**IHACT Strategic Plan 2019-2022 (w/Provisions through 2026)**

|  |  |  |  |
| --- | --- | --- | --- |
| **Goal** | **Process** | **Action** | **Measurable** |
| To have twice as many junior players from Squirts to peewee's. | Sustainably build a pathway to ice hockey for new juniors to start playing. | * Advertising (social media, come and try days, friendship passes) * Create a cross-ice hockey system that allows for more players on the ice. * Improve the availability to coaching for younger players. | The number of Juniors registered with IHACT. |
| To retain 50% of players from peewees into Bantams and into Midgets. | Build a relationship with players and parents that encourages Long term athlete development leading to lifelong participation. | * Increase number of players in Midgets and Bantams. * Create more opportunity to play for these two age groups through a league or in the NSW state league. | Number of players registered in bantam and midgets who played in peewees and below. |
| Build a three team Junior women’s hockey league. | Create a league that junior women can play in from the ages of 12 to 18 that focuses on development. | * Actively pursue players through school initiatives. * Find available ice time for 1 game and 1 training per week. | Whether a league has formed for Junior women over the period of the strategic plan.  Having 45 skaters and 6 goaltenders. |
| Have a tier 1 AWIHL team alongside the tier 2 team. | Build and develop women’s hockey through the current and proposed leagues. | * Create the junior women’s league. * Develop a team that can compete at the AWIHL level. | Having a team in the AWIHL. |
| Continue to administer Senior leagues, creating pathways of development for those that are interested. | Continue to administer the current Senior leagues. | * Create an overall calendar that details key dates in the organisation of a season. * Create a handbook for delivering hockey administration in the ACT. * Offer D and C the opportunities to progress when possible and available. | Continue to have the three tiers of Senior hockey in the ACT. |
| Continue the development driven Senior D league. | Increase opportunities to receive coaching. | * More coaching sessions for players. * Development driven trainings and games. | An increase in players reaching Senior C. |
| Create a transparent and achievable pathway for players to move into Senior B. | Continue administering Senior C and have opportunities for teams to play against Senior B level players. | * Exhibition games between Senior B and Senior C. * Possible promotion and relegation of Champions and Wooden Spoon places. |  |
| Develop a club structure for Senior B. | Encourage individual teams to create their own club that will sit within the IHACT structure, decentralising the associated organisation time for IHACT volunteers. | * Facilitate the move to clubs. * Endorse and have clubs accepted under IHACT insurance. | Having 1 club per year formed. |
| Create a pathway for IHACT players to progress into the AIHL. | Partner with the CBR Brave to create a pathway to the AIHL. | * Create a memorandum of understanding between our two entities. * Work together to further ice hockey in the ACT. | Having 8 IHACT developed players in the AIHL. |
| Have full term served by all board members. | Make it easier for board members to serve out their term. | * Give support to all board members through regular meetings, both formal and informal. * Create new portfolio directors to lighten the load on volunteering board members. | Have all board members serve their full term. |
| Have both elected and appointed directorships filled every year. | Develop a plan that targets members to volunteer for portfolio positions. | * Engage more with the community in monthly newsletters. * Increase the communication around calling for director positions. | Achieving 90% directorates filled every year. |
| Create new portfolio positions. | Complete a needs analysis of IHACT and develop new positions to fill areas that need more attention. | * Create new positions. * Open EOI’s for the positions. * Fill new positions. | Filled portfolio director positions. |
| Increase volunteer/member engagement. | Build an environment around hockey where people are happy and willing to help. | * Have volunteer appreciation nights to encourage members to get along and support volunteers. * Create a volunteer register that will have details and skill sets of all volunteers. | Measured by an increase of 50% in volunteer numbers and overall time donated. |
| Increase volunteer numbers. | As above | * Offer the chance for volunteers to help for smaller amounts of time. * Less time and effort put in by volunteers. | As above. |
| Increased volunteer recognition. | Develop a plan that further recognises the contribution made by volunteers. | * A volunteer appreciation section of the monthly Newsletters. * Having a volunteer appreciation night where volunteers are celebrated and thanked for their time and effort. | 100% compliance with the volunteer section in the newsletter.  A volunteer night with some form of appreciation. Eg. Bar tab/food. |
| Increased member engagement. | Having a more engaged membership group. | * Increased two-way communication between the membership and governance. * Creation of a formal avenue for members to communicate with the board. | Better scores on end of season forms indicating positive communication. |
| To have more coaches, higher quality coaching, and more development opportunities for coaches. | Developing | * More coaching courses, both level 1 and 2. * Creation of a discussion platform where coaches can communicate their experiences. | An increase of 20% in coaching numbers. And an increase to 10 coaches with level 2 accreditation. |
| Increased Official numbers. | Create a program that enhances people access to referee accreditation. | * More ref and linesman courses throughout the year. * Increase the level of respect given to referees. | An increase of 100% of accredited referees and linesmen. |
| An increase in Female Officials. | Remove barriers for Females to become Ice Hockey Officials. | * Co-payments from IHACT for females taking the officials courses. * Increased support for potential female officials through mentorship programs. | If we have an equal number of female and male officials. |
| Foster more consistency in Officiating and create development opportunities for officials. | Increase the opportunities for development of Officials. Facilitate open communication between the players and officials. | * Create a more respectful environment for referees. * Create an officiating forum where officials can share their experiences. * Creation of a mentorship program. | Less major penalties throughout the seasons. |
| Increase the amount of fundraising IHACT can do. | Increase our fundraising capabilities to lower the cost of participation in our sport. | * Creation of a fundraising directorate. * Delegation of a fund with the stipulation a profit is made on any initiative. | Any increase in funds received through fundraising. |
| Receive sponsorship from local, national, and international businesses. | Develop sponsorship packages that become available for purchase. | * Creation of a sponsorship directorate. * Building the sponsorship packages. | Successful implementation of sponsorship packages. |
| Apply for Grants from the ACT government, Federal government, and IOC. | Use current available grant applications to receive funding for IHACT. | * Create Grant application manager position. * Complete available grant applications. | When we receive grant money. |