

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	A volunteer appreciation section of the monthly Newsletters.	100% compliance with the volunteer section in the newsletter.

	contribution made by volunteers.	Having a volunteer appreciation night where volunteers are celebrated and thanked for their time and effort.	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,	Use current available grant applications to	Create Grant application manager position.	When we receive grant money.

Federal government, and IOC.	receive funding for IHACT.	• Complete available grant applications.	
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