

HEO Strategic Plan



Vision: HOCKEY FOR ALL

2022-27

DRAFT (Approved for consultation by HEO's Board – November 1, 2021)

Mission:	Create rewarding hockey experiences for HEO participants across eastern Ontario		
Values:	Inclusion	Excellence	Teamwork
Key Outputs:	Participant Experience and Support	Pride and Accomplishment	Financial Stability
Key Priorities			
1. Growing the Game Diversifying Participation	2. Supporting Home Associations and House League Foundational Programs	3. Striving for Excellence in High Performance, Junior and Competitive Programming	4. Stabilizing the Branch Building a High-Performing Organization
<p><i>Recruitment and retention strategies for all ages</i></p> <ul style="list-style-type: none"> attracting new players and officials to the game adjusting programming to accommodate family schedules, participation in other sports adjusting programming and requirements to keep older players and officials in and around the game improving representation from under-represented communities in the game attracting female participants to the game; provide for seamless transitions between minor and the girls' game looking at costs and cost reduction opportunities to reduce financial burdens for hockey families 	<p><i>Financial, technological, and governance support for minor hockey associations and their volunteers</i></p> <ul style="list-style-type: none"> supporting HCR 3.0 implementation simplifying the work of registrars through technology and policy supporting treasurers in sound financial management supporting risk and safety officers with clearer Maltreatment policies and procedures Safe and comprehensive Return to Hockey streamlining volunteer certification/education through the use of short videos, shareable and accessible on many devices finding ways to support and strengthen home association governance 	<p><i>Supporting our High Performance Teams</i></p> <ul style="list-style-type: none"> Gold Medal Pathways strengthening the AAA Pathway developing the U18AAA program establishing Branch standards and expectations for all categories expanding the development of players, coaches and officials strengthening the relationship with HEO's two schools with residence modernizing Branch policies for accredited schools implementing Branch recognition/certification for professional development coaches seeking a return to participation in significant U16 AAA tournaments 	<p><i>Aligning governance of HEO entities with HC, HEO, and the ONCA requirements:</i></p> <ul style="list-style-type: none"> comprehensive reviews of governance instruments (By-Laws, Constitutions, etc) support to MHAs, Districts, Leagues in managing governance issues HEO Annual Reports, five-year Strategic Plan, annual Operational Plans, annual budgets, AGM transparency revitalizing and modernizing HEO's suite of policies merging the HEO and the former HEO Minor websites, updating HEO's website/linking all HEO entities strengthening HEO's branding/marketing/communications efforts
<p><i>Creating an Equity, Diversity and Inclusion (ED&I) Roadmap</i></p> <ul style="list-style-type: none"> Taking the pulse of participants to guide programming Member surveys Identification/resolution of barriers Diversity and inclusion oriented communications 	<p><i>Implementing new and stronger House League programs</i></p> <ul style="list-style-type: none"> HL Branch tournament creation of a new select teams category stronger support for HL coaches, reintroducing the coach mentor program, curriculum of skills, video resources attracting and retaining goaltenders supporting acquisition of goaltending equipment supporting First Shift programs across the Branch adjusting and diversifying development programs, balancing on- and off-ice development 	<p><i>Supporting our Junior Programs</i></p> <ul style="list-style-type: none"> CCHL EOJHL NCJHL supporting the goals of each Junior program for intensive development and/or strong community-based hockey 	<p><i>Attracting capable people</i></p> <ul style="list-style-type: none"> Attracting and retaining a strongly skilled Board with the use of a Board skills profile assessment Recruiting and developing HEO staff, supported by a modern staff performance evaluation system Making hockey volunteering attractive to our community
<p><i>Strengthening para and special hockey programs</i></p> <ul style="list-style-type: none"> enabling accessible programming (more favourable ice times) supporting programming to achieve goals for para and special players 	<p><i>Protecting infrastructure</i></p> <ul style="list-style-type: none"> attracting and retaining officials strengthening the governance of officials and improving communication with the officials community Green Armband program for officials protecting facility (ice) availability for HEO programming 	<p><i>Supporting our Competitive Teams</i></p> <ul style="list-style-type: none"> AA/A Rep B supporting a strong development orientation within each competitive tier looking into competitive playoff scheduling in order to provide more meaningful playing time seeking partnerships with other leagues and sports to pursue safe and rewarding development 	<p><i>Efficient and fair procurement of professional and technical services for the Branch</i></p> <ul style="list-style-type: none"> offering fair, open and competitive access to provision of Branch services ensuring the Branch receives value-for-money from service providers
Enablers:	1. People	2. Technology	3. Sustainable Financial, Risk, Insurance and Legal Management

Junior Hockey • Minor Hockey • Para Hockey • Special Hockey

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