



HOCKEY CALGARY

*Hockey Calgary*  
**2012/13 Strategic Plan**  
***Year End Scorecard***



# 2012 Strategic Plan

## Hockey Calgary Directors

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| <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 / Sue Makarchuk |
| 5. Communications Strategy              | Brad Trumble              |
| 6. Business Operations Strategy         | Ian Gunn                  |
| 7. Resource Acquisition Strategy        | Perry Cavanagh            |

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

# 2012/13 Strategic Plan - Scorecard

## *Strategic Planning (Mike Dlugan)*

| Strategy                   |  |
|----------------------------|--|
| Strategic Planning Process |  |

### Key Accomplishments in 2012/13

- Completed final Strategic planning sessions, updated 2012/13 strategic plan adopted by Board
- Adopted strategy “Leaders”...a Director responsible for each strategy
- Presented updated strategic plan to presidents council
- Updated 2012/13 Strategic plan posted to HC website

### Areas for Improvement

- Progress reporting on strategies & action items
- Alignment of key strategies with current committees

### 2013/14 Goals / Action Items

- Fall Strategic Planning Session, review strategies and ensure action items are in alignment, input from new ED
- Mid-year progress reporting
- Review Hockey AB and Hockey Canada strategic plans, ensure alignment
- Share with other MHA's, focus on best practise

# 2012/13 Strategic Plan - Scorecard

## Hockey Programming Strategy (Bruce Page)

| Strategy  |  |
|---|--|
| <b>Hockey Programming Strategy</b> <ul style="list-style-type: none"> <li>- To create and provide training, education and skill development programs and services member</li> <li>- To administer city leagues and provide efficient ice allocation and scheduling</li> </ul> |  |

### Key Accomplishments in 2012/13

- Excellent execution of scheduling all seeding and league games, including Esso Minor Hockey week and the CDC City Championships
- Hockey Calgary participated at the Hockey Alberta Provincials in Atom, Peewee, Bantam, Midget and Junior
- NDL program was reviewed during the season and manual was updated for the 2013/2014 season
- Great job by BB Council, AA Council, Female Hockey and Recreational Hockey operating their respective leagues during the season

### Areas for Improvement

- Hockey Calgary to meet with all associations Timbits Coordinator to review the Timbits Program
- Formation of a Hockey Calgary Development Committee
- Utilize Hockey Alberta Regional Centre
- Upgrade Scheduling Program
- Increase communication to ensure all coaches have the required certification ( NCCP And RIS ) to coach within Hockey Calgary

### 2013/14 Goals / Action Items

- Work with Hockey Alberta Regional Centre in Calgary to provide programs and services that Hockey Alberta provides its members through implementation, discussion and development of programs
- Propose formation of a Hockey Calgary Development Committee to focus on athlete development, coach development, leadership development and promotion of the game at the grassroots level

# 2012/13 Strategic Plan - Scorecard

## Governance Strategy (Dave Sevalrud)

| Strategy   |   |
|--|---|
| <b>Governance Strategy</b><br>- 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.  |   |
| <b><u>Key Accomplishments in 2012/13</u></b> <ul style="list-style-type: none"> <li>• Creation of Board Matrix</li> <li>• Updated Job Descriptions for President (Chair), Executive Director, all officers and directors at large</li> <li>• Presentation on Board governance issues</li> <li>• Establishment of a Nominations Committee and a written nominations process</li> <li>• Clarity around directors voting rights at AGM</li> <li>• Clear credible process for hiring a new Executive Director</li> </ul> | <b><u>Areas for Improvement</u></b> <ul style="list-style-type: none"> <li>• Further Bylaw Amendments to clarify role of President (Chair)</li> <li>• Further education about the role of a board member as opposed to a committee or council chair position</li> <li>• Written committee and council reports ahead of meetings and AGM</li> <li>• Adding governance related resources and contact information on the website</li> <li>• Updated Board mandate</li> <li>• Further governance education for Board and members</li> </ul> |
| <b><u>2013/14 Goals / Action Items</u></b> <ul style="list-style-type: none"> <li>• Work with Board and President's Council to identify and agree on bylaw amendments related to new Executive Director and new role of President (Chair)</li> <li>• Updated board, committee and council mandates</li> <li>• Preparation of board governance materials or presentations that can be delivered to the board and the members for next year</li> </ul>   |   |

# 2012/13 Strategic Plan - Scorecard

## Officiating Strategy (Craig DeCoursey)

### Strategy

#### 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.

#### Key Accomplishments in 2012/13

- Engaged 11 of 17 communities with the Shadow Mentorship Program, established senior officials to liaise with the communities and assist in running the program.
- Increased total supervisions from 917 to 1076.
- Developed a Referee-in-Chief document and distributed to the communities to aid in the recruitment of RICs and establish a job description with expectations.
- Assigned all minor hockey week finals based on merit – recognized the skill and attitude that we want to promote within the referee community.

#### Areas for Improvement

- Fully functioning Shadow Programs in all communities in line with Hockey Canada Guidelines.
- Identifying and tracking Shadow supervisions separately to better measure the effort and results.
- Complete a Referee Coordinators Handbook to supplement the RIC job description.

#### 2013/14 Goals / Action Items

- Work with communities to limit referee “tryouts”.
- Work with communities to reduce the restriction on referee numbers – better sharing of officials between communities.
- Enhance the assigning partnership between CZRC and Hockey Calgary in terms of funding and scheduling of exhibition / tournament games.

# 2012/13 Strategic Plan - Scorecard

## *Safety, Fair Play & Respect Strategy (Doug Gunn/Sue Makarchuk)*



HOCKEY CALGARY

### Strategy

#### **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.

#### **Key Accomplishments in 2012/13**

- Representation on the Hockey Alberta Body Checking Review Committee
- Transfer of the Respect in Sport administrative responsibility to Hockey Alberta
- Continued requirement for Coaches and Parents to complete Respect In Sport training

#### **Areas for Improvement**

- Improve the timeliness and clarity of communication from Hockey Alberta with respect to coaching and concussion education suggestions following the decision to remove Body Checking from the Pee Wee age division
- Improve the application of Respect In Sport principles, zone wide, in terms of communication between volunteers, employees, and players/families
- Increased involvement with the sport medicine research community to elucidate safety concerns and evidence based strategies to address them.

#### **2013/14 Goals / Action Items**

- Proposed formation of a Hockey Calgary Safety Committee to review and monitor all aspects of safety and fair play in Hockey Calgary related activities and provide a liaison to the Hockey Alberta Committee on the same topic.
- Consideration of Police Check/Vulnerable Sector searches for our Board, Coaching staff and Employees
- Development of an evidence based concussion education program for coaches and families

# 2012/13 Strategic Plan - Scorecard

## Communications Strategy (Brad Trumble)

### Strategy

#### Communications Strategy

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

#### Key Accomplishments in 2012/13

- Much more intensive usage of social media; Twitter and Facebook to highlight Hockey Calgary events.
- Excellent execution of primary events including Esso Minor Hockey week and the CDC City Championships
- Strong communication on issues surrounding closed arenas and the re-scheduling of games.
- Opened a better level of cooperation between Hockey Calgary and the professional sports teams in the city.

#### Areas for Improvement

- Increased involvement / alignment with the professional sports teams in the city.
- Emphasis on Hockey as a 'life Long' sport of choice for young people through messaging, lifestyle features, Brand messaging, safety messages.
- Cooperation and the building of bridges between the communities, leagues, sports schools and other hockey minded constituents.

#### 2013/14 Goals / Action Items

- Extend Hockey Calgary reach/involvement to include outdoor rinks throughout the city possibly through a joint recognition plan or event in cooperation with the City of Calgary.
- Increase information and demonstration opportunities for education, learning, and safety at significant Hockey Calgary events in the coming year. (Helmet tune ups, equipment checks, hockey development programs)
- Hosting of the U18 Women's National championship and the opportunity the event offers to increase the visibility of Women's hockey in Calgary.
- Capture more events electronically (video & photo) and distribute via social media.
- BHAG – reenergize the image of hockey as a fun, safe, and achievable sport for young people everywhere. Develop communication programs to encourage kids to STAY in the program by finding the right level, opportunity to play.



# 2012/13 Strategic Plan - Scorecard

## *Business Operations Strategy (Ian Gunn)*

### Strategy

#### **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.

#### **Key Accomplishments in 2012/13**

- Established budget committee and developed budget for the operations of Hockey Calgary
- Developed process for the review and assessment of the monthly and quarterly results for Hockey Calgary
- Reported actual to budget results to the board and president committee for Q2 and Q3
- Ensured financial results for HC were more regularly reviewed and reported overall
- Ensured that operations of HC were “planned” to achieve a small surplus to meet needs of operation and ensure funding commitments could be met.

#### **Areas for Improvement**

- Report to the board and presidents committee for the three quarters of the fiscal year
- More regular meetings of the budget committee
- Development of a more granular presentation of the budget to manage actual costs
- Better linkage of the approved budget to the approval of actual expenses before costs are incurred

#### **2013/14 Goals / Action Items**

- Annual budget established and approved before the operating year has commenced.
- Ensure completion of the annual audit in time for the AGM and reporting to the member associations
- Regular budget committee review meetings as many in FY 13 were ad hoc due the existence of issues in the operations

# 2012/13 Strategic Plan - Scorecard

## Resource Acquisition Strategy (Perry Cavanagh)

| Strategy  |  |
|---|--|
| <b>Resource Acquisition Strategy</b><br>- To ensure that we have the physical, financial and human resources necessary to enhance the sustainability of Hockey Calgary at all levels. |  |

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|--|--|
| <b><u>Key Accomplishments in 2012/13</u></b> <ul style="list-style-type: none"> <li>Recruitment &amp; Nomination Committee Established</li> <li>Job Descriptions for Key Positions Created</li> <li>Board Skills Matrix Tool Created and Implemented</li> <li>Engaged 3<sup>rd</sup> Party Expertise to aid with Development (through practice ) intricacies of our Recruitment Process</li> <li>Executive Director will be Hired in May 2013</li> <li>Two (2) New Board Members will be Proposed in May 2013</li> </ul> | <b><u>Areas for Improvement</u></b> <ul style="list-style-type: none"> <li>Establish a Formal Strategy Team Focused on Topic</li> <li>Host a Minimum of Four (4) Meetings</li> <li>Clarification Required on Financial Asset Expectations</li> </ul> |
| <b><u>2013/14 Goals / Action Items</u></b> <ul style="list-style-type: none"> <li>Review Need for Physical Assets (i.e. Print / Copy Machine, Rink Dividers, Vehicle, Equipment, etc)</li> <li>Investigate Ongoing Training Options for Board Members</li> <li>Create New Member Orientation Packages</li> <li>Assist the Executive Director in the Creation of Performance Reviews and Compensation Packages</li> </ul>   |  |