

***LET'S
PLAY.***



STRATEGIC PLAN

2022 – 2025





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MESSAGE FROM THE BOARD OF DIRECTORS

For 103 years BC Hockey has been responsible for the stewardship of hockey in BC and Yukon. With a mission to Lead, Develop and Promote Positive Lifelong Hockey Experiences, we are a proud regional member of Hockey Canada, providing oversight and direction for our game from local grassroots play to high performance competition.

BC Hockey is ready for the next era. With a diverse and committed Board of Directors, dedicated staff leadership, thousands of exceptional volunteers, and a new Strategic Plan, we are positioned and motivated to deliver value and positive change to our participants and communities.

Our commitment is to our mission, our values, and common-sense governance. This Strategic Plan is meant to provide guidance for all of us as we act on these commitments.





INTRODUCTION

In 2015, BC Hockey (BCH) undertook a change in governance, adopting a Policy Board structure. This was followed by an evaluation of our organizational direction, priorities, and culture. These steps to assess our structure, and implement change, were underway when the landscape for hockey was altered for all of us by the Covid-19 pandemic.

The Board of Directors engaged with membership and listened. The process had its uncomfortable moments. The message from our members was that BCH had drifted away from some parts of what we all most valued.

The Board pledged action. One item was to task senior leadership with igniting a more comprehensive strategic planning process. The mission: to refine the BCH strategic vision, articulate common-sense strategies for the future stewardship of hockey in British Columbia and Yukon, and get to work.

This three-year strategic plan is a first step. It is a road map for moving ahead. A central theme of this strategic plan is that hockey is a game. We PLAY hockey, and participating in this game adds value to our participants, our members, and our communities.

WHO IS BC HOCKEY?

Founded in 1919 (as the British Columbia Amateur Hockey Association), BC Hockey is a not-for-profit organization and member of Hockey Canada. We work together, as a membership organization, to serve the hockey community through providing oversight and governance of the game in BC and Yukon. We also provide training and resources for players, coaches, officials and volunteers, so we can all better serve the amateur hockey community.

We have enjoyed substantial growth over the years. Today, we are:



**55,000+
PLAYERS**



**190+
MEMBER
ORGANIZATIONS**



**11,000+
COACHES &
INSTRUCTORS**



**4,500+
REFEREES &
OFFICIALS**



**15,000+
VOLUNTEERS**

BC Hockey's strength is its members and volunteers. Our Board of Directors is composed of nine volunteers, elected by our members.



A background image showing hockey players in blue and white uniforms. In the foreground, a player on the left wears a clear Bauer face mask and a dark Warrior helmet. Next to them, another player wears a black Warrior helmet and a black face mask, smiling. In the background, another player is visible. The bottom of the image shows the blue and white stripes of a jersey with a circular logo featuring an anchor and the word 'LAKERS'.

WE **PLAY** THIS GAME.

Hockey is a game. We *play* hockey.

Our game adds value to the lives of participants and families and strengthens our communities. Hockey promotes and reinforces positive physical, mental, and social change; the kind of change often measured by smiles on faces.

*“Play is
the highest
form of
research”*

– Albert Einstein

MISSION & VALUES

BC Hockey is guided by a core ideology that is comprised of our MISSION and our VALUES.

our **MISSION** sets our direction:

Lead, Develop and Promote Positive Lifelong Hockey Experiences.

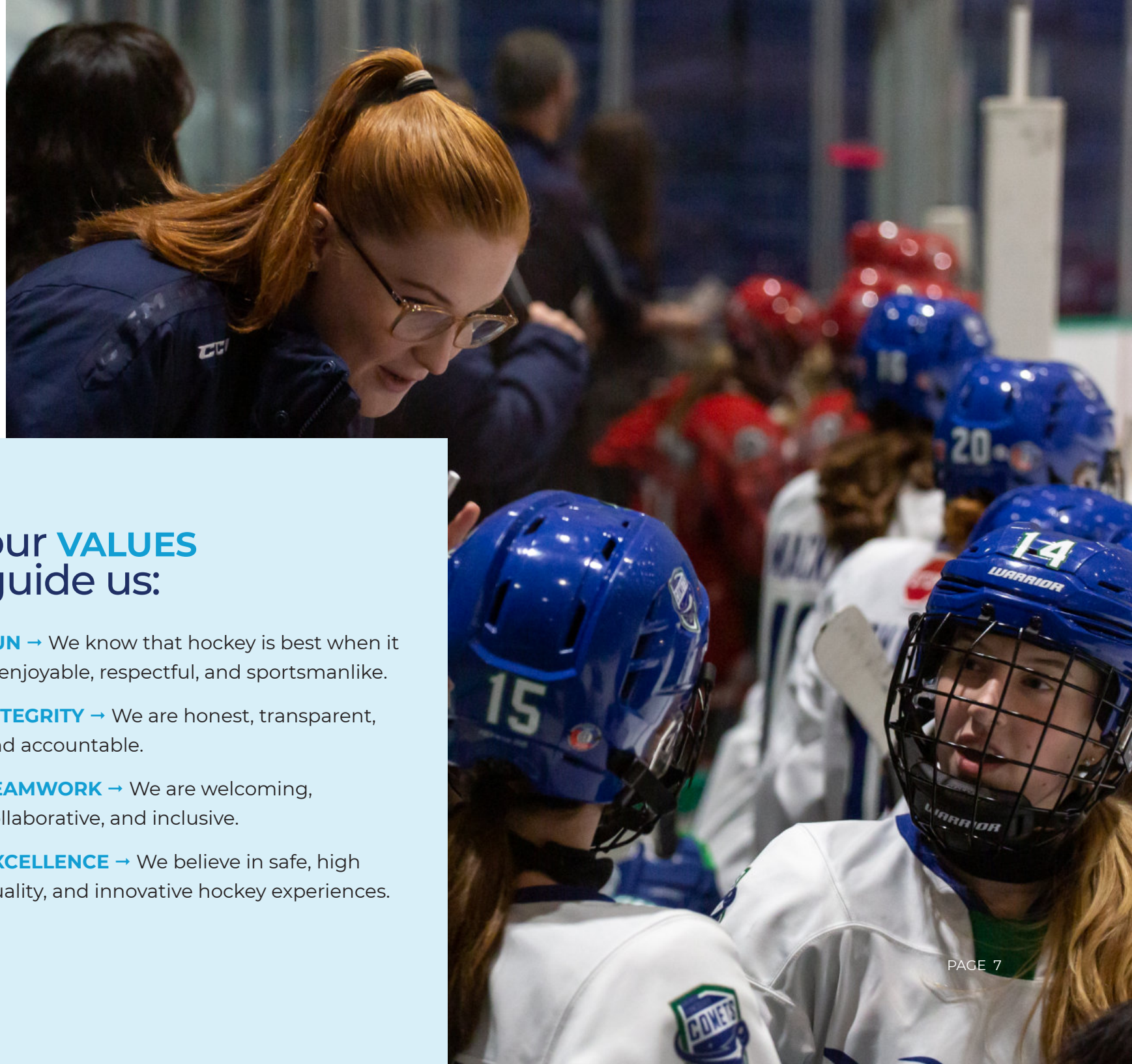
our **VALUES** guide us:

FUN → We know that hockey is best when it is enjoyable, respectful, and sportsmanlike.

INTEGRITY → We are honest, transparent, and accountable.

TEAMWORK → We are welcoming, collaborative, and inclusive.

EXCELLENCE → We believe in safe, high quality, and innovative hockey experiences.





THE GAME PLAN

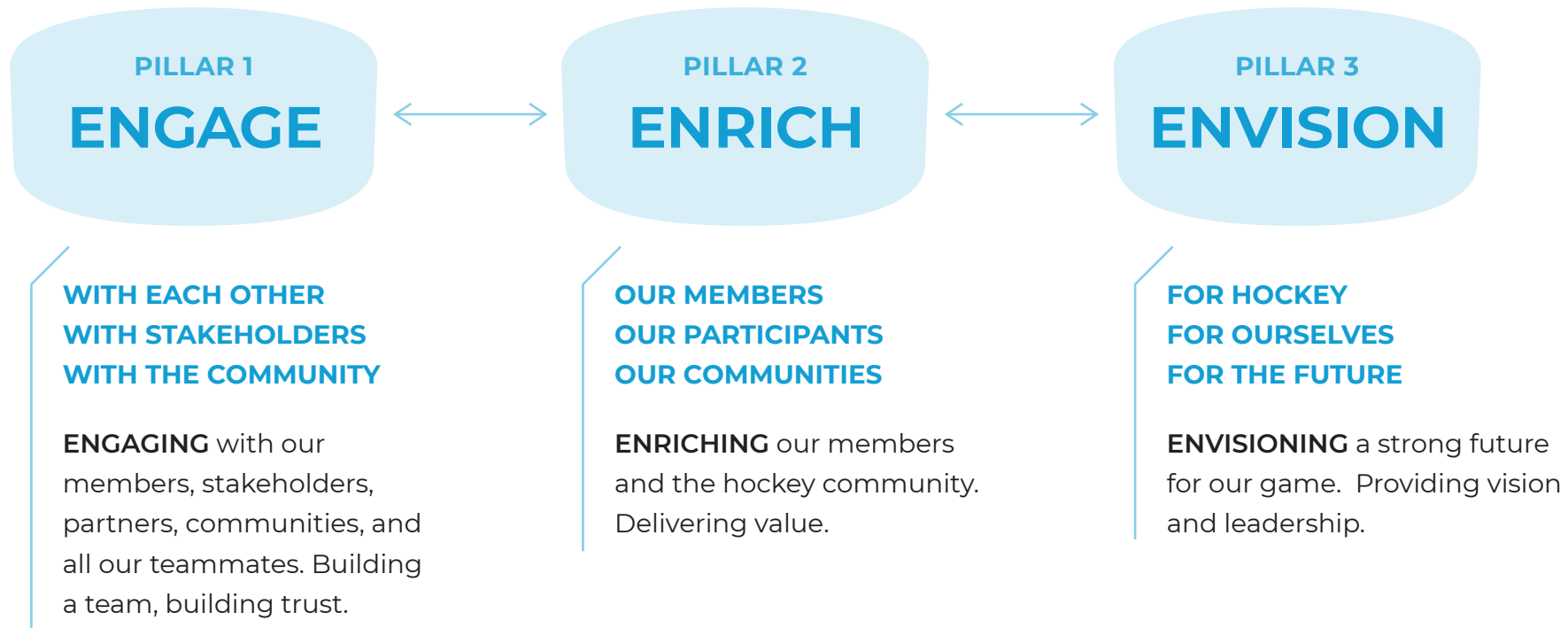
COMMITMENT PILLARS

ACTION PRIORITIES

PILLAR SUPPORT

commitment pillars →

COMMITMENT PILLARS



ACTION PRIORITIES

PILLAR 1 ENGAGE



grassroots (listen)

- We will engage with each other and seek to better understand the diverse needs and unique challenges of local hockey delivery.
- We will prioritize collaboration on initiatives to strengthen and promote the local game.

alignment

- We will seek alignment with the goals of those we serve, and those with whom we share stewardship of our game.
- We will prioritize local initiatives for growth as we continue to align with Hockey Canada in all areas that benefit our mission.

advocacy

- We will advocate for our game, and for hockey's role in the health of our communities.
- We will build capacity for helping each other to promote and celebrate our game and our achievements.
- We will seek and secure relationships with stakeholders and partners who are able to add value to our game and to our membership.



ACTION PRIORITIES

PILLAR 2 ENRICH

grassroots (support)

- We will prioritize the grassroots game and fight for the health of local hockey in common sense ways.
- We will resource and support fun events and initiation events and promote messaging that positive hockey experiences begin with fun.
- We will establish and support stronger mentorship and sharing pathways for governance, administration and oversight practices.

program delivery

- We will deliver hockey programs in ways that are aligned with our Mission, Values and strategies, and give close consideration of the type and scope of programs offered.
- We will provide high quality training and credentialling procedures and programs, and increased opportunities for mentorship, growth, and advancement for participants.
- We will prioritize increased collaboration among the unique members of our hockey family toward the common goals that benefit our game.

everyone can play

- We will prioritize efforts for inclusion of under-represented members of our communities, including Indigenous Canadians and those who are new to our communities.
- We will lead efforts to welcome everyone to our game—regardless of any of the ways we are each unique.

A background image showing a hockey player's legs and skates on an ice rink. The player is wearing black skates with white laces and red and white striped socks. In the foreground, there is a hockey stick lying on the ice, a hockey puck, and two orange training cones connected by a metal bar.

ACTION PRIORITIES

PILLAR 3

ENVISION

grassroots (fortify)

- We will encourage and support innovative ideas that help our game thrive locally.
- We will prioritize communication strategies that promote the local game and collaborate in celebrating the ways we add value in our hockey communities.
- We will actively collaborate with local leaders on best practices for the future of local operational health.

leadership

- We will advocate for financial support for our game as an important and positive contributor to the physical, mental and social health of our communities.
- We will build capacity for taking action to address issues affecting our game and prioritize collaboration with partners and stakeholders on our complex challenges.

vision

- We will prioritize identification of the physical, cultural, and economic barriers to participation in hockey and seek solutions.
- We will actively assess our hockey delivery ecosystem, and address challenges in a timely and collaborative manner.
- We will ask questions and look for common sense answers.

PILLAR SUPPORT

SUPPORTING OUR GAME PLAN

organizational excellence

Financial Foresight: We will retain a financial reserve to sustain operations, build capacity, seek partnerships, and explore new revenue streams.

Human Resources: We will select and cultivate a staff and team of volunteers committed to our values and to developing ever-better skills and competencies.

Strong Foundations: We will continue to seek, develop and adopt the best governance, operational and business practices for ensuring success.

Best in Class: We will strive for recognition in the Canadian sport landscape for the quality of our working relationships and working environments.

communication

Effective Reach: We will build and maintain a communications capacity and infrastructure, to better promote and reinforce our Mission and Values and to achieve our operational and strategic goals.

Open Doors: We will prioritize and encourage open and effective communication with and among our members, our stakeholders, and the hockey community.

Interesting: We will create front-facing assets that are well planned, fresh, informative, and timely, with a focus on telling our stories.

Focused on the Right Things: We will prioritize reinforcement of our Mission and Values, and recognition of the contributions of all those who volunteer in our game.

culture

Service First and Member Focused: We will prioritize service-oriented stewardship, at all levels, with a focus on common sense solutions for the greater good of our members and our game.

Living Our Values and Commitments: We will act in alignment with our common goals, our Mission and Values, and the commitments made in this document, as we help each other to deliver our game.

Participant First: We will remember why we are doing this and who we are doing this for.



ACKNOWLEDGEMENTS

The BCH Board and executive group wishes to thank all Executive Directors and Presidents of the Districts and Minor Hockey Associations, along with the representatives of all member Leagues and Clubs participating in this process. A debt of gratitude is also owed to all the coaches, officials, athletes and volunteers who have inspired the direction of this plan.

FUN. INTEGRITY. TEAMWORK. EXCELLENCE.



LET'S PLAY.