



# LEDOC MINOR HOCKEY ASSOCIATION

## STRATEGIC PLAN

MAY 2018







# FORWARD

The Leduc Minor Hockey Association (LMHA) has been a fixture in the Leduc sporting landscape for years. It serves as the face of minor hockey in the community providing recreational and competitive hockey experiences for all children and youth in Leduc. The organization is operated by a volunteer board who, in turn, relies on volunteers and parents to ensure programming occurs. With this reliance on volunteers it is important to ensure efforts are focussed to maximize resources. While, rightly, there is a focus on ensuring programming continues, there is a need to identify focal areas.

The intent of this Plan is to provide that focus. The strategic content presented within this document is the result of a planning session Board members attended. Through discussion, Board members developed strategic foundations (mission, vision, guiding principles) as well as the strategic priorities upon which to focus. This strategic planning will provide direction for the upcoming year(s). The strategic priorities are not cast in stone—these can change as circumstances do. Rather the priorities provide a necessary focus.

A good organization understands the environment within which it operates. It sets the strategic direction to focus efforts. This is particularly important with a voluntary organization that has limited resources. The volunteers are busy delivering on the program elements – the core purpose of the organization. While this is critical to the organization it is incumbent to, now and then, look up from the day to day work and set an overall direction.



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# SECTION ONE

ABOUT LEDUC  
MINOR HOCKEY  
ASSOCIATION

LMHA offers programming from Initiation through to Midget. It also offers programming specific to girls. In 2017/18 the Association had 584 registrations. This figure has shown some growth over the past five years growing 5-8% per year. Overall registration numbers are driven by younger age groups with 132 players in Initiation and 139 players in Novice in 2017/18. Across all age groups and programs there were 38 teams.

The organization operates with an annual budget in excess of \$800,000 with the majority of revenues coming from registration fees and Association and team fundraising. The single biggest expense is the rental of ice.

# SECTION TWO

STRATEGIC  
FOUNDATION



Organizations have foundational statements that are important for a number of reasons. These statements communicate to customers / participants, as well as staff and the public what the organization is about, what it stands for, and how it conducts itself. Vision and mission statements are used as filters for decision making as well. Activities and initiatives being undertaken by the organization should align and support the vision and mission. Guiding principles were also developed.

## MISSION

A mission statement describes the reason the organization exists. It explains what the organization does; the benefit or outcome of what it does. It also identifies the direct recipient of the action. The mission statement of LMHA follows.

**LMHA delivers hockey programming to children and youth in Leduc and the surrounding community to develop hockey skills, build character, and prepare youth to be good citizens contributing to their communities.**

## VISION

A vision statement is aspiration and provides an image of success highlighting ambitions for the future. It describes success for the organization and a grander impact the organization will have on the broader community if it succeeds on its mission. The vision for LMHA follows.

**Healthy engaged citizens who are life-long supporters of hockey and strong communities.**



# GUIDING PRINCIPLES

Guiding principles are statements that help shape how decisions are made and what actions are taken. They are not specific actions themselves but identify considerations. These philosophical statements guide an organization as it conducts its business. The principles that guide LMHA are stated below.

- **Transparency.** Not all decisions and actions may be supported by everyone. However operating in a transparent fashion means that parties can see how decisions are made; what has influenced decisions; and what those decisions are.
- **Kids first.** The mission of LMHA is to provide programming to children and youth. Decisions should be made in the best interest of them.
- **Responsiveness.** As a volunteer organization it can be difficult to respond immediately. However timeliness in responses and actions are important. Being responsive means taking action promptly.
- **Fairness.** While not all actions and responses will be equal amongst people or teams they can all reflect a sense of fairness. It implies a lack of favouritism or discrimination.
- **Collaborative.** Decisions are not made in isolation but are made by multiple parties together.
- **Consistency.** Being consistent means being predictable. Decisions that were made one way previously are expected to be made on similar grounds the next time. It refers to conformity.
- **Accountable.** People or organizations are responsible for their actions. Being accountable means being able to justify or explain one's actions. Being accountable means accepting the responsibility that comes with a decision and its impacts.



# SECTION THREE

SWOC  
ANALYSIS



Board members engaged in an exercise to identify strengths and weaknesses of LMHA (internal aspects). They also identified the external positioning of the Association by identifying opportunities and challenges. The intent of the exercise was to examine LMHA in a systematic manner that ultimately was used by the Board members to identify areas of focus. The output from this Board exercise is presented below. Depending upon one’s perspective, the same attribute could fall into more than one of the quadrants.

	Positive Factors	Negative Factors
Internal Factors	<u>Strengths</u> Good Now	<u>Weaknesses</u> Bad Now
External Factors	<u>Opportunities</u> Good Future	<u>Challenges</u> Bad Future



# STRENGTHS

- Financial stability and position can enable LMHA to do other things
- Board democracy – decisions are made through consideration and contributions from all.
- Board diversity
- Growth at young divisions
- Flexibility
- Manager training initiative is successful
- Increase in accountability
- Events and tournaments
- Volunteers including coach recruitment
- Relationship with City
- Board members function as a team
- The size of the board is appropriate and large enough to accomplish tasks without being too large.
- The local facilities are of good quality.
- LMHA Board and members are open to change and are flexible to changing circumstances
- There is a desire to improve
- Good participation in member feedback. As well there is the capability to gather feedback.

## WEAKNESSES

- Communication generally including: to members, between subcommittees and board members; with Hockey Alberta, and with Leduc Junior Athletic Club
- Long term planning and financial planning
- Athlete development
- Goal setting and measurement
- Transparency in operations
- Player retention at upper ages
- Consistency
- Discipline player, coach and parent
- Coach and parent buy in
- Lack of collaborative approach, there is a hierarchy mentality
- Implementation of ideas
- A “win first” mind set is impacting enjoyment and skill development
- Marketing and promotion of LMHA
- Coach development programs
- Referee development
- Effectiveness of organization structure
- Meeting efficiency
- Capitalizing on partnerships
- Not as fun as it should be
- Accountability
- Discipline with players, coaches, parents (including follow-through)
- Equitable and fair treatment across all divisions and programs
- Participant costs
- Player development in lower tiers

## OPPORTUNITIES

- Growing young community
- Growth of female hockey
- Events and tournaments
- Resources – sub contractors; evaluators, power skating
- Professional development, Board members, coaches
- Hockey Alberta has resources and expertise that can be leveraged and used
- First Shift, Jumpstart and KidSport programs
- Social media
- Partnerships with other organizations and entities
- Sponsorships and fundraising
- Relationship with the City of Leduc
- LMHA is positioned to take a leadership position among youth sport organizations in Leduc
- LMHA alumni are an untapped resource

## CHALLENGES

- Communications
- Securing sufficient ice time
- Hockey academies are drawing players that would ordinarily play with LMHA
- How to correctly administer sport funding (grants and gifts)
- Fee increases from City and Hockey Alberta
- Number of leagues that we participate in
- Demands and expectations from parents
- There are many other sports and activities competing for children and youth participation
- Recruiting and retaining volunteers including referees and off ice officials
- The state of the economy impacts sponsorship opportunity and the availability of grants
- Changes from Hockey Alberta and other governing bodies





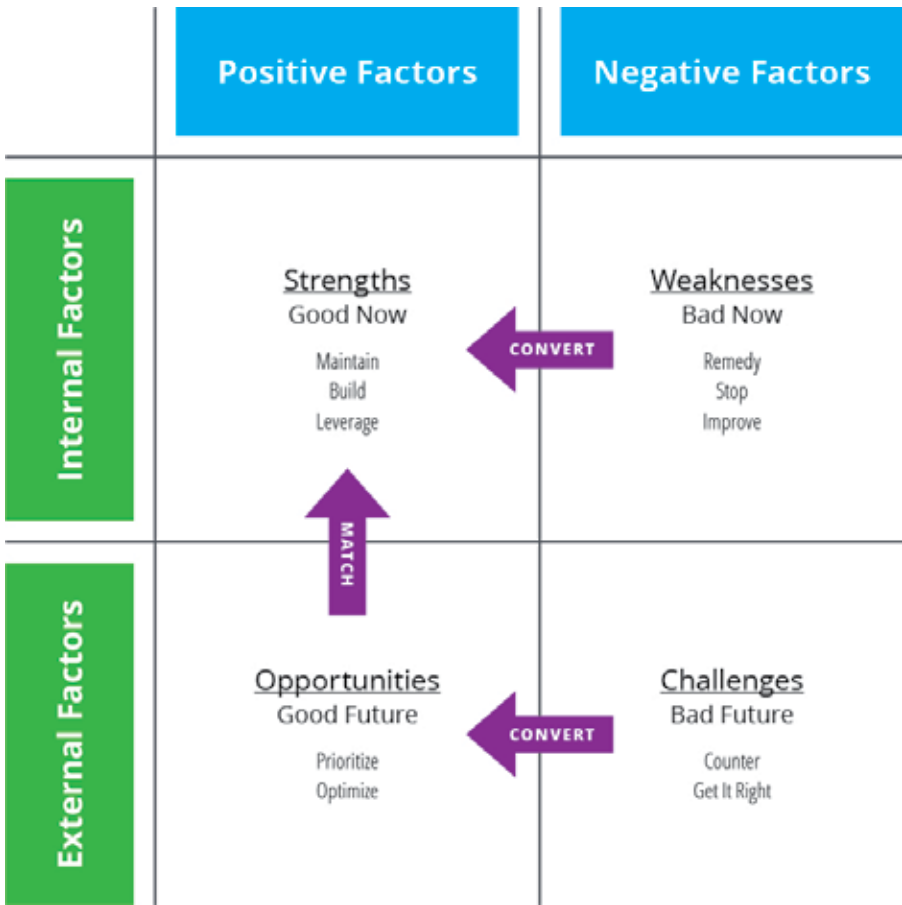
A grayscale photograph of a hockey player's leg and skate on an ice rink. The player is wearing a dark jersey with white and light gray horizontal stripes on the sleeve. The skate is white with black laces and a black blade. A black hockey stick and a black puck are visible on the ice surface.

# SECTION FOUR

STRATEGIC  
PRIORITIES

Based on the SWOC analysis as well as the discussion that accompanied it, the Board identified the following strategic priorities to focus on for the few years. As presented in the accompanying graphic, initiatives may describe the movement of a weakness to a strength; the shift from a challenge to an opportunity; or the transformation of an opportunity to a strength. The identification of these strategic initiatives does not imply that there will be no other work addressed by the Association. The initiatives identified will serve as focal points on which resources will be assigned.

Specific business and work plans will need to be developed and will describe and detail how each strategic priority will be implemented.



## ENHANCE COACHING

The coach has the most direct impact on the growth and development of the players. In fact the overall experience of the players from skill improvement to simple enjoyment maybe most impacted by the knowledge and behavior of the coaches.

As a volunteer position a lot is asked of coaches as well. With challenges in recruiting and retaining coaches it is important as an Association to do all that can be done to ensure those stepping into the role are as well prepared as they can be. Additionally a stronger coaching cohort helps ensure that as players move through the system, their experiences can be equally positive and skill development is continuous.

Efforts are needed as it relates to training for coaches. This includes technical aspects of the game but also game planning. Training can include skills and drills to organize better practices; it can also include training to help interact / mentor / lead young participants. A plan and program for coaches training needs to be developed. This should include an overall approach as well as specific topics or themes. As an Association there needs to be a framework in place that outlines appropriate practice procedures (including how much) as well as levels of skills and strategies.

## SPONSORSHIP

LMHA relies on registration fees as well as Association and team fundraising for the majority of its revenues. The 2017 financial statements show that sponsorship comprises approximately 7% of revenues. With costs rising (which can impact participation) it is important that the Association looks to other opportunities for revenues such as sponsorships.

Sponsorship acquisition however does require preparation. The appropriate sponsorship opportunities should be identified as well as desired sponsorship amounts. As well a coordinated approach needs to be developed and centralized to ensure that individual entities are not approached or targeted multiple times but LMHA or its representatives. A sponsorship prospectus should be developed which includes the benefits accrued to the sponsors. While the majority of sponsors are community minded they are approached by innumerable organizations and causes. Presenting and articulating the benefits of sponsorship with LMHA is imperative.

# COMMUNICATIONS

Effective communications is an ongoing effort for all organizations. It requires attention and it requires planning. Communications was cited as both a weakness and a challenge by Board members. Effective communications can mitigate many problems and issues. More importantly it can alleviate many problems all together. Appropriate and effective communications is necessary for LMHA to abide by its guiding principles.

A communication plan needs to be developed. This plan will identify key messages, channels to use, timing, and responsibilities. The plan will be of great assistance to the Board but it will also serve as a communications device itself as volunteers, parents, and participants will know when to expect certain messages and how those messages will be communicated.

# ORGANIZATIONAL DEVELOPMENT

LMHA is a relatively large and complex volunteer organization. Over the years it has been structured and morphed as necessary to meet the demands it faces. It is timely to review and modify, if necessary the Association's structure. This includes a number of considerations:

- Board structure—responsibilities of the Board, number of positions, accountability of those positions
- Committee and sub committee structure—are there standing committees or are they ad hoc or project based?
- Volunteer orientation and training—what do volunteers need to know? How will they learn it? What are their duties and responsibilities? What is the commitment?
  - » Materials that are developed through this process will prove very beneficial as personnel change.
- Regulations, policies, and procedures need to be reviewed—what is there? Are they current and pertinent? Are people aware of them? Is LMHA following them? Should some be revised? Should some be developed?
- Management and operational framework—delivering elite/AA through minor level programs presents challenges and opportunities. Consideration needs to be given to the appropriate delivery of all levels of programming while adhering to the guiding principles.

# REFEREE DEVELOPMENT

Although paid, it can be difficult to secure referees. While experience is instrumental in the development of a referee there is training that can be implemented to go beyond game experience. Good refereeing contributes to a player's development as well as to their enjoyment of the game. LMHA should pursue efforts to further develop its referees.



# APPENDIX

## PRESENTATION MATERIAL

# Strategic Planning

Saturday May 12<sup>th</sup>, 2018



SC + PERC

## Introductions

- RC Strategies+PERC
  - Rob Parks & Steve Slawuta
- LMHA
  - Your name
  - Position and tenure with LMHA
  - Birth place
  - If you could be world class at any sport, what would it be?



SC + PERC

## Agenda Review

- Strategic Foundations
  - Mission
  - Vision
  - Guiding Principles
- Context Setting
  - About LMHA
  - The environment
- Strategic Initiatives
  - SWOC & initiatives
- Next Steps



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## Why Do Strategic Planning?

Provides Roadmap and gives direction

Prioritizes and simplifies decision making

Strategy

Alignment – gets people on the same page

Communicates clear message to members and other stakeholders



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# Strategic Foundations



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## Mission Statement

- What is a Mission statement?
  - A statement of the reason the organization exists
- It should be:
  - Clear
  - Concise
  - Useful
- It answers key questions:
  - What do we do?
  - For whom do we do it?
  - What is the benefit? (what problem is overcome?)



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# Mission Statements

- Scouts Canada

To help develop well rounded youth, better prepared for success in the world.

Action

For whom

Benefit

- United Way of the Alberta Capital Region

Mobilize collective action to create pathways out of poverty.

Action

Benefit

- Edmonton Humane Society

For whom

Benefit

Enriches the lives of people and companion animals through animal sheltering, programs and services, and community engagement.

Action



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## Build a Mission Statement

\*For each item below state your answer in 5-10 words

1. Action – what does LMHA do?
2. Beneficiary – what benefits from your actions?
3. Outcome – what is the benefit from your actions?

Put them together into a Mission Statement.



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# Vision Statement

- What is a Vision statement?
  - The guiding image of success, highlighting ambitions for the future
  - It is intended to inspire people to imagine a better future
  - It should be:
    - Clear
    - Concise
  - It answers key questions:
    - What does success look like for our organization?
    - How will the world be different if we succeed on our mission?
    - What makes our organization unique?



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# Vision Statements

- Scouts Canada  
*Canadian youth making a meaningful contribution to creating a better world.*
- YMCA  
*Strong kids, healthy families, thriving communities.*
- Special Olympics  
*To transform communities by inspiring people throughout the world to open their minds, accept and include people with intellectual disabilities and thereby anyone who is perceived as different.*



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# Build a Vision Statement

\*State your answer in 10-15 words

1. What would the community / world look like if you were completely successful?

Remember – this is inspirational! LMHA is working to make a difference long term in the community and beyond.



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# Guiding Principles

## Principle

*A fundamental truth that serves as the foundation for a system of beliefs or behaviour*

*A rule or belief governing one's behaviour*

- A series of statements that help shape how decisions are made and what actions are taken
- The principles do not specify what people will do, rather they describe what needs to be considered when actions are taken
- Guiding principles are a broad philosophy that guides an organization in all circumstances



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## Developing Guiding Principles

- Think about decisions that LMHA makes.
  - Levels of play
  - Practice times
  - Volunteer jobs
  - Reporting
  - Scheduling
- What considerations should guide the decisions that are made?
  - Is it about easier? Faster? Competitiveness? ???
  - Is everyone involved in all decisions?



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## Context Setting



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## Context Setting

### LMHA Statistics:

- 584 registrations in 2017/18
  - Moderate growth (5 - 8% annual growth over the past 5 years).
  - Overall registration numbers continue to be driven by younger age groups (Initiation: 132 players in 17/18; Novice: 139 players in 17/18).
- 38 total teams in 2017/18
- 19 events in 2017/18 (3 tournaments)



BC + 1110

## Context Setting

### Fees Comparison – Other Regional Minor Hockey Programs

Association	Registration Fees (2017/18)					
	Initiation	Novice	Atom	Peewee	Bantam	Midget
LMHA	\$420	\$580	\$755	\$865	\$870	\$900
Beaumont	\$410	\$555	\$650	\$710	\$775	\$775
Lamont	\$375	\$525	\$575	\$625	\$676	\$875
Wetaskiwin	\$350	\$630	\$819	\$832	\$883	\$908
Lacombe	\$462	\$712	\$886	\$934	\$1,000	\$1,048
Ponoka	\$375	\$575	\$800	\$825	\$875	\$900
RMH	\$575	\$630	\$840	\$910	\$990	\$1,050
Blackfalds	\$550	\$650	\$700	\$725	\$775	\$825
St. Albert	\$530	\$665	\$715	\$765	\$765	\$765
Ft. Sask	\$400	\$675	\$825	\$875	\$975	\$975
<b>RANGE</b>	<b>\$375-575</b>	<b>\$525-712</b>	<b>\$575-886</b>	<b>\$625-934</b>	<b>\$676-1000</b>	<b>\$775-1050</b>
<b>AVERAGE</b>	<b>\$445</b>	<b>\$620</b>	<b>\$757</b>	<b>\$807</b>	<b>\$858</b>	<b>\$902</b>



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## Context Setting

### Fees Comparison – Other “Structured” Winter Sport Opportunities

Activity	Association/Clubs	Age Ranges	Season	Fees
Swimming	Triton Swim Club (winter)	4 onwards	Sept-Jun	\$1,500 - \$4,000
Basketball	Leduc Lightning	U9-17	Sept-Mar	\$200 (U9) - \$375 (U14) \$175 (ages 15-17)
Volleyball	Black Gold Volleyball	U13-U18	Dec-May	\$775 (U13) - \$975
Gymnastics	Limelight Rhythmics	4 onwards	Sept-May	\$1,235 (non-competitive) - \$2,100 (competitive)
Curling	Leduc Curling Club	U21	Sept-Apr	\$110+ per player (est.)
Ringette	Leduc Jaguars Ringette	U10-U19	Sept-Apr	\$300 (U8) - \$1,075 (U19) \$2000+ (U14-19 AA levels)
Dance	J'Adore Dance	13-17	Sept-May	\$550-\$650+



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## Context Setting

### Fee Comparison – Other “Unstructured” Sport Opportunities

Opportunity	Cost
Membership at the LRC	Annual: \$242.50 - \$345.00 Daily: \$4.10 - \$5.75
Skiing at Rabbit Hill	Annual: \$109 - \$359 Daily: \$14 - \$39
Skateboarding / Library / Outdoor Rink	Free



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## Context Setting

### Trends:

- Emergence of hockey academies.
  - Various costs, programming, quality, and mandates.
- Provincially and nationally, hockey registration numbers are “flat-lined”.
  - Generally speaking...hockey is not growing in lockstep with overall population growth.
  - However, levels of growth/decline vary greatly by community.
  - Many urban centres are experiencing growth, while smaller communities and rural areas are experiencing decline (the structure of higher level hockey at regional and provincial levels is contributing to this trend).



BC + 7111

## Context Setting

### Trends (continued):

- Smaller ice games and practices (mandated by Hockey Alberta and Hockey Canada).
- The demand for more ice arenas in many communities is often driven by a desire for increased frequency of use.
- Increased focus on physical literacy within sport.



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## Context Setting

### Leduc Population Indicators:

- Significant population growth in recent years.
- Young community (higher proportion of children and youth than provincial averages)
- City growth projections anticipate that by 2029 the population of Leduc will be ~40,000 – 44,000.

Year	Population
1996	14,346
2001	15,032
2006	16,967
2011	24,304
2016	30,498
2017	31,130



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## Strategic Initiatives



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# SWOC Analysis

## 1. Using the “Post-It notes” identify:

- Strengths
- Weaknesses
- Opportunities
- Challenges

## 2. Review content

- Clarity needed?
- Others to add?

	Positive Factors	Negative Factors
Internal Factors	Strengths Good Now	Weaknesses Bad Now
External Factors	Opportunities Good Future	Challenges Bad Future



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# SWOC Analysis

	Positive Factors	Negative Factors
Internal Factors	<b>Strengths</b> Good Now Maintain Build Leverage	<b>Weaknesses</b> Bad Now Remedy Stop Improve
External Factors	<b>Opportunities</b> Good Future Prioritize Optimize	<b>Challenges</b> Bad Future Counter Get it Right



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# Developing a Strategy

## 1. Strategic initiatives

- Based on:

- Club overview,
- Competition,
- SWOC analysis, and
- Other knowledge...

..... identify actions / initiatives that should be addressed within the next 5 years.

1 per Post-It note

## 2. Categorize



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# Next Steps

- Develop Strategic Foundations based on input gathered
- Develop strategic initiatives based on input gathered
- Provide a draft plan to LMHA for review (by end of May)
- LMHA to review and provide feedback
- Finalize plan (by end of June)
- Check-in – progress check with LMHA executive (tbd)



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