

GMHA Organizational Assessment Action Plan

The GMHA's Board of Directors commissioned researchers in the International Institute for Sport Business and Leadership at the University of Guelph to conduct an assessment of the GMHA as well as environmental scan of the minor hockey marketplace in Southern Ontario.

The analysis revealed three central areas of improvement for the GMHA:



Culture

**Player and
Coach
Development**

**Organizational
and
Administrative
Practices**

Strategic Plan Overview

The landscape of minor hockey in Canada is changing. The competition presented by alternative sports, changing demographics, competing programs, and economic uncertainty has impacted the number of participants taking part in minor hockey. As the number of participants slowly recover from pre-Covid numbers, it is imperative that all minor hockey associations reflect on and evaluate their programmatic offerings to ensure they are meeting the needs of their players, parents, and coaches. At the end of the 2022-23 hockey season, the GMHA's Board of Directors (BOD) sought to chart a course to transform the organization into one of the province's exemplar hockey clubs. To date, the GMHA has maintained a consistent and stable operation of offering a variety of hockey programming to the Guelph-Wellington Region; however, resounding belief exists amongst the GMHA's leadership that the organization has the capacity to become a model for the OMHA and OHF. To accomplish this goal, it was necessary for GMHA leadership to understand the organization's current strengths, weaknesses, as well as trends in the broader minor hockey environment of Southern Ontario to devise a strategy that will see the organization's operations and offerings to members enhance through improved resource deployment over the next three years.

The GMHA's BOD commissioned researchers in the International Institute for Sport Business and Leadership at the University of Guelph to conduct both the internal assessment of the GMHA as well as environmental scan of the greater minor hockey marketplace in Southern Ontario. The internal assessment of the GMHA was completed through interviews with staff members of the BOD (n=10) and surveying the membership (n=501). The environmental scan was completed through interviews with leaders and administrators of hockey organizations around Southern Ontario who are similarly sized and structured as the GMHA (n=4). The analysis revealed three central areas of improvement for the GMHA: **Culture, Player Development, and Organizational Administration and Practices.**

Culture

Ensure GMHA members feel safe and welcomed in their hockey experience. Strengthening the sense of community both within the GMHA and its relationship with the greater Guelph community is also a focus.



Actions



1. Prepare new GMHA Mission & Vision Statement



2. Update governance model
a. Shift Board from Operational Focus
b. Clear roles & responsibilities for BOD



3. Add Director of EDI to BOD
a. Focal for community engagement
b. Presence in city events
c. Engage with non-traditional hockey families



4. Establish GMHA Alumni Network



5. Create clear Safe Sport review and reporting protocols



Player and Coach Development

The overall mission of any minor hockey organization is linked to developing players of all skill levels. Ultimately, the parent/guardian's satisfaction and intent to return is driven by their assessment of their child's improvement season after season.

Given the significant cost of playing hockey, it is essential for a player development program to demonstrate a strong return on investment to retain members.

This section offers insight on how the GMHA can mend gaps in its player development programming.



Actions



1. Hire Director of Hockey Operations



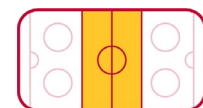
2. Evaluate and source coaching development and reference resources to support and grow coach knowledge and capability.



3. Develop pathway for Coach Development & Coach Evaluation



4. Define future Player Development model



Organizational & Administrative Practices

Improvements to decision-making practices, servicing members, and the overall professionalization of the organization.



Actions



1. Develop KPIs to manage organizational performance



2. Hire:
 - a. Director of Hockey Operations
 - b. Executive Director



3. Improve governance model:
 - a. Clear board roles & responsibilities
 - b. Committee for board recruitment
 - c. Advocate for non-GMHA members on board



4. Increase organizational fundraising efforts



5. Update By-laws to be ONCA compliant



6. Develop annual member engagement survey



Timeline

Year 1

- Prepare new GMHA Mission and Vision Statement
- Update Governance Model (Clear Roles and Responsibilities of BOD)
- Hire a Director of Hockey Operations
- Definition of future Player Development Model
- Update By-laws and Rules of Operations to reflect changing needs of the organization

Year 2

- Develop pathway for Coach Development and Coach Evaluation
- Evaluation and sourcing of coaching resources to support and grow coach knowledge and capability
- Establish GMHA Alumni Network
- Add Director of EDI
- Create clear Safe Sport review and reporting protocols
- Develop annual member engagement survey
- Develop KPIs to manage organizational performance
- Increase organizational fundraising efforts

Year 3

- Shift to a governance board
- Hire an Executive Director

Player Development Pathway

