

Reference & Direction 2018-19

Updated by:
GHA Competitive Oversight Committee
(CPOC)

The purpose of this document is to establish a common planning framework for all GHA Associations and their competitive teams.

TABLE OF CONTENTS: STRATEGIC DIRECTION

| <u>SECTION</u> | <u>PAGE #</u> |
|----------------|---|
| 1. | <u>1. Introduction</u> 5 |
| 1.1 | <u>Who We Are- GHA Competitive Program</u> 5 |
| 1.2 | <u>Our Competitive Hockey Vision</u> 5 |
| 1.3 | <u>Our Competitive Hockey Mission</u> 5 |
| 1.4 | <u>Our Values</u> 6 |
| 1.5 | <u>Our Operating Principles</u> 6 |
| 2. | <u>Operating Environment - Today's Competitive Program</u> 6 |
| 2.1 | <u>Organizational Strengths</u> 6 |
| 2.2 | <u>Opportunities for Improvement</u> 7 |
| 3. | <u>Key Strategies</u> 7 |
| 3.1 | <u>Strategy #1: Organizational Excellence</u> 7 |
| 3.1.1 | <u>High-Level Governance</u> 7 |
| 3.1.2 | <u>Ongoing Competitive Planning and Communications</u> 8 |
| 3.1.3 | <u>Common Policies and Procedures</u> 8 |
| 3.2 | <u>Strategy #2: Quality Competitive Hockey Program</u> 8 |
| 3.2.1 | <u>Player Development</u> 8 |
| 3.2.2 | <u>Coach Mentoring</u> 8 |
| 3.2.3 | <u>Competitive Tryouts</u> 9 |
| 3.2.4 | <u>Player Affiliation</u> 9 |
| 4. | <u>Process and Next Steps</u> 9 |

GHA CPOC - Terms of Reference

Committee Purpose and Roles

The key purpose of the Gloucester Hockey Association (GHA) Competitive Program Oversight Committee (CPOC) is to provide clarification on the interpretation and implementation of the GHA Competitive Program and ensure that the Strategic Direction for the Program, as defined by the GHA Board, is applied in a fair and consistent manner. These Terms of Reference are developed by the GHA CPOC, in consultation with the Association Boards, and approved by the GHA Board as per GHA By-Law #11.1.

The CPOC also fulfils the following roles:

- Recommend to the GHA Board appropriate changes to the GHA By-Laws and GHA Rules and Regulations, as it relates to the GHA Competitive Program;
- Abide by and ensure other relevant rules, policies, codes and procedures are being fairly applied across the GHA Competitive Program;
- Coordinate information/communication flow across the GHA Competitive Program;
- Discuss relevant contradicting association issues (e.g., competitive costs, tryout processes, player development, risk and safety, etc) and provide recommendations to the GHA Board;
- Identify objectives and processes to improve the GHA Competitive Program and develop strategies to achieve these objectives; and
- Coordinate the delivery of certain Competitive Program strategies, as directed by the GHA Board.

Authority, Composition and Structure

The CPOC is a Special Committee of the GHA Board and reports and is answerable to the Board. Matters relating to the GHA Competitive Program are to be raised with the GHA CPOC, which can provide clarification and direction on behalf of the Board.

The GHA CPOC committee membership will be the GHA Vice President Competitive, as the Chairperson, plus one member from each of the 7 member associations. The GHA Vice President Competitive may invite other individuals to meetings or ask particular advice from individuals who have expertise in matters deemed important and necessary to satisfy the objectives of the GHA CPOC. Coaches and other individuals involved in the GHA Competitive Program are not members of the GHA CPOC, but they may meet with the committee by invitation of the Chairperson.

The GHA President, the Vice President House League; as well as one member each from the Ottawa Jr. 67's, the Upper Canada Cyclones and the Eastern Ontario Wild; are each recognized as ex-officio members of the GHA CPOC with full voting rights. These ex-officio positions are not to be counted with the requirements for quorum.

The GHA Board may direct, or the CPOC may invite, representatives from other GHA committees or associations to sit on the CPOC as observers. The GHA Board may also direct, or other committees may invite, a GHA CPOC representative to sit on other GHA committees or association boards as an observer.

Meetings

THE GHA CPOC will meet according to the schedule determined by the GHA Board and the Vice President Competitive. Special meetings may be convened at the request of the GHA Board, the GHA President or the GHA Vice President Competitive.

THE GHA CPOC will generally convene meetings at least four times each year. Committee members are to receive at least seven days' notice of the date of each Club meeting and where possible a list of agenda items. Where appropriate the GHA CPOC may conduct its affairs by email, telephone or other suitable means. All GHA CPOC committee members are to communicate openly and professionally with the various individual GHA associations.

Minutes of formal meetings of the GHA CPOC will be maintained, provided to the Chairperson within 7 days, and circulated to the Members of the GHA Board with the next Board minutes. THE GHA Vice President Competitive should present a report to the GHA Board Meeting following each formal GHA CPOC meeting summarizing the activities of the GHA CPOC.

The quorum for meetings shall be the majority of GHA CPOC committee members.

Committee Principles

All GHA CPOC members are expected to work for the good of the GHA. They must therefore function in a cooperative and supportive manner when working with GHA volunteers and members of the wider hockey community.

To assist the fulfilment of the expectation the following guiding principles have been developed:

- Committee members are asked to state openly any potential conflict of interest that may exist in their hockey, professional or personal life while fulfilling their work on the committee;
- Confidential GHA knowledge and documentation is only to be shared with the GHA Board of Directions and/or Association board members;
- Any perceived breach of GHA by-laws or policies must be raised with the appropriate GHA board member; and
- At times an individual's personal views or opinions may differ to those of the committee, or the individual may disagree with the strategic direction or management provided by the GHA Board. In this instance the individual is asked to demonstrate their support of GHA by not openly communicating their difference of opinion in writing or another forum.

Strategic Direction

Who We Are - GHA Competitive Program

The Gloucester Hockey Association (GHA) is responsible for the administration of Minor Hockey for the communities of Blackburn, Gloucester Centre, Leitrim, Metcalfe, Orleans, and Russell. The Association is a member of HEO/HEO minor and Hockey Canada which, collectively, are responsible for the welfare of minor hockey in Canada and in Eastern Ontario. GHA boasts one of the highest registration areas in HEO, with over 3000 children playing hockey at the House League and Competitive Levels.

Our **GHA Competitive Program** is defined by the players and volunteers who make up the following teams:

- Rep B- Blackburn-Gloucester-Orleans Blues, Leitrim Hawks, Russell Warriors and Metcalfe Jets;
- AA and A- Gloucester Rangers at the Atom, Peewee, Bantam and Midget levels; and
- AAA- Ottawa Junior 67's, Eastern Ontario Wild, and Upper Canada Cyclones at the Major Peewee, Minor Bantam and Major Bantam Levels.

Our Competitive Hockey Vision

No Competitive Players left Behind - Our Vision is to be the premier competitive hockey organization in Eastern Ontario; providing quality programs, through organizational excellence, that allow all participants to develop to their full potential.

Our Competitive Hockey Mission

Our Mission is to provide opportunities for hockey players within the GHA Competitive Program to participate in a positive competitive hockey environment to develop positive life-long skills and values in a fun and safe environment.

We will succeed by:

- Providing quality and innovative competitive programs which meet the needs of our members;
- Providing focused and progressive development for our players, coaches and volunteers; and
- Engaging our members, volunteers and partner organizations to understand and respond to their needs.

Our Values

As members of the GHA Competitive Program, our teams value:

- **Accountability:** We are responsible for our own decisions and actions.
- **Approachable:** We listen to the concerns of our member organizations in response to their needs.
- **Excellence:** We strive to achieve high standards in all areas of our organization.
- **Integrity:** We provide consistent application of our policies and procedures in a fair and transparent manner.
- **Respect:** We support the principles of fair play and demonstrate respect for the game and for all participants including players, officials, parents, coaches and volunteers.
- **Collaborative:** We build mutually beneficial relationships with others.
- **Trust:** We believe that all persons are acting in good faith.

Our Operating Principles

We will address our vision, mission, and values by adhering to the following operating principles:

- Promoting good sportsmanship;
- Encouraging healthy competition;
- Developing positive life skills; and
- Optimizing skill development.

Operating Environment -Today's Competitive Program

A small group of representatives from each association within the GHA were gathered to explore the current state of competitive hockey within District 9 by identifying what is working well and what is not working well. A summary of the discussions is captured below.

Organizational Strengths

What is working well with the GHA is:

- The District is able to field competitive teams at all levels (e.g., AA, A and Rep B);
- There is good sportsmanship between the individual GHA associations;
- There are good player evaluation processes;
- The team balancing between Rep B organizations is good;
- The District invests in its referees and strives to provide a high quality referee development program; and
- There is good sportsmanship between the associations and their representatives.

Opportunities for Improvement

Areas where there are current deficiencies or potential for improvement include:

- Communications and planning between AAA, AA, Rep B and the District is uneven;
- The GHA does not adapt well to change (e.g., the introduction of AAA at Major Peewee, which resulted in competitive players being pushed into house league);
- The hierarchy of policies and processes for governing competitive hockey are not consistently applied across all levels within the GHA;
- Tryout processes are compressed at all levels;
- The appeal process for released players is sometimes uncertain;
- The sharing of tournament information between teams / associations is uneven;
- It is uncertain whether there is the correct balance between winning and development, especially at the younger levels (e.g., Minor Atom);
- There is a lack of ice for competitive teams and there is no clear standard of how much ice during the year that a GHA competitive team should have. The amount of ice per team varies across associations;
- There is a perceived imbalance of ice allocation amongst the various tiers; and
- The distribution should be evenly aligned amongst communities (i.e., urban vs. rural balance).

Key Strategies

The GHA Competitive Program will implement the following strategies in pursuit of our vision: quality programs through organizational excellence.

Strategy #1: Organizational Excellence

High-Level Governance

The program must have clearly defined roles and responsibilities for the oversight of the delivery competitive hockey with the GHA. Defined roles and responsibilities and clear operating procedures will effectively apportion the overall strategic and operational responsibilities of the Program, facilitate effective decision-making and enhance the recruitment and orientation of new volunteers.

The GHA Competitive Program will:

- Monitor and improve oversight mechanisms for competitive hockey within the District; providing year-long guidance to the competitive programs, coordination

information//communication flow, overseeing tryouts at the Rep B level, and discussing relevant association issues (e.g., players costs, tryout fees, etc); and

- Undertake an annual evaluation of the GHA competitive programs to build on its successes and needs.

Ongoing Competitive Planning and Communications

Effective planning is the key to defining our future and realizing our vision. Effective planning requires clear goals, defined timelines and the identifications of the required personnel and financial resources. The GHA Competitive Program must plan its full program well in advance for the pending season so that all elements are properly coordinated and supported.

The GHA Competitive Program will:

- Establish on an annual basis a top-down setting of priorities and the agenda for the GHA Competitive programs;
- Seek to improve the planning and communication between our competitive governance body/bodies and the Leagues our teams are playing in;
- Develop an information chart for the GHA website that outlines equivalency levels for the Competitive hockey within HEO and outside HEO (e.g., Toronto, Kingston, Quebec, etc.); and
- Develop a process where information / feedback on tournaments are captured and shared amongst associations and teams.

Strategy #2: Quality Competitive Hockey Program

Player Development

Collectively, our players reflect a spectrum of participation, skill development and competitive needs. The GHA is committed to meeting the fullest suite of competitive player needs with the resources and facilities at its disposal.

The GHA Competitive Program will:

- Work with the AAA hockey programs (i.e., 67's and Cyclones) to develop a structured Player Development Plan to implement an enhanced suite of participation, skill development and competitive programs to meeting the full range of players needs and expectations.

Competitive Tryouts

Player evaluation can be one of the most difficult tasks for any Minor Hockey Association to deal with. Having a solid player evaluation process in place can help make the process much easier. Not only will it give the GHA Competitive Program a reference point in dealing with parents, it will also give coaches a starting point to determine where players are at skillwise and how best to optimize team composition.

The GHA Competitive Program will:

- Maintain a common Competitive Program tryout process at a level (e.g., Bantam).
- Characteristics of a common tryout process should include:
 - Same arena location / same level,
 - Common Jerseys for Associations, and
 - Increased Visibility for Associations, and
 - Increased Visibility of Other team's players for inter-district transfers.
- Work with AAA, AAVA, and Rep B associations to coordinate tryout schedules.

Player Affiliation

The GHA Competitive Program believes strongly in the affiliate program and desires to see affiliated players given the greatest opportunities possible to develop their skills by playing for a higher level team.

The GHA Competitive Program will:

- (Priority for the 2018-19 Season) Improve the online District affiliation system, to include tracking practices for each season. The tracking of affiliates will need to be communicated to all stakeholders. It is important to ensure that all signed AP's are effectively used.

Process and Next Steps

This document has been a work in progress that has involved input from the following individuals and organizations:

| Name | Association | Position |
|---------------------------|--------------------|--------------------------------------|
| Wally Montpetit | GHA | Vice President - Competitive |
| Bruce Pickard | GRMH | VP Hockey Ops |
| John Turgeon | BMHA | Director - Competitive |
| Ross Holman | GCMHA | Director - Competitive Hockey |
| Marc Ouellet | LMHA | Director - Competitive |
| Mike Branchaud | MDHA | VP Competitive |
| Riccardo Panarella | OMHA | Director Competitive |
| Ken Hill | RMHA | VP Competitive |

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|---------------------------------------|-----------------------|------------|
| With input & support from: | | |
| Jenn Primeau | GHA | President |
| Kevin Carroll | GRMH | President |
| Tim Weil | BMHA | President |
| Tim Nellis | GCMHA | President |
| Sarah Lilius | LMHA | President |
| Andrea Benson - MacDougall | MDHA | President |
| Gilles Vanasse | OMHA | President |
| Mike Johnson | RMHA | President |
| Mario Paquette | Eastern Ont Wild | President |
| Fred Beauchemin | Ottawa JR 67's | President |
| Victor Galea | Upper Canada Cyclones | :President |