

**HEO Strategic Plan 2022-27**  
**DRAFT (Approved for consultation by HEO's Board — November 1, 2021)**

<b>Vision:</b>	<b>Hockey for all</b>		
<b>Mission:</b>	<b>Create rewarding hockey experiences for HEO participants across eastern Ontario</b>		
<b>Values:</b>	<b>Inclusion</b>	<b>Excellence</b>	<b>Teamwork</b>
<b>Key Outputs:</b>	<b>Participant Experience and Support</b>	<b>Pride and Accomplishment</b>	<b>Financial Stability</b>
<b>Key Priorities</b>			
<b>1. Growing the Game Diversifying Participation</b>	<b>2. Supporting Home Associations and House League Foundational Programs</b>	<b>3. Striving for Excellence in High Performance, Junior and Competitive Programming</b>	<b>4. Stabilizing the Branch Building a High-Performing Organization</b>
<p><b>Recruitment and retention strategies for all ages</b></p> <ul style="list-style-type: none"> <li>—attracting new players and officials to the game</li> <li>--adjusting programming to accommodate family schedules, participation in other sports</li> <li>—adjusting programming and requirements to keep older players and officials in and around the game</li> <li>—improving representation from under-represented communities in the game</li> <li>—attracting female participants to the game; provide for seamless transitions between minor and the girls' game</li> <li>—looking at costs and cost reduction opportunities to reduce financial burdens for hockey families</li> </ul>	<p><b>Financial, technological, and governance support for minor hockey associations and their volunteers</b></p> <ul style="list-style-type: none"> <li>—supporting HCR 3.0 implementation</li> <li>—simplifying the work of registrars through technology and policy</li> <li>—supporting treasurers in sound financial management</li> <li>—supporting risk and safety officers with clearer Maltreatment policies and procedures</li> <li>—safe and comprehensive Return to Hockey</li> <li>—streamlining volunteer certification/education through the use of short videos, shareable and accessible on many devices</li> </ul>	<p><b>Supporting our High Performance Teams</b></p> <ul style="list-style-type: none"> <li>—Gold Medal Pathways</li> <li>—strengthening the AAA Pathway</li> <li>—developing the U18AAA program</li> <li>--establishing Branch standards/expectations for all categories</li> <li>--expanding the development of players, coaches and officials</li> <li>—strengthening the relationship with HEO's two schools with residence</li> <li>--modernizing Branch policies for accredited schools</li> <li>--implementing Branch recognition/certification for professional development coaches</li> </ul>	<p><b>Modernizing governance of HEO entities in line with HC, HEO and the ONCA requirements:</b></p> <ul style="list-style-type: none"> <li>—comprehensive reviews of governance instruments (By-Laws, Constitutions, etc)</li> <li>—support to MHAs, Districts, Leagues in managing governance issues</li> <li>—HEO Annual Reports, five-year Strategic Plan, annual Operational Plans, annual budgets, AGM transparency</li> <li>—revitalizing and modernizing HEO's suite of policies</li> <li>—merging the HEO and the former HEO Minor websites, updating HEO's website/linking all HEO entities</li> <li>--strengthening HEO's branding / marketing / communications efforts</li> </ul>
<p><b>Creating an Equity, Diversity and Inclusion (ED&amp;I) Roadmap</b></p> <ul style="list-style-type: none"> <li>--Taking the pulse of participants to guide programming</li> <li>—Member surveys</li> <li>—Identification/resolution of barriers</li> <li>—Diversity and inclusion themed communications</li> </ul>	<p><b>Implementing new and stronger House League programs</b></p> <ul style="list-style-type: none"> <li>--HL Branch tournament</li> <li>--creation of a new select teams category</li> <li>--stronger support for HL coaches, reintroducing the coach mentor program</li> <li>--attracting and retaining goaltenders</li> <li>--supporting acquisition of goaltending equipment</li> <li>--supporting First Shift programs across the Branch</li> </ul>	<p><b>Supporting our Junior Programs</b></p> <ul style="list-style-type: none"> <li>—CCHL</li> <li>---EOJHL</li> <li>---NCJHL</li> </ul>	<p><b>Attracting capable people</b></p> <ul style="list-style-type: none"> <li>--Attracting and retaining a strongly skilled Board with the use of a Board skills profile assessment</li> <li>--Recruiting and developing HEO staff, supported by a modern staff performance evaluation system</li> <li>--Making hockey volunteering attractive to our community</li> </ul>
<p><b>Strengthening para and special hockey programs</b></p> <ul style="list-style-type: none"> <li>--enabling accessible programming (more favourable ice times)</li> <li>--TBC</li> </ul>	<p><b>Protecting infrastructure:</b></p> <ul style="list-style-type: none"> <li>--attracting and retaining officials</li> <li>--strengthening the governance of officials and improving communication with the officials community</li> <li>-- Green Armband program for officials</li> <li>--protecting facility (ice) availability for HEO programming</li> </ul>	<p><b>Supporting our Competitive Teams</b></p> <ul style="list-style-type: none"> <li>--AA/A</li> <li>--Rep B</li> </ul>	<p><b>Efficient and fair procurement of professional and technical services for the Branch</b></p>
<b>Enablers:</b>	<b>1. People</b>	<b>2. Technology</b>	<b>3. Sustainable Financial, Risk, Insurance and Legal Management</b>