

Strategic Plan 2024-2027



A Message From the Board Chair...



Cory Shaw
Chair

The 2024-2027 Strategic Plan is the result of two years of consultation and planning by the Hockey Regina Board. Our strategic plan aligns with plans from Hockey Saskatchewan and Hockey Canada and is influenced by feedback we have collected from Hockey Regina team volunteers, parents and players.

Our work at Hockey Regina would not be possible without countless volunteers who support individual teams and the organization as a whole. Our strategic plan revolves around this community of volunteers; the projects we have chosen to focus on in the next year will ensure strengthened and ongoing support for their efforts.

Strategic planning is an important function of the Hockey Regina Board. The implementation of our strategic plan is a shared responsibility of the Board, Hockey Regina Staff, team coaches and managers and the Hockey Regina membership. As a board, we look forward to working with all stakeholders as we implement our plan and continue *Building Community through Hockey!*

A Message From the Executive Director...

The development of a strategic plan is hard work for a board; it requires sustained focus and a willingness to set aside other things in a commitment to long term gains for our organization. The Hockey Regina staff is excited to support the implementation of the 2024-2027 Hockey Regina Strategic Plan.

Volunteers are the heart and soul of Hockey Regina. During the consultations connected to this strategic planning process, every group identified volunteers as the greatest strength of our organization. Supporting volunteers at every level of the organization is the most important and challenging work we do as a staff; when we are all moving in the same direction with the same focus, we can do great things for athletes, families and community.

Every successful organization works to improve itself. The Board of Directors' vision of *Building Community through Hockey* sets a target for all of us as we work and play together!



Blair Watson
Executive Director



Hockey Regina: Who We Are Today...

Hockey Regina (HRI) is the governing body for all minor hockey in Regina, from U7 through U18. HRI was formed in 1997 with an amalgamation of the Queen City Hockey League (QCHL) which managed tier hockey in Regina and the Parks Association. Prior to the QCHL, there was the Regina Boys Community Hockey League (RBCHL) which ran the U15 + U18 divisions and the Queen City Minor Hockey Association (QCMHA) which looked after U9 to U13. The QCMHA was founded in 1990 by combining the Regina Minor Hockey Association (Tier 1), Metropolitan Minor Hockey Association (Tier 2), and Jaguar Minor Hockey Association (Tier 3).

HRI is comprised of 2,400 players on 157 teams throughout 24 divisions/tiers. The 157 teams use over 11,000 hours of ice at the City's 13 indoor facilities. HRI schedules over 2,300 games and 4,000 practices throughout the winter. Besides playing within the HRI league, our teams are also members of Provincial leagues.



Hockey Regina's Representation In Provincial Leagues: 2023-24

SA AHL

U13AA (five teams)
U15AA (three teams)
U18AA (three teams)

SFHL

FU13AA (two teams)
FU15AA and FU15A (five teams)
FU8AA and FU8A (three teams)

U18MAAAHL

Regina Pat Canadians

SFU18MAAAHL

Regina Rebels

There are over 1,000 coaches, managers, treasurers and volunteers that are needed to help run our teams. HRI is indebted to the many volunteers who have helped form the foundation of minor hockey in Regina.

Hockey Regina is extremely proud to honor four great individuals who have contributed to minor hockey in Regina and the Province by naming the following tournaments:

- Jim Odling U7 Jamboree
- George Watson U11 Classic
- Graham Tuer U15 Challenge
- Fred McBeth Western Canadian U18 Invitational

HRI is a huge contributor to the economy in Regina. Hockey Regina hosts 10 tournaments throughout the winter; these tournaments bring in over 200 teams and 5,700 participants. During the tournaments these teams use 6,500 hotel rooms, which creates a huge economic spinoff to the Regina economy.

The HRI Board, staff and membership are proud of the contributions we have made to children, youth and community. Together, we look forward to continuing to grow hockey in Regina!

Building the Hockey Regina Strategic Plan – Our Timeline



November 2022: Parent Focus Groups
January 2023: Focus Group Data Review
March 2023: Member Survey Completed
April 2023 AGM: Survey Data Shared
November 2023: Board Planning Vision, Mission, Commitments
January 2024: Board and Staff Strategic Priorities
February 2024: Board Planning Finalization
March 2024: Board AGM: Plan Rollout
April 2024 AGM: Plan Rollout





The strategic vision creates an overall target for growth at Hockey Regina. During the planning phase for this strategic plan, the Board of Directors considered feedback from the membership and what accomplishments they wanted to be able to look back on three years from now. Two overarching themes – Building and Community – emerged.

Community is about all of the groups that Hockey Regina relies on to be successful: Our membership community; our communities of volunteers, coaches and officials; the larger community in Regina; the community inherent in each of our teams. Our vision embraces each of these communities working together for the good of the sport of hockey in Regina.

Building is about celebration, evaluating and improving the programming we have now, increasing player and volunteer participation in hockey in Regina and enhanced opportunities for members. Our vision sees a Hockey Regina organization that is vibrant, progressive and evolving to meet the needs of our membership today and in the future.

Our Vision for the Future...

Building Community Through Hockey

Community: com·mu·ni·ty; /kə'myŋənədē/: a feeling of fellowship with others, as a result of sharing common attitudes, interests, and goals; joint ownership or liability.

Building: build·ing; /'bildiŋg/: the process or business of constructing something

-Oxford Languages, 2024



Our Mission...

Fostering hockey experiences where all can learn, play and succeed.

The mission statement guides our work; by staying true to our mission we will make our vision a reality. The mission guides the entire organization – our membership, individual team volunteers, coaches and officials and the Hockey Regina staff and the Board of Directors. Each of these groups is an essential part of Hockey Regina; when we work together, we can do great things for the entire Hockey Regina family!



Strengths...

- Our Volunteers
- Our Programs
- Our Love of Hockey
- Our Commitment to Evolve and Grow

Weaknesses...

- Our Costs
- Our Image
- Our Development and Retention of Head Coaches and Officials
 - Our Voice - Communication



SWOT (strengths, weaknesses, opportunities, and threats) analysis is a method for identifying and analyzing internal strengths and weaknesses and external opportunities and threats that shape current and future operations and help develop strategic goals. The Board of Directors used data collected in 2023 through the membership survey, the insights of Hockey Regina staff and their own reflection of the work of Hockey Regina while building the SWOT analysis for the 2024-2027 Strategic Plan. Strength and Weakness themes on this page are things that we own as an organization – they are internal realities of areas where we are successful and areas where we need to grow and evolve.





SWOT (strengths, weaknesses, opportunities, and threats) analysis is a method for identifying and analyzing internal strengths and weaknesses and external opportunities and threats that shape current and future operations and help develop strategic goals. The Board of Directors used data collected in 2023 through the membership survey, the insights of Hockey Regina staff and their own reflection of the work of Hockey Regina while building the SWOT analysis for the 2024-2027 Strategic Plan. Opportunity and Threat themes on this page are things in the environment around us – they are important elements of our current context and serve as a reminder of the potential impacts on Hockey Regina of the world beyond our organization.



- **Engaging New Audiences**
 - Partnerships
 - Program Expansion
- Technological Solutions
- Recognition of Diversity

- **Competition: Other Sport and Recreation Opportunities**
- **Inflation, Affordability and Facility Scarcity**
 - Perceived Negative Hockey Culture

...Opportunities

...Threats



As we planned the Hockey Regina Strategic Plan, the Board of Directors reviewed feedback received from the Hockey Regina membership in addition to other plans from hockey associations as well as local and national sports and arts groups in Canada and around the world.

After considering values including inclusivity, transparency, competitiveness, engagement, safety, excellence, challenge, care, openness, growth and responsiveness, the commitments chosen by the Board of Directors to anchor the 2024-2027 Strategic Plan are Accountability, Fairness and Fun.

These core commitments will act as a filter for Hockey Regina's work during the term of this strategic plan. We are committing to ask the following questions as we make decisions in all areas: Are we being accountable to our communities? Does the decision lead to a fair outcome? Are we keeping a positive and fun experience at the forefront of decision making?

In addition to Board and staff work at the system level, we will be working with team coaches and other volunteers to implement these commitments by encouraging these same questions at the individual team level. Together we can *Build Community Through Hockey*.

Our Commitments...

✓ Accountability

✓ Fairness

✓ Fun



Accountability

Fairness

Fun

The Board of Directors will...

- Develop a strategic plan to ensure current and future needs of Hockey Regina are met.
- Communicate and respond with correct information or assist members to access resources who can provide information in a timely fashion.
- Serve as the final level of internal appeal for all matters.

- Implement processes to ensure regular performance appraisal of the Executive Director to ensure opportunities for celebration and growth.
- Reflect on their individual and collective perspectives and biases to ensure consistent, forward-looking leadership.
- Consider the relationship between costs for families and benefits for the membership during decision-making activities.

- Respond at all times with positivity and empathy.
- Enjoy the opportunity to serve children, youth, volunteers and others who love the game of hockey.
- Adjudicate challenging issues with a focus on outcomes that enhance the positivity of member experience.

The Hockey Regina Staff will...

- Implement Hockey Regina policies and ensure transparency when situations require deviation from policy.
- Engage the Board of Directors and Membership to ensure understanding of Hockey Regina policies.
- Ensure appropriate budgeting processes and internal controls are in place.

- Implement communications practices that provide equitable coverage for all teams with a focus on issues and events that are of general interest to the entire membership
- Commit to ongoing support for all coaches and officials as they teach, learn and grow.

- Respond at all times with positivity and empathy.
- Share Hockey Regina success stories through social media and other communications avenues.
- Celebrate the shared love of hockey with the membership and other communities.

Our Hockey Regina Teams will...

- Assist parents and players to support understanding of Hockey Regina policies.
- Share team decisions and the thinking that leads to them.
- Support Hockey Regina's Parental/Guardian Code of Conduct

- Consider the burden of additional costs for all families when planning team events..
- Treat each member of the team as equally valuable, regardless of hockey skill level.
- Strive for transparency at all times with all players and parents.

- Respond at all times with positivity and empathy.
- Celebrate the accomplishments of the team and of individual players and volunteers.
- Organize team events with a focus on fun first.



...Our Core Work

Ice Scheduling

Business
Operations and
Team Support

Tournament
Organization

Governance

Player
Programming
and
Development

Evaluations

Officials
Selection,
Development
and Mentorship

Team Formation

Coach Selection,
Development
and Mentorship

Communications
and Marketing

During the strategic planning process, the Board of Directors identified ten areas of core work for Hockey Regina using feedback from the 2023 membership survey, staff perspectives and their own experiences as Hockey Regina volunteers. Together with staff, the Board reflected on the importance of each of these core areas and the time and resources currently committed to each. The Board acknowledged that a separate strategic plan could be developed for each of these areas as the organization currently has strengths and opportunities for growth in each area.

While considering consistency of practice and the capacity of Hockey Regina to implement change over the term of this strategic plan, the Board assessed each core area of work to determine the strategic priorities for 2024-2027.



...Our Strategic Priorities

Coach Selection,
Development
and Mentorship

Communications
and Marketing

Governance

The Board of Directors chose **Coach Selection, Development and Mentorship, Communications and Marketing, and Governance** as areas of priority focus over the term of the 2024-2027 Strategic Plan. While this does not mean that these areas of core work are more important than the other seven areas, the Board believes that, at this time, attention targeted to these areas will advance the vision of *Building Community Through Hockey*. Selection of these areas as Strategic Priorities means that the Board and staff will focus improvement work in these areas over the next three years while maintaining current work in other core areas. Selection of Strategic Priorities allows the Board and staff to target improvement initiatives to ensure that desired changes are proactive, meaningful and enduring. As part of the ongoing work of strategic planning, project work in these areas will be part of ongoing reporting between the Board, Hockey Regina staff and the membership over the next three years.





...Our 2024-2025 Strategic Project Goals

Coach Selection, Development and Mentorship: In 2024-2025, Hockey Regina will enhance our coaching mentorship program and increase marketing activities related to head coach recruitment.

Teams with excellent coaching are highly successful in all areas. The critical volunteer role of Hockey Regina head coaches is the target of this project; the Board of Directors believes that there is value added in every area of the team when mentorship opportunities for head coaches are enhanced. Once the head coaching mentorship program is fully developed, the Board of Directors anticipates a year two focus for U7, U9 and U11 head coaches with optional additional supports for other head coaches. An important measure associated with this goal is an increase in the number of qualified individuals who volunteer for head coaching positions with Hockey Regina teams.





...Our 2024-2025 Strategic Project Goals

Communications and Marketing: In 2024-2025, Hockey Regina will implement a global communications plan that will increase clarity and member satisfaction related to Hockey Regina communications.

Communications was one of the areas noted by the Hockey Regina membership in early 2023. As an initial step toward strategic improvement, Hockey Regina staff will publish and implement a global communications plan with a goal of increased clarity of communication. While Hockey Regina currently follows an annual communications process, our hope is that a published plan will increase membership awareness of our communications platforms and how they are being used. There is some good communications work being done currently at the individual team level, and the Hockey Regina plan will focus mostly on content and information that is generally applicable to all Hockey Regina members rather than content intended for a narrower audience. Once the global communications plan is implemented, Hockey Regina will identify other communications and marketing projects in the second and third year of the strategic plan.



...Our 2024-2025 Strategic Project Goals

Governance: In 2024-2025, Hockey Regina will conduct an executive search leading to the hiring and orientation of our next Executive Director.

Selection, orientation and performance appraisal of the Executive Director is an important governance function specified in the Hockey Regina bylaws. This project became necessary with the February, 2024 announcement of the current Executive Director's retirement in August. The Board of Directors will determine the qualifications and other attributes necessary for success in the role of Hockey Regina Executive Director and apply these during the search process. Once a new Executive Director has been selected, the Board of Directors will work with that individual to ensure a smooth transition. The Board of Directors is committed to a study of affordability for Hockey Regina members in future years of this strategic plan and we will target learning in this area as we orient the new Executive Director.



...Our Plan at a Glance



*Fostering Hockey Experiences
Where All Can Learn, Play and
Succeed.*

- ✓ *Accountability*
- ✓ *Fairness*
- ✓ *Fun*

*Building Community
Through Hockey*

Our 2024-2025
Projects...

*Head Coach Mentorship Enhancement
Communications Planning
ED Recruitment and Orientation*

*Coach Selection, Development and Mentorship
Communications and Marketing
Governance*

