelines into all streams of hockey	✓			John
4.5 Investigate options of possibly outsourcing program development of 4.2 and 4.3 (example for Member Organizations to emulate)	✓			Murray
4.6 Assign “Game and Conduct” area of responsibility to Hockey Calgary Director (programs need a Champion)	✓			John
4.7 Continue to work with existing policy and systems while improvements are being developed (i.e.: Media)	✓	✓	✓	Murray
4.8 Prepare/ develop Safety & Fair Play non-conformance policy to deal with bad actors (i.e.: mouth guards)		✓		John
4.9 Fairplay to be included in all Board and operations Meetings.	✓	✓	✓	Ken / Perry

**Strategy # 5: Communications Strategy**

**Strategy Description:** Getting the right message, to the right person, at the right time, in the right way throughout the organization

FROM ⇒ TO

<ul style="list-style-type: none"> <li>• Lack of understanding / knowledge of the complete hockey system</li> <li>• Volunteer turn-over (knowledge transfer)</li> <li>• No one coordinating communications for Hockey Calgary</li> <li>• Multiple channels of communication</li> <li>• No formal communication protocol</li> <li>• Website central point of communication for Hockey Calgary</li> <li>• Impersonal phone system</li> <li>• Minimal media exposure</li> </ul>	<ul style="list-style-type: none"> <li>• Appropriate understanding/ knowledge of how Hockey Calgary fits into the Canadian system</li> <li>• High volunteer retention</li> <li>• Dedicated Hockey Calgary Board Member responsible for communication and protocol</li> <li>• Continue to streamline all methods of communication</li> <li>• Well defined communication protocol</li> <li>• Hockey Calgary/ Member Organizations websites consistent in content</li> <li>• Personal phone system</li> <li>• Strong and trusting media relationship</li> </ul>
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**Strategic Action Items:**

Strategic Action Item	Yr. 1	Yr. 2	Yr. 3	Lead Role
5.1 Identify and communicate “Hot Button” issues to all relevant volunteers and posting on Hockey Calgary and Member Organization websites taking advantage of high traffic pages such as the schedules webpage	✓	✓	✓	Murray
5.2 Improve relationship with Member Organizations by attending their Board / Annual meetings, coaches Meetings, etc.	✓	✓	✓	Murray & Hockey Calgary Board

<b>Strategic Action Items (continued)</b>	<b>Yr. 1</b>	<b>Yr. 2</b>	<b>Yr. 3</b>	<b>Lead Role</b>
5.3 Host regular and meaningful specific user group information sessions: <ul style="list-style-type: none"> <li>• Presidents Council</li> <li>• Focus groups &amp; workshops</li> </ul>	✓	✓ ✓	✓	Ken Kirk
5.4 Continue to explore opportunities for Hockey Calgary magazine	✓			Murray
5.5 Develop a well defined communications protocol	✓			Murray
5.6 Re-program telephone system to be more personal and user friendly by adding an option to be connected with a Hockey Calgary staff	✓			Beth
5.7 Build a “Frequently Asked Question” area on Hockey Calgary website	✓	✓	✓	Beth
5.8 Aggressively pursue media opportunities	✓	✓	✓	Murray
5.9 Improve communications to Member Organizations regarding resource materials <ul style="list-style-type: none"> <li>• Hockey Calgary/Hockey Alberta/ Hockey Canada By-Laws, policies, etc.</li> <li>• Hockey Canada publications (i.e.: Safety Requires Teamwork)</li> </ul>	✓	✓	✓	Kirk
5.10 Create tools and techniques to assess satisfaction of Member services		✓		Murray
5.11 Research tools to assist Member Organizations in hosting comprehensive websites		✓		Beth

**Strategy # 6: Administration Strategy**

**Strategy Description:** To run the business of Hockey Calgary in a way that reinforces and supports our Vision, Mission, and Core Values with a high degree of customer satisfaction

FROM ⇒ TO

<ul style="list-style-type: none"> <li>• Informal financial/accounting process</li> <li>• Basic support to Hockey Calgary Board and specific user groups</li> <li>• Critical dates set and distributed annually/posted on hockey Calgary website</li> <li>• Some systems/processes are running very well</li> <li>• Inconsistency with Member Organizations websites</li> <li>• Limited training for League Chairs and other “front-line” volunteers</li> <li>• Handle all administration for Recreational Hockey Leagues</li> <li>• Limited Hockey Calgary Board access to player/team official data</li> </ul>	<ul style="list-style-type: none"> <li>• Defined financial/accounting process</li> <li>• Effective and proactive support to Hockey Calgary Board and specific user groups</li> <li>• Regular reminders and information bulletins circulated to specific user groups regarding critical dates</li> <li>• Continue with the good service (i.e.: scheduling)</li> <li>• Hockey Calgary/ Member Organizations websites consistent in content</li> <li>• Comprehensive training manuals and monthly “Bulletins” for League chairs and other “front-line” volunteers</li> <li>• Recreational Hockey Leagues offered same level of support as all Member Organizations</li> <li>• On-demand access to player/team official data for Hockey Calgary Board members</li> </ul>
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**Strategic Action Items;**

Strategic Action Item	Yr. 1	Yr. 2	Yr. 3	Lead Role
6.1 Continuous review and update of Strategic Plan and assignment of Action Items	✓	✓	✓	Murray
6.2 Schedule and administer training programs	✓	✓	✓	Kirk

<b>Strategic Action Item (continued)</b>	<b>Yr. 1</b>	<b>Yr. 2</b>	<b>Yr. 3</b>	<b>Lead Role</b>
6.3 Create a process map of critical dates with electronic reminders to circulate memos, information sheets or reminders to specific user groups	✓	✓	✓	Beth
6.4 Recruit, train and transition Recreational Hockey Leagues to volunteer Board	✓	✓		Beth
6.5 Review of capital assets needs and create Lifecycle Plan to support acquisition	✓	✓	✓	Murray
6.6 Continue to handle day-to-day administration and operations of Hockey Calgary	✓	✓	✓	Murray
6.7 Develop library of Hockey Calgary resource materials: <ul style="list-style-type: none"> <li>• Complete Operations manual</li> <li>• Create policies &amp; procedures manual</li> <li>• Review and update Whitebook</li> </ul>	✓	✓	✓	Murray Murray Perry
6.8 Create well defined job descriptions for all staff, Hockey Calgary Board and Committee Chairs	✓	✓	✓	Murray
6.9 Review of available electronic resources/tools through existing suppliers and investigate other solutions		✓	✓	Murray



**Strategy # 7: Resource Acquisition Strategy**

**Strategy Description:** To ensure we have the physical, financial and human resources necessary to enhance the sustainability of Hockey Calgary

FROM ⇒ TO

<ul style="list-style-type: none"> <li>• Shortage of ice (demand exceeds supply)</li> <li>• Minimal control over ice allocation</li> <li>• High cost sport</li> <li>• Inefficient utilization of ice</li> <li>• Obscure budgeting process</li> <li>• Amount of sponsorship not commensurate with profile of sport in Calgary</li> <li>• Healthy reserve fund</li> <li>• Current debt \$1.6M</li> <li>• “Not for Profit”</li> <li>• No policy direction to member Organizations on financial reporting</li> <li>• Inconsistent financial reporting</li> <li>• High turnover of volunteers</li> <li>• No succession planning</li> <li>• No orientation at any level (i.e.: Code of Conduct)</li> <li>• Some job descriptions</li> </ul>	<ul style="list-style-type: none"> <li>• Meet ice demands (per hockey Canada development recommendations)</li> <li>• Control of ice in co-operative manner with other user groups</li> <li>• Sponsorship to subsidize cost of ice</li> <li>• Efficient planning model</li> <li>• Well communicated budget process and regular monthly statements</li> <li>• Secure a sustainable level of sponsorship support (corporate/Government)</li> <li>• Maintain and grow reserve fund</li> <li>• Eliminate debt over 10 years (target 5 years)</li> <li>• Maintain this status but ADD “Charitable status”</li> <li>• Provide guidelines and policy direction to member Organizations for financial reporting (template)</li> <li>• Regular financial reporting practices</li> <li>• Retain and grow volunteer base</li> <li>• Well understood succession plan for Hockey Calgary staff and lead volunteers</li> <li>• Orientation program for all levels (League Chairs and up)</li> <li>• Current job descriptions for all Staff, Hockey Calgary Board and Committee Chairs</li> </ul>
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<ul style="list-style-type: none"> <li>• No “Staff/ Volunteer: rosters for Member Organizations</li> <li>• No performance review process for Hockey Calgary staff and lead volunteers</li> <li>• No development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Electronic records for “Staff/ Volunteer” rosters for all Member Organizations</li> <li>• Well established goals &amp; objectives for Hockey Calgary staff and lead volunteers, reviewed annually</li> <li>• Development plan for League Chairs and upwards</li> </ul>
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**Strategic Action Items;**

<b>Strategic Action Item</b>	<b>Yr. 1</b>	<b>Yr. 2</b>	<b>Yr. 3</b>	<b>Lead Role</b>
Develop a standardized and timely budgeting process	✓	✓	✓	Murray
7.2 Provide monthly (internal) and quarterly (Board) Financial Reports				
7.3 Comprehensive Human Resource “Engagement” Program, containing: <ul style="list-style-type: none"> <li>• Goals and Objectives</li> <li>• Recognition &amp; Appreciation</li> <li>• Job Descriptions</li> <li>• Annual Review</li> <li>• Succession Planning</li> <li>• Development planning</li> </ul>	✓	✓	✓	Perry Beth Beth Ken/Perry/Rob Murray Murray
Establish a Finance Committee to oversee and make recommendations to the Board on: <ul style="list-style-type: none"> <li>• Sponsorships</li> <li>• Flames Financial Assistance Program</li> <li>• Hockey Calgary Charity Golf Tournament</li> <li>• Fund Development</li> <li>• Debt Retirement</li> <li>• Society Status (Foundation)</li> <li>• Member Organization standard policy and reporting</li> <li>• Reserve Fund</li> </ul>	✓	✓	✓	John Murray Beth Rob Finance Committee Chair Finance Committee Chair John Murray Finance Committee Chair

7.5	Internal analysis of ice issues before and after consultant report	✓	✓	Perry
7.6	Create and maintain volunteer database to aid in attracting/retaining volunteers	✓	✓	Registrar
7.7	Explore the viability of an “Ombudsman” role to handle specific issues escalated within the Communication Protocol		✓	Murray

## APPENDIX #1

### ENVIRONMENTAL SCAN

#### SOCIO - DEMOGRAPHIC

- Increasing Number of Players
  - Female hockey
  - Ice time scheduling
  - Rise in population
- Other sports cheaper
  - Soccer
  - Rec hockey
- Immigration
- Entrepreneurial Hockey
- Place of Hockey in Society
- High School Hockey
- Provide a Venue for 21 & Over Players
  - Not beer league
  - Impact on ice time
- Other Sports (Foundational)
  - Gymnastics
- Not Keeping Up With Diversity (Ethnic)
- Redefining Boundaries – Assoc.
- Equal Practice times for all
- Status Level for Parents

#### COMPETITION

- Soccer, Snowboarding, Skiing, Foot Ball etc.
- Grass Roots Hockey
- Rec Hockey
  - Ice time
  - Their model
  - Internal competition
- Hormones
- Varsity Hockey
  - Ice time
- Peer Pressure
- Higher Levels Raiding Lower Levels
  - Video
    - T.V.
    - Computers
- Private School Programs
- Inter + Intra Community
- Other Activities
- Video
- Privately Owned Facilities
- Summer Programs
- Parental Choice
- Pond Hockey
- Men's Leagues (ice)

### ECONOMICS

- Affordability
  - Registration fees
  - Ice costs + shortage of ice
  - Equipment
- Travel Costs
  - Gas – food – motel
- Fund Raising Ability ↓
- Market Levels Associated With Utilities
  - Rink rental rates
  - Heat vs. no heat
- Construction Costs
- Compile Comparable Data with Other Cities And Share It
- User Pay “Expectations” ( If I pay more – I expect to win or be placed where I want)
- Facilities - Built
- Insurance
- Corporate Sponsorship
  - sharing among other sports
- Volunteer Time Commitment
- Cost of Independent Evaluators
- Affluence
  - Pay more + volunteer less

### POLITICAL

- Player Evaluation
- Calgary – Province – Canada
  - Associations – Teams
- Infrastructure Funding At Municipal Level
- Hockey Alberta, Hockey Canada, N.H.L.  
Junior, N.C.A.A.
- Drive Policy Change In Edmonton
- Seeding Associations
- Boundaries
- Internal Politics – Our Own Problem
- Profit vs. Not For Profit
- Transparency in process from  
Hockey Canada → Hockey Player
- Government Mindset on Recreational Needs and Connections to Education & Health

### TECHNOLOGICAL

- Equipment/Safety
  - wearing the right equipment
- Studies relating to Contact vs. Non Contact
- High Expectations by Users
  - Scores on web

- Expectations That Tools Will Solve Problems
- Communications –E. mail overload
- F.A.Q. on web, I.T. support & service
- Registration/Permits/Windows
- Media – use it to our benefit
- Cell Phones in the Locker Room
- Abuse of technology
- Loss of Human Contact & Common Sense & Take Time to Clarify

### INDUSTRY

- Expectations are Different, i.e. Win vs. Fun
- Lack of Rinks
- Personal Training
- Development Finding
- Do Suppliers Support All Hockey Players Not Just the Elite (WHL)
- Supply chain standards
- Lack of suppliers/vendors
- Industry using hockey as a vehicle to sell product
- Sponsorships
- Δ Return of investment of sponsors Δ Fatigue of sponsors
- Δ Selective sponsorships non- conditional

### CUSTOMER

- Players Δ Referees Δ Associations Hockey Δ Associations Community Δ Coaches
- Δ Sponsors ( Esso, Tim's, Flames) Δ Volunteers Δ Hockey Alberta/ Hockey Canada
- Δ Teams Δ Regional & National Programs i.e.: Team Canada
- Δ City of Calgary Parks & Rec
- Δ Parent → Limited time and opportunities for influence
- Value for \$
- Expectations ↑ → Competitive ↔ Non Competitive
- Value for Time less Volunteer Time
- Complexity of Tasks
- Complexity of System

<b>WHAT IS OUR SHARED OUTCOMES FOR THIS PLANNING PROCESS?</b>
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- ◆ Need For More Full Time Staff
- ◆ Better Relationships With Our Member Associations

- ◆ Clearer Understanding Of Customer Wants and Needs → To Better Serve Them
  - ◆ More Fun for Kids, Coaches & Refs
  - ◆ To Reorganize Associations to Broaden Volunteer Base
  - ◆ Better Efficiencies for Our Volunteers
  - ◆ Securing Committed Volunteers
  - ◆ Legacy of the Game
- ◆ Clear and Concise Communication Process → for Our Services → Client Clarity
  - ◆ Clarity of Authority & Roles of MHA's ↔ Local Associations
    - Seeding
  - ◆ Consistency across Age Groups ↕ → getting what's asked for
    - less Confusion/Follow the Model
- ◆ Consistency in Leadership Yet Flows With Volunteers & Their Views
  - ◆ Better Understanding of Policies & Reasons for Policies
    - + Accountability to Honor Policies
    - + Structure and Flexibility
- ◆ Establish Respect between → Players → Parents → Coaches → Stakeholders
  - MHAC
- ◆ Manage Policies for Majority Not Minority

## **APPENDIX #2**

### **KEY STAKEHOLDERS**

A stakeholder is one who holds an interest or a stake in what you do. A customer or client is one who chooses to use your products or services. It is important to note that while a customer is always a stakeholder – a stakeholder is not always a customer.

Hockey Calgary stakeholders include:

- Children / players
- Parents
- Media
- Referees
- City of Calgary
- Private hockey organizations
- Leagues
- Coaches
- Community and rural Associations
- Hockey Alberta
- Calgary Flames Hockey Club



## APPENDIX #3

### STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (S.W.O.T.) ANALYSIS

#### STRENGTHS

- Volunteers
- Administrative structure / process
- Hockey Alberta and Hockey Canada mandate
- Progressive attitude
- Open and transparent
- Development opportunities
- Relationship with Member Organizations
- Reputation – National recognition
- Officials
- Process for listening to concerns
- Experienced personnel
- Corporate partners
- Membership 12,000+ and growing
- Communication
- Hockey Calgary structure / system
- Variety of programs
- Leadership
- Culture – passion for the game
- Support of local media
- Innovative use of technology / website

#### WEAKNESSES

- Ice (availability / suitability / infrastructure)
- Communication (right people at right time)
- Lack of training available for volunteers
- Lack of respect and knowledge of processes
- Officials
- No process of educating members
- Perception Hockey Calgary is dictatorial
- Fair playing field (size of teams, avail ice)
- Membership 12,000+ and growing
- Perceived lack of confidence in Leadership
- Perception of fragmentation between Hockey Calgary, Hockey AB and Hockey Canada
- Cost
- Volunteers time
- Volunteer apathy
- Lack of follow through of processes
- Complaint handling
- Conflict of interest / personal agendas
- Email XXX abuse
- Length of season (year round)
- Facilities (need comp ice study)
- “Squeaky Wheel” syndrome

#### OPPORTUNITIES

- Life skills to post hockey life
- Year round hockey
- Outdoor ice
- Networking between Member Organizations
- Complimentary nature of “other sports”
- Networking with other Sports Associations
- Expand media relationships
- Grants
- Experience and knowledge
- 3 on 3 hockey
- 21 Year Olds (??)
- Sharing “Best Practices”
- Players volunteering in community
- Development partners (Corp / Gov)
- Growth of female hockey
- Educational for all stakeholders
- Use of technology
- Past volunteers assist as mentors

- Use of service providers
- Volunteers vs. paid staff – will shift as groups mature and grow
- Programs to recognize / reward examples of “Good Practices”
- Grassroots hockey programs

### THREATS

- Lack of referee retention / training
- Interaction: Hockey Calgary & officials
- Negative influence of Pro sports
- Year round hockey – overlapping schedule
- Cost
- Retention of volunteers
- Relationship between streams of hockey
- Societal ethics and integrity
- Time commitment
- Lack of facilities
- Parent expectations
- Hockey Calgary Board retention / succession plan
- Working relationships with Member Organizations, Hockey AB and Hockey Canada
- Grassroots / Entrepreneurial hockey
- Over competitive / lack of respect
- Apathy – volunteers and parents
- Understanding of principles / processes
- Volunteer burn-out
- Other sports
- Rogue coaches
- Injuries / safety
- Legal action / liability
- AA system pulling away
- Headstrong leadership

## **APPENDIX #4**

### **CRITICAL ISSUES LIST**

- Volunteer Burnout
- Relationship with Hockey Alberta
- Unclear Communication
- Quality Product & Services
- Creating efficient structure for organization
- Volunteer vs. Non volunteer i.e., when are staff needed and how many
- Discipline – too little at all levels
- Documenting – simplifying major process
- Partisan politics – self serving attitudes – hidden agendas
- Ice availability – facilities – competing users – allocation process
- Different knowledge base of all stakeholders
- Problem solving process – familiarity – who owns it
- Stakeholders are cynical of association – structure – practices
- Expectations of accessibility of Board / Volunteers – unrealistic 24-7 mindset
- Opportunities for stronger relationship with Flames
- Cost – financial pressures
- Identification of opportunities for improvement
- CMHA is a zone team – unique challenges
- Improving relationships with local associations
- Clarification of roles and responsibilities
- Organizational structure – need for training – orientation – mentoring
- Fair play at all levels
- Emotional component in working with children
- Unification of vision at all levels
- Need for quality coaching and referees
- Clarity of core values – applied throughout the organization
- Travel and time pressure for all participants
- Champions needed
- Measurements – user survey – feedback mechanisms
- Fitting the square peg into the round hole – fitting female program into the organization
- Apathy