

# OBEJECTIVES & KEY RESULTS (OKR) UPDATE: HA 2025

## VISION

HOCKEY FOR LIFE.

## MISSION

TO CREATE POSITIVE OPPORTUNITIES AND EXPERIENCES FOR ALL PLAYERS THROUGH INNOVATIVE LEADERSHIP AND EXCEPTIONAL SERVICE.

## OBJECTIVES & KEY RESULTS

BY 2025,  
HOCKEY ALBERTA WILL:

### A. PROVIDE CHOICE & FLEXIBILITY FOR CUSTOMERS WITHIN AN ALIGNED MINOR HOCKEY COMPETITION MODEL.

1. COMPLIANCE TO NEW LEAGUE OPERATING STANDARDS (2023)
2. NEW MODEL FOR U11 HOCKEY (2024)
3. NEW MODEL FOR U13 HOCKEY (2024)
4. ADJUSTMENT OF CURRENT MHA BOUNDARY STRUCTURE (2024)
5. 80% ANNUAL SATISFACTION RATE OF PARTICIPANTS WITH LEAGUE EXPERIENCE (2025)

UPDATED AS OF  
JULY 31, 2022

KEY RESULTS NOTED  
IN GREEN HAVE BEEN  
COMPLETED!

### E. INCREASE REVENUE THROUGH PROGRAMS, EVENTS & PARTNERSHIPS.

1. OPERATE A PROVINCIAL CHAMPIONSHIP 50/50
2. INCREASED SALE OF HOCKEY ALBERTA PROPERTIES (2024)
3. INCREASE IN SERVICE AGREEMENT REVENUE (2025)
4. OPERATE NEW PROGRAMS AND EVENTS THAT GENERATE PROFIT (2025)



### B. CREATE A NEW MHA STANDARDS & DEVELOPMENT PROGRAM TO PROVIDE CONSISTENT SERVICES & SUPPORT

1. 5 MHA LIAISONS TRAINED AND ENGAGING MHAS
2. 75% ATTENDANCE AT ALL MHA ENGAGEMENT SESSIONS
3. ALL MHAS TRAINED AND USING NEW PORTAL PLATFORM (2023)
4. 50% OF MHAS COMPLETING AN MHA ASSESSMENT (2024)

### D. CREATE ADDITIONAL DELIVERY OPTIONS THAT ACTIVATE MHAS & NON-MHA ORGANIZATIONS TO INCREASE YOUTH PARTICIPATION.

1. ADDITIONAL TRY HOCKEY OPPORTUNITIES (2023)
2. SIX NEW REGISTERED REC HOCKEY PROGRAMS (2023)
3. NEW DELIVERY PARTNERS TO REACH UNDER-REPRESENTED PARTICIPANTS (2023)
4. RETENTION PLAN FOR 13-17 YEAR OLD PLAYERS (2024)
5. AN EXPANDED EVERY KID EVERY COMMUNITY PLATFORM (2025)

### C. CREATE AN ENHANCED COACH DEVELOPMENT PATHWAY.

1. COACH DEVELOPMENT TRACKING PLAN IN PLACE FOR ALL MHAS (2023)
2. ALL AA/ AAA HEAD COACHES ENGAGED IN DEVELOPMENT (2023)
3. HALF OF TIERED MINOR HOCKEY HEAD COACHES ENGAGED IN DEVELOPMENT (2024)
4. EXCHANGE PROGRAM FOR 12 COACHING LEADERS (2024)

## VALUES

### INTEGRITY

DO THE RIGHT THING FOR  
THE RIGHT REASONS.

### COMMUNITY

MAKE A DIFFERENCE FOR  
ALL ALBERTANS.

### COLLABORATION

WORK TOGETHER,  
WIN TOGETHER.

### INNOVATION

BE CURIOUS,  
COURAGEOUS CREATIVE.

### PASSION

FUELS OUR WHY,  
DRIVES OUR WHAT.

# PLAYER FOCUSED: HA 2025

Based on the Vision, Mission and values, Hockey Alberta's Board of Directors provided strategic direction for Hockey Alberta to establish objectives, key results and goals for a revolutionized hockey system - HA 2025.

The following pages highlight significant strides made by Hockey Alberta in 2021-22 towards achieving HA 2025.

## EXPECTED WINS

Hockey Alberta expected to complete four Key Results (KRs) as part of the HA 2025 plan. Three were completed, as noted in green in the HA 2025 graphic. One was adjusted to a 2022-23 completion date.

Highlights and key learnings include:

- The 75% Attendance metric (Objective B, KR 2) was met. As we look forward, 75% will continue to be our minimum target, with work ongoing to exceed that level.
- A Provincial Championship 50/50 was operated. The key learning was that the format used did not generate added revenue. Future 50/50 draws will utilize a different structure.
- Five Member Liaisons were trained and engaging with MHAs. We are continuing to adapt and have expanded to eight Member Liaisons - including an Indigenous Hockey Liaison - all of whom will be in place in 2022-23.

## PROGRESS ON OTHER KEY RESULTS

Work undertaken in 2021-22 was not focused solely on areas to be completed during the year. Work was started on numerous KRs which have targeted completion dates in 2022-23 or beyond. Several of the ongoing KRs have levels of complexity that require numerous steps be completed.

Work is underway on the following KRs:

- A new Model for U13 Hockey (Objective A, KR 3): Work progressed much quicker than anticipated with major steps made in 2021-22.
- Participant Satisfaction Survey (Objective A, KR5): The template for the survey was built and implemented in year one, allowing consistent information to now be used in future seasons and a baseline has been established. Survey results continue to be compiled and reviewed for application towards KRs in future years.

## ENVIRONMENTAL IMPACTS

Regardless of how well we try and predict our path until 2025, important but unexpected things arise and required our attention and resources. In 2021-22, Hockey Alberta incorporated two significant areas into our operational planning, with the expectation these will continue to be areas of focus in future years:

### 1. EDI/ MALTREATMENT

Recognizing the need for change in sport culture, Hockey Alberta set out to understand the extent to which racism and lack of inclusion impacts hockey across the province.

The organization formed the Equity, Diversity and Inclusion (EDI) Task Force in October 2021 to work at changing the narrative. A key undertaking of the EDI Task Force was to commission a survey to better understand experiences in hockey. The survey was built to gain perspectives of those in the game, those who have left the game, and those reluctant or unable to participate due to a lack of inclusion. This information will provide data, feedback and recommendations to Hockey Alberta and the EDI Task Force to better understand the current environment and to use the findings to help make hockey more inclusive.

The Task Force reported on its work to the membership at the 2022 Hockey Alberta Summit in June. The committee will evolve into a standing committee and continue its work in 2022-23, including evaluating its fit into the overall Hockey Alberta structure.

As well, during 2021-22, Hockey Alberta:

- was complimented by Hockey Canada as being one of the leaders in the rapid implementation of the new Maltreatment Rule 11.4.
- created its own Maltreatment Policy, using the Hockey Canada template, and shared with the membership.

### 2. EOCF DONATION (\$1.5 MILLION)

This was a major undertaking that came about in October. The funds were injected into our hockey system using Hockey Alberta Foundation's Every Kid Every Community platform and a special review committee to evaluate the large number of applications. This work will continue in 2022-23 as the EOCF has approved another \$1.5 million to be donated to the Hockey Alberta Foundation.



# PLAYER FOCUSED: HA 2025



## U11 MODEL PILOT EXTENDED PROVINCE-WIDE

In 2021-22, Hockey Alberta established the U11 AA Pilot Project with the Northern Alberta Interlock. The pilot offered scheduling options conducive to league geography, a formal tryout process (similar to that used within the AA Hockey Model) and allowed players to be certain of the level of competition at which they would participate. For the 2022-23 hockey season, Hockey Alberta has expanded the U11 AA Pilot Project province wide and renaming it the U11 Hockey Alberta Development Pilot (U11 HADP). The focus of the U11 HADP is to implement amended hosting structures, player movement rules, league scheduling and Coach and Player Development Standards. The goal of the U11 HADP is to identify the best overall structure for the top level of U11 and to ensure alignment and progression within the entire hockey system.



## CHANGES TO MALE AAA AND AA HOCKEY

In collaboration with the Alberta Elite Hockey League (AEHL), the Elite Male Committee and the AA Committee, Hockey Alberta implemented a number of changes to AAA and AA male hockey for 2022-23 season. Changes include:

- AEHL transitioning U16 AAA to U17 AAA.
- U16 AA expanding to provincial pilot project.
- U13 AA structure changes, including new criteria on the minimum number of U13 players in a recruitment area and amending the numbers at which more than one team is required.



## SUMMIT REFLECTS ON THE PAST, FOCUSES ON THE FUTURE

The 2022 Hockey Alberta Summit was hosted in Red Deer in June, bringing together leaders of our sport for a weekend of Community, Collaboration and Innovation. Focusing on member appreciation and education, the Summit consisted of presentations, workshop sessions, expert panels and social engagement. The weekend opened with a celebration of Hockey Alberta's history, as Life Members, along with current and past Board members gathered for a special dinner. The Summit began with a powerful keynote presentation from Dr. Jody Carrington of Olds. Carrington told the approximately 200 people in attendance that society is facing a looming mental health crisis that is immense. The Summit also included presentation streams for both presidents and administrators, as well as development leaders.



# PLAYER FOCUSED: HA 2025



## NEW PARTNERSHIP WITH THE COACHES SITE

Hockey Alberta entered a three-year partnership with The Coaches Site to share innovative tools and resources to build better programs, practice plans, and team dynamics. The partnership provides Hockey Alberta Members with access, for a reduced fee, to The Coaches Site and its abundance of coach resources.

## ELITE COACH DEVELOPMENT SERIES HOSTED

Hockey Alberta hosted an Elite Coach Development series, featuring current Western Hockey League coaches, for coaches looking to learn new tactics and systems from some of the best in the game. The Zoom sessions covered a variety of topics including: Relentless Influence, Penalty Kill, Tracking to D-Zone Coverage, Powerplay and Forecheck. Session leaders included coaches from the Edmonton Oil Kings, Kelowna Rockets, Vancouver Giants, Lethbridge Hurricanes and Moose Jaw Warriors.



## RECREATIONAL HOCKEY MODEL ENSURES AFFORDABLE OPPORTUNITIES

Hockey Alberta's Recreational Hockey Model completed its second year of ensuring that families have access to affordable, fun, and safe opportunities to participate in youth hockey with a low time commitment. As an incentive for the 2022-23 season, any rec hockey program not previously registered with Hockey Alberta was eligible for a reduced rate per participant for their first season.

## NON-BODY CHECKING OPTIONS IMPLEMENTED IN U18 TIERS 4-6

Hockey Alberta's Minor Leagues Committee, comprised of Alberta's six (6) tiered Minor Hockey Leagues (CAHL, NAI, NEAHL, All Peace, EFHL and Hockey Calgary), implemented non-body checking/body contact only hockey at the Tier 4-6 categories of the U18 division for the 2022-23 season. The same changes were implemented two seasons ago at the U15 division.



## SPRING SHOWCASE SEES CUP, CHALLENGE AND PROSPECTS EVENTS IN RED DEER

After a two-year hiatus due to the COVID-19 pandemic, the Alberta Cup, Alberta Challenge and Prospects Cup were all held in 2022 as part of a new Spring Showcase event in at the Gary W. Harris Centre in Red Deer. The Spring Showcase highlighted three of Hockey Alberta's signature events on consecutive weeks at Red Deer Polytechnic. The Spring Showcase included livestreaming of all games on HockeyTV, 50/50 raffles, and new sponsorship opportunities. On the ice, Alberta Black won the Alberta Cup; South Black won the Alberta Challenge; and North Grey captured the Prospects Cup.