

# YELLOWKNIFE MINOR HOCKEY ASSOCIATION

## STRATEGIC PLAN

2007- 2012



“providing quality programs through organizational excellence”

Yellowknife Minor Hockey Association

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### 1.0 INTRODUCTION

The Yellowknife Minor Hockey Association (the Association) is responsible for the organization, supervision and administration of amateur hockey in Yellowknife. The Association is a member of Hockey NWT, Hockey North and Hockey Canada which, collectively, are responsible for the welfare of amateur hockey in Canada and the Northwest Territories.

Administration of the Association is a challenging task which continues, to varying degrees, on a year-round basis. As volunteers occupy all executive and administrative positions, they can commit only a limited amount of their time to the organization. Accordingly, the Association must maximize its organizational effectiveness.

The Association undertook a strategic planning initiative during summer 2007. The following plan reflects the input of a focused working group, results of a detailed survey of all members and a subsequent review of the draft plan by all members. This strategic plan is intended to:

- Ensure that Association programs and priorities are consistent with the wishes and values of its members;
- Provide a clear sense of direction to the elected and nominated personnel of the Association;
- Ensure that the allocation of personnel and financial resources reflects Association priorities; and
- Communicate Association priorities to our players, parents, partners, and the public.

### 2.0 OUR VISION

Our Vision is to be the premier sport organization in Yellowknife by providing quality programs through organizational excellence.

### 3.0 OUR MISSION

Our mission is to provide opportunities for Yellowknife youth to participate in a positive hockey experience and to develop positive life-long skills and values in a fun and safe environment.

We will succeed by:

- Providing quality and innovative programs which meet the needs of our members;
- Providing focused and progressive development for our players, coaches and volunteers; and
- Engaging our members, volunteers and partner organizations to understand and respond to their needs.

#### 4.0 OUR VALUES

As members of the Association, we value:

**Excellence:** high standards in all areas of our organization.

**Integrity:** consistent application of our policies and procedures in a fair and transparent manner.

**Trust:** a belief that all persons are acting in good faith.

**Respect:** for the game and for all participants including players, officials, parents, coaches and volunteers.

**Accountability:** responding to the needs of our members.

**Stewardship:** maintaining the vision, mission and values of the Association.

#### 5.0 OUR OPERATING PRINCIPLES

We will address our vision, mission and values by adhering to the following principles:

- Listening to our Members

The Association exists to serve the collective needs and wishes of its members. Input will be sought from all members when developing Association policies. The Executive Committee will strive to meet the optimum needs of its members; recognizing that that it is not possible to meet the individual needs of all members.

- Working with our Partners

Effective partnerships - with sponsors, City administrators, arena staff, the Referees Association and other user groups - are fundamental to the effective delivery of our programs. We will respect our partners by striving to understand their perspectives and needs, sharing information with them, meeting our commitments to them and sharing our successes with them.

- Meeting our Commitments

Our effectiveness, as an organization, is established through the day-to-day decisions and activities of our executive, our administrative personnel and our other volunteers. We must recognize the responsibilities which we assume and honor our commitments to our colleagues, our members and our partners.

- Communicating our Decisions

Communication is fundamental to meeting our commitments to our members and our partners. We will ensure that our operating policies, meeting results and day-to-day decisions are communicated in a timely and effective manner.

- Empowering our People

The Association is built on a foundation of enthusiastic and committed volunteers. Delegation is the key to organizational effectiveness. The Association will empower its volunteers by clearly defining their roles, delegating authority in accordance with these roles and acknowledging their contribution.

- Working Together

The Association is comprised of a small group of dedicated persons committed to the welfare of Yellowknife children and youth who play hockey. We must focus our collective efforts on the success of the entire organization.

- Respect

We will work together in a manner which reflects the values we seek to instill in our children and youth.

## 6.0 KEY STRATEGIES

The Association will implement the following strategies in pursuit of our vision: quality programs through organizational excellence.

### 6.1 Organizational Excellence

#### 6.1.1 Governance

The Association must have clearly defined roles and responsibilities for the Executive Committee, other committees, and all elected and nominated positions. Defined roles and responsibilities and clear operating procedures will effectively apportion the overall strategic and operational responsibilities of the organization, facilitate effective decision-making and enhance the recruitment and orientation of new volunteers.

The Association will develop:

- An effective committee structure which reflects the distinction between strategic and operational responsibilities;
- Terms of reference for each committee which will clearly define the scope and substance of its responsibilities;
- Procedures which will govern and enhance the operations of all committees;
- Succinct job descriptions which provide clear expectations for each elected and nominated position;
- Amendments to the Association Bylaw which will reflect good governance and reinforce our vision.

#### 6.1.2 Leadership Development

Effective organizations are developed through effective leaders – at all levels of the organization. The Association must enhance its collective leadership capacity so that it may develop and sustain its quality programs and organizational excellence. There must be opportunities for individuals to grow with the organization.

The Association will:

- Provide orientation for all members who are newly elected or nominated to their positions.
- Provide mentorship and personal development opportunities for elected and nominated volunteers;
- Evaluate elected and nominated volunteers as part of the annual program review;

- Provide constructive feedback to all volunteers about their performance.

### 6.1.3 Clear Policy Direction

The Association is faced with numerous operating decisions which must respect the direction from affiliated associations yet respond to the needs and expectations of our members in a consistent and transparent manner. Clear policies and procedures are the foundation for consistent and accountable decision-making. The Association will develop written policy statements which will address recurring program and administrative activities.

Priority policy statements include (but are not limited to):

- |                        |                     |
|------------------------|---------------------|
| • Code of Conduct      | • Player Evaluation |
| • Conflict of Interest | • Registration      |
| • Coach Selection      | • Team Selection    |
| • Female Hockey        | • Team Travel       |
| • Ice Allocation       | • Team Uniforms     |

Policies will be reviewed annually to ensure that they remain relevant and additional policies will be developed as the need arises.

### 6.1.4 Effective Planning

Effective planning is the key to defining our future and realizing our vision. Effective planning requires clear goals, defined timelines and the identification of the required personnel and financial resources. The Association must plan its full program well in advance of the pending season so that all elements of the program are anticipated, resourced and effectively coordinated.

The Association will:

- Develop an effective approach to scheduling of Association activities which will provide clarity and predictability for all members;
- Develop a more user-friendly and cost-effective approach to registration;
- Develop an effective approach to the maintenance of Association records
- Develop a standardized approach to the organization of tournaments and other special events;
- Develop comprehensive annual program plans which identify the recurring and one-time tasks which must be undertaken, the committees and persons responsible for each task and the timelines for completing them; and
- Undertake an annual evaluation of its programs to build on its successes and address outstanding needs;

#### 6.1.5 Service to Members

The Association must address the needs and expectations of its members in a timely and effective manner. This includes clear policies and procedures, effective scheduling of Association events, a user-friendly web site, and timely communication of committee decisions. We must provide players, parents and other participants a reasonable opportunity to plan their personal and family commitments.

The Association will:

- Develop a user-friendly website with current and comprehensive information for members;
- Maintain a centralized, member-wide e-mail list for the timely dissemination of information;
- Ensure that records of decision from all Executive Committee meetings are posted on the website in a timely manner;
- Undertake an annual survey of members to determine their satisfaction with current programs and the performance of elected and nominated personnel; and
- Seek input from all members on key policy issues.

#### 6.1.6 Enhanced Partnerships

Effective partnerships with affiliated associations, sponsors, City staff, the Referees Association and other user groups are fundamental to the effective delivery of our programs. We will respect our partners by striving to understand their perspectives and needs, sharing information with them, meeting our commitments to them and sharing our successes with them.

The Association will:

- Complete an agreement wherein the City will undertake scheduling and registration on behalf of the Association;
- Complete an agreement wherein the City will acquire supplementary registration fees, for financially challenged registrants, directly from Kidsport.
- Explore funding and technical development opportunities with Hockey NWT and Hockey Canada
- Explore opportunities for collaboration with other groups which share our vision for amateur hockey in Yellowknife;
- Develop a plan to enhance sponsorship and fundraising for the organization;

#### 6.1.7 Marketing and Promotion

We must share our vision and mission with Yellowknife youth and with the community. We must enhance our image, promote our programs and celebrate our successes so that athletes may make hockey their sport of choice.

The Association will:

- We will publicly recognize the contributions of our volunteers, partners and sponsors;

- Advertise Association activities and successes through regular media coverage;
- Assist players to obtain the appropriate equipment through an annual gear swap;
- Upgrade the Association logo

#### 6.1.8 Financial Stability

The Association must ensure that its financial resources (cash and in-kind) are adequate to support its programs and to realize its vision. It must manage its resources effectively to maximize their program value, merit the confidence of our members and partners and maintain our legal status as a society.

The Association will:

- Maintain accurate and up-to-date financial records which clearly reflect the Association's financial status;
- Develop financial management policies which will ensure effective control over Association expenditures;
- Develop a clear rationale for its annual fee structure which will be established in advance of each season;
- Ensure that operating costs are carefully considered when planning new or expanded initiatives
- Pursue enhanced sponsorship and fundraising opportunities to underwrite Association programs;

## 6.2 Quality Programs

### 6.2.1 Responding to Player Needs

Collectively, our players reflect a spectrum of participation, skill development and competitive needs. The Association is committed to meeting the fullest suite of needs with the resources and facilities at its disposal. The member survey included a number of suggestions for enhancing the current Association programs.

The Association will:

- Undertake a survey to determine member views on alternate approaches to meeting the full range of players needs and expectations ;
- Develop a plan to implement an enhanced suite of participation, skill development and competitive programs; and
- Implement the enhanced programs in a systematic and well planned manner.

### 6.2.2 Leadership Development

The effective delivery of Association programs requires a significant group of coaches, instructors and other personnel with the appropriate technical and inter-personal skills. The Association must provide adequate opportunities for its coaches to develop their skills to a level which meets recognized standards and in a manner which meet the needs of our players.

The Association will:

- Determine the minimum certification requirements for coaches associated with the various levels of Association programs;
- Develop an inventory of Association coaches , their skills and current certification ;
- Identify training and development opportunities available through Hockey NWT and Hockey Canada; and
- Develop a certification program (and budget) for Association coaches.

### 6.2.3 Development of On-ice Officials

The Association is dependent upon an adequate number of committed and qualified on-ice officials to ensure that its games are played in a fair and safe manner. As with players, referees must be provided with proper training and a positive learning environment so that they may fully develop their skills.

The Association will work with the Yellowknife Referee Association to:

- Determine the minimum requirements for on-ice officials associated with various levels of Association programs;
- Develop a program which will assist junior officials to fully develop their skills.

## 7.0 CONCLUSION

Minor hockey is an integral component of the Yellowknife community. It provides countless hours of competitive enjoyment, provides lasting memories and fosters friendships for our children and youth. Numerous volunteers support the Association because they believe in its goals and the rewards which it provides. The needs of our players and of the Association will evolve over time and our efforts and resources will be reallocated in response to those changing needs.

This strategic plan will serve to ensure that, despite evolving circumstances, we remain focused on our vision: quality programs through organizational excellence.

Appendix 1: Deadlines for Completing Strategic Planning Tasks.																				
STRATEGIES AND PRIORITY TASKS	YEAR/QUARTER*																			
	2007				2008				2009				2010				2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>ORGANIZATIONAL EXCELLENCE</b>																				
<b>Governance</b>																				
1) Effective Committee Structure			X				X													
2) Terms of Reference for All Committees			X				X													
3) Operating Procedures for All Committees				X				X												
4) Job Descriptions for all Positions			X			X			X				X				X			
5) Amendments to Association Bylaw									X											
<b>Leadership Development</b>																				
1) Orientation for New Members			X				X			X				X					X	
2) Mentorship and Development (Ongoing)																				
3) Annual Evaluation of all Volunteers					X				X				X				X			
4) Feedback to all Volunteers					X				X				X				X			
<b>Clear Policy Direction</b>																				
1) Code of Conduct				X																
2) Conflict of Interest				X																
3) Coach Selection			X																	

\* Q1 is the end of March; Q2 is the end of June; etc. "X" refers to an annual review.

STRATEGIES AND PRIORITY TASKS	YEAR																			
	2007				2008				2009				2010				2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>ORGANIZATIONAL EXCELLENCE</b>																				
<b>Clear Policy Direction</b>																				
4) Female Hockey			X																	
5) Ice Allocation				X																
6) Player Evaluation			X																	
7) Registration			X																	
8) Team Selection			X																	
9) Team Travel				X																
10) Team Uniforms			X																	
11) Annual Policy Review					X				X				X					X		
<b>Effective Planning</b>																				
1) Improved Scheduling			X																	
2) Improved Registration			X																	
3) Maintenance of Association Records					X															
4) Planning for Special Events				X																
5) Annual Program Evaluation					X				X				X					X		
6) Program Plan for Next Season						X				X				X				X		

STRATEGIES AND PRIORITY TASKS	YEAR																			
	2007				2008				2009				2010				2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>ORGANIZATIONAL EXCELLENCE</b>																				
<b>Service to Members</b>																				
1) Improved Website			X			X				X				X				X		
2) Centralized E-mail List of Members			X			X				X				X				X		
3) Posting of Meeting Minutes (ongoing)																				
4) Annual Member Survey					X				X				X				X			
5) Member Input on Draft Policies (ongoing)																				
<b>Enhanced Partnerships</b>																				
1) Agreement re: Registration and Scheduling			X		X				X				X				X			
2) Agreement re: Kidsport			X																	
3) Technical Development Opportunities					X															
4) Collaboration with other Hockey Groups				X																
5) Sponsorship and Fundraising Plan					X															



STRATEGIES AND PRIORITY TASKS	YEAR																			
	2007				2008				2009				2010				2011			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>QUALITY PROGRAMS</b>																				
<b>Responding to Player Needs</b>																				
1) Member Survey to Identify Needs				X																
2) Options to Address Identified Needs					X															
2) Plan for Enhanced Programs						X														
3) Implement the Enhanced Program										X										
<b>Leadership Development</b>																				
1) Determine National Standards				X																
2) Inventory of Coach Certification Levels				X					X				X				X			
3) Identify Development Opportunities					X				X				X				X			
4) Training and Development Program						X				X				X				X		
<b>On-Ice Officials</b>																				
1) Determine Minimum Requirements				X																
2) Identify Development Opportunities					X															
3) Implement Development Program						X														

