



**BC Hockey Enhanced Services
West Vancouver Minor Hockey Observation
Final Report
Prepared for West Vancouver MHA
2018-02-15**



West Vancouver MHA Observation Project

General Information

The West Vancouver Minor Hockey Association observation was a component of the Enhancement Services initiative designed to support BC Hockey's Minor Hockey Associations. This program has the vision of developing Associations through webinar support, resource development, MHA Best practices, the Hockey Canada Model Association project and MHA Observations.

The observation was designed to:

- Observe the skills and achievements of the MHA personnel as they undertake their responsibilities
- Encourage communication, collaboration and interaction both internally and externally
- Offer support to encourage development essential to progress
- Develop consistency with District, Branch and National expectations
- Identify areas for improvement and a system / timeline to address these areas
- Encourage personnel to give the end users the best possible support
- Determine appropriate actions for the Association
- Determine where services to Associations and Association operations need improvement
- Seek and distribute best practises based on program findings

Observers

- Bill Ennos, BC Hockey Associate Director, traveled to West Vancouver January 15, 16, 2018 to conduct the observation. As well, Bill analyzed the data and authored the report.
- A review of Association documents was also conducted.

Thank you and Acknowledgement

Congratulations to West Vancouver MHA for taking the initiative to attempt to better their Association. Since this is the first year of the MHA Observation project it certainly was a leap of faith by the Association to cooperate in this endeavour. The project was made possible through the leadership of Association President Tom Oberti and the attention to detail was much appreciated, making the process an enjoyable experience. The hospitality of the Association as well as open and honest responses were certainly benefits that allowed the observation to reach what we hope are meaningful conclusions.

Schedule of Events

The observation involved organizing of the following:

- a) Association submissions
 - Status report submissions
 - Web site access to West Vancouver's Bylaws, Policies
 - Information on several West Vancouver MHA initiatives
- b) Observation planning
 - Board meeting
 - Interviews



Components of the Observation and Document review

1) Review of Status Reports

Status reports were submitted from individuals serving on the Executive of West Vancouver MHA. The Status Reports are designed to provide a perspective on how the Association views itself.

The data gathered by the Status reports is less than scientific. In most cases the number of individuals completing the reports would not lead to statistically significant conclusions however the reports do give a snapshot into the Association from the perspective of those who are involved in it daily. Individuals completing the Status Reports varied from Board members offering a broad scope of several Categories (example: Association President) as well as others that are intimately involved as specialists in one particular category (example: Coaching Coordinator).

The data compiled was constructed in three ways:

- 1) Average rating of each component of a Category of Association operation including Governing documents, Financial management, Members, Member service / relations, On ice officials, Personnel, Policies and LTPD. The Average is based on a rating system of:
 - NA – not applicable or unknown
 - 0 - Not in place
 - 1 - Poor
 - 2 - Satisfactory
 - 3 - Good
 - 4 - Very Good
 - 5 - Excellent
- 2) Overall Average rating of each Category of Association operation based on averaging all scores in the Category
- 3) Capture of anecdotal comments as offered by individuals in each Category of the Status Report

2) Interviews and Resulting Reports

The Association President was tasked with arranging interviews between the observer and people sampled from various perspectives in the Association. All interviews were done in person. Each interview was approximately 30 minutes in length and generally followed predetermined questions with the flexibility of further exploring areas of interest stemming from the original questions. Interviews included; Team managers, Tournament Coordinators, HCSP, Director of Hockey Operations, Coaches, District of West Vancouver Program Coordinator and Recreation Manager.

3) Board Meeting Observation

The Association President was tasked with arranging the observer to be in attendance at a scheduled Board meeting. The purpose was to gain information on the operation of the Board and the type of business important to the Association. As well it was hoped to build comfort with the Association and the observation process.

Notes were taken from the perspective of meeting operation as well as items of importance to Association operation.



4) Document Review

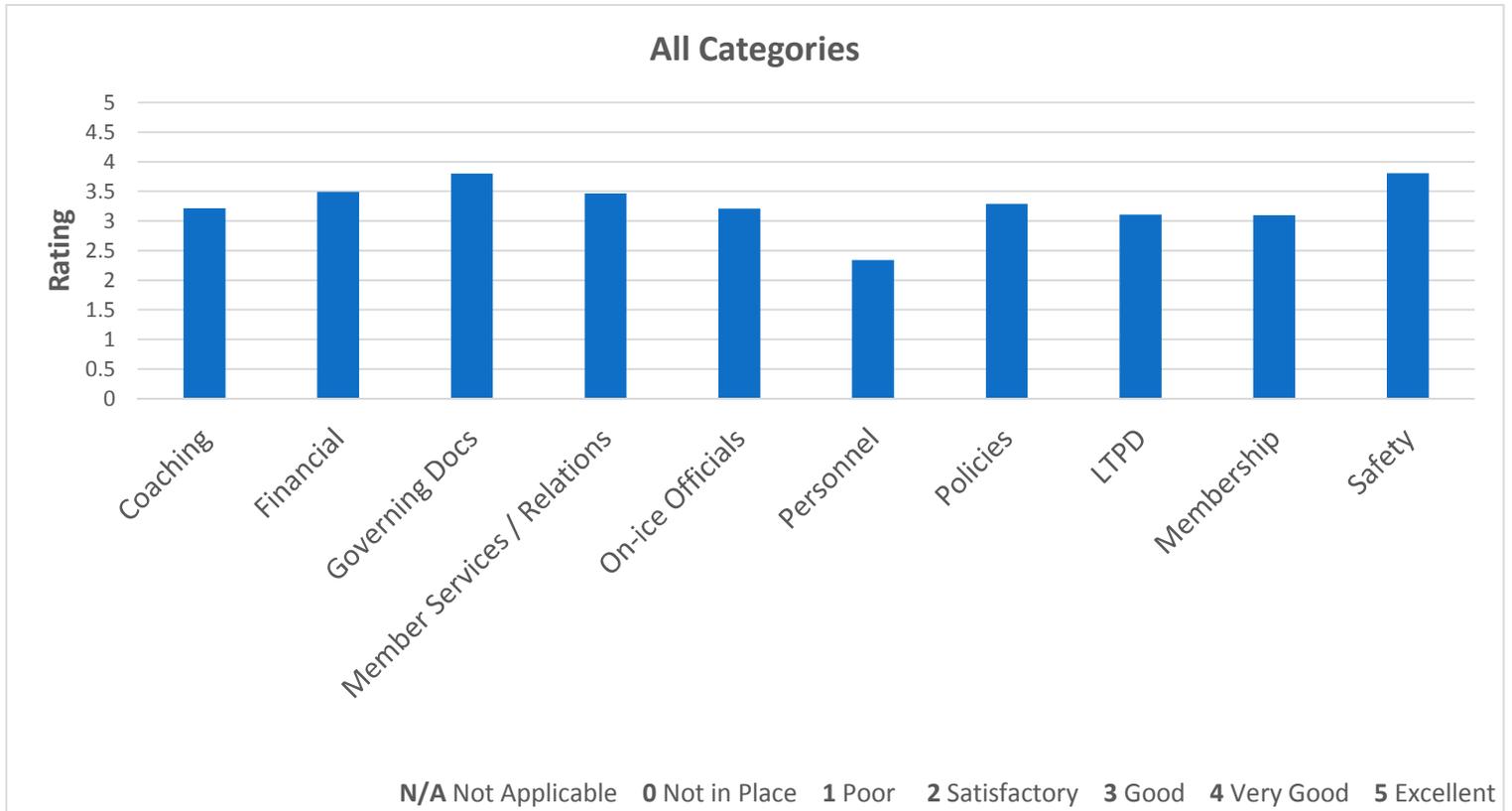
The West Vancouver MHA Handbook (Constitution, Bylaws, Policy and Procedures documents) as posted on the Association web site was reviewed by the observer and a subject matter specialist. The review considered existing contents as well as a comparison to prioritized components as listed by BC Hockey Governance committee recommended policies and The Sport Law and Strategies Group *Suggested Smaller Association Policies*.



RESULTS

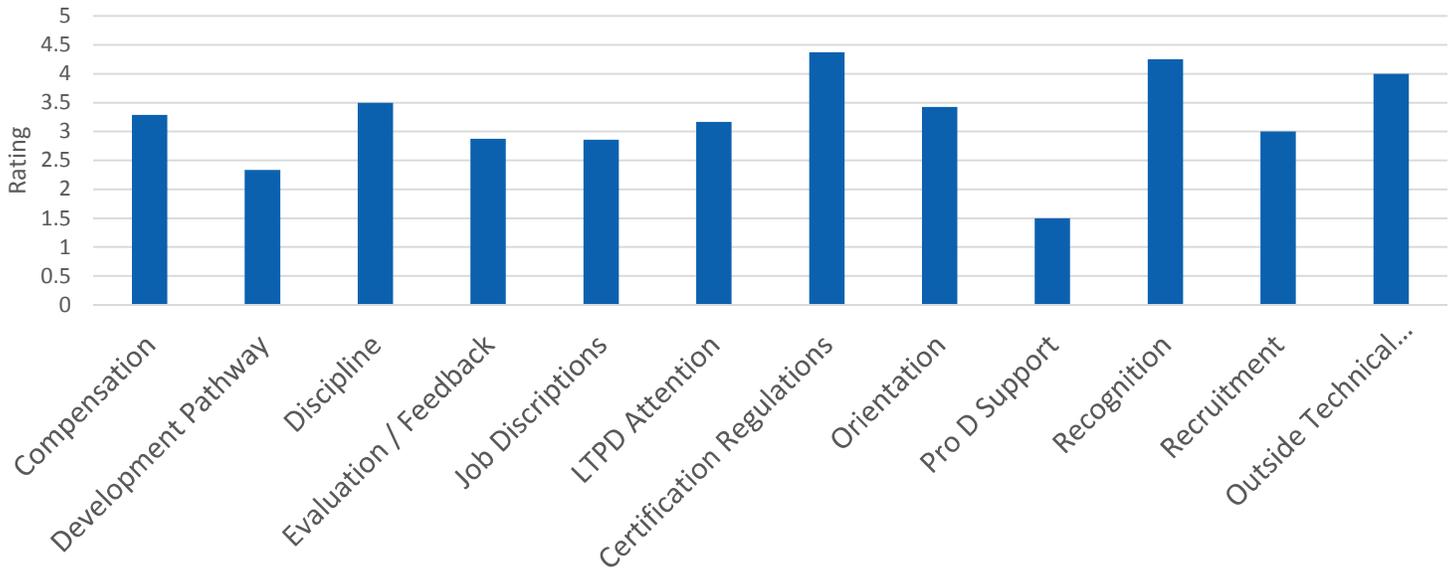
1) STATUS REPORTS

Status Reports were submitted from individuals associated with West Vancouver MHA. They are designed to give a perspective on how the Association views itself.



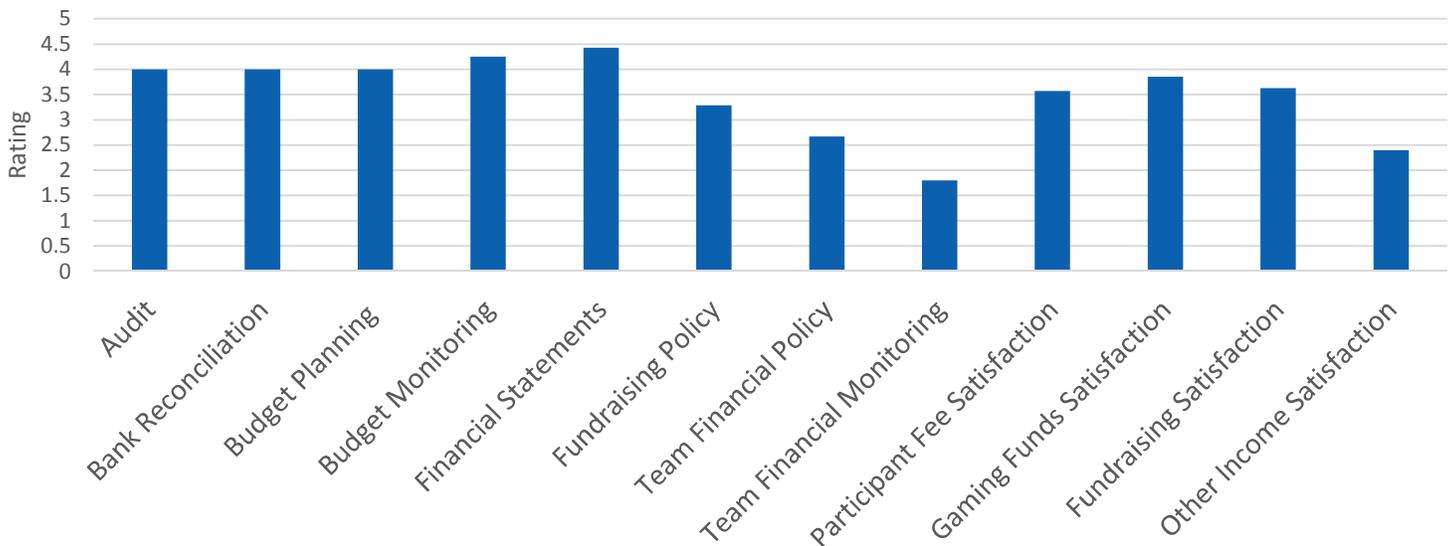


Coaching

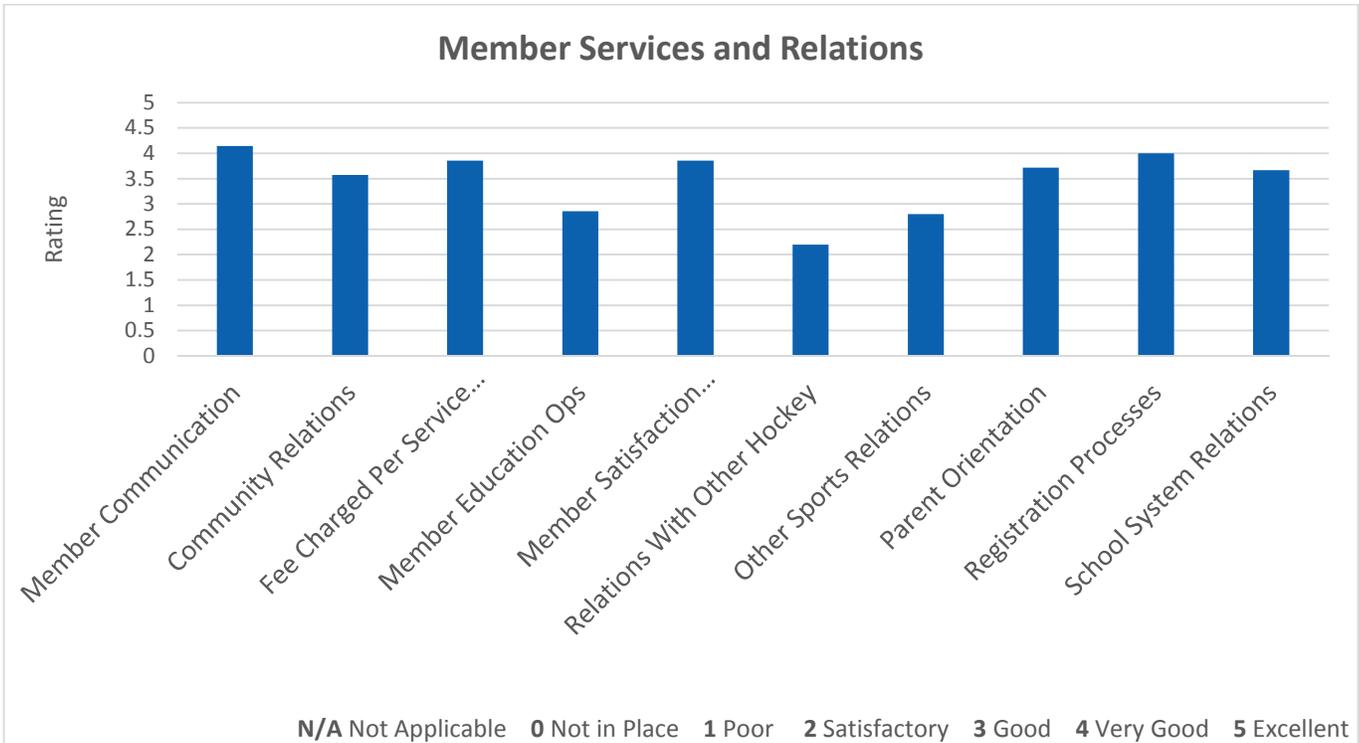
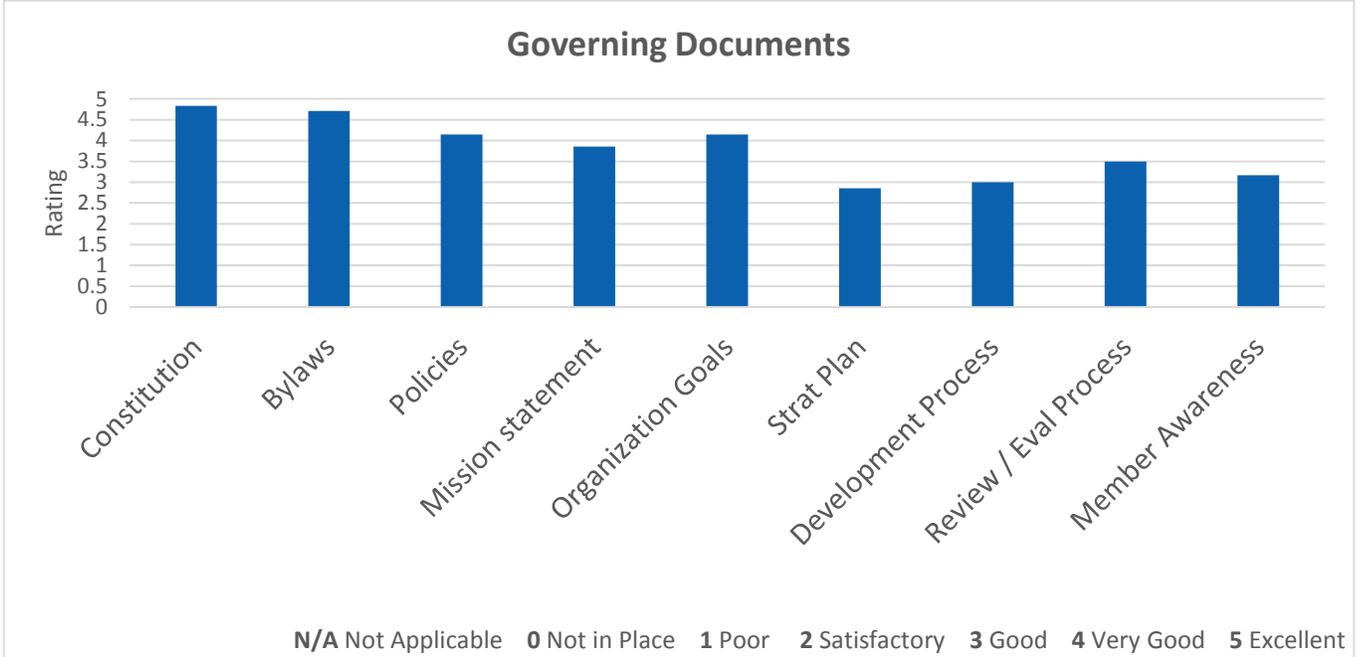


N/A Not Applicable 0 Not in Place 1 Poor 2 Satisfactory 3 Good 4 Very Good 5 Excellent

Financial

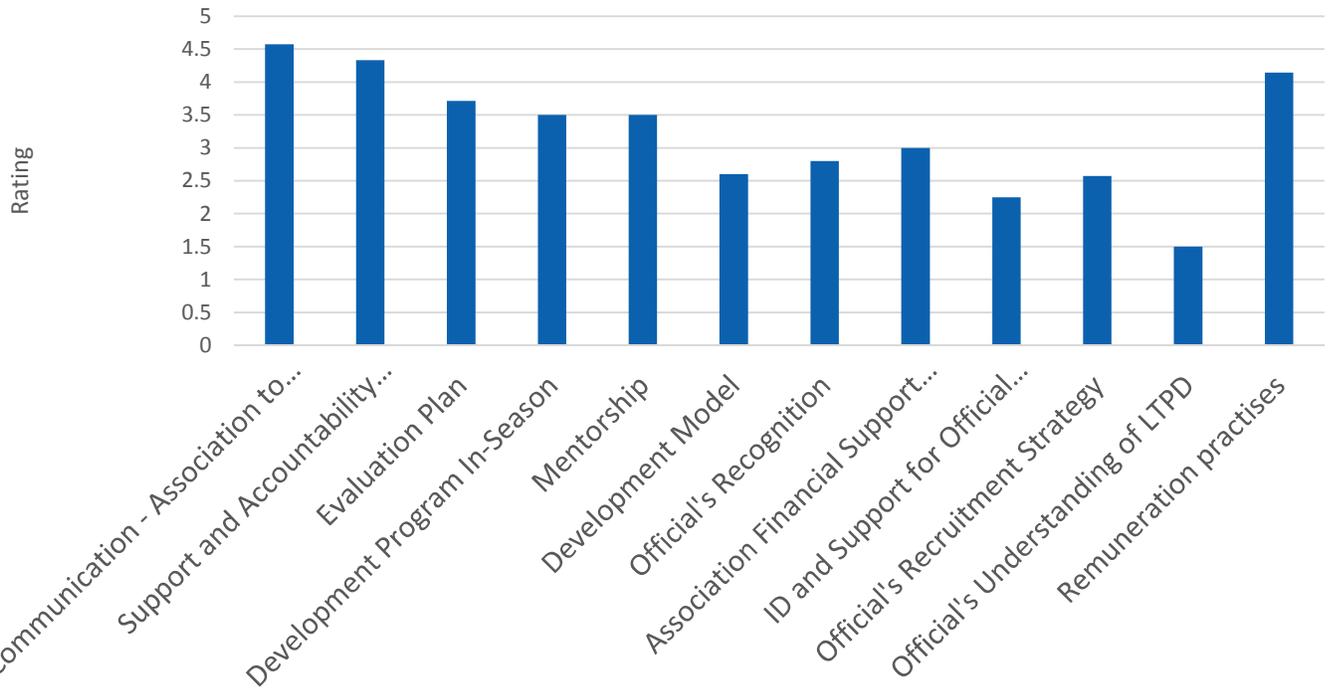


N/A Not Applicable 0 Not in Place 1 Poor 2 Satisfactory 3 Good 4 Very Good 5 Excellent





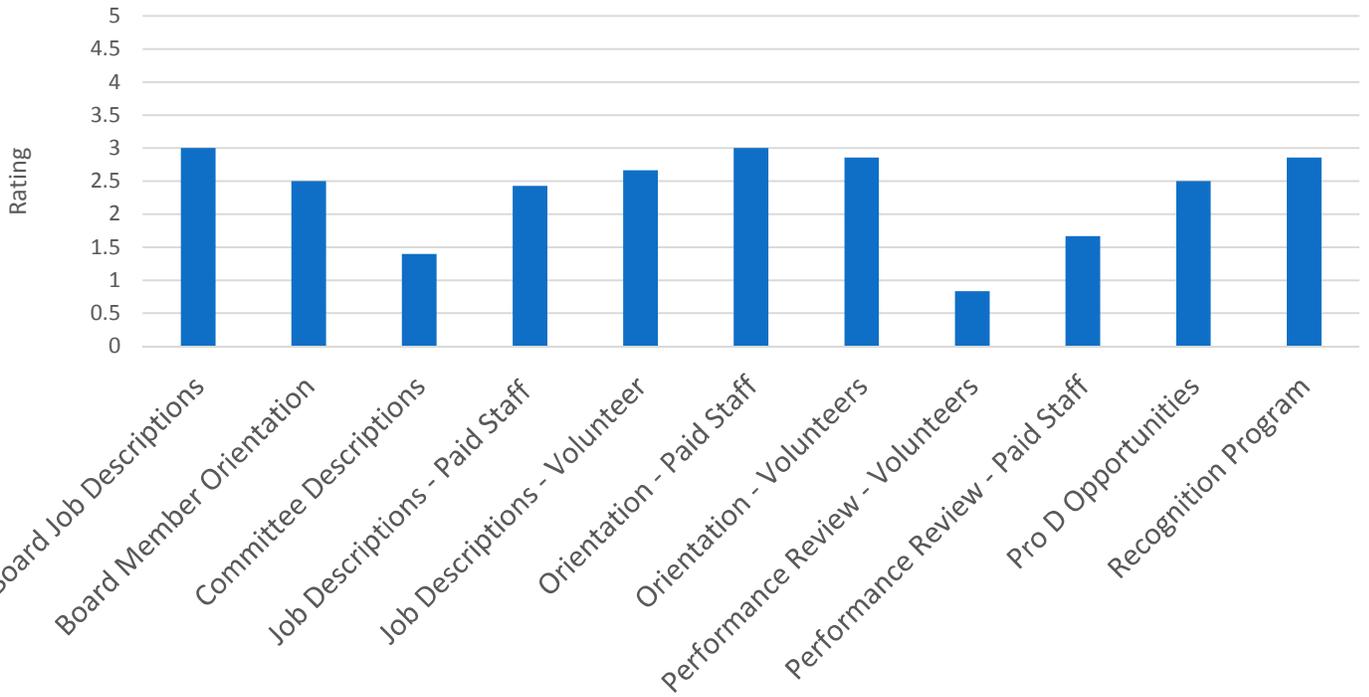
On-Ice Officials



N/A Not Applicable 0 Not in Place 1 Poor 2 Satisfactory 3 Good 4 Very Good 5 Excellent



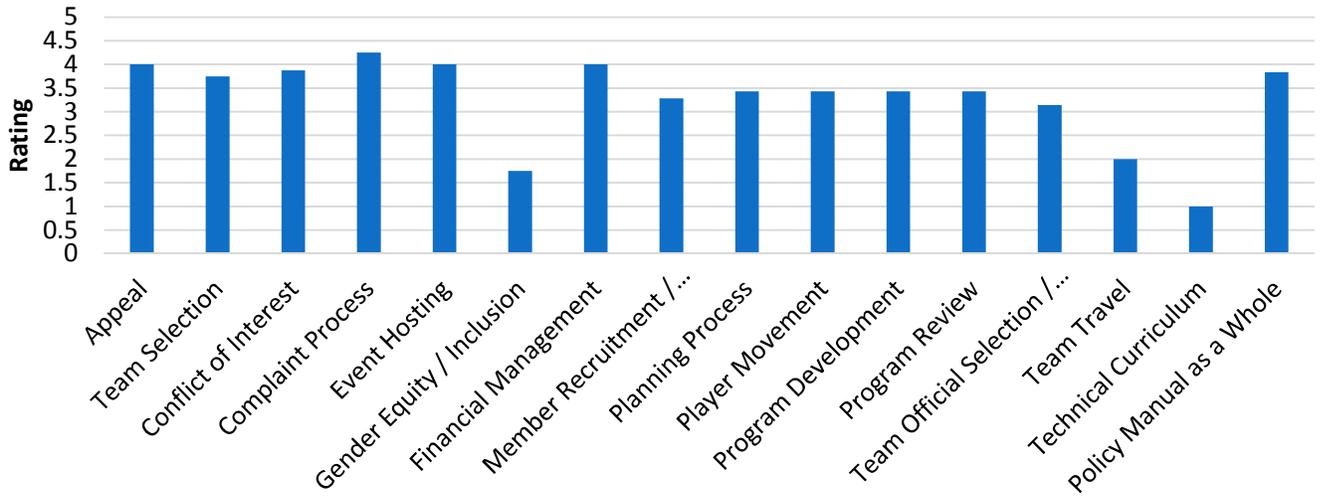
Personnel



N/A Not Applicable **0** Not in Place **1** Poor **2** Satisfactory **3** Good **4** Very Good **5** Excellent

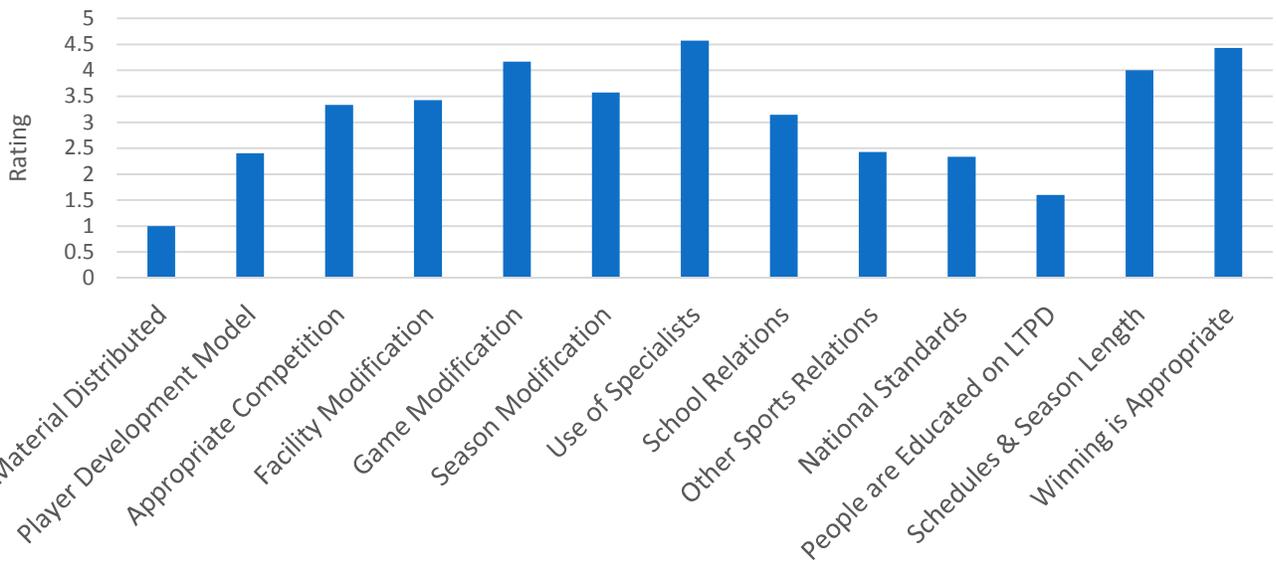


Policies

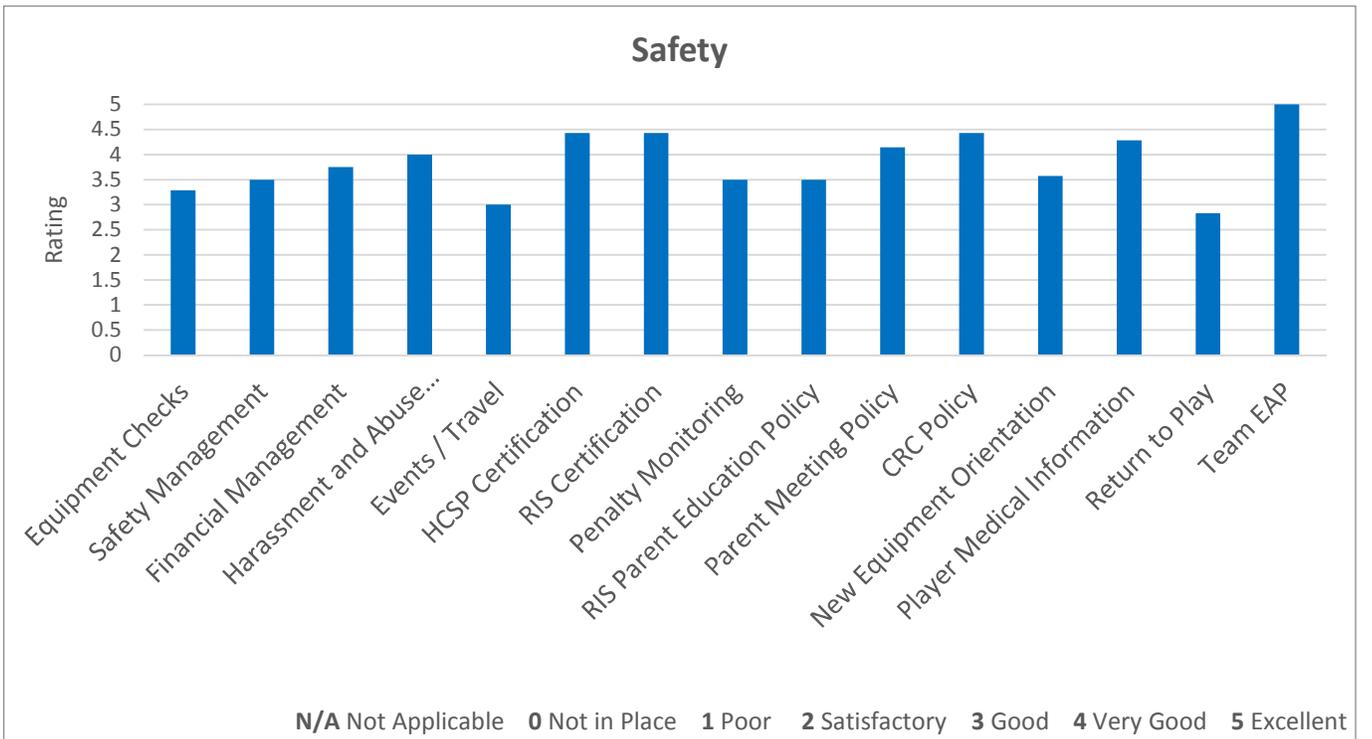
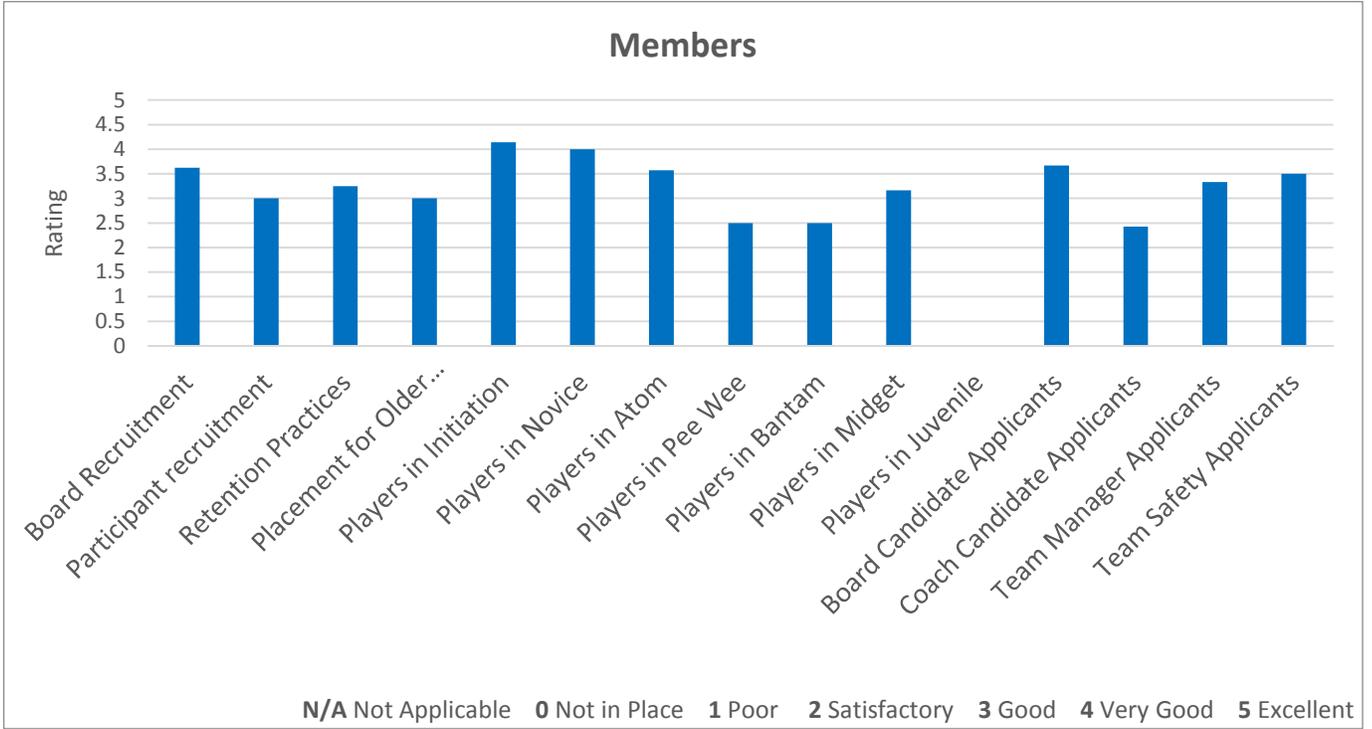


N/A Not Applicable 0 Not in Place 1 Poor 2 Satisfactory 3 Good 4 Very Good 5 Excellent

LTPD



N/A Not Applicable 0 Not in Place 1 Poor 2 Satisfactory 3 Good 4 Very Good 5 Excellent





Summary of Comments Accompanying the Status Reports

Coaching

Good use of professional coaches in all initiation/novice ice times and at least 1 ice time/week for Atom C through Bantam C.

Financial

Competent and conscientious financial accountability for the Association lead by the treasurer.

General

A small organization that it is very flexible but at the same time the decision making and direction of the association is held by a very small number of people.

President is heavily relied on which has been healthy however may be a fault if others do not eventually step forward. There is a lack of volunteers to take on more of the responsibilities to mitigate this.

LTAD

LTPD model is available on our website and is communicated to coaches by our DOH, but not handed out.

Member Services

Decisions made at board meetings are not always communicated to members in a timely manner

Membership

Parents volunteer for positions and usually teams are desperate for volunteers so no real competition for positions. It is usually the head coach who makes the ultimate decision if there are more than 1 parent volunteer applying and this is based on who the coach prefers to work with (continuity of the team leadership group)

Personnel

We could do better on supporting our volunteers with a clearer orientation and support process

Policy

A favourable rating to most of these categories, but I have no idea what other associations are doing or what superior models are out there for comparison.

Safety

Penalty monitoring is an interesting category. I'm not sure if LGL sends reports, or if this is up to coaches to report to the board - I'm interested to learn what other associations are doing in this area.



Results

2) Interviews

Summary – Organizational notes gleaned from interviews:

Planning

- Earlier planning would be appreciated
- Long term Strategic Plan would give the Association an indication of where they want to head. The Association and volunteers have a plan although not formally written. MHA has a plan but not sure of its development
- Parent surveys were done. Not sure whether results were used
- Need to give some thought as to how things are changing and adjustments needed by the Association

Communication

- People are well informed
- Association philosophy and goals were not shared with volunteers
- Communication continues to get better
- Transparency and engagement could be vastly improved by simple communication posts

Operations / Processes

- Timelines appear to be different each year. Not clear about internal processes that lead to this.
- Not perfectly clear who the go-to people are and where issues go.
- MHA processes could be quicker and more efficient
- Early session ice conflicts and schedules were challenging
- People by-pass processes

New programming ideas

- Mentorship and other work related experiences need to be explored
- A simple mentor system would be appreciated
- Possibly something like baseball's "Opening Day" should be tried to bring Association together
- Can a youth leader program be implemented?
- Players and parents should experience some sort of an exit strategy
- Education to newcomers to Canada is important for MHA to be involved in

Relations

- No conflict or discipline difficulties
- Need better connection to Rec centre on "Try-It" days – could be multi-sport focus

Personnel

- Association's administration ethnical make up does not match that of the clientele
- Orientation was a brief manual
- An Orientation could also be done for Safety



- Administration duties take away from player development focus
- Personnel do not receive a performance review or formal feedback
- No application procedure for manager
- Expertise is brought in with the people, it is not necessarily developed by the Association
- Succession planning is lacking

Organizational design

- Rec centre could be an advisory group
- Organizational structure is something to consider reviewing
- Managerial Board model is a struggle as the Board performs key operational duties as well
- Be careful of building the organization around one or a few people

The Association

- An effective association in touch with the needs of their community
- Excellent job has been done modernizing everything
- Comradery, interrelationships and respect are high.
- Association is a family
- Association needs to develop an identity
- Youth development focus has brought energy and a purpose
- The Association should take increased ownership of events and the materials required



3) Board Meeting Observation

Summary – Organizational notes gleaned from Board meeting:

- Previous Board acts as a Nominating committee, setting slate. May lead to closed shop.
- Financial report was easily understood, detailed
- Consider a process for agenda items of; introduce, research and approve
- Mandarin Coordinator group is a great step. Examination of Association needs in relation to making it an ethnically friendly environment is in need of a plan. This could be great committee work.
- No rules of order were used. President did control meeting.
- Use of Google calendar or alike is an important step
- President making web site changes – is that appropriate? Multisport issues and meeting. President to attend.
- Trophy case electronics. This requires involvement of the Rec Centre. Should the Rec Centre have a place at the meeting?
- Some very good planning ideas but not a plan or any reference to a plan
- Ice planning – requires preparation to limit time spent on the issue during meeting
- First Shift – needs program specifics before speculative discussion
- develop a “characteristics of Board members” document for candidate reference
- Talked in length regarding hear-say in regard to suspensions. Speculation should be kept to a minimum.
- In relation to drug overdose; an important overview of the Association’s responsibility was given which then allowed research to be done then finally an implementation strategy.



Results

4) Document Review

Essential MHA Policy Components Association review: West Vancouver MHA

Policy	Included	Reference	Comment
Terms of Reference for Personnel, Committees and Work Groups			Possibly add a policy section (as you have with Screening) that contains all ToR for positions / Groups. This would allow for policy to include the outline of positions in Bylaw 7.8
Gender Equity / Inclusion statement			May be inherent but not specifically present.
Complaint process	Bylaw 8.1		
Appeal procedure	Bylaw 8.1		Part 8.1 e. Appeals to Members??? Indicate Directors cannot vote in the Appeal??
Conflict of Interest			
Risk Management	Pg 29-33	Zero tolerance	
Privacy			
Conduct / Discipline	Pg 5,6 Pg 19 Pg 23	Conduct Code Rep Committee	
Planning process			No formal planning process is indicated
Financial management including Team funds and approval	Bylaw 10, 11		
Program Development and Review	N		Not indicated
Coaching	Pg 6 Screening Coaches manual		Very good!
Athlete / Team selection processes	Pg 15 -18 Coaches Manual		Very good!
Player movement processes	Pg 11 Pg 12 Pg 13	Team Balancing Player Movement Player Movement	Well written
Team Official selection / screening	Pg 15 Document		Screening policy is well done.
Technical curriculum		LTAD document	Includes brief descriptions outlining hockey technical outlines for all Divisions
Event / Competition			
Team travel	Y	Coaches Manual	
Recruitment / retention	Pg 26	Volunteers	



processes		Players	No player recruitment policies were found
Other			<p>Policies are well organized and written in an easy to understand manner. This approach is a Best Practise.</p> <p>The highlighted policy possibilities below are not included in any documents reviewed. These are important additions to consider.</p>

The Sport Law and Strategies Group suggest the following Policies be in place for smaller sport associations:

- Codes of conduct
- Dispute resolution
- Privacy
- Conflict of Interest
- Photo release (best contained as part of the registration package)
- Screening (police record checks with vulnerable sector verification)
- Assumption of risk (best contained as part of the registration package)
- Social Media
- Policies for recurring issues such as Fundraising, Sponsorship, Human Resources, Event Protest Procedures, etc.

In some cases, a small sports association may develop their own policy around sensitive issues or may find that they prefer to adopt the policy of BC Hockey or Hockey Canada on a related topic. In that case they should include the topic in their policy manual and provide a policy statement referencing the BC Hockey or Hockey Canada policy and agreeing to act in accordance with that policy.



Constitution and Bylaws

Association: West Vancouver MHA

Components	Included	Reference	Comment
Constitution			
Name	N		Not included in web materials
Purposes	N		Not included in web materials
Member Funded Society			(Optional) Can be included if Society meets the Societies Act criteria
Others			
Bylaws			
Definitions – definitions of the main terms used throughout the bylaws	Y- Part 1		Excellent reference to Societies Act
Membership – categories of members, member admission and renewal, dues, termination and suspension of membership, how good standing is maintained	Y- Part 2		Well done. All sub-items included
Meetings of Members – annual and special meetings, calling a meeting, notice, new business, quorum, voting and proxies	Y- Part 3		All sub-items included.
Governance – number of Directors, eligibility of Directors, powers of Directors and members, discipline of members, election and appointment of directors, removal of directors, board vacancy, meetings of the Board	Part 4, 5, 6		4.14 complies to 66% votes
Officers – number of Officers, how Officer positions are filled, duties of Officer positions, removal and vacancy	Part 7		Bylaws are clear. May want to consider keeping the mandate of each position here but move the other duties to a new Policy Section on Terms of Reference which give flexibility in making changes by a majority vote and can be done at Board level.
Committees – appointment of committees, size and requirements, committee restrictions	Bylaw 7.8	Committees are acceptable	A suggestion is to list the mandate of “on-going” Committees like the Discipline committee. The procedures related to each committee could them be outlined in Policy. Appeals



			Part 8.1 e. Please see separate document details. Decision on Appeals should outline the avenue for next level of appeal – example: to BC Hockey.
Finance and Management – fiscal year, appointment and role of the auditor, maintaining books and records, which individuals have signing authority, borrowing and borrowing restrictions, conflict of interest, Director remuneration	Y		No reference in policy or Bylaws is mentioned as to the accountability of member team finances, reporting guidelines, or scrutiny.
Amendments and Fundamental Changes – how bylaws are amended, types of amendments that are considered ‘fundamental changes’ (if any) under the incorporation legislation	Y	Part 16	
Notice – required period of notice, errors	Y	Bylaw 3.5, 3.11	
Dissolution – what happens when the organization is dissolved	Y	Bylaw 20.2	
Indemnification – absolving Directors, insurance	Y	Part 15	.
Adoption – when the bylaws were adopted	Y	Page 1	Useful to also be at the end of bylaws in case cover page is removed.



Summary and Recommendations

The following items have been identified by way of this observation process and should form the basis of upcoming strategic and planning discussions by the Board:

- 1) **Formalize planning components specifically longer term planning processes, goal setting, visioning**
 - There is evidence of a number of plans in place (example; IP) however there is a lack of information on how this was developed, whether it is complete and its communication to the membership. This could be an impressive component when fully developed.
- 2) **Consider a mentorship strategy for many of the Association's positions**
- 3) **Succession planning will be important with the extent of the duties currently performed by a few people. The use of committee or other work groups may be a partial solution.**
- 4) **Consider updates to Board Meetings relative to; direction, analysis, reporting**
- 5) **Consider expanding coach search**
- 6) **Continue emphasis on recruitment strategies including examining how to attract interest from non- traditional hockey ethnicity**
- 7) **Look toward the expansion of partnerships within your community.**

Large items like the possibility of replacing the arena will require strong partnerships so that Minor Hockey is properly positioned within the plan.

West Vancouver MHA is to be congratulated for building a strong, friendly environment. The people that are heavily involved in the Association care deeply about what they have collectively developed for their community. The word family was used several times by people when describing the Association.

Along with the family approach came a realism as to the position of the Association in the hockey community. The program West Vancouver MHA offers appears appropriately positioned in relation to surrounding hockey associations, teams and leagues. There was a definite desire to make the Association better in a number of ways and to offer programming that is highly respected by others. This was not perceived as being selfish as the comments also reflected strong support of athletes and personnel that choose to further their participation through other hockey entities.

At the Board meeting items of safety, fair play and respect certainly trumped any need for trophies and championships.

Very much appreciated were expressions of need for the Association to pursue what is best for the community and its changing demographics. Funny stories like attempting to run a tournament and use parent volunteers to run the timeclock when most parents had never seen a timeclock are very telling AND significant. But, in the same breath, the same story teller expressing how nice these people were and how willing they were to support their child's experience in a sport so foreign to them. It definitely expounds the need to make the association; simple, fun, welcoming, patient and well organized.

To conclude, there is work to be done. Times change quickly and the Association must build the framework to react to the demands of the community. An Association with a strong foundation will



produce partnerships within the recreation, business and hockey world. Recruitment, training, a friendly environment and creativity in attracting volunteers will be required.

West Vancouver Minor Hockey should be congratulated for their contribution to the community and for their commitment to examine the growth of their organization.