



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. Design and implement a new Organization Structure.
 - a. Reduce size of Board to approximately six (6) to eight (8) members.
 - i. Develop job descriptions for Board Members that are not operational and have no conflicts.
 - ii. Seek subject matter experts to fill these positions.
 - b. Develop Operational Task Group Members for all operational areas.
 - c. Develop a paid General Manager (GM) role who is responsible for the oversight of operations and reports to the Board.
 - d. Clearly define Staff Roles and Board roles.
 - e. A suggested organizational structure is depicted below.
2. Implement planning components. It is critical that a strategic plan is developed to guide the organization i.e., recruitment strategies for growing the game.
3. Develop an improved process for coach attraction, selection, in-season contact and feedback. They are so important they can't be the wrong people or left to their own devices.
4. Implement an orientation process for all positions within the organization.
5. Make strategic alliances or continue to build with others in your area i.e., Junior Teams, Western Hockey League, BC Hockey League, BC Hockey Zone Programs.
6. Establish a performance review program for staff and volunteers on a regular schedule.
7. Evaluate office administration and procedures
 - a. Establish on-line registration for efficiencies and to be current.
 - b. Develop membership communications plan.
 - c. Develop a promotional plan to grow membership.

The PGMHA Board has a tremendous opportunity to redesign the development of the Association. Attention to the implementation of longer-term planning processes will be critical to take the Association to a new level.

There is a number of great opportunities to create a unique player focused system with and Junior team alliances. Their expertise can certainly add to possibilities for athlete and Association development.

PGMHA should be congratulated for their contribution to the community and for their commitment to examining the growth of their organization for the purpose of ultimately building an attractive, healthy opportunity for a higher percentage of the youth in the community.