



# **GVMHA Strategic Plan Update 2018**

Prestige Hotel, Vernon B.C.

January 28, 2018

# GVMHA 2018 Strategic Plan

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January 28, 2018 Prestige Inn Vernon B.C.

## Meeting Process Recap

### **In attendance**

GVMHA Board - Gareth Jones, Michelle Goddard, Greg Louis, Jamie Saxton, Kevin Walters, Glen Kuhnlien, Cheryl Roddis, Drew Trainor

GVMHA Employees - Sandy Moger, Michelle McCrea

Facilitator - Sam Mowat

Absent Les Hobenshield and Female Director (position currently vacant)

### **Process**

The group spent 6 hours together going through;

- Situation Analysis (Exhibit 1.2)
- SWOT Analysis (Exhibit 1.3 )
- Vision Update
- Mission Update
- Strategic Priority Brainstorming and Ranking exercise > Top 5 Focus
- Next step planning

As mentioned in the summary comments this meeting time would fly by and it did. Further that we would not get everything fully completed in this one session. So the agreed immediate next steps are designed to set you up for success going forward to make final adjustments to the planning documents as a Board group.

### **Start-up Actions following this meeting**

- Sam Mowat to develop the meeting summary and draft of the Strategic Plan Update package and forward them GVMHA board executives Gareth Jones and Michelle Goddard for feedback and input.

- GVMHA President, Gareth Jones and 1st Vice President, Michelle Godard would review this package, edit and forward as final draft to the balance of the board group for review and UAC.

**2018 – Vision** (see Exhibit 1.3 for all Vision samples provided by board members during our meeting)

"The entire GVMHA membership will take great pride in providing the most affordable and positive hockey development experience for every active participant. We further commit to teaching, and demonstrating to our young players, the value of life skills, and good sportsmanship while they are learning to play the game they love."

**2018 – Mission**

"The Greater Vernon Minor Hockey Association is a community based organization that is focussed on attracting family membership through providing challenging and comprehensive hockey development programs for our local youth. Our volunteers and employees alike will make every effort to run our day to day program operations in a transparent, informative, fair and inclusive manner."

**2018 Values**

- Respect for everyone involved in GVMHA
- Promote positive participation by all members
- Deliver transparency in communication and expectations
- Be accountable for our decisions and actions
- Deliver personal growth through hockey development
- Demonstrate community pride
- Abide by the rules of Fair Play and our Code of Conduct

**2018 Strategic Priorities** (see entire priorities list in exhibit 1.4)

<b>1. Volunteer Recruiting/Retention and Succession Planning</b>	<b>Leader 4th Vice President</b>	<b>J. Saxton</b>
<b>2. Strengthen the Overall Communication Program</b>	<b>Leader Risk Mgr</b>	<b>G. Kuhnlien</b>
<b>3. Coaches Development Plan Update</b>	<b>Leader Dir. Hockey Ops</b>	<b>S. Moger</b>
<b>4. Registration Development Plan</b>	<b>Leader Dir. Hockey Ops</b>	<b>S. Moger</b>
<b>5. 2018 Strategic Plan Implementation Process</b>	<b>Leader President GVMHA</b>	<b>G. Jones</b>

## Strategic Priorities Implementation Templates

These templates are your management tools going forward. They can be updated, revised and replaced as the President and Board see fit. The goal here is to identify who will do specific task or milestone work by when. This makes for easy progress updates at each board meeting. Your priorities are not debated at Board meetings going forward. Rather the group should focus on what assistance or resources may be required to get any lagging task/milestone efforts back on track. Your Strategic Review Meeting process is where your debates and strategic updates should be done. It is recommended these be held a minimum of once per year. It is also recommended by the group during "Even Better If" that these be face to face and offsite.

The one exception is the Board should freely add the next strategic priority on the list (see exhibit 1.4) when one of the current agreed 5 Priorities is completed or seen as satisfactorily underway.

### Exhibit 1. 1

#### 2018 Strategic Planning Group

##### **GVMHA Executive Attendees**

<u>NAME</u>	<u>Portfolio</u>	<u>Years of Executive Service</u>	<u>Other Current Service to GVMHA</u>	<u>Child Plays in GVMHA</u>	<u>Current occupation</u>
<b>Gareth Jones</b>	President	<b>5 years on Board</b>			Professor at UBC
<b>Michelle Goddard</b>	1st Vice President	<b>2 years on Board</b>	<b>Team Manager for Novice team</b>	<b>Novice #4</b>	Administrator
<b>Greg Louis</b>	2nd Vice President	<b>2 years on Board</b>	<b>Bench staff for PW Tier 4 team</b>	<b>PW Tier 4</b>	Financial Advisor
<b>Cheryl Roddis</b>	Secretary/Treasurer	<b>1 year on Board</b>	<b>Tournament Committee</b>	<b>Atom Dev #1</b>	Call Center Manager
<b>Drew Trainor</b>	3rd Vice President - Sr. Div Dir	<b>2 years on Board</b>	<b>HCSP on Initiation and Novice teams</b>	<b>Initiation #3 / Novice #4</b>	Computer Technology
<b>Jamie Saxton</b>	4th Vice President - Jr Div Dir	<b>3 years on Board</b>	<b>HCSP on Atom Dev 1 team</b>	<b>Atom Dev #1</b>	Forensic RCMP Officer
<b>Les Hobenshield</b>	Equipment Manager	<b>2 years on Board</b>	<b>Head Coach - PeeWee Rec. team</b>	<b>PeeWee Rec.</b>	RCMP
<b>Glen Kuhnlein</b>	Risk Manager	<b>3 years on Board</b>	<b>Team Manager for PW Tier 2</b>	<b>PW Tier 2</b>	General Manager, Dollar Store
<b>Kevin Walters</b>	Association Development Mgr	<b>3 years on Board</b>	<b>HSCP on Midget Tier 3</b>	<b>Bantam Female and Midget Tier 3</b>	City of Vernon - Waterworks
TBA	Female Director	TBA	TBA	TBA	TBA

##### **GVMHA Staff Attendees**

<u>NAME</u>	<u>Portfolio</u>	<u>Years of Service in GVMHA</u>	<u>Other Current Service to GVMHA</u>	<u>Child Plays in GVMHA</u>	<u>Current occupation</u>
<b>Sandy Moger</b>	Director Hockey Ops, GVMHA	<b>10 years</b>	<b>Head Coach Bantam Girls A Rep</b>	<b>Midget Zone 1</b>	Director Hockey Ops, GVMHA
<b>Michelle McCrea</b>	Administrator, GVMHA	<b>11 years</b>	<b>Concession / PW Winter Carnival Tournament</b>		Administrator, GVMHA

## Exhibit 1.2

### 2018 SWOT Analysis

#### Strengths

- Pre-season rep player evaluation and Rep team selection process
- GVMHA provides minor hockey that is both affordable and good value
- Good hockey knowledge contained within GVMHA membership
- Good long-term GVMHA employees
- Current board has a cooperative and positive culture and mindset
- Strong volunteer base
- Reliable long term sponsors
- Referee program and R.I.C.
- New Ice Surface

#### Weaknesses

- Declining registration. Off by 20% over the p10yrs
- Increased financial pressure due to lower registrations
- Too much re-work every year. Learning the same lessons as coaches/volunteers every year.
- Lack of long term and accessible player/parent coach database
- Overall communication is low
- Need for a "hockey pathways" or what to expect communication program to help new parents say yes to hockey
- Ineffective template for coaches/managers first meeting. Designed to manage expectations and reduce problems down the road.
- Jr. A Vipers relationship is underexploited
- No program for recruiting new players from local schools like other sports do
- AGM is not well promoted for how important it is and is not well attended
- Need for creative solutions for more ice time (OTR / Outdoor rink / Other communities)
- 2008 Strategic Plan execution did not happen
- Many members still hesitate/reluctant to get involved

#### Opportunities

- Update Strategic Plan and execute this time
- Improve the Rec. level evaluation and team placement process
- Run bigger scale tournaments (Like Winter Carnival)
- More mentorship for Rec. coaches
- Improve coach turnout for coaches clinics (is timing an issue?)

## **Opportunities (Cont.)**

- Need to know how the coaches clinic credit system actually works
- Develop an HR talent base for GVMHA membership (who can help with what)
- Build female hockey presence
- Board profiles for wider recruitment
- Sponsorship expansion
- Expand marketing reach for building membership and registrations
- Re-build the buzz around local minor hockey
- Complete Societies act work

## **Threats**

### To GVMHA registration

- Increase of Prep schools (CSSHL up +618% p5yrs to approx. 1100 players in 2017/18)
- BC Hockey is growing its presence in the Rep team management and administration
- Ice time limits
- Many other sports options

### To the Strategic Plan Execution

- Board turnover/Sort tenures
- Very busy board members
- Day to day demands of running GVMHA are high
- Burn-out

**Vision Brainstorm Results** (each attendee was asked to script their version)

- Safe, fun, positive environment to provide lifelong memories
- To provide our participants with a fun, safe, cost-effective opportunity to participate and develop hockey and life skills
- Young people developing hockey and life skills in a positive, fun, fair and safe environment.
- Taking pride in providing excellent growth opportunities for our participants, equipping them with life skills and positive experiences through hockey development.
- Strive to provide all participants with in a fair, affordable and safe environment
- The best for development of hockey and life skills that are affordable, safe and fun.
- To be an organization that develops a child's love for hockey and future skills for life, while providing a positive environment and the most value possible.



exhibit 1.4

**Strategic Goals - Brainstorm list and Top 5 vote ranking ( by # of votes)**

**7 Votes**

- Volunteer Recruiting/ Retention and Succession Planning
- Strengthen Communication program (i.e. parents, coaches, transparency, conduct expectations etc)

**5 Votes**

- Coaches Development

**4 Votes**

- Registration Development Plan to counter losses to Prep Schools/BC Hockey
- 2018 Strategic Plan Implementation Process

**3 Votes**

- Female Hockey Growth
- HR Registry of hockey talent within GVMHA (skills, coaching, mentoring etc)

**2 Votes**

- Hockey Knowledge Expansion program for GVMHA membership
- New Ice surface Plan (KTP)
- Coaches Templates
- Update Policy for GVMHA
- Referee Development

**1 Vote**

- Build value relationship with Vernon Vipers
- File records (Greg Louis work)

**No Votes**

- Update job descriptions for board roles
- Create more community buzz about Minor Hockey