



**HOCKEY YUKON
3-YEAR STRATEGIC PLAN
2016/17 - 2018/19**

Final Version – Dated Thursday, March 3, 2016

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INTRODUCTION

The Hockey Yukon 3-Year Strategic Plan establishes the priorities of Hockey Yukon for the planning period (2016/17 – 2018/19). The focus of the plan primarily respects the governance and administration of Hockey Yukon. Hockey Yukon's Executive will review the plan periodically to assess progress in meeting the goals of the plan. It is anticipated that the plan will be modified from time to time to address unforeseen issues and/or emerging opportunities as circumstances warrant.

METHODOLOGY

The plan was prepared over a 4-month period, beginning with the development of a situation analysis report, summarizing feedback and perspectives of Hockey Yukon's principle constituents, namely: member and non-member associations, stakeholders, current and former players, officials, parents, and hockey fans. The situation analysis report was used to inform a 1-day strategic planning session, held Saturday, February 13, 2016, bringing together members of the Hockey Yukon Executive to identify the organization's short, medium and long-term goals along with the actions required to achieve the goals.

MISSION STATEMENT

The mission of Hockey Yukon, as hockey's Sport Governing Body, is to promote hockey in Yukon by leading the development of players, coaches, officials, volunteers, and administrators, and by maintaining positive and mutually beneficial relationships with Hockey Yukon's member and non-member amateur hockey associations, and stakeholders.

VISION STATEMENT

Hockey Yukon's vision is to become a sports industry leader with a strong and respected voice that is indispensable to the success of hockey and sport in Yukon. Through Hockey Yukon's success, all Yukoners will have opportunities to participate and be involved in positive hockey experiences. Hockey as an industry in Yukon is robust and Hockey Yukon's accomplishments and contributions are widely recognized.

VALUES

- *Hockey for Life*: we promote involvement in hockey as a life long physical activity for players, officials and fans
- *Child and Youth Centred*: our core services and programs enhance the development of children and youth as hockey players and athletes

- *Good Citizenship*: we promote life skills, such as courtesy, respect, teamwork, and leadership, that benefit participants throughout their lives
- *Positive Relationships*: trust and respect are the cornerstones of our relationships with member associations, non-member associations and stakeholder
- *Fair Play*: the rules of the game are respected and uniformly applied. Having fun is central to the hockey experience
- *Safe and Harassment Free Environment*: our games, clinics and events are administered in environments where safety is paramount and there is zero tolerance for behaviour approaching or constituting harassment

GOALS

GOALS	GOVERNANCE	OPERATIONS	FINANCE	COMMUNICATIONS
Short-Term (1 year)	Increase transparency in Board decision-making processes	Enhance relations with Hockey Yukon's member and non-member associations	Strengthen Hockey Yukon financial management controls	Improve promotion & marketing of Hockey Yukon and its services
Medium-Term (2 years)	Clarify relationship with WMHA re Mustangs transfer Clarify game reporting and district authorities for player registration & representation with BC Hockey	Expand Hockey Yukon's administrative capacity to facilitate Board focus on governance	Improve fundraising & sponsorship coordination	Strengthen scheduling stability of Hockey Yukon events, tryout tournaments, clinics
Long-Term (3 years)	Modernize Hockey Yukon Constitution, regulations and policies	Establish Yukon as a sport tourism destination for hockey		

ACTIONS

GOAL	ACTIONS
Increase transparency in Board decision-making processes	<ul style="list-style-type: none"> Periodically post meeting agenda and minutes to website Create decision-making template to ensure Board decisions are reflected in writing and include a justification for particular decisions, and post decision documents to website
Enhance relations with Hockey Yukon's member and non-member associations	<ul style="list-style-type: none"> Develop engagement strategy: targeting appointment of a community representative to serve on the Executive, establishing a permanent forum to promote periodic communication and networking opportunities (e.g. monthly teleconference call), examining opportunities for collaboration between Hockey Yukon and associations, identifying steps to increase understanding of Hockey Yukon services available to associations, and highlighting Hockey Yukon's role as an advocate on behalf of associations in discussions with stakeholders, such as governments
Strengthen Hockey Yukon financial management controls	<ul style="list-style-type: none"> Establish budgetary and workplan development cycle, similar to BC Hockey's planning wheel, used by Hockey Yukon to prepare and approve annual work plans identifying the chief activities the organization intends to undertake and a budget identifying how costs of activities will be addressed. Prepare workplan and budget templates
Improve promotion & marketing of Hockey Yukon and its services	<ul style="list-style-type: none"> Develop marketing plan identifying: suitable content describing Hockey Yukon and its services, social media appropriate for reaching Hockey Yukon's target audiences, and common look and feel for Hockey Yukon promotional material Assign a resource responsible for managing Hockey Yukon social media (e.g. website) to ensure content remains current
Clarify relationship with WMHA re Mustangs transfer	<ul style="list-style-type: none"> Prepare information kit describing roles and responsibilities of Hockey Yukon for managing the Mustangs, and the process for reporting incidents following games
Clarify game reporting and district authorities for player registration & representation with BC Hockey	<ul style="list-style-type: none"> In collaboration with BC Hockey, participate in and implement the new BC Hockey governance model to clarify the 'district' relationship, roles and responsibilities of Hockey Yukon going forward
Expand Hockey Yukon's administrative capacity to facilitate Board focus on governance	<ul style="list-style-type: none"> Write job descriptions for the office administrator, Head Coach/Technical Director and Scheduler Develop restructure plan by reviewing administrative structures of similarly sized organizations, identifying current and new responsibilities of administration along with the human resource requirements, such as an Executive Director, necessary to fulfill the responsibilities Approach funders to secure resources to expand administrative capacity, and implement plan

<p>Improve fundraising & sponsorship coordination</p>	<ul style="list-style-type: none"> • Prepare policy establishing framework for Hockey Yukon fundraising. A policy goal will be to ensure a coordinated approach to fundraising. The policy will include a requirement that Mustangs Teams obtain Hockey Yukon approval prior to fundraising, and that fundraising is a requirement of playing on a Mustangs Team. The policy will also stipulate that Hockey Yukon approval is required for fundraising activities requiring a license • Prepare policy establishing framework governing Hockey Yukon sponsorship. A policy goal will be to ensure a coordinated corporate approach to sponsorship
<p>Strengthen scheduling stability of Hockey Yukon events, tryouts, tournaments, clinics</p>	<ul style="list-style-type: none"> • Prepare calendar of events, similar to those used by other minor hockey associations (e.g. Okanagan Mainline Amateur Hockey Association) identifying dates for: tournaments, clinics, special events, deadline for membership dues, registration deadlines, tryouts, and annual and special general meeting • Develop and manage tournament matrix providing for coordination of tournaments
<p>Modernize Hockey Yukon Constitution, regulations and policies</p>	<ul style="list-style-type: none"> • Update Constitution’s purpose statements and the roles and responsibilities of Directors and Officers • Review requirements of recently enacted <i>Societies Act</i> (BC) and Regulations to determine whether changes are required to Hockey Yukon’s constitution to ensure Hockey Yukon remains in good standing with BC Hockey
<p>Establish Yukon as a sport tourism destination for hockey</p>	<ul style="list-style-type: none"> • Engage governments and business community to raise awareness of the potential economic benefit of hockey on Yukon’s economy • Promote Yukon as a hockey destination among Hockey Yukon’s broader hockey community (i.e. AK, BC, AB, & NWT) • Initiate development of a Business Plan assessing Yukon’s hockey market potential, infrastructure needs (arena size), return on investment, and costs, such as promotion and administration • Implement a hockey academy (skills, hockey school, interchange with Yellowknife)