

**An Evaluation of Asset-Based Community
Development/Mapping in Relation to Member Engagement
and Strategic Orientation of a Provincial Sport Organization**

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Executive Summary

Introduction

Non-profit sport organizations serve a meaningful purpose in the community as they provide a range of opportunities for people of various ages and abilities to participate in structured or semi-structured sport and physical activity. In Canada, individual and multi-sport sport administration is facilitated at the provincial level by non-profit organizations commonly referred to as Provincial Sport Organizations (PSOs). According to Via Sport, the provincially recognized non-profit organization responsible for the advancement of sport in British Columbia, there are 53 accredited PSOs in British Columbia (Via Sport, PSO and DSO Partners, n.d.). These PSOs range in size, scale, operations, and membership but all have a similar goal – to strengthen a specific sport or activity in the province.

BC Hockey, established in 1919, is one of the oldest recognized PSOs in the province and as of 2019 held a membership of approximately 60,000 players, 10,000 coaches, 4,500 officials, and 20,000 official volunteers (BC Hockey, About Us, n.d.). BC Hockey began as a service organization to oversee and govern senior male hockey, defined as high-level adult competition with the absence of player payment, (BC Hockey, Competitive Senior Hockey, n.d.). It was not until the 1940's that the organization began to register youth hockey players and readjust its operational scope towards the development of minor hockey. The emergence of minor hockey organizations occurred soon after and was a response to community preference for localized governance, administration and athlete development. These community-based organizations, known now as Amateur or Minor Hockey Associations (MHAs), are currently defined as organizations that offer programming within a geographic subdivision as approved by the board of the society and who must affiliate to its Amateur District Hockey Association (BC Hockey, Handbook, 2019, p.26). At present, there are 119 Minor Hockey Associations which make up the core of BC Hockey membership and represent the largest member voting class.

BC Hockey's mission statement is to "lead, develop and promote positive lifelong hockey experiences" (BC Hockey, About Us, n.d.). Fundamental to its operational success and implicit within its current strategic plan (2016-2021) is a commitment to meaningfully engage with its large and varied member-base, including those at the association level. However, resulting from a considerable membership, general evolution of minor sport governance and influx of private hockey opportunities outside the auspices of BC Hockey, there may exist an increased demand from stakeholders for improved communication, collaboration, engagement and organizational transparency. While BC Hockey has adopted new communication technologies (e.g. webinars, virtual meetings), and provided various platforms for member engagement, there may be ever-present appeals to do more. Such inclinations have been at least partially acknowledged BC Hockey as its strategic direction resource (a document that will inform a new strategic plan) outlines a set of new core values hinged on inclusivity, transparency and cohesion (BC Hockey, Strategic Direction, 2019).

This research project attempts to augment BC Hockey's member engagement strategy through the application of an Asset-Based Community Development (ABCD) approach. Specifically, this study seeks to understand if ABCD is an appropriate methodology to activate association-level members and if the outcomes of an ABCD survey can create a community of association-level best practices while at the same time providing BC Hockey with information that can inform or support its own strategic imperatives.

ABCD represents a departure from traditional deficit-based policy/programming approaches to community development that depend on an overarching or governing organization's assessment of what is missing or absent in the community and then developing solutions internally to correct (Mathie and Cunningham, 2003, p.478). ABCD is a contrasting means to problem solving which is deeply rooted in the community. By focussing on local-level peak experiences and past successes, ABCD is designed to extract existing (often latent) community assets to build capacity and self-regulate (Mathie and Cunningham, 2003, p.478). The desired outcomes of ABCD can be achieved through several different community-based activities, in this research project it is done via a survey that asks minor hockey associations to reflect on its current operations and to highlight organizational successes. In doing so, the hope is to orient each community association towards a prideful outlook on its own programs and policies that have been successful and engender the determinants of localized sustainability and self-sufficiency. An additional desire of this project is to create a community of local best practices that is informed by community associations and can be shared and applied broadly to other MHAs.

To support the creation of a community of best practices and to illustrate the ability of ABCD to foster and perpetuate sustainable communities, this project established a BC Hockey community map. Created on Google Maps, the live and interactive mapping tool is populated with responses from the ABCD survey and allows users to see what is working in specific MHAs. A long-term goal of the map is to catalyze additional community feedback from those associations who elected to not participate in the ABCD survey. However, any ripple effect will not be known until the BC Hockey map is published online. The depiction of association abilities or best practices may also support less established MHAs or those with less capacity by providing program and policy examples that could be locally initiated. The map is live/online ([Map Access](#)) and full responses are also accessible in **appendices L - V**.

Scholars vest importance in the process of ABCD as much as the eventual outcomes (Parker, 2006, p.470). To this end, much of the process for this project was focussed on how to appropriately involve the lead organization (BC Hockey) while at the same time fixating on community-level actors. This dual focus was necessary to advance the project within the BC Hockey community and to position research outcomes in such a way that they could be used to support or inform draft strategic resources. However, the concentration on embedding the needs of BC Hockey within the ABCD survey may have hindered engagement and contributed to the lack of overall member participation. Notwithstanding, the data received did contain important themes that were analyzed and framed as both options and recommendations.

Methodology and Methods

This project employed a community-based participatory research approach that concentrated on engaging association-level actors within the BC Hockey system. It also included a literature review relating to asset-based community development and the importance of member engagement in organizational strategic planning. Finally, an organizational scan was completed to determine BC Hockey's traditional manner of member engagement and explore any existing determinants of success.

To assure an understanding and comfortability with the underpinnings of ABCD, an early and substantial focus was put towards educating both BC Hockey and the minor hockey community on the process and overall purpose of this research. With respect to BC Hockey, support was needed to promote and deliver the survey to its members and because of various data requests required to analyse previous engagement activities. Informing the BC Hockey membership was essential to align with University of Victoria ethics principles and because of the depth of organizational knowledge required to complete the ABCD survey. The primary means of achieving community engagement was through a video conference, where the project was presented to key leaders in the hockey community and then via survey distributed to all willing participants.

Another key factor embedded throughout this research was the incorporation of BC Hockey strategic imperatives. At the time the project was introduced, BC Hockey had started the process of developing the next iteration of its strategic plan and requested that any member engagement include outcomes that could support its development. This caused the research survey to increase in length and may have impacted overall engagement and created a distraction from the desired goal of identifying community assets.

On November 7, 2019 the project was introduced to approximately 20 minor hockey associations through a virtual Regional Operations Meeting. Soon after, all 119 minor hockey association presidents were contacted via email to participate in the survey (**see appendices E-G for additional detail**). As the asset-based survey required in-depth knowledge of the organization, the initial email correspondence solicited both interest in research participation and appropriate contact information for the person within association that could best articulate comprehensive MHA knowledge. Of the 119 associations, 25 indicated interest and 11 completed or partially completed the survey.

Key Findings

- 1) Traditional BC Hockey engagement opportunities may not be having the desired affect or impact.
- 2) An ABCD process can produce relevant outcomes with respect to organizational strategic planning.

- 3) No association-level respondents have a strategic plan and rely heavily on corporate social responsibility for the purposes of recruitment and retention.
- 4) Responding associations lack specific and sustainable programs aimed at underrepresented youth.
- 5) Member engagement opportunities and results are not consistently advertised or reported on to the greater BC Hockey membership.

Options to Consider and Recommendations

- 1) Status Quo.
- 2) Measure and Report Engagement.
- 3) Embed ABCD questions in annual member surveys.
- 4) Develop and maintain a member engagement portal on the BC Hockey website.
- 5) Continue adding to the BC Hockey community map.

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1.0 Introduction

In Canada, non-profit sport organizations have emerged as a significant sub-sector within the greater social economy (Gumulka, Barr, Lasby and Browlee, 2005, p. vi). In a 2005 report by Imagine Canada, Sports and Recreation organizations represent a total membership of over 33 million people across approximately 130,000 entities (Gumulka et al, 2005, p.10). The growth of non-profit sport organizations coupled with an increase in a variety of less structured sport opportunities has created competition between agencies to both attract new participants and retain current members. This situation has resulted in a heightened awareness and demand for innovative communication strategies to properly engage with an organization's current members, solicit new interest and maintain relevance in the community.

The British Columbia non-profit sector is comprised of hundreds of organizations servicing a specific community of interest. For many non-profits the provision of services or programming is driven through a strategic plan that is derived from the organization's mission. From a provincial standpoint, a prominent subsection of the greater non-profit sector is composed of sport organizations including local clubs, community associations, provincial sport organizations (PSO), disability sport organizations, multi-sport organizations and regional centres (Via Sport, What is a PSO and a DSO, n.d.). While the provincial government continues to prioritize sport and recreation, much of the administration has been decentralized to Via Sport, Sport B.C., and individual sport-specific organizations (e.g. Provincial Sport Organizations). Sport B.C is a non-profit sport federation whose mission is to support the growth of amateur sport through the provision of services and programs (e.g. payroll or insurance) to PSOs (Sport BC, About, n.d.). Via Sport is a non-profit organization and the government's lead delivery agency for provincial sport funding (Province of British Columbia, Sports, recreation, arts and culture, 2021) The focus of the present research is at the PSO level, as they are the recognized and accredited sport-specific provincial governing bodies. According to Via Sport there are 53 such organizations in British Columbia (Via Sport, PSO and DSO Partners, n.d.)

One such example of a non-profit PSO is the British Columbia Amateur Hockey Association (BC Hockey), the governing body of amateur hockey in British Columbia and the Yukon. Established in 1919, the organizations mission statement is "to lead, develop and promote positive lifelong hockey experiences" (BC Hockey, About Us, n.d.). As with many non-profit organizations, BC Hockey has evolved substantially since its inception in 1919 when its purview was limited to registering and administrating senior male hockey (amateur hockey that is not affiliated or classified as professional). In its current form BC Hockey has a membership of 119 Minor Hockey Associations (MHAs) and approximately 60,000 athletes, 10,000 coaches, 4,500 officials and countless official and non-official volunteers (BC Hockey, About Us, n.d.). As outlined in its strategic plan (**Appendix W – BC Hockey Strategic Plan 2016-2021**) the organizations core functions are promotion, recruitment, relationships, administration, finance, regulation, competition, development of participants, identification of excellence and safety of participants. Each function has corresponding goals and measures. At the time of this research, BC Hockey had started the process of re-drafting its strategic

plan, starting with a document entitled *BC Hockey Strategic Direction 2019-2024 - The Changing State of the Game* (BC Hockey Strategic Direction, 2019). This resource was foundational to this research and is prominently represented throughout this project.

As of 2019, BC Hockey could be considered the dominant organization within the British Columbia PSO landscape, partially because of its longstanding service to the game in B.C. and because of the inherent cultural importance of hockey in Canada (Nixon, 1976, p.37). Together these factors contribute to BC Hockey carrying a reliable member-base and possessing a mostly self-sustaining financial model, a rarity in the non-profit sector. As a result of organizational sustainability and relative success, BC Hockey's member engagement strategy could be considered sufficient and not requiring any methodological change. However, it has been argued that for non-profit organizations to maintain relevance, meet changing demand and augment capacity, new approaches that better recognize and empower community assets are needed (Celep, Coolidge and Bartczak, 2020). For some organizations, the demand for new approaches has emerged with the rise of more entangled or wicked social problems where conventional problem-solving methods are deemed ineffective, while for other organizations the move to a different methodology can be the result of a proactive leadership group. Neither situation was befitting for BC Hockey as the organization held continued relevance as the governing body of amateur hockey, possessed a dependable member-base and did not openly recognize or identify any wicked social problems that called for a departure from its historical needs-based development approach. However, an unidentified need does not exclude the existence of a problem or the versatility of a new methodology, especially where member engagement is concerned.

1.1 Defining the Problem

For non-profits, community engagement can be considered as the process by which an organization learns, understands, and meets the needs of its membership. For BC Hockey, whose membership spans a province, a territory and represents approximately 119 associations, 60,000 athletes, 20,000 coaches and countless official volunteers (BC Hockey, About Us, n.d.) the ability to engender genuine member engagement is a daunting task. While there is a structured organizational framework for minor hockey in British Columbia that streamlines communication through the acknowledgement community or association leadership positions (based on geographical area), there remain engagement gaps between the organization and its members. For example, BC Hockey's current member engagement activities are not consistently attended and lack dependable participation. Consequently, this has created an unhealthy power dynamic whereby BC Hockey sets the agenda, speaks to issues, and generally controls the narrative. Put differently, BC Hockey maintains power over rather than power with the community (Nurture Development, Deficit Based vs Asset Based, n.d.). This top-down approach can lead to deficit focused conversations which are fixated on negativity and based on issues rather than sharing community assets, successes or best practices.

The recognition of inefficiencies with traditional engagement models has caused some organizations in the non-profit sector to seek out new participatory approaches that foster and perpetuate a more sustainable and community-based process. One such

methodology and the focus of this research, is asset-based community development (ABCD), which is organized around community abilities and the use of local resources, skills and experience to drive development, increase capacity, create local-level sustainability and strengthen engagement.

Effective member engagement can have a meaningful and long-term impact on the success of vital organizational resources such as a strategic plan. When this project was introduced, BC Hockey had started drafting the next iteration of its strategic plan as the current plan was both set to expire (in 2021) and purportedly not meeting organizational needs. To initiate the strategic planning process, BC Hockey drafted an initiative entitled *BC Hockey Strategic Direction 2019-2024 - The Changing State of the Game*. This document appears to be the first stage of the development process and was created by staff for the board of directors. The type or degree of member engagement, feedback and consultation used to create both the previous strategic plan and current strategic direction was varied and not well documented.

Importantly, if the process used to construct strategic materials is perceived by the greater community as insular or non-consultative, it can create broad concern regarding its overall applicability, suitability, and relevance. If left unchecked these problems can manifest into significant member concerns. Under this lens, the project defines and explores the following questions:

Question 1: What are the most common community engagement practices used by BC Hockey and what does existing member data indicate regarding their impact?

Question 2: Could an asset-based approach effectively engage the minor hockey community?

Question 3: Could the findings from an asset-based survey support the creation of key organizational resources (e.g. Strategic Plan)?

Question 4: Could asset mapping be used as a lever to support the sharing of community level best practices and become a conduit of communication for the membership?

1.2 Project Client

The client for this project is BC Hockey. Insight into its history is key to understanding the current structure and relationship with its members. Originally formed in 1919 and known as the British Columbia Amateur Hockey Association, the organization registered and received primary funding for senior male hockey only. It was not until the 1940's that the organization began to enroll minor hockey players and refocused its programming and financial efforts towards the development of youth hockey. By the mid-1970's, the organization was viewed as a leader by other non-profit sport organizations as it was able to hire a full-time Development Coordinator to oversee and administrate programs for players, coaches and referees (Astwell, 1989). BC Hockey continued to grow rapidly through the 1980's and 1990's with more associations joining the organization and relying on BC Hockey for development services and regulatory

oversight. Steady growth continued through the 2000's and by 2012 BC Hockey had approximately 60,000 member-athletes spread across 119 associations. 2013 was an important year in the context of this project as BC Hockey undertook a governance review to:

- Ensure appropriate accountability and decision-making processes for BC Hockey.
- Examine BC Hockey's alignment with provincial sport organization best practices.
- Incorporate advancements in governance relating to Canadian non-profit sport organizations.
- Build a BC Hockey system of governance and operation that meets the current needs of the membership.

At the 2013 Annual General Meeting (AGM), members voted to switch from an operational board to one that is centralized on policy. The governance review and subsequent change represented the first time in 30 years that the organization, as a whole, went through the scrutiny of a complete investigation (BC Hockey, Governance Educational Resources, n.d.). While the governance change did not affect how the organization engaged with its membership, it did show versatility and a willingness to adjust core operations when presented with better options.

It is important to note that since the project was proposed the entire minor sport landscape has experienced unprecedented change due to the COVID-19 pandemic. For context, in 2019 when this project was initiated, BC Hockey employed a full-time staff of 34 individuals, supported two Regional Development Centres and had several pilot program offerings to complement existing development programs. The wake of COVID-19 pandemic resulted in the cancellation of summer programming, mass staff layoffs and the shutdown of Regional Centres. These foundational changes, along with the firing of the CEO, shifted the project client from a specific individual to the greater organization.

1.3 Project Objectives and Research Questions

The primary objective of this research is to test the applicability of Asset-Based Community Development (ABCD) to engage members and support the development of strategic resources for a non-profit provincial sport organization. A secondary objective uses the findings of an asset-based survey to populate a live BC Hockey map in an effort to create a minor hockey association community of best practices.

Through these objectives, several research questions will be addressed, including:

- What are the traditional methods and approaches used by BC Hockey to facilitate member engagement and are they effective?
- Were the methods used to present and communicate the asset-based survey effective in achieving sound member engagement?

- Can the results of an asset-based survey be used by BC Hockey to support the development of key resources?
- Do the results of an asset-based member approach reveal community strengths and innovative approaches to problem solving?

The findings relative to the research questions are woven throughout the primary research survey.

1.4 Background

Evolution of the Organization

BC Hockey, like many non-profit organizations, has been forced to adapt its operations, board composition and governance model since the date of inception. The changing nature of minor sport combined with population growth brought BC Hockey from a basement office with a small membership to, at its height, a bustling non-profit organization with a full-time staff and a membership of approximately 60,000 athletes, and thousands of coaches, officials and administrators (BC Hockey, About Us, n.d.). While much of BC Hockey's evolution can be attributed to circumstance, it is important to acknowledge the historical efforts of the board and senior leadership in developing new programs, adjusting its governance model, and continually refining overall operations.

BC Hockey's consolidation of youth hockey began with the creation of the Program of Excellence, a derivative of Hockey Canada programming of the same name. The Program of Excellence was designed to standardize a high-performance system for Canada's best players. Through the development of this program, BC Hockey was afforded the resources to create minor hockey development pathways for coaches, officials and administrators. This period of development, starting in 1985 and ongoing, represents the biggest organizational change in the history of the organization.

This research project is focussed at the minor hockey association level, as they are the leaders of hockey in their community and the most equipped to fulfill BC Hockey recruitment, retention, and other strategic mandates. Unfortunately, the creation and establishment of the current minor hockey system is not well documented. The best available resource is a book called *A History of the British Columbia Amateur Hockey Association* (1989) written by past BC Hockey executive Leo Astwell and published internally. Because of limited availability the entire text was not available for the purposes of this research. However, a helpful historical summary of information pertaining to the development of minor hockey associations in B.C. (based on the book) was acquired through a former BC Hockey staff member. The bullets below are fragmented but do provide a timeline of important milestones relevant to the emergence of a minor hockey system in B.C.

- The first reference to Minor Hockey came in 1932-33 whereby it was unanimously agreed that British Columbia Amateur Hockey Association (BCAHA) register Midget and Juvenile age divisions as per the Canadian Amateur Hockey Association (CAHA) constitution.

- 1934-35 four Juvenile teams were registered – the first ever Minor Hockey registrations.
- 1937 the New Westminster Pee Wee Hockey Association was formed with the registration of 450 boys.
- 1938 the Cromie Cup for Midget aged boys was created. Four midget teams and one juvenile team registered. Merritt won the first Midget Championship.
- 1940 The Monarch Life Cup for Juvenile was awarded.
- 1941-42 Pacific Coast Amateur Hockey Association was formed.
- Senior teams were assessed 2% of gate receipts to support Minor Hockey, netting \$1050.
- 1943-44 minor hockey playoffs resume after being dormant during the war years.
- 1944-45 three Districts, Lower Mainland, Okanagan Mainline and East/West Kootenays, necessitated a provincial championship playoff schedule and financial regulations.
- 1947-48 Bantams were first registered.
- 1948-49 saw 7 Districts registered: Vancouver Island, Lower Mainland, Okanagan Mainline, Northern, Okanagan, West Kootenay and East Kootenay.
- 1953-54 Pacific Coast district was unhappy with the building of financial reserves rather than spending on Minor Hockey and suggested that Minor Hockey break away.
- 1954 implementation of Minor Hockey Week as Trail Minor Hockey submits the resolution.
- 1954 Mutual Aid program for Minor hockey injured players is first discussed.
- 1954-55 Mutual aid program was established.
- 1954-55 was the first-time pee wee hockey was recognized, receiving votes but no Championship.
- 1956 a Minor Hockey Forum was first run at the Annual meeting.
- 1957-58 Pee Wee entered playdowns but it was decided these players were too young to compete for Semi-finals and final playdowns.
- 1960 Minor Hockey Registration was “jumping” with about 6000 players
- 1960 BC Championships at Bantam were played for the first time.
- 1961-62 Minor Hockey reaches 8000.
- 1962-63 Minor Hockey registrations far exceed other divisions (Minor Hockey 9043, Junior 294, Intermediate 224, Senior 67).
- 1962-63 a Minor Hockey Committee was established.
- 1976-77 BC Hockey recognized that some associations were so big and so strong that Tiering was first implemented.

At present there are approximately 119 MHAs spread throughout B.C and the Yukon Territory. These associations represent more than 90% of the current BC Hockey membership (players, coaches, officials and administrators).

Role of a Provincial Sport Organization (PSO) and BC Hockey

PSOs are autonomous, not-for-profit governing societies responsible for the regulation of all areas and levels of sport-specific participation and development within the province (BC Hockey, About Us, n.d.). A PSO can also serve as an advocate on behalf

of its members, clubs, affiliated recreation and education members, athletes in some cases, and provincial team athletes.

As listed on the BC Hockey webpage (BC Hockey, About Us, n.d.) its purpose is to:

- Foster, improve and perpetuate the game of amateur hockey in the province.
- Develop sport participation, including recruitment and retention initiatives.
- Secure the enforcement of the rules of the game as adopted by the Society.
- Supervise and carry out the competitions for the championship of BC Hockey.
- Promote, advance and conduct the operation of the Hockey Canada Insurance Program.
- Emphasize and encourage the involvement of volunteers who put the interests of the game ahead of their personal interests.
- Elevate the awareness of the responsibilities of the hockey public in ensuring the game is played in a positive environment.
- Assist members in their pursuit of excellence by providing effective programs and services through available resources.
- Monitor and review services, benefits and programs available to members in order to meet their ever-changing needs.
- Present a common voice on behalf of the members in all discussions that could affect them at the local, provincial, national, and international level.
- Dedicate itself to the advancement of amateur hockey for all individuals in BC Hockey through progressive leadership by ensuring meaningful opportunities and enjoyable experiences in a sportsmanlike environment.
- Actively promote and support equal access to hockey programs and services for all regardless of gender, sexual orientation, ethnic origin, racial origin or religion.

Most of these responsibilities emerged in the last 30 years and are underpinned by member support, which to do effectively requires robust member engagement.

Current Hockey Minor Hockey Landscape and Current B.C. Hockey Community Engagement Activities

At the time of this research there were 119 Minor Hockey Associations in British Columbia. This represents most of the formalized and structured youth hockey activity in the province. Outside of BC Hockey there are community-based programs operated by municipal recreation departments and a private development sector that runs outside the auspices of BC Hockey and Hockey Canada; specific numbers for these groups are not known but the private sector is known to be on the rise (Underwood, 2019). In terms of age demographics, approximately 51% of BC Hockey player registrations are athletes at the below peewee level (12 and younger or U12). Unfortunately, BC Hockey does not capture more granular age-specific data for U12 players as they do for athletes in peewee (U13), bantam (U15) and midget (U18).

In a three-year span (2017-2020), registrations for U12 male athletes has dropped from 15,826 to 15,472, while U12 female registrations in the same time has risen to 3105 from 2738. In terms of total registered players through all age classifications, BC Hockey has seen an approximate drop of 1%, 39,440 in 2019-20 versus 39,777 in

2017-18. While a 1% drop in active registrations may seem small, it could serve as an early warning sign and catalyze a refined focus on supporting local level associations to attract and maintain participants.

With respect to member engagement, the BC Hockey AGM appears to be the most consistently promoted opportunity for association-level actors to connect with BC Hockey senior leadership, board and other staff. Although the 2019-2020 iteration of the AGM was impacted by the COVID-19 pandemic, the traditional schedule of events would afford members several opportunities to connect with BC Hockey leadership, but it is unlikely that those exchanges would have served as a platform for anything more than cordial discourse. The interactions would fit a more traditional model where members would receive presentations from BC Hockey, and may have the opportunity to ask questions. Other member engagement opportunities provided by BC Hockey appear to follow a similar format and include monthly operational update calls and the occasional in-person member engagement meetings.

The following data were acquired from BC Hockey and represent feedback from an annually distributed member satisfaction survey. Up until the 2017, the survey was optional for all BC Hockey members including: District Associations, Minor Hockey Associations, Junior Teams, Junior Leagues, Senior Female and Male Teams, and Senior Female and Male Leagues. In 2018, BC Hockey made the survey mandatory for all the member classes and required its completion prior to registration for the next season.

BC Hockey provided summarized data sets from its annual survey for the years 2014, 2015, 2017, 2018 and 2019. While data from 2016 was not supplied, and some questions were not consistent through the years, the trends and observable patterns remain significant.

To contextualize the data, it is crucial to understand which segments of the membership were able to complete the annual member survey and the corresponding percentage of the feedback they represent. **Table 1 (Annual Member Survey Respondent – Member Designation)** outlines the specific member-type and illustrates that on average 55% of total respondents represent minor hockey association leaders. This provides some statistical significance to the remaining data tables as the annual survey can be completed by all designated BC Hockey member classes (e.g. Junior Teams and Senior Female Teams).

Table 1: Annual Member Survey Respondent – Member Designation

	2015 (n=380)	2016	2017 (n=299)	2018 (n=276)	2019 (n=270)	Average of available data
District Association	21 (5.53%)	N/A	11 (3.68%)	16 (5.80%)	16 (5.93%)	5%
Minor Hockey Association	213 (56.05%)	N/A	163 (54.52%)	146 (52.90%)	155 (57.41%)	55%
Junior Team	76 (20%)	N/A	74 (24.75%)	69 (25.0%)	67 (24.81%)	24%
Junior League	9 (2.37%)	N/A	7 (2.43%)	8 (2.90%)	7 (2.59%)	2.5%
Senior Female Team	14 (3.68%)	N/A	11 (3.68%)	9 (3.26%)	6 (2.22%)	3%
Senior Female League	3 (0.79%)	N/A	2 (0.67%)	4 (1.45%)	1 (0.37%)	1%
Senior Male Team	40 (10.53%)	N/A	27 (9.03%)	23 (8.33%)	16 (5.93%)	8%
Senior Male League	4 (1.05%)	N/A	4 (1.34%)	1 (0.36%)	2 (0.74%)	1%

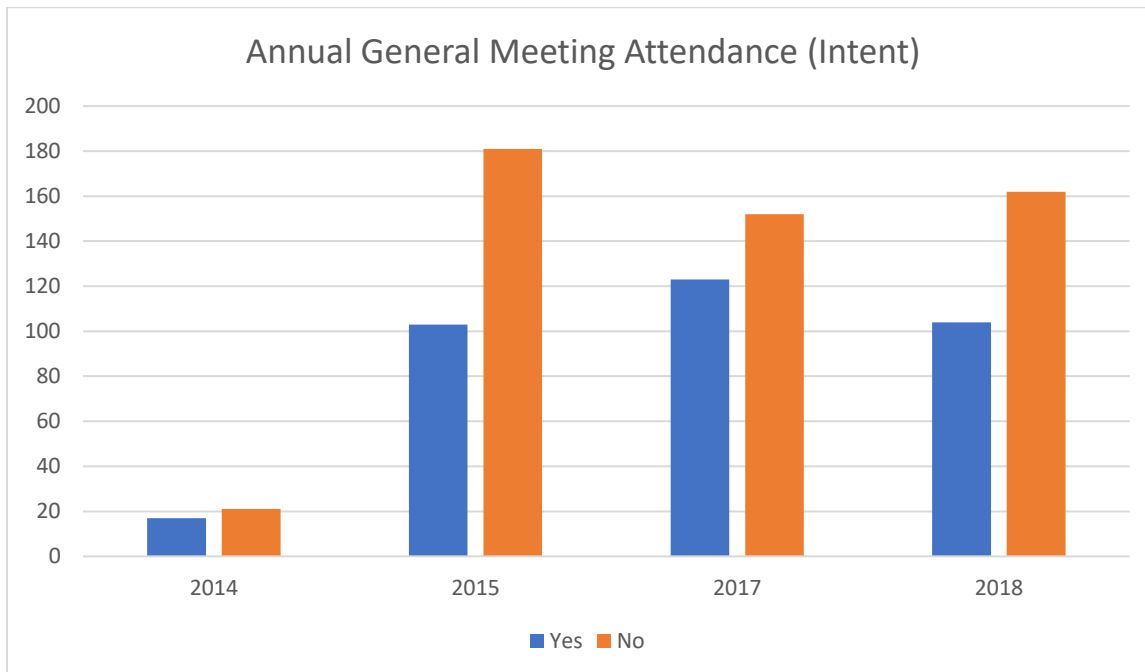
The BC Hockey annual member survey also asks how long the respondent has served in a leadership position within their voting class (e.g. District Association, Minor Hockey Association, etc.). **Table 2 (Annual Member Survey Respondent - Tenure)** shows that most (53%) leaders have only been in their position for between 1-3 years. This is an important consideration for this research as the ABCD survey questions necessitate a comprehensive knowledge of past and present association operations.

Table 2: Annual Member Survey Respondent - Tenure

	2014 (n=61)	2015 (n=378)	2016	2017 (n=299)	2018 (n=276)	2019 (n=270)	Average
1-3 Years	34 (56%)	209 (55%)	N/A	163 (55%)	139 (50%)	131 (49%)	53%
4-7 Years	16 (26%)	113 (30%)	N/A	72 (24%)	77 (28%)	78 (29%)	27%
8-10 Years	6 (10%)	27 (7%)	N/A	24 (8%)	23 (8%)	18 (7%)	8%
10 or More	5 (8%)	29 (8%)	N/A	40 (13%)	37 (13%)	43 (16%)	12%

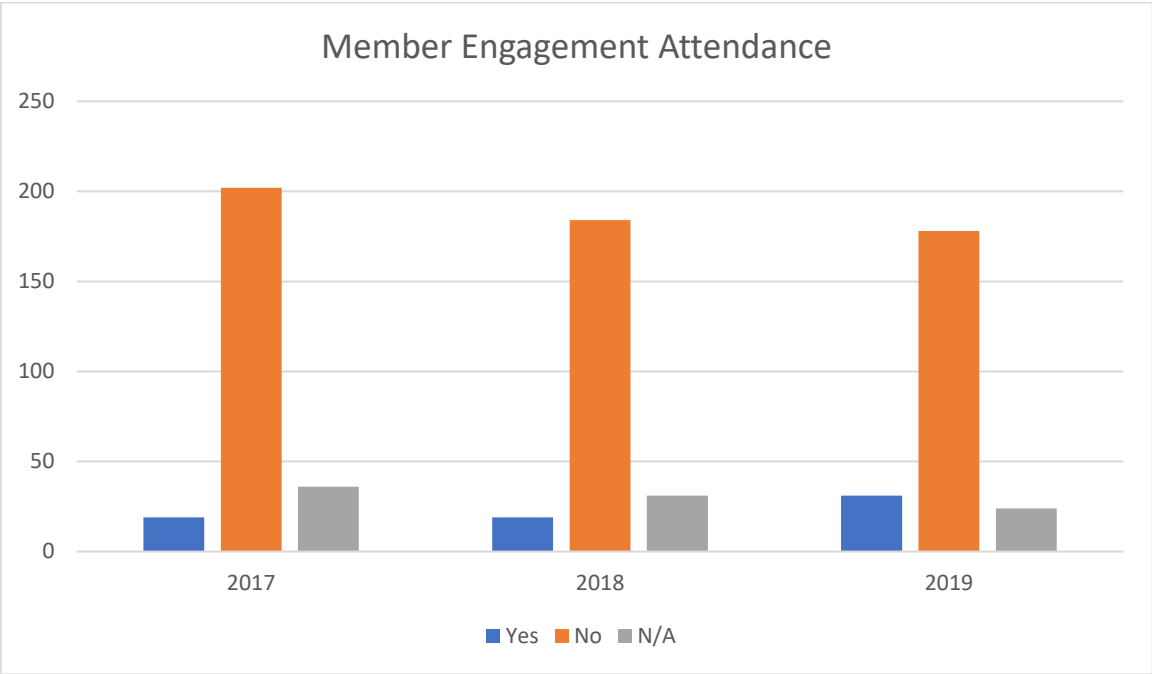
The first data set in relation to BC Hockey engagement initiatives reveals member intent to attend the annual general meeting. **Graph 1 (Intent to Attend BC Hockey Annual General Meeting)** illustrates that more respondents did not plan on attending than did.

Graph 1: Intent to Attend BC Hockey Annual General Meeting



Beginning in 2017, BC Hockey facilitated member engagement meetings in each district. These meetings were decisively top-down with BC Hockey largely responsible for setting the agenda and determining the date and time. Minor hockey associations were, however, given the opportunity to contribute agenda ideas and allowed time for dialogue with BC Hockey leadership (e.g. Chief Executive Officer and President of the Board). From a communication standpoint, these events were advertised on BC Hockey social media channels, but information was not consistently posted on the website. According to **Graph 2 (Member Engagement Meeting Attendance)** these events were not well attended with an average of only 12% of eligible respondents noting participation - 2017 (9%), 2018 (10%) and 2019 (17%)

Graph 2: Member Engagement Meeting Attendance



The final engagement opportunity that had outcome data reported in the annual member survey related to monthly Operational Update meetings (**Table 3 – Attendance at BC Hockey (monthly) Operations Update Meetings**). Starting in 2017, these monthly virtual meetings are structured opportunities for BC Hockey members (specifically minor hockey associations) to learn about programming, events and other items as dictated by BC Hockey. For these meetings, BC Hockey would give members an opportunity to contribute agenda items as well a provide space during the call for their comments or questions on other items. This initiative represents one of the first uses of virtual technology for member engagement purposes. However, this method did not achieve much traction with the minor hockey community. Table 3 illustrates that on average more than 45% of associations did not attend any meetings. Perhaps equally concerning is that a combined 81% of members attended 3 or fewer

meetings. However, participation does appear to be increasing over time, which is positive.

Table 3: Attendance at BC Hockey (monthly) Operations Update Meetings

	2017 (n=271)	2018 (n=263)	2019 (n=259)
8 – 12	13 (4.80%)	14 (5.32%)	15 (5.29%)
4-7	19 (7.01%)	28 (10.65%)	53 (20.46%)
1-3	94 (34.69%)	84 (31.94%)	94 (36.29%)
None	145 (53.51%)	137 (52.09%)	97 (37.45%)

In the seasons where BC Hockey held Operations Update meetings, they included a secondary survey question on whether members found those meetings beneficial. As the data shows (**Table 4 – Were BC Hockey Operations Update Meetings Beneficial**), it appears that while meetings became more beneficial as the years progressed, they still did not achieve more than a 36% positive response. This finding points to possible inefficiencies with how BC Hockey arranged and facilitated these sessions.

Table 4: Were BC Hockey Operations Update Meetings Beneficial

	Yes	No
2017 (n=193)	107 (55.44%)	86 (44.55%)
2018 (n=158)	81 (51.26%)	77 (48.73%)
2019 (n=172)	110 (63.95%)	62 (36.04%)

A final data set provided by the annual member survey offers a glimpse into association-level perception of top-down engagement and development opportunities. Starting in the 2018 season BC Hockey created the MHA observation project as part of its Enhancement Services program, designed to support BC Hockey’s MHAs (BC Hockey, Minor Hockey Association Observation Project, n.d.). The Enhancement Services program had a vision to develop MHAs through webinar support, resource development, sharing of Best Practices and in-person observations (BC Hockey, Minor Hockey Association Observation Project, n.d.). The MHA observation element would see BC Hockey officials (including staff and possibly board members), assess overall MHA operations by meeting with association members, attending meetings and reviewing their resources. **Table 5 (Association Member Interest in BC Hockey**

Observation) shows that 65% of MHAs did not have any interest in participating in such an initiative.

Table 5: Association Member Interest in BC Hockey Observation

	Yes	No
2018	97 (35.14%)	179 (64.86%)
2019	94 (34.81%)	176 (65.19%)

BC Hockey’s history coupled with information gleaned from member satisfaction surveys suggests that the current methods to meaningfully connect with members may be missing the mark and that the organization may benefit from a new engagement strategy.

1.5 Organization of Report

This report begins with a detailed review of the organization including data sets which illustrate member perception of current engagement activities. This was done for several reasons:

- To show the scope and role of a non-profit PSO.
- To highlight the organizations complexity, evolution (how they became the governing body of amateur hockey in British Columbia) and ability to adjust.
- To outline historical and current engagement opportunities and how they were received by membership.
- To illustrate the top-down design patterns relating to current member engagement opportunities provided by BC Hockey.

Understanding the organization’s background adds context to this research and leverages the proposal of a new methodology for member engagement.

Following the organizational review, comes a two-pronged literature analysis that discusses both Asset-Based Community Development (ABCD) and the importance of stakeholder engagement for non-profit organizations. These fields contain some overlap, mainly because ABCD can be a channel by which stakeholder are engaged. Because both topics are independently the subject of vast amounts of literature, only key themes relevant to this research are presented.

The first section of the literature review introduces the concept of ABCD, detailing its historical underpinnings and approach to empowering those at the community level. The review goes further to investigate ABCD’s linkages to appreciative inquiry, social capital and how the theory works to rebalance power and restore capacity back to the community. The final section uncovers community mapping as a means of presenting the findings of an ABCD process. This is done to highlight the practicality of ABCD and because a key piece of this project was the creation of a live community map for BC Hockey (see appendices K - V).

The second section of the literature review discusses the role of stakeholder engagement in strategic planning for non-profit organizations. It begins by outlining the origins of stakeholder engagement and how the subject became increasingly important in the non-profit sector. Further investigation pertains to the definition of stakeholder, different engagement-types and their impact on organizational sustainability including the role of stakeholders in supporting the development of key governing resources.

Following the literature review, the report provides a conceptual framework that graphically illustrates how the concepts of ABCD and stakeholder engagement could fit in the context of BC Hockey, specifically its relationship with association-level members and how the results of an ABCD survey could be used to inform the development of strategic resources. This section also includes contextual definitions of established BC Hockey member-types under the lens of ABCD. This was done to liven and establish the methodology in easily understood terms.

Next comes the methodologies and methods section that details how the ABCD survey was modified at the request of BC Hockey and delivered to the minor hockey community. This section includes information on how the project was explained and communicated to both BC Hockey leadership and its 119 association-level members. The methods section concludes by detailing the logistics and desired timeline for the creation and dissemination of the ABCD survey.

Prior to the findings section the report mentions both limitations and delimitations which impacted the research. Delimitations primarily related to the design of the survey, those who received an invitation to complete the survey and the actual distribution method. Limitations included the overall low ABCD survey engagement from BC Hockey members and issues concerning member knowledge of their own association assets and willingness to provide such data to be posted on a publicly available asset-map.

The findings section begins with brief analysis of general BC Hockey registration trends (over 3-years) against the corresponding data from responding associations. The second phase focuses on analyzing the survey responses from the two questions that specifically ask associations to discuss association-level assets (both of leadership and physical location). The third segment is a concentrated review of three asset-themed questions that were subjectively selected as best representing the mission of BC Hockey. This was done to determine the applicability of the results to help inform the development of key organizational resources, such as a strategic plan. All 16 qualitative questions were coded and presented as themes. Full and unedited survey responses are accessible in the mapping appendices (**L - V**).

Following the findings section, the report raises four themes that emerged directly from the ABCD survey. Discussion revolves around association perception of asset-based questions, a concerning lack of association-level strategic planning resources, programming offerings and potential issues with recruitment, retention, and services for underrepresented youth, and a noticeable trend with respect to survey engagement.

The discussion and analysis section attempts to tie all facets of the research together. It dovetails into the presentation of five short- and medium-term options to consider and

finally two general recommendations to increase member engagement efforts using an ABCD methodology and continued promotion and maintenance of the BC Hockey community map.

Finally, and perhaps most importantly for this community development project are appendices L - V which contain the BC Hockey community map. Along with being accessible online ([Map Access](#)) these appendices are the start of the minor hockey association community of practice. The map uses BC Hockey boundary information to identify each minor hockey association, district association, female-only association, winter club and every public arena in B.C. Listed under each association icon, and accessible by either the search tool or clicking on the appropriate area, users can find the association-specific responses to each survey question. For example, a member of Chilliwack Minor Hockey (which has demographic similarities to Abbotsford Minor Hockey) can select Abbotsford on the community map and examine what assets they promote and what programs they offer. The intent is to stimulate inter-association dialogue, create a community of MHA practices and provide pragmatic support for all associations in B.C. Once this project goes live, the true impacts of the map may be better understood.

2.0 Literature Review

2.1 Introduction

This literature review provides a framework to conceptualize the key aspects of the existing body of knowledge relating to asset-based community development/mapping and non-profit member engagement as a function of organizational strategic planning and sustainability. A concentrated effort was made to focus all elements of the literature review to fit within a context that matched the scope, structure and role of BC Hockey. While there exists a plethora of literature on the above topics, finding contextual relevance to BC Hockey and further within the terms of this project proved challenging.

Key terms used to find scholarly research were: 'non-profit member engagement', 'non-profit strategic planning', 'provincial sport organization', 'member-based non-profit organization', 'strategic planning', 'non-profit governance', 'asset-based community development', and 'asset-based community mapping'. Searches were conducted using the following databases: University of Victoria, Google Scholar, Jstor and EBSCO. The researcher also used journal articles provided through the University of Victoria's masters in Community Development program as well materials provided by a scholarly contact at the University of New Brunswick. It is also important to note that the both accepted spellings of "non-profit" and "nonprofit" were used interchangeably to maximize search results.

The literature review is split into two sections to match the previously outlined primary focus areas. The first section discusses the theory of ABCD, how it was formulated, its central themes, deviation from traditional approaches and the means by which the theory can be brought to life. The second section is focussed on the importance of member engagement in organizational sustainability and implications on the development of key strategic resources (e.g. Strategic Plan) and solving complex problems.

2.2 Main Themes of the Literature Review

2.2.1 Asset-Based Community Development – Theory Formation

Much of the literature reviewed classifies ABCD as an innovative strategy for community-driven development and a viable alternative to the more common deficit-based approaches that are soundly established in the government and non-profit service delivery environment (Mathie and Cunningham, 2003, p. 474). A traditional or deficit-based approach in the context of a member-based non-profit would see problem identification coming from the governing organization (e.g. BC Hockey) and focussed on perceived weaknesses within the community (University of Memphis, Comparison Between Asset and Deficit Based Approaches, n.d.). In the context of this research project the community consists of minor hockey associations. A deficit or traditional approach concentrates on perceived problems and can generate a feeling of community deficit resulting in a lack of motivation, and overall community-level dysfunction (University of Memphis, Comparison Between Asset and Deficit Based Approaches, n.d.). In contrast, ABCD shifts the focus to existing community assets rather than deficits and the mobilization of those assets towards capacity development or as a mechanism to solve complex issues. A main attraction of ABCD is its people-first approach which focuses on the identification and mobilization of previously unidentified or underutilized individual assets (Mathie and Cunningham, 2003, p.474).

Two very influential ABCD theorists, Kretzmann and McKnight, investigated the emergence of asset-based approaches in American community development in the 1980's and 1990's (MacLeod and Emejulu, 2014, p.435). In their assessment ABCD was a needed methodology to contend with a rapidly changing socio-political environment. Kretzmann and McKnight wrote that ABCD in America was a needed response to “right-wing retrenchment and the dismantling of President Lyndon Johnson’s social welfare programs by President Reagan” (Block, Cloward & Ehrenreich, 1986 as cited by MacLeod and Emejulu, 2014, p. 436). This time period coincides with an economic recession, which appears often to precipitate ABCD popularity.

MacLeod and Emejulu (2014), outline the roots of ABCD in the United Kingdom as emerging from the socio-economic situation caused by the 2008 financial crisis. They cite several catalyzing conditions such as the decentralization of government services,

low economic growth and declining living standards, which can be argued to be still current today. The inability of government actors to navigate the complexities of this new social and economic context required a refocused approach underpinned by community-level strengths, skills and power (Mathie and Cunningham, 2003, p.480).

Important and relevant to this research is recognition of problem complexity and the purported inability of the state or other governing organization to properly manage powerful social connections without investigating and extrapolating latent community assets. Finally, while the history of ABCD appears to exist as a response to community concerns with state level service provision, its applicability has been filtered down, applied and tested across a wide spectrum of service organizations.

2.2.2 Theme: Asset- Based Community Development – Approach to Problem Solving

BC Hockey is the governing body of amateur hockey in British Columbia and, for the purposes of the research, equates to what the literature refers to as state-level actors and government service organizations. The greater community would be then akin to minor hockey associations who represent specific catchment areas and are core of BC Hockey's membership.

At its core ABCD is a community approach to problem solving that is “anti-elitist, anti-institutional, hyper-local and highly individualized” (MacLeod and Emejulu, 2014, p.435). This contrasts with a deficit-based approach that relies on the state or governing organization to suggest or impart change initiatives to the community. Further, ABCD may have the potential to provide a more authentic approach yielding greater transparency than what has been previously displayed by state-level political leaders or at the greater organizational level. Canovan and Kazin describe ABCD as an ‘us versus them’ scenario where “us are communities and them are elite state actors” (Canovan, 1999; Kazin, 1998 as cited by MacLeod and Emejulu, 2014, p.435). Central to this argument is the assumption that the welfare state, and related bureaucratic systems disempower the community and individuals by casting them as clients or consumers (MacLeod and Emejulu, 2014, p.436). This disempowering sentiment can negatively impact community potential and can lead to perceptions of worthlessness. ABCD architect John McKnight suggests that this projection of self and community doubt creates a reliance on state social systems, which in turn, creates programs and policy based on deficiency (McKnight, 2010). The situation above creates a negative reinforcement cycle, where individuals and communities are victims of circumstance who must rely on the government or outside service organizations for assistance in order to solve problems and to build capacity.

In *From Clients to Citizens: Asset-Based Community Development as a Strategy for Community-Driven Development*, Mathie and Cunningham articulate the disempowering

aspects of deficit-driven approaches in a context that is fitting with the minor sport landscape. They indicate that a deficit-based approach can lead to community leaders playing up the severity of local issues in a way to attract more institutional resources/support. In such a scenario, community or association leaders are judged based on the number of resources brought to the community rather than their ability to augment community self-reliance (Mathie and Cunningham, 2014, p.476). Such disempowering leadership disables citizens from becoming producers by maintaining communities of institutional clients rather than empowered actors (Mathie and Cunningham, 2014, p.476). Such activities also deny important engagement opportunities and perpetuate what Kretzmann and McKnight refer to as the historical marginalization of community members by the expert-driven development model (Jakes, Hardison-Moody, Bowen and Blevins, 2015).

2.2.3 Theme: Asset-Based Community Development - Appreciative Inquiry

ABCD is an attempt to revise the way organizations solve problems and a departure from institution-led development to a grass roots process that empowers those at the community or individual level. The potential wide application of ABCD through different organization types can be partially attributed to its incorporation of previously tested and successful concepts used in other community development initiatives, such as appreciative inquiry.

Appreciative inquiry is a process of change at the organization or community level that is done by focussing on peak experience and past successes (Mathie and Cunningham, 2014, p.478). It is process oriented and relies on positive memories spread through personal interviews, surveys and storytelling. Charles Elliot, one of the foremost writers on appreciative inquiry, indicates that reality is socially constructed and asserts that communication can determine the energy by which communities or individuals define themselves (Mathie and Cunningham, 2014, p.478). If communities are interacted with in a way that affirms their own capacity or ability, then they will be better positioned to utilize their own assets. With respect to the processes of ABCD, the use of appreciative inquiry is of particular importance in the outset of a community development initiative as it sets the tone for meaningful co-collaboration. This is because appreciative inquiry can untether previously held hierarchies and, as Elliot notes, the intent of the overarching design is to split previously held roles and re-establish them in a 'qualitatively different' fashion (Elliott, 1999, p.285). As a methodology in practice, there is evidence that appreciative inquiry can transform systems and team organizations, particularly in interdisciplinary situations (e.g. Health Care) where multiple teams, organizations and individuals work together for a common goal. By fostering egalitarian dialogue, appreciative inquiry is able to provide a positive atmosphere and harness collective intelligence, while at the same time disrupting traditional and possibly harmful hierarchical power relations (Hung, Phinney, Chaudhury, Rodney, Tabmo and Bohl, 2018, p.2).

2.2.4 Theme: Asset-Based Community Development - Relationships and Social Capital

Fundamentally, ABCD revolves around cultivating relationships through the assertion that both formal and informal connections may constitute tangible assets. This person or community-centered approach is a departure from traditional bureaucratic methodologies that emphasize accountability and may have a distinctly non-community agenda (Harrison, Blickem, Lamb, Kirk and Vassilev, 2019). In contrast, and because of ABCD's focus on connection, community and relationships, it is able to harness and practically apply another key social development concept, that of social capital (Mathie and Cunningham, 2014, p.475).

The roots of social capital largely depend on the field of research in which it is investigated (e.g. Political Science, Economics, etc.) (Johnson, 2016) Most definitions, however, are aligned with some common principles. Scholar and Political Scientist Robert Putnam lists these as:

- 1) *Community networks – the number and density of voluntary, state, and personal networks.*
- 2) *Civic engagement – the amount of participation in civic networks.*
- 3) *Local civic identity – the degree to which there is a sense of belonging, solidarity, and equality between community members.*
- 4) *Reciprocity and cooperation of norms – the degree to which there is a sense of obligation to help others, as well as feelings that others will reciprocate in the future, and community trust.*
- 5) *Trust – the degree of trust held by individuals within the network*

Put differently, social capital may be viewed as “resources embedded in a social structure that are or can be accessed and/or mobilized in purposive actions” (Putnam, 1995 as cited by Abell, 2003, p. 1424) or the sum of the resources, actual or virtual, that accrue to an individual or group by virtue of possessing a durable network of more or less institutionalized relationships of mutual acquaintance and recognition (Coleman 1998, Putnam 1993, Bourdieu and Wacquant, 1992 as cited by Ceci, Francesca and Poledrini, 2019). In the context of this research, social capital might be defined as linkages held at the community or personal level relating to minor hockey administration (e.g. individuals to their community association, the community association to BC Hockey and individuals to BC Hockey).

Further literature reveals that scholars, such as Woolcott and Narayan, believe that social capital exists as latent assets (Mathie and Cunningham, 2014, p.479) that are better understood as either bonding or bridging (Woolcott and Narayan, 2000 as cited by Mathie and Cunningham, 2014, p.479). Bonding forms of social capital are the tools that allow people to ‘get by’ and require strong connections within a group to assure the provision of needed resources (Ceci et al, 2019). While traditionally applied to small groups, such as families, a parallel assessment might refer to the relationship between

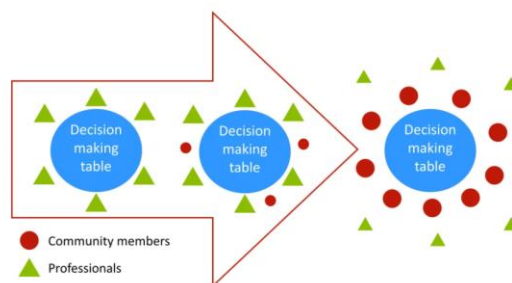
a minor hockey association and its membership. Bridging social capital has been referred to as the connectedness formed among diverse groups and involves interactions between different actors and generally looser bonds that may provide the interactors with new information or perspectives, but likely do not provide emotional support (Ceci et al, 2019). Under this understanding, the existence of bonding capital can be interpreted as the ability or capacity of minor hockey associations to interact with each other, and the potential they have to mobilize ideas that can then be captured and shared with the larger hockey community.

Important for ABCD is the ability of community level associations to mobilize bonding social capital and to increase bridging social capital (Mathie and Cunningham, 2014, p.480). This means that association level members must be interacting with each other first in order to both profile and understand their internally held assets. Then the process can expand further to other association-level actors. The ability to mobilize and bridge the different forms of social capital diversifies social networks and can create a community dynamic underpinned by trust and reciprocity (Mathie and Cunningham, 2014, p. 480). In this situation, individuals and communities can interact as intermediary agencies for collective action with the opportunities afforded by the state or other governing organizations (Mathie and Cunningham, 2014, p.480). This would put BC Hockey in a facilitator role, as place setters for community dialogue.

2.2.5 Theme Asset-Based Community Development - Redistribution of Power

Another contextually important theme of ABCD relates to the redistribution of power to the community from traditional powers like the state or other formally recognized external agencies such as BC Hockey. This theme is critically tied to the history of ABCD as it is a reaction against past mainstream approaches to development that marginalized the poor and powerless (Mathie and Cunningham, 2014, p.482). Further, while the identification and redistribution of power has underpinned participatory-based approaches to community development, ABCD is thought to better address true engagement. This is because, under the lens of participatory development, government and other empowered organizations can often control the terms by which communities or individuals engage, thus reducing any real power to effect change. With ABCD, it is local level actors who should serve as both consultants and as decision makers (Mathie and Cunningham, 2014, p.483). **Figure 1 (ABCD Redistribution of Power – Decision Making)** from *Sustaining Communities* illustrates this concept (Stuart, 2013):

Figure 1: ABCD Redistribution of Power – Decision Making



For the purposes of this research project, the decision makers have been traditionally internal to BC Hockey (e.g. the board and staff), whereas this new model would see more community practitioners at the decision table along with maintaining their role as local association representatives. This would augment BC Hockey’s member engagement strategy from transactional or transitional to transformative (these concepts are discussed further in section **2.7: Non-profit planning and stakeholder engagement**).

According to the literature, ABCD is not without its challenges. The primary concerns as summarized by Mathie and Cunningham relate to process, participation, leadership, context/environment and managing the fluidity of associations. Each of these challenges is further explained in the section **5.0 Discussion**.

2.2.6: Asset-Based Community Development - Community Mapping

Literature points to several means to facilitate ABCD, one such being the creation of a community map. Introduced by Kretzmann and McKnight, a community map is designed to build capacity by having a community explore and describe its assets and then use those assets to develop a solution to various social issues (Lightfoot, Simmelink and Lum, 2014, p.59). The same principles underpinning ABCD are present in asset-based mapping, so much of the literature reviewed was a reiteration. However, because mapping is an extension of and a means to achieve ABCD, many articles focus on case studies and place emphasis on the process by which a community creates its own map. The development of asset-maps can differ based on the particular community dynamic and, more importantly, on the type of community (e.g. hockey community versus academic community) but, as Lightfoot (2014) suggests, the consideration of assets should be kept broad. “Assets include the skills and capacities of individuals; informal and formal associations such as local card-playing or religious groups, sports clubs or service organizations; institutions such as hospitals, clinics, neighbourhood centres or libraries; economic development potential; and land and other physical assets” (Kretzmann and McKnight, 1993 as cited by Lightfoot et al, 2014, p.59). Data collection for asset-mapping can be both qualitative and quantitative and is noted as being

achieved through online surveys, focus groups and structured interviews (Lightfoot et al, 2014, p.61).

Use of asset mapping has been extensive in attempts to address complex social problems such health disparities and social inequalities. In more recent examples however, mapping has been used to reclaim heritage, share traditional land use/knowledge, leverage conservation efforts, plan communities, develop educational curriculum and for economic development (Lydon, 2003, p. 13-14).

This research project involved the real-time development of a community map to facilitate an ABCD process with BC Hockey and its association level community. To this end, and as noted by Shahid, Vaska and Turin (2019), multi-faceted methodological concepts (such as ABCD and mapping) can often be further clarified when examples of practical application are shared. As such, three diverse asset-mapping projects are described below:

Asset Map of Canadian Clinical Practice Guidelines: The Strategy for Patient-Oriented Research (SPOR) is a Canada-wide alliance of researchers, healthcare providers, patients, policy makers and other knowledge users and in 2018 they initiated an asset-mapping project of available Canadian clinical practice guidelines (Crain, 2018). This project is designed to reduce duplication, create a platform for continued engagement and provide an outlet to discover capacity building opportunities. Through a targeted literature review the SPOR found over 1100 clinical practice guidelines spread over 14 categories. More information can be found by accessing the following link: https://sporevidencealliance.ca/wp-content/uploads/2018/04/SPOR-Evidence-Alliance_Asset-Map-of-Canadian-CPGs_Reportv3.pdf

The Ujima Boston Project: “Taking its name from the Swahili Kwanzaa principle for “collective work and responsibility”, the Boston Ujima Project is working to organize Greater Boston area neighbours, workers, business owners, and investors to create a community-controlled economy”(Doner, 2021). By using an ABCD process, this project is designed as a response to historical practices of disinvestment, racist lending and harmful development practices targeting their neighbourhoods (Doner, 2021). Ujima is designed as an ecosystem to effectively pool, build upon and grow the resources and decision-making power from a diverse set of stakeholders including: workers, grassroots activists, small business owners, unions, faith and civic organizations, community members and impact investors (Doner, 2021). **Figure 2 (Boston Ujima Project – Community Map)** represents a map profiling different programs and services which are offered and created by community members. | More information can be found by accessing the following link: <https://www.ujimaboston.com/>

Figure 2 – Boston Ujima Project – Community Map



The Strong Neighbourhood Project: Some residents of Pineville, LA are taking an asset-based approach to “revitalizing the community and empowering its citizens to take charge of what’s happening in their back yards” (Stephen, 2020). Their website (accessible here: strongerneighborhood.org) describes their project as a location specific, collective impact initiative that provides programming in seven pillars of community health:

- Quality of Care Provided by Community Members
- Child well-being
- Medical and Mental Health
- Local Economy & Financial Literacy
- Public Safety and Security
- The Availability of Quality Food
- Environmental Health

Through creating connections and engaging with citizens, the project has provided an essential care roadmap for local citizens.

As the practice of mapping becomes a more popular approach to community development, dilemmas have emerged with respect to inclusion, transparency, and empowerment (Parker, 2006, p.470). These concerns are a by-product of the mapping process itself, for example internal debates amongst volunteers as to the criterion for inclusion (Parker, 2006, p. 472). Further, as Parker (2006) indicates, there can be challenges with the definition of community. Community is not a separable or distinctly spatial unit; there is no fixed target. Another concern with asset mapping, which was unintentionally found during this literature review, was that it takes sustained efforts to keep information updated, relevant and in many cases accessible online. The two

primary publications used to find samples of asset maps (Mapping our Common Ground, 2018 and Shahid et al, 2019) both contained links to removed or old mapping projects. This pitfall is worthy of consideration should BC Hockey desire to maintain any sort of mapping initiative.

As discussed throughout this section, community or member engagement is a central theme of the ABCD process and as such it may have great implications with respect to strategic planning at the state or governing organization level.

2.2.7 Non-Profit Strategic Planning and Stakeholder Engagement – Focus and Available Literature

The topic of strategic planning is popular for both for-profit and non-profit organizations, making it the subject of volumes of books, articles, and journals. This literature review, however, is concentrated on the different characteristics of stakeholder engagement and its potential to support strategic planning for non-profit organizations. As the review progressed, it became apparent that most of the literature on stakeholder engagement (as a theme relating to non-profit strategy) emerged in the second decade of the 21st century. This is corroborated by Laurett and Ferreira (2018) in their systematic review on the evolution of literature pertaining to strategies put into practice by non-profit organizations. Their review, published in 2018, found 62 scientific articles (published between 1991 and 2016) that fit their inclusion criteria with the greatest concentration of publications occurring after 2010 (Laurett and Ferreira, 2018, p.884). Interestingly, their study was able to categorize an evolution of different themes relating to non-profit strategy in correlation with the general rise or evolution of non-profit organizations (below):

- 1981-1990 – Theoretical Foundations of Strategy in Non-profit Organizations
- 1991-2000 – Theoretical Consolidation of the Strategy in Non-profit Organizations
- 2001-2020 – Focus on Improving the Management of Non-profit Organizations
- 2011-2016 – Diversification of Adopted Strategies by Non-profit Organizations

Of particular relevance to this study was their research findings related to strategic planning. Of the 62 articles analyzed only 13 addressed strategic planning, with none capturing the factors for success or the benefits and challenges that occur following implementation (Laurett and Ferreira, 2018, p.894). Aligned with this finding was the lack of available literature on organizations that facilitated an ABCD or similar process to support the development of strategic resources (for a member-based organization like BC Hockey) and subsequent evaluation.

2.2.8 Non-Profit Strategic Planning and Stakeholder Engagement – Importance, Origin and Details

There is little doubt that non-profit strategic planning is important to an organization's overall success and sustainability (Reid, Brown, McNerney and Perri, 2014, p.33). Indeed, a national survey completed in 2012 by the Association for Strategic Planning found that 93% of surveyed non-profit organizations, regardless of size or budget, credit strategic planning as having a noted impact on their organization's overall success (Reid et al, 2014, p.31). The relative importance of non-profit strategic planning has risen in recent years as organizations face rising competition, the reduction of donations and increasing demands from various stakeholders (Laurett & Ferreira, 2018, p. 881). These conditions are also facing BC Hockey, perhaps most notably the rise of private or unsanctioned hockey programs which operate outside of the minor hockey system (Underwood, 2019).

Regarding origin, author Karen King (1998) suggests that strategic planning has its roots in the for-profit sector but has emerged as a necessity within the non-profit community (King, 1998, p.35). However, while the overarching concept may have materialized in the for-profit realm, there are key distinctions between the driving forces (both internal and external) underpinning for-profit and non-profit entities, thus impacting the nature and scope of their respective strategic imperatives. For-profits are largely focussed on generating income or enhancing their bottom-line, while non-profits are concentrated on effectively utilizing their resources to achieve a mission (Laurett & Ferreira, 2018, p.882). This means that the development process and measures of success within a strategic plan should differ immensely between the two groups. Despite the different markers of success or drivers, both organization types are best served when they boast highly engaged stakeholders (Allison and Kaye, 2015). Allison and Kaye go further by outlining the potential of committed stakeholders to augment already sound development processes within the non-profit realm, stating that it can create a unified understanding of end results as well as set out a roadmap for achieving long-term goals (Alison & Kaye, 2015, p.11).

In the non-profit domain, a stakeholder, is defined as anyone who has a “stake” in the success of a non-profit's mission (Allison and Kaye, 2015, p.34). This definition was anticipated by Freeman (1984) who indicated that a stakeholder was an “individual or group of persons that either affect or are affected by the objectives of a specific organization” (Freeman, 1984, p.52). While several other definitions of stakeholder exist, organizations across both sectors should consider the needs, interests and influences of persons or groups who will be impacted by their mission, policies and operations. From a strategic planning standpoint, this could include those that implement, those that benefit, those who collaborate with and those who may have the ability to harm the overall process and the plan itself (Allison and Kaye, 2015, p.35). Stakeholders are often labelled as either internal or external, each with their own abilities and limitations with respect to strategic planning. For example, a non-profit

might consider their board of directors, staff, and advisory committees as internal stakeholders. While at the same time list their members, the local government and funding agencies as external stakeholders. If stakeholder contributions are further defined based on role, organization, or affiliation, then organizations should be cautious as Allison and Kaye (2015) note various challenges associated with managing the appropriate representative to provide meaningful feedback and how much that feedback is considered. Miragaia, Brito and Ferreira (2016) summarize this sentiment relative to non-profit sport organizations by stating that “given the nature of non-profit sport clubs and because organizational capacity is multidimensional, it is essential to improve the coordination between internal and external stakeholders to perceive and clarify the contribution of each to the necessary inputs toward mission fulfillment” (Miragaia, Brito & Ferreira, 2016). Notwithstanding this challenge, sport leaders need to address assuring and facilitating the participation of stakeholders in the development process (Miragaia, et al, 2016). Further, the literature suggests this could be a worthy endeavour as stakeholder analysis and engagement could serve as an effective method to developing positive outcomes for complex issues encountered by the lead organization (Freeman, 1984, Friedman and Miles, 2006, Frooman, 1999 as cited by Miragaia et al, 2016).

In terms of stakeholder importance, the Miragaia et al (2016) study sought to evaluate how efficient and inefficient sport clubs perceive the contribution of stakeholders against overall output efficiency. They did this by using Data Envelop Analysis, a tool designed to measure performance without the need to specify the production function (Barros and Leach, 2006 as cited by Miragaia et al, 2016). Miragaia found that sport club directors of efficient clubs (referring to how activities are implemented by the organization) regarded their members as the third most important stakeholder behind themselves and local government. Conversely, directors at inefficient clubs ranked members as the eighth most important stakeholder, vesting more importance in the athletes (1), coaches (3) and sponsors (4). The notion that an associations membership is of vital importance to club efficiency is supported by Barros and Leech (2006) who found that the greater the social membership basis of a club, the greater the tendency of the club to operate efficiently; thus, the inefficiency of some clubs could be explained by the weak engagement of the members (Barros and Leach, 2006, as cited by Miragaia et al, 2016). This finding is important to consider within the scope of this research, as the BC Hockey association level members were noted as the primary representatives of the greater BC Hockey community (the governing body).

Literature consistently noted that non-profit organizations should strive to be systematic and methodical in their operations to fulfill their mission and keep their members satisfied (Miragaia et al, 2016). This includes eliciting external stakeholder feedback for the purposes of strategic planning. Incorporating and empowering member feedback can also be crucial for developing capacity as it strengthens communication, assures intentional use of resources and the eventual buy-in into capacity supporting programs (Alison and Kaye, 2015, p.1). The importance of not only including but meaningfully

collaborating with members in strategic planning should be central to the planning process as the impact affects their “lived reality” and how organization is working for them (Alison and Kaye, 2015, p.64). In addition, an empowering engagement process may project a more positive image of the organization within the greater community, along with developing, fostering, and maintaining key relationships (Alison & Kaye, 2015, p.123). However, it should be noted that while initial member engagement is essential, it can be compromised if the input is not properly synthesized or if the impact of consultation is not properly communicated (Alison and Kaye, 2015, p.34-37).

2.2.9 Non-Profit Strategic Planning and Stakeholder Engagement – Levels of Engagement

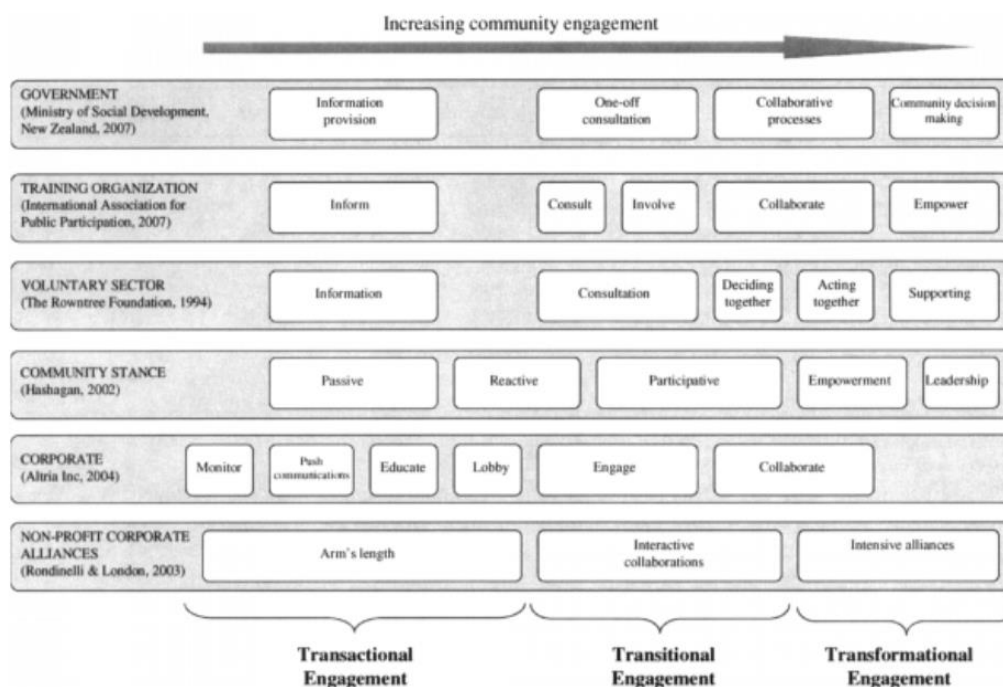
Bowen, Newenham-Kahindi and Herremans (2010) confirm that an organization's interface with their membership is of strategic importance for non-profit firms and that it can have a direct impact on their overall sustainability (Bowen et al, 2010, p.297). They maintain that while collaborative efforts can vary based on the type of non-profit (size/scope) and/or services they provide, a non-profit organization’s outreach efforts can still be ordered on a continuum of community engagement, from least involved to most involved (Bowen et al, 2010, p. 303). Scholars have offered different terms to describe engagement, but generally it is seen as going from the one-way sharing of information (transactional), increasing to a two-way dialogue (transitional) and finally to community-lead leadership (transformational). **Table 6 (Characteristics of Different Engagement Types)** below outlines the key considerations underpinning each stream of engagement and was modified from an image published in *When Suits Meet Roots: The Antecedents and Consequences of Community Engagement Strategy*:

Table 6: Characteristics of Different Engagement Types

	Transactional	Transitional	Transformative
Communication	One-way: firm to community	Two-way: more firm to community than community to firm.	Two-way: Community to firm as much as firm to community
Frequency of Interaction	Occasional	Repeated	Frequent
Nature of Trust	Limited	Evolutionary	Relational
Learning	Transferred from firm	Most transferred from firm, some transferred to firm	Jointly generated
Control Over Process	Firm	Firm	Shared
Benefits and Outcomes	Distinct (one entity)	Distinct (one entity)	Joint

A further illustration (**Figure 3 – The Community Engagement Continuum**) published by Bowen et al (2010) illustrates and defines working relationships (based on organization-type) over a continuum of community engagement (from Ministry of Social Development, 2007):

Figure 3: The Community Engagement Continuum



The figure above may help practitioners understand the antecedents, strategies and catalysts of various types of sector specific community engagement. Of importance to this research are the descriptions noted under the voluntary sector. From the provision of just information (transactional), to some involvement (transitional) and finally community empowerment (transformational).

Bowen's (2010) systematic review found that despite the empowering ability of transformational engagement, most of the existing literature pertained to transitional engagement, which in the volunteer sector is limited to the consult level. They posit that the lack of transformational engagement studies is likely due its rarity in practice and associated practical challenges (Bowen et al, 2010, p. 307). With respect to the ABCD process most of the desired outcomes fall within the transformational category which indicates that the approach may be too radical for most organizations, including BC Hockey.

The 2010 findings of Bowen et al. are interesting as transformational engagement includes joint learning, joint management, and community leadership in decision making, making it a powerful and proactive engagement strategy (Hart and Sharma, 2004; Payne and Gallon, 2004 and Natcher and Hickey, 2004 as cited by Bowen et al,

2010, p.305). This level of engagement allows organizations to take on roles thought impossible without community support and empowers the community to take a solution-based role in managing problems (Bowen et al, 2010, p.306). It is argued that transformational engagement reaches further than placating strategies as it nurtures meaningful conversation and conscious reflectivity (Bowen et al, 2010, p. 306). Bowen goes further commenting that community engagement is still evolving from traditional deficit-based responses to combat complex challenges. While transformational engagement has many positives, it is more intensive and potentially overloading/partner heavy. These detractors contribute to it being the least documented brand of engagement (Bowen et al, 2010, p.306).

Another key factor of transformational leadership relates to the decision-making process, namely who makes the final determination and how that is communicated back to each stakeholder. Allison and Kaye (2015) note that being asked an opinion is starkly different than having a final say in associated decisions (Allison and Kaye, 2015, p.32). They stress that organizations serve as facilitators, and at a minimum, inform participants of what was done with their information and the reasons for why any particular decision was made. With an item like strategic planning, there appear to be two modes of decision-making, either top-down or bottom-up. A top-down approach, which is common in deficit-based approaches posits that those with the most responsibility are considered the most appropriate to plan what is best for the organization (usually paid staff). While bottom-up can start in the community and work through the organization (Alison and Kaye, 2015, p.39). A bottom-up approach can assure feedback was meaningfully considered and gives a voice to the community at-large. It is, however, much harder to regulate and can present with a myriad of different challenges such as a lack of coherency and coordination. Literature such as Allison and Kaye (2015) vouch for a hybrid approach which would involve member consultation and be akin to transitional engagement (Bowen et al, 2010, p.305).

2.3.0 Summary:

This literature review discussed several interconnected concepts that have been woven throughout this research. The first section on ABCD, including relevant history, core theory and uses in the community, was intended to describe in real terms how the methodology could fit in the context of BC Hockey. The next section discussed the importance of member engagement in terms of organizational sustainability, strategic planning, and member empowerment. On their own these subjects are represented by decades of research and thousands of publications and case studies. This review attempted to extract the core elements in such a way that they could be applied to BC Hockey, but by no means did justice to each individual subject area.

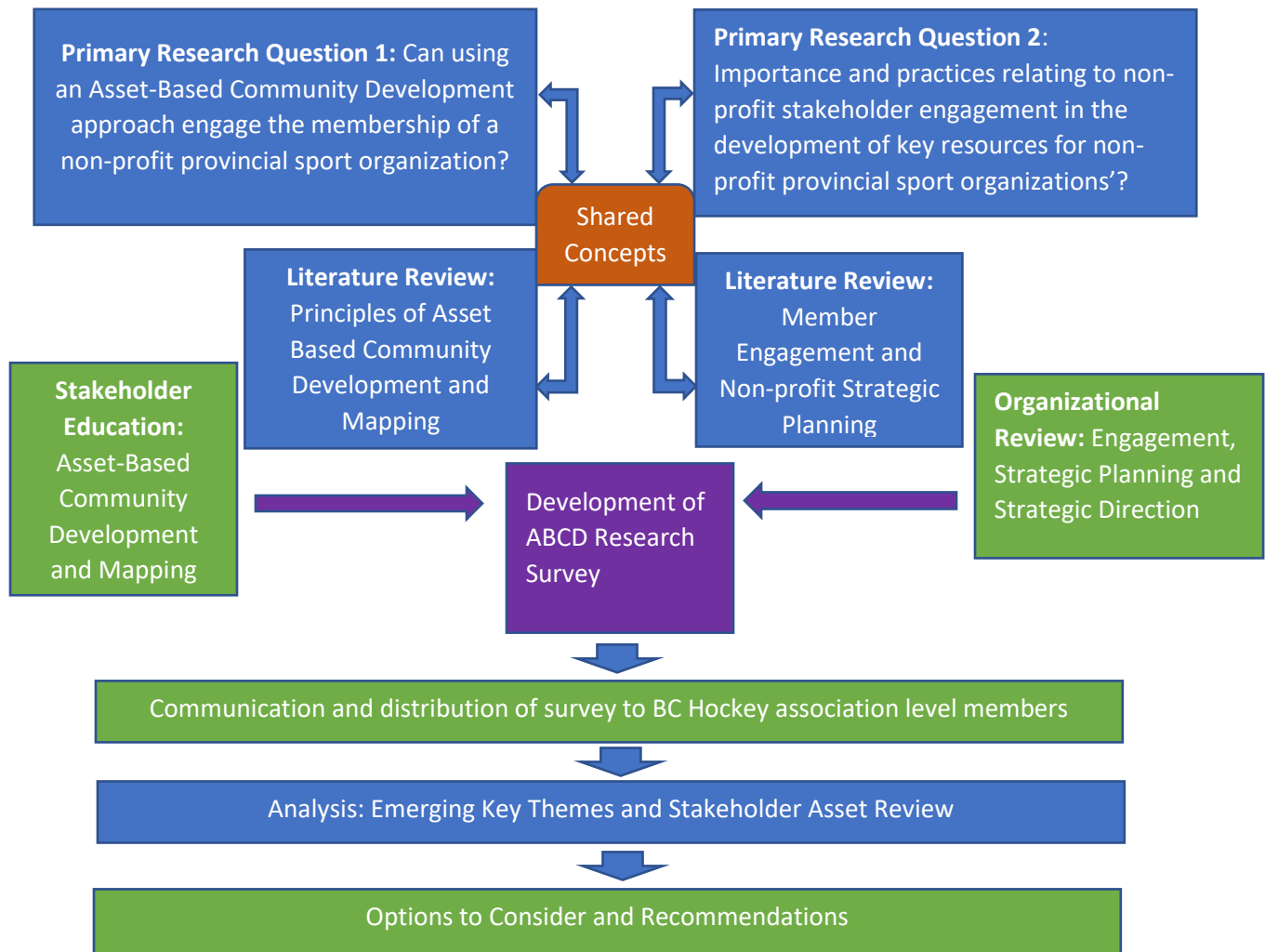
3.0 Conceptual Framework

When this research was proposed to leadership at BC Hockey, a linkage was made between an ABCD methodology, stakeholder engagement and subsequent findings which could support and inform the creation of strategic resources. As previously mentioned, the timing of this project aligned with the re-drafting of the BC Hockey strategic plan which would be assembled from its Strategic Direction 2019-2024 resource. At the time, the level of community engagement and feedback from minor hockey associations was minimal and the project was viewed as a mechanism for potential outreach.

A clear theme that emerged from the literature review was that the integration of an ABCD methodology and non-profit strategic planning could be symbiotic. In the non-profit sector, strategic planning is the systematic process by which an organization agrees on and builds key stakeholder commitment to priorities that are essential to its mission and responsive to the organizational environment (Allison and Kaye, 2015, p.3). The thought was that ABCD can support strategic planning through stakeholder engagement wherein associations highlight their assets and abilities that can then be framed as goals or desired outcomes at the institutional level.

Figure 4: Conceptual Framework (on page 42) is a visual representation of the conceptual framework. The natural linkages or shared concepts (orange) between ABCD and non-profit strategic planning are visible along with a discernable outline which fuses the practical elements (green) of this research with academic components (blue).

Figure 4: Conceptual Framework



The left-hand side of the framework begins with the research question on ABCD and its potential to engage the membership of a non-profit sport organization. Continuing down and remaining in the academic vein is the literature on ABCD. Partially flowing from the literature review comes the practical element of education on the concept of ABCD (to both BC Hockey and its members), this was necessary to advance the research and provide a sense of comfort with the general idea. The orange box (shared concepts) and purple box (development of ABCD survey) represents the interplay of academic ideas and practical objectives.

The right-hand side of the framework concentrates on the role of stakeholder engagement in strategic planning for non-profit organizations. The blue box represents the literature review and the green box relates to the practical examination of previous engagement opportunities offered by BC Hockey. The first concluding box combines academic principles and BC Hockey directives leading to the creation of an ABCD survey. This flows into an academic analysis of the findings and the presentation of practical options to consider and recommendations.

Important to this research was the creation of understandable linkages from ABCD theory to the existing BC Hockey hierarchy. This is because ABCD exists at the community level and commits non-specialists to the development of capacity building exercises or resolving local dilemmas by extracting individual, association, institutional, place-based and connective assets (Blickem, Dawson, Kirk, Vassilev, Mathieson, Harrison, Bower and Lamb, 2018). In the context of BC Hockey, the linkages are defined as:

Individual: Individuals are at the core of ABCD. It is their gifts, abilities and knowledge which must be recognized and used to inform best practices, guide policy development and be considered in an organization’s strategic planning process (Nurture Development, Deficit Based vs Asset Based, n.d.). BC Hockey has approximately 80,000 official members of which there are thousands of association-level volunteers working locally in both official and unofficial capacities. This project highlights the knowledge and gifts of these individual members as represented and reported by their home associations.

Association: Associations are collections of individuals working towards common goals and with an aligning set of values (Nurture Development, Deficit Based vs Asset Based, n.d.). In this project, associations are groups of individuals that offer hockey programming within a geographic subdivision as approved by the board of the society and who are affiliated to eight amateur hockey association districts (BC Hockey Handbook, 2018, p. 26). BC Hockey recognizes approximately 119 amateur hockey associations spread across eight amateur district hockey association.

According to the BC Hockey Handbook (p. 79-80), minor hockey associations are categorized into different tiers based on the amount of Male Midget, Bantam and Pee wee player registrations averaged over three years (**Table 7: BC Minor Hockey Tiering Designation**):

Table 7: BC Minor Hockey Tiering Designation

Average Registration of Male Midget, Bantam & Pee Wee Players	Designation
300 and greater	Tier 1
Less than 300, greater than or equal to 175	Tier 2
Less than 175, greater than or equal to 80	Tier 3
Less than 80	Tier 4

The tiering of associations relates to competition and eligibility to participate in BC Hockey championships.

Institution: Institutions can be classified as paid groups of professionals who are structurally organized to achieve certain outcomes (Nurture Development, Deficit Based vs Asset Based, n.d.). This includes governments, schools and non-profit organizations such as BC Hockey. These groups can use networking to facilitate community dialogue and support associations by sharing best practices. In this research, the ABCD is relying on the institution system of BC Hockey to communicate the concept of ABCD to its associations, distribute the corresponding survey and ultimately to host the community map.

Place-based: These assets are the land, buildings, heritage and public spaces located within a community (Nurture Development, Deficit Based vs Asset Based, n.d.). In the context of this research, place-based assets are spaces contained within an association's catchment area. This could include transportation infrastructure, outdoor spaces and multi-use sport facilities. Those at the individual and association level will know the assets of their area and reason they enhance the community of sport for the resident population.

Connections: ABCD recognizes that formal and informal exchanges can create meaningful connections, and that these connections can become relationships that build social capital and are vital to the process of ABCD (Nurture Development, Deficit Based vs Asset Based, n.d.).

Conceptually, this research attempts to reframe traditional association engagement in a way that both activates individual assets (through their community) and provides those at the institutional level with valuable information for strategic planning purposes.

4.0 Methodology and Methods

The methodology for this project involved four phases: research, communications, survey development/distribution and mapping.

The research phase was partially embedded within the literature review but included a more comprehensive analysis of case studies wherein ABCD had been used and specific situations where findings were presented in a mapping format. The communication phase, which was informed through extensive research, was crucial to attain broad support for this project, both from BC Hockey leadership and the minor hockey community. Next came the actual development and dissemination of a targeted ABCD survey to the BC Hockey association level community and the mapping of their input on a custom created community map.

4.1 Methodology

This project utilized a community-based participatory research approach where the focus is on community engagement, empowerment through the provision of individual or association knowledge and use of collective resources to influence outcomes. This

design was chosen as it would both inform BC Hockey and its membership about the principles of ABCD, the importance of locally held assets, and provide the appropriate framework for the qualitative research survey.

The communication phase was two-fold as the project had to be explained to BC Hockey leadership and to its association-level membership. As such, several meetings were facilitated including two in-person consultations with BC Hockey executives. Attendees of the meeting were the Chief Executive Officer (CEO), Chief Program Officer (CPO) and Chief Financial Officer (CFO) (note: both the CEO and CFO were terminated at different points during the completion of this project). At the consultations, BC Hockey executives were provided with a Project Summary (**Appendix A – Executive Summary**), desired timeline (**Appendix B – Research Timeline**) and a communications plan (**Appendix C – Communications Plan and Participant Letter of Informed Consent**). These resources were essential to assure a common understanding of how reframing and empowering its membership through ABCD could augment previous engagement efforts and work to support the development of strategic resources. To inform the BC Hockey membership, the project was presented during the November 7, 2019 Regional Operations Meeting (**Appendix E-G**). These virtual sessions occur periodically throughout the year and are an opportunity for BC Hockey to update the membership on programming offerings, events, and other emergent items. Official meeting minutes were not taken, but approximately 20 association level leaders attended.

To leverage implied organizational support for the project, survey information, promotion and eventual dissemination occurred through BC Hockey managed communication platforms. To achieve this working relationship, BC Hockey leadership requested influence over several survey questions that they deemed as having outcomes relevant to the strategic direction and draft strategic plan. These questions were extracted from the BC Hockey draft strategic direction and hinged on newly drafted core principles. To maintain alignment with the underpinnings of ABCD all but one question was written in an asset-affirming format; specifics are detailed in the methods section.

Perhaps the most important element of the overall project was the creation of a live BC Hockey community map that would be populated with association responses to the ABCD survey. The map was explained as a means to create an association-level community of practice and increase community capacity to address common issues in minor hockey. It was further stated that promoting and hosting a community map could shift BC Hockey into a facilitator role and create a scenario where engagement efforts shift from transitional to more transformative.

4.2 Methods

Participants:

The organizational structure of minor hockey associations in British Columbia (detailed in the Background section) enabled a standard communication approach to engage the

community with both the survey and other relevant information. Expanded, all 119 Minor Hockey Associations in British Columbia and the Yukon are each governed by an elected Board of Directors. While official titles may differ, and some may utilize paid staff to fill roles such as Executive Director, the general structure and positional accountabilities remain very similar. The research was benefited by access to BC Hockey’s robust registry system that captures all volunteer registration and member association contact information. It was from this database that the names of each association President (or equivalent) was ascertained.

Since ABCD requires that individuals have specific knowledge of the assets of their community, and given that volunteer boards can be transient (as seen in **Table 2 – Annual Member Survey Respondent - Tenure**), the researcher framed the call for research participants by soliciting both association interest as well as the identification of the most suitable candidate to complete the survey.

Procedure:

The data collection instrument for this research was a 16-question qualitative survey that was distributed to associations that responded positively to the initial call for interest. As previously noted, BC Hockey leadership requested various survey questions which they could then evaluate against draft strategic resources. The organization positioned priorities in a traditional or deficit-based format which were reframed to fit the project’s asset-based approach (**Table 8 - BC Hockey Influenced Questions**)

Table 8 - BC Hockey Influenced Questions:

BC Hockey Priorities	Corresponding Asset-Based Survey Questions
Associations are lacking recruitment and retention programs.	Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community?
There is inadequate diversity within the hockey playing community.	Does your MHA have any unique and special recruitment initiatives targeted at traditionally underrepresented youth?
Associations should emphasize sportsmanship.	Please outline how your MHA fosters a culture of sportsmanship throughout the organization.
There is need for more volunteers.	How does your MHA attract, retain and recognize great volunteers?
How do MHAs recognize alumni?	Who are some notable alumni (players, coaches, administrators, etc.), what makes them remarkable and how does your MHA recognize their contributions?
We (BC Hockey) need a refined focus on safety.	Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety.

Associations should be making more of an effort to grow the game.	Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.
Associations should assure quality programming to their members.	How does your MHA measure performance or evaluate programming/policy?
A community map should provide all users with association registration information.	How do players register to participate with your MHA? Please provide as much detail as possible.
How can we (BC Hockey) help or support minor hockey associations?	What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

In addition to the BC Hockey inspired questions, the research survey asked two specific questions pertaining to association assets:

- What are some assets/gifts of the MHA leadership team?
- What are some assets/benefits associated to your MHAs physical location?

Finally, several baseline questions were added to garner as much information possible relating to minor hockey association operations and to identify what branch support may help them serve the local community.

- What is your Minor Hockey Association? (to identify respondents)
- What is the Mission Statement of your MHA? (to identify association priorities)
- Does your MHA have a strategic plan? (to understand how the MHA intends to achieve priorities)
- Is there anything else that you would like to share about your MHA? (to determine what type(s) of branch support would be beneficial)

Project Communication and Presentation:

The research project was introduced to association level membership during a Regional Operations Update virtual meeting on November 7, 2019 (see appendices E-G for details). Approximately 20 minor hockey representatives were in attendance and provided with a brief synopsis of the project. As the presentation concluded, participants were told to expect further details to be distributed via an email from BC Hockey.

Survey Distribution:

Through discussions with BC Hockey leadership it was determined that survey distribution via BC Hockey email address would provide increased credibility to the research and imply branch support. Unfortunately, the layered approval process to manage such distribution proved to delay the project substantially and it is difficult to determine if that method achieved more credibility than distribution from any other email account.

The delay in distribution along with other emerging issues catalyzed the creation of a Memorandum of Understanding (**Appendix D - Memorandum of Understanding**). This document organized different responsibilities and outlined accountabilities for all parties. Importantly, this document was designed to resolve lengthy communication delays, but never ratified by BC Hockey.

The initial call for research interest received 26 responses (including 1 duplicate), with 17 affirming that the appropriate survey designate was the recipient of the email (association president). Other designates, representing 36% of interested associations, were identified as Board member, Treasurer, Executive Director, Hockey Director, Registrar and Administrator. The 25 initial positive responses are identified in the table below:

Table 9: Association Responses to Initial Call for Interest and Survey Completion

Oceanside Minor Hockey	Hazelton Minor Hockey	Penticton Minor Hockey	Kerry Park Minor Hockey	Northwest District Association
Fort St. John Minor Hockey (duplicate)	Surrey Female Minor Hockey	Sunshine Coast Minor Hockey	Quesnel Minor Hockey	Cloverdale Minor Hockey
New Westminster Minor Hockey	Richmond Jets Minor Hockey	Trail Minor Hockey	Semiahmoo Minor Hockey	Cowichan Minor Hockey
Smithers Minor Hockey	Merritt Minor Hockey	Windermere Minor Hockey	Abbotsford Minor Hockey	Vancouver Female Ice Hockey Association
Tri-Cities Female Hockey	North Shore Female Minor Hockey	Triport Minor Hockey	Capital Regional Female Minor Hockey	Vancouver Minor Hockey

* Blue – accessed the survey

* Red – did not access the survey

On February 11, 2020 all 25 interested associations received the 16-question survey from BC Hockey accompanied by a short explanatory note about the initiative (**Appendix H – Minor Hockey Association Cover Note**). BC Hockey uses a program called Constant Contact to manage email distribution and as such the correspondence and survey link were distributed on that platform. Given the extent of each survey question and its overall length, the survey was designed to save each response and allow users to revisit the survey several times until it was completed. Recipients were given three (3) weeks to complete the survey. On March 1, 2020, the researcher sent a reminder to each association who had yet to complete the survey. The second correspondence was sent to 15 associations and generated 5 new survey responses.

All responding associations were sent correspondence which included a link to access the research survey (**Appendix I – Survey Link**).

Of the 25 associations that expressed initial interest in completing the research, 12 (including one duplicate) accessed the actual survey and 11 fully or partially completed the research. This represented 9.2% of the BC Hockey association-level membership. Broken down further, feedback was received from 22% of all existing female MHAs and less than 1% (0.85%) of coed associations.

Research timeline:

- June 14, 2019: Concept introduction to BC Hockey leadership and presentation of Executive Summary.
- August 14, 2019: Follow-up with BC Hockey leadership and the presentation of communications plan and project timeline.
- November 7, 2019: Member Engagement session with participating association and district level membership.
- January 24, 2020: Call for research participants.
- February 11, 2020: Distribution of survey to interested association designates.
- February 21, 2020: Survey completion reminder to interested association designates.
- March 3, 2020: Survey closes.
- March 3, 2020 – June 2021 – Analysis of findings and presentation of report.

This project may have a continued legacy should BC Hockey maintain the community map aspect of this project.

4.3 Project Limitations and Delimitations

4.3.1 Delimitations

This study was bound to the knowledge, opinions and representations from only association-level actors within the minor hockey system. As discussed in the background section, the provincial minor hockey landscape has many other entities and organizations, but in an effort to maintain relative consistency, only recognized minor hockey associations were included. This means that the study does not include any representation of organized or structured hockey outside of what falls under the governance of BC Hockey. It is suggested that future studies include community recreation programming and other recognized sport organizations (e.g. Basketball BC) as profiling and sharing assets can be applicable across sectoral lines.

This study also did not include all the individuals who contribute to hockey at the minor hockey association level. Only association-level Presidents or a designate recognized by the President were eligible to complete the research survey. While some limitation on participation was required to make the project manageable, the results may not reflect

the views of those excluded, including association players, coaches, officials, other administrators and parents.

Another possible delimitation with respect to this project was that feedback was entirely qualitative with no character limit. This design feature, while seemingly necessary to achieve the fulsome feedback necessitated by ABCD, made data patterning a challenge. The findings were paraphrased and captured in as a standard form as possible, but this may not have accurately captured the true intent behind each response. Further, no additional contact was made to any respondent to clarify their input or to further discuss the questions.

In addition, the research was designed to be sent out under a BC Hockey email address. This was conceived as a way to legitimize the research to the BC Hockey community. However, all correspondence was sent out as an eFlyer from a generic BC Hockey email account (info@bchockey.net) which could have caused the email to be automatically directed to an individuals 'Junk' folder or to be generally dismissed as unimportant.

4.3.2 Limitations

This project had several limitations which may impact the significance of the findings and any general conclusions regarding the use of ABCD within the wider sport community. Along with low overall participation, the research encountered concerns with the usability of the survey tool, limitations in participants' ability/willingness to produce knowledge, lack of relevant organizational stakeholder engagement history and a high potential for other confounding variables.

The overall number of completed surveys in this research was 11 out of a possible 119, or 9.2%. While there are several possible explanations for this low number, such as date and method of distribution, it does not take away from the fact that this study was only able to attract less than 10% of association-level membership. Regardless of the suboptimal rate of response, the information gleaned should still be considered valuable to BC Hockey and moreover to the body of ABCD knowledge.

Another possible limitation with this research was the ability or willingness of participants to provide the needed information on behalf of their community association. In some cases, the questions may have required additional research on an associations materials, policies and practices. While the survey was designed to allow repeat access (on account that it was so large) it required the user to log-in on the same device and provide a passcode. This may have been too much to ask from a group which is primarily represented by volunteers. In addition, it appears that some of the questions were not easy to understand. For example, the concept of "assets" in relation to ABCD may have caused both confusion and/or disengagement from survey completion. From a confusion standpoint, questions asking participants to describe or identify the "physical location assets/gifts of location" and "assets/gifts of board members" were met with responses indicating that held assets were "not applicable" to their association or

general misunderstanding. Of note, the skip-level for both asset questions from associations who completed the survey was not abnormally high when compared to other questions. Further, the sheer quantity of qualitative questions could have resulted in the drop-off between interested associations and actual survey completions. It is worth noting that the quantity of questions was partially due to the BC Hockey's request to include items in support of its new strategic plan/direction.

As previously noted, several survey questions were influenced by BC Hockey and deemed necessary to both advance the survey to the membership and show organization support of the concept. This may have limited the participation as the addition of questions increased the survey's length. In a study completed by SurveyMonkey they found that as survey length increased so did abandon rates. In addition, while the relationship between the number of questions and time spent answering each question is not linear, the more questions asked equates to less time respondents spend answering each question (Chudoba, Survey Science, n.d.).

A further potential limitation relates to the use of ABCD towards the development of a governing organization's key documents such as a strategic plan. This was further exacerbated because the survey respondents were not informed that contributions may be used as leverage for the creation of such materials.

Finally, it was challenging to determine an individual's motivations when completing the research survey. Individual feelings and motivations may be considered confounding variables which influence individual association feedback. Minor sport, and in Canada hockey specifically, is known to be a challenging political environment with many conflicting agendas and ideologies. Also, aside from purported similarities with respect to position and desired level of association-related knowledge, there existed no other requirements to complete the survey, which may have caused feedback inconsistencies.

5.0 Findings

The primary findings of this research emerged from a 16-question qualitative survey distributed to leadership representing the British Columbia minor hockey association community. One challenge encountered with a survey of this size and design was determining what to analyze versus what to categorize as simply information (Vaughn and Turner, 2015, p.41). For this research, the analytic focus will primarily reside with the survey questions connected to the previously identified research questions, namely whether an ABCD approach can engage and empower members and can survey findings influence BC Hockey's organizational direction and ultimately support the creation of its new strategic plan:

- Was this particular asset-based approach an effective method to achieve community engagement?

- Were associations able to identify assets and could they be used to support strategic planning documents at the provincial level?
- Can feedback contribute to the achievement of BC Hockey’s mission “to lead, develop and promote positive lifelong hockey experiences”?

The first segment of the findings section begins by contextualizing the research in terms of understanding the breadth of BC Hockey association-level membership and closes by analyzing the overall approach. Data was extracted from BC Hockey annual reports, over the three-year research timeframe (2017-2019) and includes general minor hockey registration (all athletes under 21) and new athletes (under 12) split into male- and female- specific numbers. Registration data for U12 athletes were extracted as they represent the largest percentage of players within the BC Hockey membership and the most likely age category for new registrants. Data were split by gender because females are traditionally underrepresented in minor hockey (BC Hockey Female Hockey Report, 2018) and because the survey feedback showed certain trends with newly organized female-only minor hockey associations.

To concentrate on the methodological outcomes, those rooted in ABCD and community mapping, the second segment of the findings section will focus on the two asset-based questions (on physical location and individual/board member assets).

To properly align with the desired BC Hockey outcomes, the third segment of the findings section emphasizes questions relating to association-level strategic planning, player recruitment and retention and programs for underrepresented youth. These questions were discussed with BC Hockey leadership and determined as best fitting the objectives of BC Hockey’s mission (to lead, develop and promote positive lifelong hockey experiences).

All the findings were subject to an open coding exercise to help define the data being analyzed and mesh the data with theoretical concepts or ideas (Gibbs, 2007, p.9). For this research, the process involved a line by line review of all the qualitative information, thematic extraction, identification of commonalties (if possible) and finally their transcription to a presentable and understandable format.

5.1 Introduction

ABCD asserts that every individual has gifts that can be used to support or advance the goals of a particular community (Lydon, 2003, p.1). For this project, the ability to provide information on assets or best practices was designed to capture specific information from minor hockey associations. In doing so the research sought to determine ABCD as a mechanism to empower and engage members as well as provide practical information to support the mission and draft strategic resources being developed by BC Hockey.

The feedback mechanism used for this research was a survey which was distributed via email to association leaders who had expressed a desire to participate. Of the 119 organizations that were contacted, 25 indicated interest and of those 11 fully or partially completed the survey.

5.2 – BC Hockey Association-Level Membership Data Summary and Analysis of Approach

BC Hockey Registration Data:

To help contextualize the research, a review was completed of three years worth of BC Hockey registration numbers: 2017/18, 2018/19 and 2019/20. These numbers were obtained from BC Hockey’s annual report that is presented at the AGM and published online. The data captured includes the total number of minor hockey players, split total male and total female registrations at the Under 12 (U12) level and the corresponding registration data of the associations that engaged in the survey.

Table 10: Total Registered Players (2017-2020):

Timeframe	Total Registration
2017-2018	39,777
2018-2019	39,311
2019-2020	39,440

Percent Difference: 1% decline

Table 11: Total Registered Players Male versus Female (Under 12):

Timeframe	Male (U12) Registration	Female (U12) Registration	Total Male and Female (U12) Registration
2017-2018	15,826	2,738	18,564
2018-2019	15,535	2,816	18,341
2019-2020	15,472	3,105	18,557
	% Change: - 2.2%	% Change: +13.4%	% Change: -0.03%

Table 12: Total Player Registration from Responding Associations

Minor Hockey Association – U21	2017 - 18	2018 - 19	2019 - 20	Percent gain/loss over 3 years
Capital Regional Female	N/A	N/A	217	N/A
Cowichan Valley	463	427	408	-13%
Fort St. John	595	518	540	-10%
Merritt and District	235	225	208	-12%
Oceanside	353	358	356	+1%

Penticton	597	600	602	+1%
Richmond	569	*1109	*1011	N/A
Semiahmoo	929	953	942	+1%
Sunshine Coast	214	230	234	+9%
Vancouver Female	284	284	306	+7%
Windermere Valley	164	180	143	-14%
				Average -3%

Table 13: Registration of U12 Male Players from Responding Associations

Minor Hockey Association – U12	2017 - 18	2018 - 19	2019 - 20	Percent gain/loss over 3 years
Capital Regional Female	N/A	N/A	N/A	N/A
Cowichan Valley	171	155	157	-9%
Fort St. John	291	232	241	-18%
Merritt and District	97	90	77	-15%
Oceanside	109	119	112	+3%
Penticton	166	162	148	-11%
Richmond	300	*540	*489	N/A
Semiahmoo	427	440	421	-1%
Sunshine Coast	98	100	92	-6%
Vancouver Female	N/A	N/A	N/A	N/A
Windermere Valley	61	55	67	+9%
				Average -6%

Table 14: Registration of U12 Female Participants from Responding Associations

Minor Hockey Association – U12	2017 - 18	2018 - 19	2019 - 20	Percent gain/loss over 3 years
Capital Regional Female	N/A	N/A	72	N/A
Cowichan Valley	22	24	17	-26%
Fort St. John	26	21	32	+21%
Merritt and District	25	21	26	+4%
Oceanside	19	27	24	+23%
Penticton	55	46	37	-39%
Richmond	12	28	19	Excluded (see below)
Semiahmoo	20	17	11	-58%
Sunshine Coast	16	21	32	+67%
Vancouver Female	143	147	155	Excluded (see below)
Windermere Valley	20	12	14	+35%
				Average +4%

Explanatory Notes:

N/A: Association did not exist or data not comparable.

* BC Hockey has an age classification (Under 21) for players 18 to 20 who are considered minor hockey participants (BC Hockey Handbook, 2018). This age category is not popular amongst minor hockey associations and while included in total registration numbers accounts for less than 2% of total player registrations.

** In the 2018-19 season Richmond Minor Hockey joined with Seafair Minor Hockey to become the Richmond Jets Minor Hockey Association explaining the jump in registration numbers. They were excluded in data patterning exercises.

According to the numbers, BC Hockey has experienced an approximate 1% decrease in overall player registration from 2017 to 2020. In terms of attracting new players to hockey at the U12 level, BC Hockey has seen an approximate 2% decrease in male registrations but an approximate 13% increase in female registration. Interestingly, BC Hockey does not split capture data within the different age groups at the U12 level while at the same time these age groups represent between 46% and 47% of their total youth player registration.

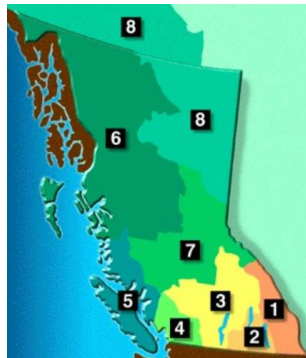
On average, research did not display large statistical differences between associations that responded to the research versus the greater membership. Of the 11 associations only nine had reliable 3-year reporting data (Richmond and Capital Regional Female were excluded). Overall, the nine associations had an average decline of -3%, slightly more than the overall decrease of all BC Hockey registrations (1%). However, when reviewing the U12 male and female registration numbers, the percent of male registrations decreased by 6 % versus the BC Hockey average of 2.3% and female registration increased by 4% versus the BC Hockey average of 13%.

Respondent Location:

BC Hockey categorizes membership into geographic districts based on location (BC Hockey About Districts, n.d.). Figure 5 (below) shows the geographical breakdown of BC Hockey Amateur District Associations (of which responding MHAs must be affiliated).

Figure 5: BC Hockey District Amateur Hockey Associations

1. East Kootenay
2. West Kootenay
3. Okanagan Mainline
4. Lower Mainland
5. Vancouver Island
6. North Western
7. North Central
8. North East / Yukon



These districts are themselves organized associations (officially referred to as Amateur District Hockey Associations) whose membership is composed of minor hockey associations within the outlined geographic catchment area (BC Hockey Handbook, 2019, p.26). Information on their creation and history is not well documented by BC Hockey, but it was likely a response to the growing number of minor hockey associations and the need to create district policies unique to their area as well as to provide a unified voice to various governing bodies (e.g. BC Hockey, Hockey Canada, etc.). At present, Amateur District Hockey Associations play an important role in communicating messages from the provincial governing body (BC Hockey) to local associations.

In terms of this survey, respondents represented MHAs from the following Amateur District Hockey Associations:

1. **East Kootenay (1):** Windermere Valley MHA
2. **West Kootenay:** None
3. **Okanagan Mainline (2):** Penticton MHA, Merritt and District MHA

4. **Lower Mainland (4):** Sunshine Coast MHA, Richmond Jets MHA, Vancouver Female Ice Hockey Association, Semiahmoo MHA
5. **Vancouver Island (3):** Oceanside MHA, Cowichan Valley MHA (note: partial completion), Capital Region Female MHA
6. **North Western:** None
7. **North Central:** None
8. **North East / Yukon (1):** Fort St. John MHA

Table 15 – Number and Type of BC Amateur (minor) Hockey Associations:

Association-Type	Number of Associations
Coed/Integrated	105
Female Only	9
Winter Clubs	5
	Total: 119

The number of responding associations correlates to both district population and number of MHAs within the specific catchment area. While that trend may be considered a predictable outcome, the proportional amount of female only associations who submitted data as a representation of the total number of associations was not. As of the date of this research, BC Hockey had a total of nine female-only associations, of which 22.2% submitted feedback versus the overall respondent rate of 9.2% or less than 1% (0.81%) of eligible integrated associations. This finding is important to consider within the context of non-profit sport organizations and will be further discussed in the analysis section.

Analysis of Approach:

Of the 119 association-level members only 11 fully or partially completed the research survey. The low response rate may lead to a quick judgement finding that this method was not effective. Notwithstanding, there are several limitations that may have contributed to the low engagement and that could easily be remedied. Further, the data shows that despite the low volume of responses, the feedback is valuable. It could also be suggested that engagement might increase as associations become more exposed to information provided by other community organizations. The creation of a live mapping tool is intended to generate such a catalyzing affect.

5.3 – Association Identification of Assets

Asset Identification (MHA Leadership):

Participants were asked to identify the assets/gifts of their MHA Leadership team (i.e. Board of Directors, Coaches, Administrators). For this question, gifts/assets were described as special knowledge and/or specific areas of passion or dedication. Ten

MHAs provided an answer while one association skipped the question. Answers were varied and categorized as best possible:

- **Board Professionalism:** Two associations indicated that their board was composed of successful business professionals with expertise in such fields as law and public policy. These skills were explained as translating well to a non-profit board setting.
- **Board Passion:** One association indicated that their association's board was composed of passionate hockey parents who have aligning values and vision with regards to youth sport.
- **Community Assets:** One association wrote about community member assets rather than those relating to specific board members. This association has a prestigious hockey academy and several former and current professional players in the area who were willing to work with the association.
- **Board Availability:** One association outlined that their board was able to give time freely.
- **Board Tenure:** One association indicated the benefit of long tenured volunteers in leadership positions.
- **Board Diversity:** One association indicated that their board functioned well because of their diverse background.
- **Outlying Responses:** One association commented that their board was dysfunctional, and one association did not understand the question.

Asset Identification (Physical Location):

Participants were asked to outline any benefits/assets associated with their physical or geographical location. To clarify the question, two examples were provided (arena/association proximity to schools and other sports facilities). Nine associations answered while 2 left it blank. Due to the diversity of responses received, they have been paraphrased and categorized as best possible:

- **Community Size:** Three associations indicated that they were located in a small city and that most participants were only a short drive or walk away from the arena.
- **Access to Facilities:** Two associations indicated that their location and regional boundaries afforded them increased access to several arenas. One association made specific mention of their ability to easily host minor hockey tournaments as a result of their access to facilities.
- **No Assets Identified:** One association did not believe that they had any specific benefits or assets based on location but did indicate that their arena was close to dining facilities and located near a shopping mall.
- **Geographic Proximity:** One association indicated that because of their size and relative location, they have become a BC Hockey recognized hub for tier-two co-ed programming and all South Okanagan carded female programming. Classification as a hub-city allows one area to host surrounding communities which allows athletes from those areas to have access to programming that may not be available in their home community. In addition, the association wrote

about the benefits of a particular facility which has three sheets of ice and is close to hotels, restaurants, schools and a community centre.

- **Affluent Community:** One association indicated that they were located in an affluent area with good schools, a positive sport culture and a growing population.
- **Outlying Response:** One association spoke to frustrations with Park Board policies that restrict arena rentals in their community. They were hopeful that those restrictive policies would be removed soon as they are a barrier to recruitment and retention of female athletes.

Responses from the two asset-based questions reveal that associations were able to identify and articulate some assets related to leadership and geographic location.

5.4 – Can Outcomes of Asset-Based Community Development Research Support the Mission and Strategic Orientation of BC Hockey

Mission Statement:

Survey participants were asked if their MHA had a mission statement. Of the 11 associations that answered, only one indicated that they did not have a mission statement. Because this study did not define what constitutes a mission statement, all submissions were considered valid. The diversity of answers required the use of constant comparison, a type of coding focussed on extracting what is unique about the text and creating outcome-based themes (Gibbs, 2018, p. 14-15). Many associations wrote several lines of text meaning that the total quantity of potential themes (indicated below) exceed the total number of responses. Association specific responses are located in the mapping appendix (L – V).

Theme: Promotion of Physical Health and Safety:

Association References: 9

Example: “The goal of Oceanside Minor Hockey is to provide quality hockey opportunities for all youth in the Oceanside area, where they can strive to fulfill their individual potential in a safe and healthy environment. These opportunities should always promote the goals of fun, fitness and fostering a life-long love for the sport of hockey in any capacity: player, coach, official or spectator”.

Theme: Promotion and Development of Hockey

Association References: 8

Example: “Lead Develop and Promote Hockey Experiences”

Theme: Create Positive and Quality Hockey Experiences

Association References: 6

Example: “PMHA is to provide an environment in which all members will learn skill, character, leadership, respect, sportsmanship, discipline, and teamwork in a fun, safe, positive atmosphere, for the enjoyment of the game of hockey”.

Theme: Foster and Perpetuate Passion, Teamwork, Sportsmanship, Respect and Leadership

Association References: 5

Example: “Richmond Jets Minor Hockey is dedicated to providing an accessible opportunity for the youth of our community to grow through sport. In delivering our programs, we are guided by the following values: fair play, while promoting good sportsmanship and adherence to the rules of hockey respect for teammates, opponents, officials, volunteers and our community; inclusiveness for members of all abilities and backgrounds; determination and hard work as a path to success; safety, both physical and emotional, of our players and officials; and fun and enjoyable minor hockey experience for all our members”.

Theme: Social Development and Fun

Association References: 4

Example: The Fort St. John Minor Hockey Association provides youth with the opportunity to participate in both recreational and competitive hockey to develop emotionally, physically, socially and technically. We strive to create a positive environment that is safe, fun and respectful. Fort St. John Minor Hockey Association supports Hockey Canada’s Mission Statement to ‘lead, develop and promote positive hockey experiences”.

Theme: Strengthen Communities, Improve Lives and Create Accessibility

Association References: 4

Example: “We believe in our ability to improve lives and strengthen communities through hockey”.

Theme: Encourage Female Hockey, Competition and Development of Skills and Strategy

Association References: 2

Example: “To deliver quality female hockey programming within the City of Vancouver, while acting as an advocate to promote female hockey growth and opportunities”.

Theme: Develop Female Leadership, Mentorship and Fellowship

Association References: 2

Example: “1) To promote and encourage female amateur hockey and to foster the highest standard of sportsmanship, citizenship and mentorship for female youth within our community. 2) To create opportunities for development of skating skills, technical hockey skills, individual tactics and advanced skills including team tactics, team play systems, and team strategy for female players. 3) To maintain and increase the interest of female hockey in our community and to encourage competition and good fellowship and provide development opportunities for female leadership roles including game play or competition, administration, coaching and officiating”.

Strategic Plan (To Lead, Develop and Promote Positive Lifelong Hockey Experiences):

Participants were asked if their association had a strategic plan. This was the only question to be entirely skipped and receive zero responses. This finding is significant for several reasons including a possible linkage to the BC Hockey mission statement, as the provision of strategic plan support could be an example of how the organization ‘leads’ their association level members. Because of this importance and to corroborate survey responses, an additional open source investigation was completed to determine if any survey participants had an accessible strategic plan but decided not to include it in their survey reply. The results of an online investigation are presented in Table 16 (**Accessible Association Strategic Plan**) and demonstrate that none of the responding associations have a strategic plan. Taken together, both the absence of open source documentation and the survey responses would indicate that none of the responding associations had a strategic plan.

Table 16: Accessible Association Strategic Plan

Minor Hockey Association	Website	Accessible Strategic Plan (Y/N)
Capital Regional Female	http://victoriagirlshockey.ca/	N
Cowichan Valley	http://cowichanvalleymha.com/	N
Fort St. John	http://www.fsjminorhockey.ca/	N
Merritt and District	http://www.merrittminorhockey.com/	N
Oceanside	https://oceansidehockey.com/	N
Penticton	http://www.pentictonminorhockey.com/	N
Richmond	https://richmondjetsmha.com/	N
Semiahmoo	https://www.semihockey.ca/	N
Sunshine Coast	http://scminorhockey.com/	N
Vancouver Female	https://www.vancouvergirlshockey.com/	N
Windermere Valley	https://www.windermerevalleyminorhockey.com/	N

Player Registration:

At the request of BC Hockey, survey participants were asked to outline the ways in which a player could register with their association. Of the 11 respondents:

- All (11) associations provided an online option via their website.
- One association provided registration by mail in addition to the online option.

Player Recruitment and Retention (To Lead, **Develop** and Promote Positive Lifelong Hockey Experiences):

Participants were asked if their association had any unique or successful recruitment or retention initiatives and how those programs contributed to growing the game in their community. Findings from this question were prioritized as they could be used by BC Hockey to 'develop' member associations. Ten MHAs provided a response.

Table 17: Player Recruitment and Retention Programs

Program Type	Responses	Program Type	Responses
Corporate Social Responsibility Programs	4	Try It Activity	3
Equipment Loan/Swap	3	Low Cost/Subsidized Registration	2
School Based	1	Introduction to Hockey Activity/Learn to Play	1
Equal Ice Time	1	Flexible Seasons	1

Examples of program types reported by respondents:

Additional details for all program offerings are located in the mapping appendix (L – V).

Corporate Social Responsibility Programs: Included Bauer First Shift, Bauer Second Shift and Esso Fun Days.

Try-It Activity: These programs were described as association-led opportunities for non-members to try the game in a positive and safe environment. The delivery of these programs varied between associations.

Equipment Loan: Included equipment swaps and a 'for free' equipment table located in an arena at the end of each season.

Low Cost/Subsidized Registration: Included both lower introductory fees to incent first time participants and the redistribution of surplus tournament funds towards registration costs.

School Based: Targeted program to recruit new players based in a local school.

Introduction to Hockey/Learn to Play: A more structured Try It activity held consistently throughout the season.

Equal Ice Time: All teams (regardless of age or classification) receive equal practice and game ice time during the week and on weekends.

Flexible Seasons: Allowing participants to choose how often they participate in hockey programming (e.g. practices only, practices and tournaments, or practices, tournaments and regular season games).

Programs for Underrepresented Youth (To Lead, Develop and Promote Positive Lifelong Hockey Experiences):

Participants were asked to list any unique or special recruitment initiatives targeted at traditionally underrepresented youth. Included in the question were some ideas of what could constitute such an initiative, including different entry platforms for players of all ages and skill levels and culturally specific community outreach. While programming examples were given, there was no definition provided for underrepresented youth. Findings from this question were subjectively considered as supporting the ‘promote’ aspect of the BC Hockey mission statement. Eight associations provided an answer while four skipped the question or purposely left it blank. Answers were multifaceted with associations noting several different initiatives.

Table 18: Programs for Underrepresented Youth

Program Type	Responses	Program Type	Responses
No Specific Programming	3	Financial Support	2
Try It Activity	2	Equipment Loan/Grant	1
Corporate Social Responsibility	1	Flexible Seasons	1
Introduction to Hockey Activity/Learn to Play	1	Positive/Welcoming Culture	1

Explanatory Notes:

Most programs (5 respondents) appeared to target participants with financial barriers (Equipment Loan/Grant, Financial Support, Try-It Activity), while one respondent aimed their initiative towards the recruitment of females. Additional details for all program offerings are in the mapping appendix (L – V).

Try-It Activity: These programs were described as association-led opportunities for non-members to try the game in a positive, safe and non-cost prohibitive environment. The delivery of these programs varied between associations.

Financial Support: Included working with outside funding agencies and offering participants a payment plan for registration/team fees.

Corporate Social Responsibility Programs: Including Bauer First Shift.

Equipment Loan/Grant: Participants are given a set of equipment for the season for a refundable deposit. On occasions equipment is granted with no conditions.

Flexible Seasons: Allowing participants to choose how often they participate in hockey programming (e.g. practices only, practices and tournaments, or practices, tournaments and regular season games).

Introduction to Hockey/Learn to Play: A more structured Try It activity that is held consistently throughout the season.

Positive Culture: Indicated that their positive and welcoming organizational culture created a comfortable space for all participants, including those who are traditionally underrepresented.

5.5 – BC Hockey Required Questions

Community Partnerships:

Participants were asked to detail any community partnerships and/or stakeholders who support their association's efforts to grow the game. This question was included at the request of BC Hockey as their draft Strategic Direction document emphasizes the development and recognition of association initiatives (BC Hockey Draft Strategic Direction, 2019). Eight associations provided an answer. Answers were multifaceted with associations noting several different initiatives.

Table 19: Types of Community Partnerships

Partnership/Stakeholder	Responses	Partnership/Stakeholder	Responses
Private (for-profit) Organizations	3	Local Junior Hockey Club	3
Other Local Sport Organizations	2	BC Hockey and Government	1
Non-Profit Organization/Charity	1		

Explanatory Notes:

Additional details for all program offerings are in the mapping appendix (L - V).

Private (for-profit) Organizations: This primarily included social responsibility programs offered by organizations such as Esso, Bauer, McDonalds, Tim Hortons, National Hockey League, National Hockey League Players Association and Canadian Tire.

Local Junior Hockey Club: Included general promotion and participation at team practices.

Other Local Sport Organizations: Cross-promotion with local sport organizations including lacrosse, baseball and soccer.

BC Hockey and Government: Relationships with local and municipal government, and BC Hockey.

Non-Profit Organization/Charity: Partnership with the local chapter of KidSport.

Program/Policy Evaluation:

Respondents were asked to highlight any existing measures for policy and programming evaluation within their association. This question was included at the request of BC Hockey as their draft strategic direction resource emphasizes the quality and measurement of programs (BC Hockey Draft Strategic Direction, 2019). Seven (7) associations provided an answer.

Table 20: Program and Policy Evaluation Tools

Means of Evaluation	Responses	Means of Evaluation	Responses
Member Survey	3	Monitor Annual Registration Numbers	2
Town Hall Meeting	1	Active for > 1 Year	1
Nothing	1		

Explanatory Notes:

Additional details are in the mapping appendix (L – V).

Sportsmanship:

Participants were asked if and how their MHA fosters a culture of sportsmanship. This question was included at the request of BC Hockey as it was listed as one of the organization’s new core values (BC Hockey Draft Strategic Direction, 2019). Nine (9) associations provided an answer. Answers were multifaceted with associations noting several different initiatives in their response.

Table 21: Association Means of Fostering Sportsmanship

Means of Fostering Sportsmanship	Responses	Means of Fostering Sportsmanship	Responses
Fair Play/Conduct Code (all association members)	3	Fair Play/Conduct Code (parents)	3
Offer/Mandate BC Hockey Programs	3	Mandate Completion of Hockey Canada Programs	2
Nothing Formal	2	Association Program	1
No Player Statistics are Recorded	1	Awards for Community Service	1
Association Member Removal Policies	1	Parent Meetings (annually)	1

Explanatory Notes:

Additional details are in the mapping appendix (L – V).

Offer/Mandate BC Hockey Programs: Examples included Sportsmanship Starts in the Stands and Team First.

Mandate Completion of Hockey Canada Programs: An online learning course called Respect in Sport.

Association Program: A program to manage parent behaviour while observing games and practices.

Volunteer Recruitment, Retention and Recognition:

Participants were asked how their association attracts, retains, and recognizes volunteers. This question was included at the request of BC Hockey as it aligned with aspects of their draft Strategic Direction and has been noted as a distinct challenge in the non-profit sport sector. Nine (9) associations answered the question. Responses have been placed into categories (below) and while retention and attraction could be attained by recognition, BC Hockey requested the following split. Additional details are in the mapping appendix (L – V).

Recruit/Attract: Four (4) associations responded with ways in which they recruit or attract volunteers to their organization.

- One (1) association relied on parents of players in the association.
- One (1) association used 'Word of Mouth'.
- One (1) association facilitated recruitment through direct community outreach programs (e.g. Try It events).
- One (1) association took advantage of the Google Non-Profits program to advertise volunteer positions at no cost.

Retain: Five (5) associations responded with examples of how they retain volunteers.

- Two (2) associations emphasized that they retained volunteers by engaging them throughout the season, offering support and by generally cultivating a positive environment within the association.
- One (1) association emphasized fair treatment of volunteers as their primary means to retain volunteers.
- One (1) association spoke to the importance of board authenticity when addressing volunteer questions or concerns.
- One (1) association outlined the provision of program subsidies (e.g. reimbursement for mandatory development programs) as a means to retrain volunteers.

Recognize: Five (5) associations included how they recognize volunteers in their response.

- All five (5) associations indicated that their primary means to recognize volunteers was through annual awards.
- Two (2) associations used social media (e.g. Twitter, Facebook) to recognize volunteers.
- One (1) association recognized volunteers at the Annual General Meeting.

Notable Alumni:

Respondents were asked to identify any notable alumni, including what made them remarkable and how their association recognized their contributions. This question was included at the request of BC Hockey. Eight (8) associations answered the question while four (4) skipped or left the answer intentionally blank. As noted below, answers appeared to be concentrated on recognition rather than identification or defining the principles of what would constitute notable.

Explanatory Notes:

Additional details are in the mapping appendix (L – V).

- Three (3) associations indicated that alumni are recognized through scholarships or awards given in their name.
- Two (2) associations did not have any formal recognition programs.
- One (1) association promoted their alumni through social media.
- One (1) association had framed jerseys of their successful alumni (e.g. those who played professional) placed in the arena.

- One (1) association spoke of simply thanking their alumni for their participation or on occasions when they have given back to the organization.

Building local-level capacity:

Participants were asked to outline any tools and/or resources that would help grow the game in their community. This question was included at the request of BC Hockey to help build their understanding of community needs. Unfortunately, this question did not fit the format of an ABCD approach as it would necessitate the association to focus on their deficits. Seven (7) associations provided an answer while five (5) left skipped the question or left the answer purposefully blank. Answers have been coded and listed below

Table 22: Association Identified Tools to Build Local-Level Capacity

Association Identified Needs	Responses	Association Identified Needs	Responses
More Ice/Better Access to Available Ice	5	Influx of Participant Base	1
More Volunteers	1	More Opponents (female only teams)	1
Increased Emphasis on Grassroots Hockey from Governing Bodies (e.g. BC Hockey and Hockey Canada)	1	Multi-lingual Program Materials	1
Municipal Policy Changes	1	Player Mentorship Programs	1
Retention Programs for Senior Officials	1	School-based Hockey Programs	1

Explanatory Notes:

Additional details are in the mapping appendix (L – V).

Safety Programs:

Participants were asked to detail any programs or policy aimed at creating a safe environment for players, coaches and/or administrators. This question was included at the request of BC Hockey as it fit several priorities listed in their draft Strategic Direction. Eight (8) associations provided a response. Answers were diverse and multifaceted.

Table 23: Association Safety Programs

Program/Policy Initiatives	Responses	Program/Policy Initiatives	Responses
Association Policy Manual/Web Resource	6	Coach Development Clinics	2
Official Development Clinics	2	Body Checking Clinics	2
Encourage BC Hockey Safety Related Programs	1		

Explanatory Notes:

Additional details are in the mapping appendix (L – V)

Association Policy Manual/Web Resource: Including policies on volunteer screening, criminal record checks, discipline and harassment/bullying.

Encourage BC Hockey Safety Related Programs: Including Respect in Sport.

The Main Themes section of this project (below) is focussed on the original research terms that include asset-based community development and its ability to support organizational strategic planning and engage or empower members of a non-profit sport organization.

6.0 Main Themes

Introduction:

Regardless of only 9.2% feedback from eligible association-level membership, there are still signs that an ABCD approach could support BC Hockey’s strategic planning process and engage their membership. This was evidenced by respondent feedback and the ability to reframe BC Hockey driven questions and strategic imperatives into an appropriate asset-based format.

6.1 – Asset-Based Questions – Both Helpful and Misunderstood

While most questions were framed to align with the principles of ABCD, only two specifically mentioned the word “asset” in them. Respondent answers illustrated two primary points, the first being that the information on what associations do well (or classify as assets) are important and may be applied across the greater hockey community. The second point is that the word ‘asset’ itself served to confuse some respondents with one association stating that they “did not understand the question” and another framing their response to indicate that the question was “not applicable” because their “board was dysfunctional”. These findings may suggest that the question

was poorly worded or that associations (or respondents) were unfamiliar with what they do well.

On asset identification for association leadership, 8 of the 10 respondents were able to list character traits or board composition qualities that resulted in a well functioning leadership team. These could be translated across the hockey community and equip BC Hockey with key information if asked by an MHA– what makes a successful board of directors? In answering, the response could emphasize the patterned findings of professionalism, passion, availability, and diversity. Further, they could point to the specific associations that identified these traits and encourage the dissemination of more detail. Associations could also source this information through the BC Hockey map. This might be more helpful as associations can search for similarly located organizations or those having roughly the same number of members.

Findings from the physical location asset question are perhaps less helpful, but not because of confusion with the question. The main issue with this question is that associations are bound geographically and often have no control over the hockey infrastructure or any other potential place-based asset in the area. For example, three associations indicated that their location afforded them unfettered access to ice. While this is certainly an asset, it does not help urban associations who do not share the same conditions. There is however, one response that might help the greater hockey community as it references how the community has a positive sport culture. While seemingly ambiguous, it could generate a helpful conversation between associations to determine how that culture was established and in what ways it is fostered.

Over two questions and 19 total responses, three associations either did not understand the question or answered outside of contextual relevance. While this could be a sign that the questions were worded poorly or not fully explained, it could also mean that the respondents did not know what they do well. This may demonstrate an unfamiliarity with presenting positively to BC Hockey and aligns with Mathie and Cunningham’s (2015) suggestion that deficit-based approaches (previously used by BC Hockey) can entrench communities in the role of institutional client.

6.2 – Absence of Minor Hockey Association Strategic Planning

Perhaps the most concerning outcome of the ABCD survey was that no responding association had a strategic plan. This was corroborated by open source research and potentially indicates an immediate call to action for BC Hockey.

While BC Hockey itself is in the midst of drafting the next iteration of its own plan, it may find value in offering associations support in creating their own. Doing so may create synergy and understanding between associations and BC Hockey as the development processes may be similar.

The merits of strategic planning and importance of stakeholder engagement are discussed throughout this report and therefore can be reasonably applied to those at the association level. This is to say that a parallel (asset-based) approach could be taken by minor hockey associations to draft their own strategic plan or direction. If BC Hockey leadership determines that an ABCD process was effective, they could create a template or blueprint for associations to follow which captures the assets of individual members while creating a localized path forward.

6.3 – Recruitment, Retention and Programming for Underrepresented Youth

For several years, BC Hockey has emphasized recruitment and retention of participants as a strategic priority. Recruitment and retention were listed as the number one focus in the previous strategic plan (Appendix W – BC Hockey Strategic Plan 2016-2021) and as a primary focus of the draft strategic direction (BC Hockey Draft Strategic Direction, 2019). Further, part of BC Hockey’s recruitment and retention strategy centres on inclusivity, which is the practice of providing equal access to opportunities for everyone, including those who may be considered traditionally underrepresented.

Two survey questions were a direct result of the complementary ideas of recruitment and retention. Of the responding associations, 40% indicated a reliance on corporate social responsibility programs for both. This may be concerning as such initiatives are offered at the discretion of corporations and for a variety of reasons are often the first programs to be cutback or removed. This puts associations at an increased risk of losing key programs (relating to BC Hockey strategic imperatives) because of situations that are beyond its control. Equally concerning for both BC Hockey and the hockey community may be the overall lack of programs aimed at underrepresented youth. Of the eight responses, three indicated that they have no current offerings for traditionally underserved clientele (38%). This percentage may be even higher if those four who skipped the question did so because they had no programs to report.

Although these findings may be cause for concern, there is a silver lining as some associations have developed practical community-based solutions. This is true for recruitment, retention, and programs for underrepresented youth. For general participant recruitment and retention, associations offered several solutions which could be applied across the hockey community. Outside of corporate social responsibility programs, associations showed diversity in offerings, from subsidized registration fees resulting from tournament hosting income to flexible seasons that allow participants to sign up for parts of the hockey season. With respect to programs for underrepresented youth, the respondent community outlined very similar program types as they did for recruitment and retention but geared them towards certain groups. In addition, one association emphasized a positive culture which created a comfortable space for all participants. An answer like this is worthy of further investigation to understand how this was achieved and how it can be applied across all levels of BC Hockey.

Finally, it is important to mention that all examples of recruitment and retention programs aimed at underrepresented youth contained useful community-based solutions that should be considered when discussing association best practices and included on the BC Hockey asset map.

6.4 – Survey Engagement

Of the 11 responses, two or 18% came from newly established female-only minor hockey associations (Capital Regional Female Minor Hockey Association est. 2018 and Vancouver Female Ice Hockey Association est. 1972). Expanded this shows that 22% of all female-only associations responded compared to only 9% of total co-ed associations. In addition to the increased percentage of feedback relative to the overall membership, the actual responses from both these organizations (Appendix N and S) were markedly more robust and fulsome than what was received from more established coed associations. Finally, and likely because they both served traditionally underrepresented youth, the recruitment and retention initiatives were unique and less reliant on corporate social responsibility programs when compared to other respondents.

It is difficult to determine if the difference in answers can be attributed to the relative newness of the organizations (most minor hockey associations have been established for more than 60 years) or because they represent a traditionally underserved youth. However, it remains a trend worth noting as their activities may be transferable to other associations and used by BC Hockey to address recruitment key priorities (recruitment and retention) within its draft strategic direction resource.

6.5 Summary

The previously noted communication and delivery challenges of the survey to the BC Hockey community may have contributed to the relatively low participation rate of 9.2%. However, the responses may still convey the power of ABCD to engender pragmatic community-based solutions to complex problems.

The survey was able to achieve many of the outcomes of a traditional deficit-based approach without casting doubt or negativity on member associations. Further, areas of concern such as reliance on corporate social responsibility programs were met with community-based solutions which may be broadly applied across the BC Hockey community.

As previously noted, the communication and eventual dissemination of the ABCD survey through BC Hockey and to the membership was a challenge and may have negatively impacted engagement. Regardless, the responses received and noted trends may reveal ABCD as a viable methodology for BC Hockey to use both in the short term to support the development of its strategic plan and in the future as they look to continually engage with the membership.

7.0 Discussion

7.1 Literature Review:

The first section of the literature review was focussed on the theory of asset-based community development and its ability to drive community-based change. It discussed ABCD as a viable alternative to traditional (deficit-based) approaches and how the methodology was developed in response to rapidly changing socio-political environments.

ABCD shifts power from state-actors or governing bodies to the local or community level. In doing so, ABCD entrusts communities to act for themselves and become acutely responsible for their own well-being. The theory holds that when a community becomes responsible and aware of their own abilities through a process such as ABCD, it can bring a new energy or vitality to its own operations. Through ABCD a community-based organization ideally serves more than a consultative role and is empowered to make key decisions on issues which impact the community-at-large. Put into the context of this research, ABCD legitimizes association level actors as having the capacity to both provide for their specific community and lead collaborative efforts that benefit the entire minor hockey system.

As alluded to in the literature review, ABCD has several challenges that should be considered by lead organizations (such as BC Hockey) before and during implementation. The list of challenges (below) was outlined by Mathie and Cunningham in their 2003 Publication: *From Clients to Citizens; Asset-Based Community Development As A Strategy for Community-Driven Development*.

Fostering an endogenous process: Determining an appropriate role for an external agency throughout the ABCD process. Attention should be placed on the agency's level of involvement and avoiding situations that give rise to community dependency. This point directly impacts BC Hockey as in this context they represent the external agency.

Fostering inclusive participation: Ensuring a process and communication loop which includes traditionally marginalized groups. This concern may be especially relevant where social hierarchies exist or where power relations have already been established. This could present as a large obstacle to ABCD for BC Hockey as along with having nine different voting classes within its membership, there are also several outside groups that could be regarded as traditionally marginalized in the context of participation in organized hockey.

Fostering community leadership: Community leadership is fluid and it may be challenging for external agencies to dissect the nature and sustainability of quality leadership at the community level. This point is relevant to BC Hockey as data extracted from annual member surveys (Table 2: Annual Member Survey – Respondent Tenure) illustrated that more than 50% of community leaders have only been in their position between one and three years.

Handling the fluidity of associations: Changes in social and economic circumstances may result in fluctuations to the composition of established networks. External organizations should monitor and operate with fluidity to empower new associations and/or assure the continued health of already established relationships. For BC Hockey this point may be challenging to incorporate for two reasons. The first is that they are bound by regulations, which specify member-types and may limit fluidity of new associations. The second challenge relates to the burgeoning private/unsanctioned minor hockey system that has been drawing players away from the established minor hockey system at an increasing rate (Underwood, 2019).

An additional theme of the ABCD literature centered on the presentation of findings in the form of user-friendly community maps. As such, a complementary piece of this project was the creation of a BC Hockey map (**Appendix K – V**), which is a geographical representation of all BC Hockey minor associations, district boundaries and arenas. Embedded within the map are the specific answers from the survey that can support an association community of practice. Further, use of mapping was indicated as a means to catalyze community ideas. Such an outcome is the hope of this research, as more communities see association assets profiled, the more incentive previously non-respondent communities may have to upload their own information.

It is difficult to determine whether the history of ABCD and the use of community mapping were specifically relevant in this case study. The roots of this project were not born of BC Hockey-identified issues, rather it was a theory that the researcher thought might be helpful in terms of engaging with the community. The literature describes socio-economic conditions wherein ABCD emerged and those were not as apparent or applicable in the case of BC Hockey. Leaders at BC Hockey may have identified concerning trends in registration and community engagement, but at the same time the organization hadn't been experiencing any dire circumstances that necessitated full scale change.

The second component of the literature review discussed stakeholder engagement (an intended outcome of ABCD) and its place in organizational strategic planning. This focus meshed with the needs of BC Hockey that, at the time, had requested project alignment with the creation of its draft strategic direction (2019-2024). Through the literature, it was first identified that indeed strategic planning/determined direction was of utmost importance to the success of an organization (Reid, 2014, p.31). In addition, while the origins of strategic planning have been attributed to the for-profit sector, it has become a necessity in the non-profit sector as organizations strive to effectively use resources to achieve a mission. Allison and Kaye (2015) emphasize the importance of stakeholder engagement in non-profit strategic planning by stating that it can create a unified understanding of goals and establish a shared path forward.

Bowen et al (2010) expanded on the need for effective stakeholder management to inform the strategic planning process by outlining the different levels of engagement and identifying the most productive in terms of generating community-based solutions to

complex problems. Termed the 'continuum of community engagement', Bowen described transactional, transitional and transformational engagement in terms of how an organization facilitates dialogue and subsequently enacts feedback. Transactional engagement is highlighted for its ability to nurture alliances and solve intractable complex social problems. This co-creation of solutions may be useful for BC Hockey but the literature cautions that transformational engagement is challenging and may be impractical.

As identified in the themes section, the findings from the ABCD survey may be effectively used by BC Hockey as they draft a new strategic plan. This is especially true if they utilize the same format as the previous version, which is split into focuses, goals and measures. Armed with actual community feedback, BC Hockey can select meaningful focus items such as association-level strategic planning, sustainable recruitment/retention initiatives and programming for underrepresented youth.

7.2 Organizational Review:

The organizational review of BC Hockey was limited by available resources, and impacted by inconsistent reporting and a lack of definitions or measures of success relative to member engagement. To understand the current situation with the organization, efforts were made to determine:

- Current engagement strategies and determinants of success.
- Previous and current member engagement relating to the creation of strategic documents.
- How an ABCD approach might work for the organization.

It is important to note that a positive and productive relationship between BC Hockey and the researcher underpinned all facets of this research project.

Current engagement strategies and feedback were understood through the researchers' experience as a former employee of BC Hockey combined with annual member survey feedback and discussions with senior leadership. Information for most of BC Hockey's engagement initiatives was not easily found online (website) or through social media channels. The exception was the AGM that has a devoted section on the website outlining registration information, programming schedule and annual reports.

In terms of AGM attendance, the data illustrate that of all respondents (of which over 50% identified as MHAs), 58% indicated that they would not be in attendance. If the AGM is valued as an opportunity for BC Hockey to engage meaningfully with the minor hockey community, then it may require adjustments to make it easier to attend or provide more value to participants. For example, the AGM schedule, which historically has had several breakout sessions, could be adapted to include a session on association strategic planning.

Starting in 2017, BC Hockey hosted member engagement meetings in all eight geographic districts (East Kootenay, West Kootenay, Okanagan Mainline, Lower Mainland, North Western, North Central, Vancouver Island and North East/Yukon). These events were targeted at MHAs but structured, organized and largely communicated by BC Hockey. Annual member surveys show that these events were sparsely attended, with an average of only 12% of respondents reporting as having participated. While these events were promoted by BC Hockey via email and social media, there is no overarching webpage devoted to “Member Engagement”. Open source research was only able to identify one reference to the member engagement meetings, embedded within a News Bulletin link relating to a report on [Female Hockey](#). The post itself discusses the intent of each meeting along with some event dates.

Figure 6: Lone and Incomplete Reference to Community Engagement on BC Hockey Website

In an effort to continue engagement across our membership on key topics effecting our game, BC Hockey Chief Executive Officer, Barry Petrachenko and Chair of the Board, Bill Greene will be on the road over the next few months meeting with members from across the province.

"We encourage associations to bring their key personnel to the Member Engagement meeting in your District," said BC Hockey CEO, Barry Petrachenko. "We are seeking as much feedback as possible, as your input is vital to our planning for the future of hockey in BC and the Yukon. The shape of hockey for the next generation of participants will be developed in these discussions."

The plan is to include a meeting in each District. These meetings will provide opportunity to obtain key inputs from members, which will be utilized by our program advisory groups in shaping future recommendations to the Board for the implementation of new or enhanced programming. This dialogue may define future discussion points that will assist in the planning of seminars or workshops at the Annual Congress.

Member Engagement Meeting Schedule

District	Date
Okanagan Mainline Amateur Hockey Association	January 12, 2019
Vancouver Island Amateur Hockey Association	January 27, 2019
Cariboo Amateur Hockey Association	February 2, 2019
Pacific Coast Amateur Hockey Association	February 24, 2019
North West District Minor Hockey Association	March 2, 2019
West Kootenay Minor Hockey Association	TBD
East Kootenay Minor Hockey Association	TBD
Peace River Minor Hockey Association	TBD
Yukon Amateur Hockey Association	TBD



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There could be several explanations for the lack of community participation in BC Hockey-led engagement meetings, including geographical proximity, perceived value, lack of communication and the strained capacity of already busy hockey volunteers. If in-person member engagement is valued by BC Hockey they could consider an asset-based approach to both organizing and facilitating these meetings. This provides

members an opportunity to set the agenda based on what is working within their association and may provide more incentive to participate.

Again in 2017, BC Hockey introduced an online monthly member engagement activity wherein MHAs would receive BC Hockey programming updates and be given the opportunity to discuss other hockey-related issues. Agendas were set by BC Hockey and associations were asked in advance to contribute items which they wanted to discuss. As patterned in feedback from annual surveys, these engagement meetings had overall low attendance that decreased in proportion to the number of meetings (e.g. fewer associations attended more than 1-3 meetings). Further data from the annual member survey suggests that the design may have not been beneficial nor did it achieve its desired effect. Of the respondents who attended member engagement meetings, an average of 42% did not find them beneficial. As previously noted, if BC Hockey desires to continue with monthly member engagement sessions they could reformat them under the principles of ABCD.

Another finding from the organizational review that may support the adoption of ABCD principles in BC Hockey's engagement activities was the lack of interest in the MHA Observation project. This program is designed to "support BC Hockey's MHAs" through an observation that is conducted by a BC Hockey staff member or designate. On the BC Hockey website (BC Hockey, Minor Hockey Association Observation, n.d.), the observation is intent to:

- Observe the skills and achievements of 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 practices based on program findings.

These observations are completed through resource submissions (i.e. board meeting minutes), in-person observation of board meetings, interviews with association personnel and concludes with a final report for the association President as well as continued mentorship/support through the implementation of recommendations.

The MHA observation project while well-intended did not generate a high-level of interest amongst the minor hockey community. Data from the annual member survey show that 65% of MHAs would not be interested in participating in the initiative. This shows signs that top-down approaches in which BC Hockey is responsible for identifying issues and creating recommendations is both not effective and disempowering to the community. Aligning sentiments were discussed in the literature

as catalyzing alternative development methodologies such as ABCD. Another unintended consequence of the MHA Observation project may be the playing up of association-level issues as a means to achieve more institutional support (Mathie and Cunningham, 2003, p.476). Through this lens, association leaders may be swayed to downplay their abilities rather than augment operations based on existing assets.

While member engagement was never identified by BC Hockey leadership as an issue to catalyze this research, the findings from the annual member survey reveal that there are issues with the AGM, Member Engagement meetings (both in-person and virtual) and that the top-down/deficit-based approaches are generally not supported by the community.

7.3 Research Survey:

In addition to dissecting BC Hockey's current member engagement activities and assessing their ability to meet the complex needs of the membership, this research also set out to determine the ability of ABCD to engage members of a provincial sport organization. Specifically, could ABCD be used to support the development of key organizational resources (i.e. strategic plan), and whether displaying ABCD findings in the form of a community map can empower members and create a community of practice.

In terms of using outcomes of an ABCD research survey to inform the creation of key strategic documents, this research considered two primary questions.

1. Whether an ABCD approach can be an effective means to achieve meaningful member engagement.
2. If the results from the ABCD research survey provide meaningful information that could inform the development of BC Hockey's strategic documents.

According to the National Council of Non-Profits, strategic planning is the process that enables non-profit organizations to advance their mission (National Council of Nonprofits, Strategic Planning for Nonprofits, 2020). The end results of strategic planning are committed goals, implementation priorities, measures of success and a desired timeframe. Through the literature review it became evident that not only was strategic planning important for non-profit organizations, but that member engagement was essential as it can provide a mutual understanding of the goals and the pathway to achievement. Robust member engagement, along with supporting a non-profit organization to achieve its mission can also firmly ground the creation of strategic documents against member capacity. Taken together effective engagement embedded in the strategic planning processes serves to reinforce productive communication between an organization and its members while upholding member, taking advantage of inherent assets and respecting capacity.

In the context of this research, the question of whether an ABCD approach can be an effective means to engage the membership of a non-profit organization is challenging to answer. First, it is important to consider that the ABCD methods used in this project did not follow any specific engagement formula and that timelines were adjusted to meet the needs of both the researcher and the organization. Regardless of a presentation to members and various email communications outlining the project, only 9.2% of eligible associations participated. As with most community development initiatives there are several factors that could have contributed to the low engagement, including: volunteer capacity, project complexity and issues with communication. If BC Hockey had an appetite to continue this project, a suggestion might be to develop and evaluate measures for engagement concerning all future member-targeted activities. This would, at a minimum, allow BC Hockey to evaluate future activities where the goal is to engage members.

Historically, BC Hockey has not prioritized markers of success or had robust tracking activities for events centered around member engagement. They have, however, maintained annual registration tracking and reporting for hockey-related activities, which are presented at the AGM. If member engagement becomes a strategic priority then an entirely new focus could be put on creating effective measurements, appropriate analysis, and consistent reporting.

When the research project was introduced to BC Hockey leadership, it was met with a question on whether the results could be used to inform or support the development of the new strategic plan. As a result, several survey questions were framed around BC Hockey's newly created core values (BC Hockey Strategic Direction, 2018) and respondent results were analyzed both in relation to the mission of BC Hockey and in terms of association-level assets (of location and leadership).

The research survey asked associations to outline the assets of their leadership team (i.e. board of directors, coaches, administrators, etc.) and of their geographical location. To support both questions, the survey provided examples of what might be considered an asset. For example, a personnel asset could be 'special knowledge and/or a specific passion' and a geographical asset could be 'proximity to schools and proximity or quantity of athletic facilities'. Answers for both asset-based questions were diverse and difficult to pattern. However, from a theoretical standpoint, the responses from both questions contained information that could be used to build a community of practice for the minor hockey community and support the overall relationship between BC Hockey and association level actors. BC Hockey could serve as either the facilitator of conversation between associations or create specific resources based on what is seen as working and share them with the greater community. It did appear that the use of an asset-based survey could engender outcomes matching the core beliefs and values outlined in BC Hockey's new Strategic Direction document, specifically where they state the desire to respond to "MHA input" (BC Hockey, Strategic Direction, 2019).

To determine the ability and effectiveness of survey data to inform the next iteration of the BC Hockey strategic plan, respondent data was taken from three specific questions

that were subjectively determined to elicit outcomes that best aligned with the BC Hockey Mission Statement (To Lead, Develop and Promote Positive Lifelong Hockey Experiences). It should be noted that several questions could be deemed as fitting within the context of the BC Hockey mission statement.

To Lead: Does your MHA have a Strategic Plan?

All respondents indicated that their association did not have a strategic plan and this finding was corroborated by open-source research. In seeing such a result, and if determined as valuable or concerning, BC Hockey could adjust its draft strategic plan to include the development of various supports aimed at assisting community associations develop their own strategic documents.

To Develop: Does your MHA have any unique or successful recruitment or retention initiatives and how have these programs contributed to growing the game in your community?

Feedback from this question showed that many responding associations rely on corporate/sponsor-driven programming for recruiting and retaining participants. Contributions from corporate organizations as a form of social responsibility may come with unintended risks to both the organization and at the corporation level and should be approached with caution. BC Hockey could use this information to create more sustainable programming initiatives and could even source these initiatives from other survey responses that did not point to a reliance on corporate sponsorships (i.e. equipment loans, low-cost registration, etc.).

To Promote: Does your MHA have any special recruitment initiatives targeted towards traditionally underrepresented youth?

This question was created to be in alignment with BC Hockey’s draft strategic direction document that asserts a commitment to creating an inclusive environment by “having room for and welcoming everyone” (BC Hockey Strategic Direction, 2019). At a minimum, respondent feedback asserts the need for this directive as 25% of associations had no programming aimed at underrepresented youth. Further, BC Hockey could take advantage of the associations that listed offerings by asking for additional details and sharing the results.

7.4 Summary

The results of the literature review confirm ABCD as a viable alternative to deficit-based approaches and a methodology that can engage a community to increase self-reliance and extract best practices. In addition, the presentation of ABCD outcomes in the form of a community map was noted as having the potential to energize local associations, elicit positive self-reflection and proliferate throughout the community. The results from this project have not had the opportunity to either confirm or deny these posited outcomes. However, this may emerge over time if BC Hockey continues both to facilitate an asset-based approach and to maintain the BC Hockey community map.

The literature review also attested to the importance of good stakeholder engagement with respect to organizational strategic planning. To this end, it can be argued that BC

Hockey's historical engagement efforts have fallen short of what might be considered good. Unfortunately, the extent to which ABCD can augment their efforts is still not known, because there are no existing measures of success. In the same vein, it is difficult to determine if the ABCD process used was able to empower association-level members. There was at least one respondent whose answers appeared to legitimize their longstanding efforts, but this is not necessarily indicative of widespread empowerment and not necessarily a condition of the approach.

With respect to the survey findings and their applicability to inform branch level strategic resources, the results are more positive. The benefit is doubled as in addition to identifying potential strategic priorities, some survey responses had practical community-based solutions that could be shared broadly and used as standard measures of success.

8.0 Options to Consider and Recommendations

8.1 Introduction

The intent of this research was to discover if an asset-based approach could engage members of a non-profit provincial sport organization and whether the findings of an ABCD survey could be used by the lead organization to support strategic direction resources. While the results relating to engagement were inconclusive (as described above), there appears to be a need to, at a minimum, strengthen current engagement offerings and develop metrics to measure engagement.

With respect to utilizing ABCD acquired data to draft or support the development of strategic resources, the results indicate great potential. By following ABCD methodologies, BC Hockey can determine service gaps or strategic priorities without casting negativity or doubt on association level organizations. This is to say that BC Hockey can achieve important outcomes of a deficit-based approach (e.g. the discovery of community needs), without leading associations in a downward spiral of burnout or dysfunction (University of Memphis, Comparison Between Asset and Deficit Based Approaches, n.d.)

8.2 Options to Consider

8.2.1 Option 1- Status Quo

BC Hockey can maintain the status quo with respect to current member engagement efforts and to the process for creating strategic documents. While the process for drafting strategic documents appears to be ad-hoc, there was some member

engagement, primarily through board members who serve as representatives of the minor hockey community (personal knowledge, 2019).

Staying the course may be appropriate for BC Hockey given the organizational and system-level disruptions stemming from the COVID-19 pandemic. Along with substantial layoffs, the entire minor sport community experienced closures, delays and have been held to guidelines, recommendations, and orders from the provincial government. These factors alone may reduce the appetite for any organizational change that does not guarantee stability.

Further, at the time of writing, the BC Hockey strategic direction document (referenced throughout) was still in draft form. It is unknown how the document was created and to what extent it incorporated feedback or information from the minor hockey community. Depending on current approval status it may prove difficult to make any alterations.

Maintaining the status quo will likely not result in any large operational or organizational changes.

8.2.2 Option 2 - Measure and report engagement

BC Hockey could begin measuring and reporting member engagement for current community outreach activities. Doing so could show observable trends and, if necessary, present a signal for adjustments. One issue with this report was determining if the organization (BC Hockey) had any concerns with member engagement, or if it was satisfied with the current situation. Creating a baseline from which to grow would also illustrate to the community that community engagement is prioritized, valued and desired

In the draft strategic direction document, BC Hockey emphasizes the importance of the minor hockey community in achieving its future goals by stating that the only way “to meet the rising change in the state of the game [is] through a collective voice and vision”. In addition, BC Hockey asserts that its “new model markets what BC Hockey and MHAs are selling” which includes “a major focus on hockey for life programs” (BC Hockey, Strategic Direction, 2019). Both statements are grounded at the community level, and posture associations as lead organizations and needed to achieve BC Hockey’s strategic imperatives. An inability to measure and report member engagement may lessen the ability of BC Hockey to achieve organization goals.

8.2.3 Option 3- Embed Asset-Based Community Development Questions in the Annual Member Survey

BC Hockey has developed an accurate and robust method of acquiring member feedback on its operations and programming through the annual member survey. A consideration may be to embed additional questions on association assets into the

existing survey. However, this should be done cautiously as ABCD should be a voluntary and community-led process.

In addition, BC Hockey would have to develop a sound process to determine what assets they wish to identify. Questions should not be rooted in deficit-based assumptions, rather they should allow associations to discuss openly what is working at their association. Balancing the organizational desire for community-based solutions with the freedom to articulate success may be challenging.

8.2.4 Option 4 - Develop and Maintain a Member Engagement Portal on the BC Hockey Website

To demonstrate the importance of members contributions and if BC Hockey could develop and maintain a section of its website devoted to member engagement.

Through a review of organizational resources, it became apparent that member engagement opportunities were not consistently advertised and rarely reported on any BC Hockey media channels. By creating a devoted webpage or pages, BC Hockey could augment current offerings and provide easy access to all engagement information. In addition to increasing web presence, BC Hockey could also create a member engagement platform via social media (e.g. Facebook, Instagram, Twitter).

To consider these changes, BC Hockey may need to increase or divert resources to web and social media development.

8.2.5 Option 5 - Continue Adding to the BC Hockey Asset-Based Community Map

Much of the literature points to the creation of a community or asset map as a means to foster, maintain and enhance ABCD activities. Using technology to profile local-level assets can reinvigorate communities, emphasize the integrity and diversity of local places and serve as a foundation for healthy communities (Lydon, 2003, p.12).

Several examples of community maps exist with many described in both Lydon's (2003) guide entitled *Community Mapping: The Recovery (and Discovery) of our Common Ground (2003) and Mapping our Common Ground (2018)* published by the University of Victoria Mapping Collaboratory. In addition to different case studies, these documents highlight several different project themes in which maps have been utilized, including cultural and social heritage, conservation and sustainability, community planning, economic development and personal and community health.

Many of the case studies demonstrated an intention to promote sustainability and community participation while building local-level capacity, networks and knowledge (Lydon, 2003). Similar goals could be pursued by BC Hockey through to the greater hockey system by facilitating a community map.

8.2.6 Option 6 - Develop Immediate Resources to Support Association-Level Strategic Planning and Create Sustainable Programming for the Purposes of Recruitment and Retention

Through respondent feedback to the ABCD survey, both association-level strategic planning and sustainable recruitment and retention programs were identified as potential areas where BC Hockey could provide additional support.

With respect to strategic planning, none of the responding associations noted as having such a resource. In addition, open-sourced research conducted on all responding associations also did not yield any evidence of strategic planning documents. Taken together, this may show an immediate need for additional support, something that could be provided by BC Hockey. However, BC Hockey may wish to approach this topic cautiously as none of the responding associations outlined a need for such support when asked directly if there were any tools and/or resources that would help grow the game in your area and/or build local-level capacity.

In addition to supporting the development of association-level strategic plans, BC Hockey might also create additional resources to reduce minor hockey association reliance on corporate social responsibility for the purposes of recruiting and retaining players. Doing so will align BC Hockey with the updated core values of inclusivity and innovation (BC Hockey, Strategic Direction, 2019) and create an environment where programs are self-sustaining and reliably available. Several examples of such programs were outline in response to the both programming-specific questions, and include flexible seasons, partial or skill-based participation pathways and subsidized equipment/registration fees.

8.3 Recommendations

8.3.1 Recommendation 1 - Increase Member Engagement Efforts

A broad recommendation from this research suggests that BC Hockey increase its engagement efforts with association-level stakeholders. As a member-based non-profit, BC Hockey should endeavour to amplify current offerings and create new initiatives that provide a meaningful voice to the core of the membership. Current programming, such as the AGM and monthly operations teleconferences do not appear to be avenues that elicit fulsome meaningful engagement, and generally are not well attended. BC Hockey may be better suited to becoming a facilitator or liaison for communications, idea sharing and best practices.

BC Hockey should be commended in its efforts to use technology to enhance member communications. This is observed through the adoption of video technology for monthly teleconferences and various webinars. However, the use of these communication

platforms has presented new challenges with respect to member engagement and may be falling prey to common issues with such technology such as a lack of social cues, unclear expectations, software costs, unreliable internet connectivity and local distractions.

To become a facilitator or supporter of communications to the membership, BC Hockey may look at creating an engagement section of the website that includes connective resources, helpful contact information and an asset map. The goal of BC Hockey may shift from being the drivers of conversation to a conduit where members are empowered to begin having cross-communications on their own volition. Respondent mission statements, while diverse, did have common principles around growing the game and creating a positive space for physical activity. With aligned goals and defined boundaries, the association-level membership of BC Hockey can work together to strengthen the game in all corners of the province.

8.3.2 Recommendation 2: Promote and Maintain a BC Hockey Community Map

To support the sharing of association best practices and to reaffirm BC Hockey's commitment to member engagement, it is recommended that some form of BC Hockey community map be promoted and maintained. The format and display provided through this project may serve as a helpful template but by no means is necessary should another tool be more useful. For BC Hockey, the importance of maintaining a community map is its ability to create a sense of place for all associations, to facilitate positive energy and productive dialogue both within and outside specific communities, and to transform the current power structure to one based more in the community.

The mapmaking process can position BC Hockey as a facilitator of communication while associations discover (or re-discover) their local assets and mobilize their strengths to enhance their capacity (Lydon, 2003, p.14). As facilitator, BC Hockey can promote the primary characteristics of asset-based development that may give rise to more transformational leadership. By encouraging the principles of ABCD and promoting assets present in the community, BC Hockey may be able to gain more traction with future engagement or collaborative efforts.

In *Mapping our Common Ground* (2018) there are several case studies that profile various community successes with respect to mapping. However, there are no specific examples of a PSO leading such an initiative.

9.0 Conclusion

By providing governance, structure and various development programs, BC Hockey serves a key function in the British Columbia minor sport system. A longstanding history and relatively stable member base are testaments to organizational efforts in fostering and perpetuating the game in British Columbia. However, with such a large multifaceted

member-base and with the emergence of both private hockey opportunities and a multitude of other sport offerings, there may be increased internal and external pressure to maintain relevance, manage complexity and engage productively with the membership.

The evolutionary history of BC Hockey illustrates an ability to modify operations, especially when it comes to board governance. While the governance change was brought forward at the national level and was partially due to funding changes (BC Hockey, Governance Educational Resources, n.d.). BC Hockey displayed an ability to prioritize change and effectively consult its membership. These previous actions pave the way for more methodological changes relating to member engagement that may be necessary as BC Hockey navigates into the 21st century.

According to annual member surveys, previous in-person member engagement activities enacted by BC Hockey such as the AGM did not generate more than 50% of member interest. This pattern continues with lacklustre online engagement, specifically the monthly operations update meetings in which an average of only 34% of members attended 1-3 sessions. The percentage dwindled even further as the number of attended sessions increased. These figures call into question the role of BC Hockey with respect to the membership and whether they can have a larger impact as a connector or facilitator of member dialogue.

Becoming a facilitator does not have to change the role of BC Hockey with respect to governance duties, rather it could leverage its ability to build local level capacity, understand community successes and build programs and policies that are aligned with the “changing state of the game” (BC Hockey, Strategic Direction, 2019). The ABCD approach used in this research illustrates the ability of this methodology to profile local level actions that work while at the same time offering pragmatic solutions for communities in need or that have less organizational capacity. Of additional importance for BC Hockey may be ABCD’s ability to determine systemic deficits through a process that does not serve to disempower associations. Doing so can spur the creation of more germane programming and policy initiatives without the consequence of a deficit-based approach.

With respect to the posited member engagement and empowerment outcomes of this project, the results are inconclusive. In terms of community engagement, only 9.2% of the eligible minor hockey community responded to the survey. This percentage represents a lower percentage than most of BC Hockey’s pre-existing engagement activities. However, as previously discussed, the reasons for the low percentage may have less to do with the methodology and more to do with various external roadblocks.

Designing a metric to measure empowerment is challenging, and with this particular initiative no direct questions on the effect of ABCD were asked of survey respondents. However, one observable pattern worth noting were the deeper responses received by all-female associations and how their feedback came across as more energetic than others. Many of the answers supplied by Vancouver Female Ice Hockey Association

and Capital Regional Female Hockey Association could be interpreted as engendering passion to a point of empowerment.

In terms of whether the outcomes of an ABCD process, specifically a survey on assets, can be used to support the development of strategic documents for BC Hockey, the results are more positive. The reason for this is twofold, the first was the ease of which questions could be modified to fit BC Hockey imperatives without compromising the spirit of ABCD. The second relates to the survey results that showed both service gaps, which BC Hockey could program around, as well as community-based solutions to strategic focus items.

This project offers two recommendations should BC Hockey desire more robust member engagement, catalyze member empowerment and leverage community support in developing key strategic resources. The first step is to raise the prominence of member engagement generally. This can be done a variety of ways such as creating a regularly updated engagement portal on the BC Hockey website that profiles upcoming events and opportunities to the membership. The second recommendation is to maintain and enhance the BC Hockey community map, allowing it to function as a platform for sharing association-level best practices.

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Appendix A: Executive Summary

BC Hockey – Asset-Based Community Development/Mapping Project

An Association-Led, Relationship-Oriented and Asset-Based Approach to Developing Local Sport Organization Capacity.

Executive Summary: Applying an Asset-Based Community Development approach within the context of sport governance/administration to develop local-level capacity, adapt to the changing state of member engagement, create an association-level community of practice and align provincial and local organizational priorities.

Thesis Title: An evaluation of Asset-Based Community Development/Mapping in Relation to Member Empowerment, Engagement and Strategic Orientation within a Provincial Sport Organization.

Methodology: By means of qualitative/quantitative research/outreach and displayed through a live community map.

Quantitative Means: Statistical analysis of known information.

Process: Internally through BC Hockey.

Qualitative Means: High-level survey.

Process: Through direct member outreach. Initial project/survey information sent to MHA/District President and completed at their discretion and by their designate with no consequence for non-participation.

Map: Functional and robust tool displaying association-level information. Used for best practices, innovations and to illustrate community-level assets.

Baseline District and Minor Association Information (provided by BC Hockey):

- Catchment Area
- Logo
- Foundation Date
- 3 Year Registration Trend for players, coaches and officials (include % +/-)
- MHA Website Link

Research Questions/Survey Information:

Feedback will be in paragraph form and allow subjects to attached appropriate files with more detail. The survey monkey platform (which hosts the survey) has an option for direct document submission to their secure server which will only be accessed by the researcher.

1. What is the Mission Statement of your Minor Hockey Association (MHA)?
2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

3. Does your MHA have a Strategic Plan?

If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).
ie.

Assets of mind (special knowledge)

Assets of passion (specific areas of dedication)

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

8. How does your MHA measure performance and evaluate programming/policy?

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

10. How does your MHA attract, retain, and recognize great volunteers?

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

12. What are some assets/benefits associated to your MHAs physical location?

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Capacity is defined as the process by which individuals and organizations obtain, improve, and retain the skills, knowledge, tools, equipment and other resources needed to do their jobs competently or to a greater scale.

14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

15. Is there anything else you would like to share about your MHA?

Appendix B: Research Timeline

BC Hockey Mapping Project – Critical Path as of 2019-08-22

Deadline Date: Wednesday, September 11th

Achievements:

- BCH complete review of engagement email with feedback to MB
- BCH complete review of survey questions with feedback to MB
- BCH to confirm the following engagement dates (suggestions below):
 - o Member Engagement Webinar 1: September 18th
 - o Member Engagement Webinar 2: September 25th
 - o Member Engagement Email – determining proper MHA delegate: October 1st
 - o Member Engagement Email – with survey link: October 7th

Notes:

- BCH to determine methodology behind collecting appropriate MHA contact.
- BCH to determine MHA webinar logistics
- BCH to create email account 'communitymapping@bchockey.net'

Deadline Date: Monday, September 16th

Achievements:

- MB to complete any revisions for engagement email
- MB to complete any revisions to survey questions
- BCH to send Webinar links to MB

Notes:

- MB to prepare and share PowerPoint presentation for Member Engagement Webinars
- BCH to confirm methodology to collect appropriate MHA contact

Deadline Date: Wednesday, September 18th

Achievements:

- Facilitate first Member Engagement Webinar

Notes:

- BCH/MB to debrief Webinar and make adjustments as required

Deadline Date: Wednesday, September 25th

Achievements:

- Facilitate second Member Engagement Webinar

Notes:

- MB to create summary email with BCH link to track appropriate MHA delegates

Deadline Date: October 1st

Achievements:

- BCH to distribute MHA delegate email via 'communitymapping@bchockey.net' to all associations
- BCH to report MHA confirmations to MB

Notes:

- MB to create Member Engagement email (with survey link) for BCH approval

Deadline Date: October 7th

Achievements:

- BCH to distribute Member Engagement email (with survey link) via 'communitymapping@bchockey.net'

Appendix C: Communications Plan and Participant Letter of Informed Consent

Date (week of)	Activities
Dec 2 – Dec 6	Review of MOU and Initial Outreach Correspondence to MHA Presidents.
Dec 9 – Dec 12	Completion of MOU and Initiation Outreach Correspondence to MHA Presidents.
Dec 16 - Dec 20	Distribution of Initial Outreach Correspondence to MHA Presidents.
Dec 30 – Jan 3	Distribution of Letter of Informed Consent (Appendix C) and Research Survey Link.

Approvals Held:

- Research Survey Questions (per email September 30, 2019)

Definitions:

Initial Outreach Correspondence: This communication will be sent to all MHA Presidents and will outline the project and ask for the appropriate MHA designate to populate the research.

Informed Consent/Research Survey Link: This communication will be sent to all identified MHA designates (per the Initial Outreach Correspondence) and contain all information relating to informed consent (Appendix C) and the research survey link.

Research Participant Letter of Informed Consent

An Evaluation of Asset-Based Community Development/Mapping in Relation to Member Empowerment, Engagement and Strategic Orientation of a Provincial Sport Organization.

Dear District/Minor Hockey Association,

You have been invited to participate in a study entitled: An Evaluation of Asset-Based Community Development/Mapping in Relation to Member Empowerment, Engagement and Strategic Orientation of a Provincial Sport Organization being conducted by Michael Butler.

Michael Butler is a Graduate Student in the department of Public Administration at the University of Victoria and you may contact him if you have any further questions by emailing:

Michael.s.e.butler@gmail.com

As a Graduate student, I am required to conduct research as part of the requirements for a Masters in Community Development through the school of Public Administration. It is being conducted under the supervision of Dr. James McGregor. You may contact him via email at: jmcgregor@uvic.ca.

This study is also being conducted for Barry Petrachenko, Chief Executive Officer of BC Hockey.

Purpose and Objectives

The goal of this research is to test the applicability of a social policy tool called Asset-Based Community Development (ABCD) within the realm of sport governance and operation. ABCD is a bottom-up way of working with communities that focuses on strengths and assets rather than on deficits and problems. The theory holds that if communities are asked to look for deficits, they will usually find them, and their view of situations will be coloured by this. However, if we ask communities to look for success, best practices and points of pride, they will usually find them, and their view of situations will be markedly more positive and pragmatic. The underpinning principles of this concept are:

- A focus on community assets and strengths
- Identification and mobilization individual and community skills and passions
- It is driven by community-level people and relationships

Within the dynamic, complex and emergent world of hockey governance, I am suggesting that by extracting LSO/DSO level strengths, passions and champions, BC Hockey can refine their empowerment and engagement strategies. Additionally, within the scope of this research is the increased alignment of provincial and local programs and policies towards organizational missions at both the local and provincial level. Finally, by creating a visual mapping tool to highlight best practices, the membership will be able to access and implement new strategies towards common policy and operational goals.

Importance of this Research:

This research will work to build local level capacity and supports community engagement within the hockey community by profiling their collective strengths, sharing best practices and allowing BC Hockey to better understand, refine and implement new communication strategies towards their membership. It may also serve as catalyst for member empowerment with respect to achieving the common goals of grassroots sport which centre on building physical literacy, promoting healthy lifestyles, sportsmanship, confidence, teamwork and fun.

It is crucial that the local associations begin a practice of resource and idea sharing to address the emergent dynamic of sport development and capitalize on different strategies already utilized throughout the province.

Participant Selection

You are being asked to participate in this study because of your position within a Minor or District Hockey Association. Given the uniqueness and breadth of the BC Hockey community, it is important to learn and understand the terrific program and policy initiatives occurring at every level and place within the greater membership.

All Minor and District Associations are underpinned by similar goals and thus face similar challenges. The work being done in every pocket of the province and Yukon should be shared and applied at a systems level through each community. BC Hockey's greatest assets reside in the talents of those working at the local level who working tirelessly to make hockey accessible, fair and fun.

What is Involved

If you consent to voluntarily participate in this research, your participation will include the completion of a survey which may take up to 30 minutes to complete. The survey is designed in such a way that it can be revisited several times prior to final submission.

Please be advised that information about you that is gathered for this research study is housed on database located in the United States. As such, there is a possibility that information about you may be accessed with your knowledge or consent by the US Government in compliance with the US Freedom Act.

Inconvenience

Participation in this study may cause some inconvenience to you, including:

- Length of the survey
- Depth of survey questions and challenges securing information
- Knowledge gaps

Risks

There are no known or anticipated risks to you by participating in this survey.

Benefits

The potential benefits of your participation in this research include:

To the participant group: Participation will allow you to profile what makes your association special and/or unique. This process will illuminate the efforts and abilities of your members towards making the game great in your area. This recognition works to assure continued volunteer involvement and build local capacity throughout the membership.

To society: As proponents of sport in your community, this project will outline new strategies and reveal resources that can enhance the way hockey is delivered and administrated in your community. The overarching goal with this project is simple, to get more kids involved in the game by applying new strategies set to address common access barriers. It will also support the mission of BC Hockey as they endeavour to “Lead, Develop and Promote Positive Lifelong Hockey Experiences”.

To the state of knowledge: Asset-Based Community development has been successfully applied other complex socio-political situations. This research represents the first time it has been used in the context of provincial sport organization comprised of geographically divided membership.

Voluntary Participation

Your participation in this research must be completely voluntary. If you do decide to participate, you may withdraw your information at any time without consequences. On the physical mapping tool, your district or local association will still be displayed but specific information will not be detailed. If you do withdraw from the study your data will be removed permanently. Should BC Hockey wish to continue utilizing the physical mapping tool, the information may be updated without your specific knowledge or consent.

Researcher’s Relationship with Participants

As a former staff member of BC Hockey, I may have an established relationship with the participant group. To help prevent this relationship from influencing your decision to participate, I have made the research completely voluntary with no consequence for deciding not to engage.

On-going Consent

My involvement with this project will conclude once I have satisfied the requirement(s) towards my masters in Community Development.

Anonymity

Your anonymity cannot be fully protected if you choose to participate in this research. As an identified representative of your District/Association, there may be ways for people to determine that your contributions led to the information that is displayed. This is unavoidable given the context of this research.

Confidentiality

Given that nature of this research, LSO/DSO data will be displayed openly and viewable by the public.

Dissemination of Results

It is anticipated that the results of the study will be shared with others in the following ways:

- Publicly displayed via the live community map.
- Thesis presentation to the University of Victoria.

Disposal of Data

Data from this study will not be disposed but will be removed from the survey hosting site upon the conclusion of the research. Information will be held by BC Hockey on their internal servers and kept live on the mapping platform until such a time that is either updated or removed entirely.

Contacts

You may be contacted by myself (as the primary researcher) or by BC Hockey as a result of your participation in this survey. Any contact will be aimed at clarifying submissions and/or assuring that information is appropriately listed on the live mapping tool.

In addition, you may verify the ethical approval of this study, or raise any concerns you might have by contacting the Human Research Ethics Office at the University of Victoria (250-472-4545 or ethics@uvic.ca).

By completing and submitting the questionnaire **YOUR FREE AND INFORMED CONSENT IS IMPLIED** and indicates that you understand the above conditions of participation in this study and that you have the opportunity to have your questions answered by the researcher.

Appendix D: Memorandum of Understanding

MEMORANDUM OF UNDERSTANDING (MOU)

Between

Michael Butler **(the Researcher)**

&

BC Hockey **(the Organization)**

List of Appendices:

Appendix A – Masters Project Executive Summary

Appendix B – Communications Critical Path

Appendix C – Research Participant Letter of Informed Consent

Appendix D – Certificate of Completion (Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans Course on Research Ethics)

This document constitutes an agreement between Michael Butler a Researcher and Graduate Student at the University of Victoria and BC Hockey, the non-profit governing body of amateur hockey in British Columbia/Yukon Territory.

1. Objective

The objective of this MOU is to express the willingness of both parties to engage in an effort to advance the Researchers masters project entitled: “An Evaluation of Asset-Based Community Development/Mapping in Relation to Member Empowerment, Engagement and Strategic Orientation of a Provincial Sport Organization” **(the Project)**.

See Appendix A – Masters Project Executive Summary

Specific activities under this MOU have been identified through consultation between the two parties.

2. General Terms of MOU:

2.0A: BC Hockey agrees to provide communications assistance to support the Researcher in carrying out engagement activities that will connect the research survey to the BC Hockey membership.

See Appendix B – Communications Critical Path

2.0B: BC Hockey agrees to include the Researcher in any discussions with the membership pertaining to the Project. Notification of such activities shall be received by the Researcher a minimum of two (2) working days in advance and include: meeting details, attendees, nature of discussion and meeting access information (i.e. web link, phone number). Should the Researcher be unable to attend the meeting, BC Hockey agrees to provide meeting minutes within two (2) working days.

2.0C: BC Hockey agrees to take meeting minutes/summary notes and provide them to the Researcher on all occasions where the project is discussed internally (with BC Hockey staff and/or the Board of Directors). Minutes/Summary notes are to be delivered via email within two (2) working days of any internal meeting.

2.0D: BC Hockey agrees to populate the live community map with baseline MHA information (outlined in Appendix A) as well as with the data acquired through the research survey. Research data will be provided in a timely manner by the researcher.

2.0E: BC Hockey agrees to sign a letter of endorsement outlining the project, its benefits, and the ability of the Researcher to determine, document, summarize and create recommendations relating to member engagement, strategic planning and community development of a non-profit (member-based) provincial sport organization.

2.0F: BC Hockey agrees to acquire Researcher approval prior to any major Project communication to both members and non-members during the period of this MOU/Project.

2.0G: Both BC Hockey and the Researcher agree to respond to project questions within two (2) working days.

2.0H: The Researcher agrees to provide BC Hockey with the underpinning methodologies and methods of the project (if required). The Researcher will also provide BC Hockey with the final project report.

2.0I: The Researcher agrees to provide the Organization with timely updates relative to survey completion (post distribution). This includes sending MHA member-feedback (survey responses) to the identified BC Hockey designate (per section 2.2).

2.0I: The Researcher agrees to draft all external communications relative to the Project.

2.0K: The Researcher agrees to review and implement communications/engagement feedback from BC Hockey providing the suggested changes do not alter the spirit of the research (as determined by the Researcher). All feedback must be received by the Researcher within two (2) working days of draft submissions.

2.0L: The Researcher agrees to communicate Project updates to the University of Victoria.

2.0M: The researcher has taken and agrees to follow the principles outlined in the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans. Items include, but are not limited to: research participant inconvenience, project risks/benefits, voluntary participation, participant consent, anonymity, confidentiality, dissemination of results, storage and disposal of data.

See Appendix C – Research Participant Letter of Informed Consent

See Appendix D – Certificate of Completion (Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans Course on Research Ethics)

2.1 Duration of MOU: This MOU shall be operational upon signing and will have an initial duration of one year. All activities conducted before this date within the vision of the joint collaboration will be deemed to fall under this MOU.

2.2 Coordination: In order to carry out and fulfill the aims of this agreement, BC Hockey will appoint an appropriate person to represent its organization and to coordinate the implementation of activities. The BC Hockey designate, and the Researcher will meet as required to discuss the project, updates, communications and any outreach to both members and non-members. Per section 2.0G all communications must receive a response within two (2) working days.

2.3 Financial Support: The Researcher agrees to fund the project through the duration of the MOU. This includes graduate student tuition and access (only the Researcher) to a premium Survey Monkey account where data will be stored.

2.4 Confidentiality: Each party agrees that it shall not, at any time, after executing the activities of this MOU, disclose any information in relation to these activities or the affairs of business or method of carrying on the business of the other without consent of both parties.

2.5 Termination of MOU: The partnership covered by this MOU shall terminate upon completion of the agreed upon period. In the event of non-compliance or breach by one of the parties of the obligations binding upon it, the other party may terminate the agreement with immediate effect.

2.6 Extension of Agreement: The MOU may be extended provided the parties agree upon and can provide the necessary financial resources.

2.7 Addendum: Any Addendum to this MOU shall be in writing and signed by both parties.

3. Other Provisions

3.2 BC Hockey shall immediately inform the Researcher of any event, which could have a negative influence on or endanger the successful accomplishment of the tasks described in the agreement. This notice shall be received within two (2) working days.

3.3 BC Hockey shall use the name of the Researcher in any promotional literature or publicly distributed information pertaining to the project for the duration of the MOU. Communication protocol as outlined in sections 2.0 B,C and F must be upheld.

3.4 BC Hockey shall pay the costs of its staff and any fees associated with the participation of its staff (e.g., transportation, communications, lodging, etc.) in the support of the project.

3.5 Both parties assume that this agreement does not go against the policies, rules and regulations of the University of Victoria, BC Government, BC Hockey, BC Hockey Member Associations and Hockey Canada.

3.6 Upon the conclusion of the project and MOU, BC Hockey will retain all information gathered and published pertaining to their members. In addition, BC Hockey will retain access to the community mapping platform for further development and use among its membership.

The terms and provisions in this MOU also apply to any subsequent Addendum to this agreement.
IN WITNESS WHEREOF, the parties hereto have executed this MOU on the __ day of __, __ [Date].

Michael Butler (the Researcher)

_____ Date:

BC Hockey (the Organization), Represented by:

_____ Date

Appendix E: Regional Operations Meeting Agenda



**Regional Operations Meeting
November 7, 2019
12:00pm PT
Video Conference**

Agenda

1.0 Welcome and Introductions

2.0 Technology Items

2.1 Electronic Gamesheet

Purpose: Update and discussion regarding the product and implementation

2.2 Online Registration

Purpose: Review current landscape and next steps toward full implementation of online registration by participants

2.3 HCR 3.0

Purpose: Provide update on development process for an updated Registry

3.0 Program Updates

3.1 Player Pathways

Purpose: Review IP, Novice and Atom implementation and monitoring

3.2 Zone Pilot Update

Purpose: Update on next steps

4.0 Member Engagement Topics and Schedule

Purpose: Set critical path for scheduling, review list of potential topics for discussion

5.0 Regional Administration Pilot Project Update (Dupas/Gallacher)

Purpose: Provide update on integration of District and BC Hockey program administration

5.1 Discipline (Raphael)

Purpose: Review new process for use of the HCR at the District level

6.0 Community Mapping

Purpose: Provide advance notice and overview of the project

7.0 Minor Rec Classic (Goodrich)

Purpose: Provide outline of planned programming

8.0 Closing Comments and Next Steps



info@bchockey.net

Appendix F: Regional Operations Teleconference Details



MEMORANDUM

November 1, 2019

TO: District Presidents
District Staff Leads
Dave Dupas, Regional Manager Thompson Okanagan
Allan Bristowe, Manager Programs Regional Centre North

FROM: Barry Petrachenko
Chief Executive Officer

SUBJECT: Regional Operations Meeting - November 7, 2019

This is to notify you that Regional Operations Meeting is scheduled as follows:

Regional Operations Meeting

Thu, Nov 7, 2019 12:00 PM - 1:00 PM PST

Please join my meeting from your computer, tablet or smartphone.
<https://global.gotomeeting.com/join/783128293>

Join from a video-conferencing room or system.
Dial in or type: 67.217.95.2 or inroomlink.goto.com
Meeting ID: 783 128 293
Or dial directly: [783128293@67.217.95.2](tel:783128293@67.217.95.2) or 67.217.95.2##783128293

New to GoToMeeting? Get the app now and be ready when your first meeting starts:
<https://global.gotomeeting.com/install/783128293>

We ask that you please make arrangements to ensure the appropriate person(s) from your District attend the meeting to speak on the discussion topics. Districts may include any volunteer or staff personnel as they deem appropriate.

If you have any questions regarding the video conference, please contact our office at info@bchockey.net or 250-652-2978.



info@bchockey.net

Appendix G: PowerPoint Presentation for Regional Operations Meeting

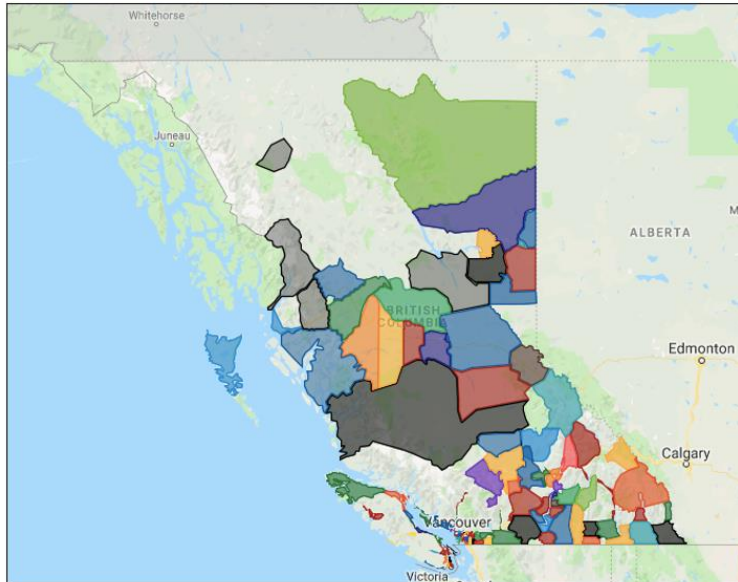
ASSET-BASED COMMUNITY DEVELOPMENT

Michael Butler (MA Candidate, University of Victoria)

What is Asset-Based Community Development?



What is a Community Map ?

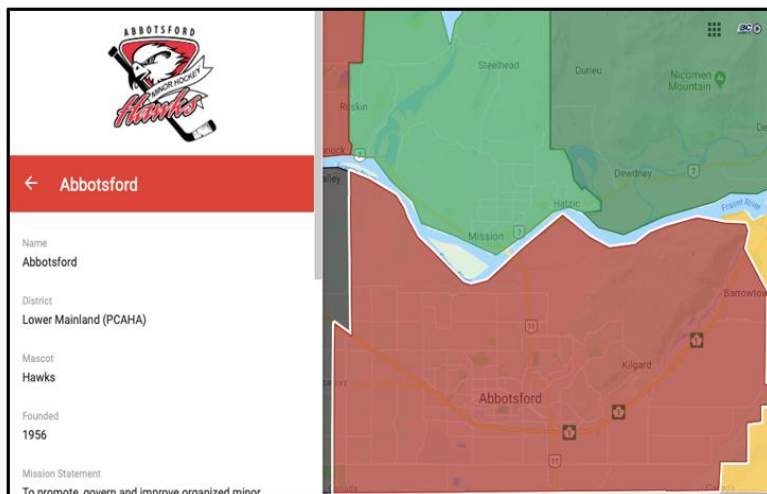


A visual representation of the BC Hockey community. Every Minor Hockey Association has been captured and drawn according to their respective draw zones.

This tool can be expanded to include District Associations, Jr Programs and BC Hockey League Programming.

Clicking on an MHA will bring up specific information on registration, association best practices and local-level strategies used to 'grow the game'.

What is a Community Map ?



Each MHA will have the ability to profile association-specific information about their policy and operations.

The intent is twofold; to empower MHA's as they investigate, appreciate and promote their inherent strengths and, to share best practices within the greater hockey community building local-level capacity in the process.

MHA's and BC Hockey are facing the same complex problems, it's time to use our collective strength, work together and use an asset-based approach to 'Lead, Develop and Promote Positive Lifelong Hockey Experiences'.

What Information will be Asked/ Displayed?

MHA Mission Statement

First time player participation information
(website link, contact email, cost, sponsorship)

MHA Strategic Plan/Priorities

Current recruitment and retention programs that
contribute to growing the game in the community

Assets/Gifts of individuals within the MHA

Recruitment initiatives geared towards
underrepresented youth.

Program/policy evaluation strategies to assure
alignment with the MHA mission

Strategies to foster sportsmanship through all
levels of the MHA

Volunteer recruitment, retention and recognition
initiatives

Notable alumni and MHA recognition of services

MHA physical location assets

Policy/Programming focusing on player, coach,
administrator safety

Community partnerships/stakeholders who work
with the MHA to 'grow the game' in the community

How will this benefit Minor Hockey in British Columbia?

- Minor Hockey Associations will be empowered through recognition of their own assets and terrific work in the community.
- The Mapping tool will develop a Minor Hockey Community of Practice and serve as a platform for association-level best practices.
- New participants will be able to easily find information about how to register for programming in their area.
- Through collaboration, BC Hockey can begin to pragmatically support the hockey community through the complex challenges facing the game (recruitment, retention, access barriers)
- Augment BC Hockey Strategic Priorities and Planning through increased local-level knowledge.
- Enhance policy and operations at both the BC Hockey and MHA level by assuring that programming aligns with organizational mission statements and vision.

How will this benefit Minor Hockey in British Columbia?

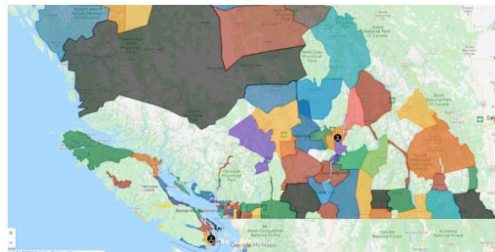
- Increased ability to influence provincial policy decisions that impact their MHA.
- An opportunity to be engaged in how they can be part of the solutions, not the problems.
- Increased wellbeing through strengthening control, knowledge, self-esteem and social contacts, harnessing local skills.
- Reduce MHA dependency on external organizations. While external organizations do have a role to play, it is one of facilitation, support and widening the network of MHA connection.

Appendix H: Minor Hockey Association Cover Note



BC HOCKEY ASSET-BASED COMMUNITY MAPPING PROJECT

TO: Minor Hockey Association Presidents



BC Hockey is pleased to announce their support of a research project aimed at highlighting the collective strength of the BC Hockey membership, building local-level capacity, and creating a Minor Hockey Association (MHA) 'Community of Practice'.

A key feature of this research will be the creation of a live interactive mapping tool. This tool will be open to the public and display how MHAs are recruiting new athletes, fostering a safe playing environment, reducing access barriers to participants, evaluating programs and recognizing volunteers. This information can be taken and applied throughout the minor hockey system and will illustrate the great work occurring throughout BC Hockey.

Data for this project is being collected via an online survey which is 16 questions long and may take up to an hour to complete. Because the questions require in-depth and historical information pertaining to your MHA, we are asking that you identify the person within your MHA who is best equipped to complete the survey. Once you have identified a survey designate, they will receive an email with additional information about the research as well as the survey access link.

While participation in this research is voluntary, we are encouraging all associations to partake. MHAs will have two weeks (February 7, 2020) to identify the appropriate survey respondent.

[CLICK HERE TO IDENTIFY SURVEY DESIGNATE](#)

This initiative is being undertaken by Michael Butler who is a graduate student at the University of Victoria and is being supervised by Dr. James MacGregor (Professor, School of Public Administration).

If you have any questions, please contact Michael Butler (Michael.s.e.butler@gmail.com), Dr. James MacGregor (jmacgregor@uvic.ca) or Allie Moore from the BC Hockey Office (amoore@bchockey.net)



BC HOCKEY
6871 Oldfield Rd.
Saanichton, BC V8M 2A1
info@bchockey.net

Appendix I: Survey Link and Additional Instructions



BC HOCKEY ASSET-BASED COMMUNITY MAPPING PROJECT



DEADLINE MARCH 4, 2020

Dear Minor Hockey Association Member,

You have been identified by your Minor Hockey Association (MHA) President as the individual best suited to support BC Hockey in a research project.

The research is aimed at highlighting the collective strength of the BC Hockey membership, building local-level capacity and creating a MHA 'Community of Practice'.

A key feature of this research will be the creation of a live interactive mapping tool. This tool will be open to the public and display how MHA's are recruiting new athletes, fostering a safe playing environment, reducing access barriers to participants, evaluating programs and recognizing volunteers. This information can be taken and applied throughout the minor hockey system and will illustrate the great work occurring throughout BC Hockey.

The research is being gathered via an online survey and will be open until March 4, 2020.

Important Information

- The 16-question survey may take up to 1 hour to complete.
- We suggest you use a computer to complete the survey.
- The survey can be edited at any time prior to final submission by accessing the same link on the same device that was used when the survey was started.
- Survey answers are saved when you click 'Ok' at the end of each question sequence and proceed to a new page. These saved answers can still be edited prior to final survey submission.
- The first page of the survey contains important information relating to the project, delegate consent and data storage.

While participation in this research is voluntary, we are encouraging all associations to partake.

[CLICK HERE TO COMPLETE THE SURVEY](#)

This initiative is being undertaken by Michael Butler, former BC Hockey employee and current graduate student at the University of Victoria and is being supervised by Dr. James MacGregor (Professor, School of Public Administration).

If you have any questions, please **contact** Michael Butler (Michael.s.e.butler@gmail.com), Dr. James MacGregor (jmacgregor@uvic.ca) or Allie Moore from the BC Hockey Office (amoores@bchockey.net)



Appendix J: BC Hockey Draft Strategic Direction - Core Values



ONLY TOGETHER

We can only meet the rising change in the state of the game through a collective voice and vision. BC Hockey is 60,000 members strong, however collectively we are a strong voice that can positively impact each participant's hockey experience in our province and our country.

TOGETHER WE WILL LIVE OUR CORE VALUES

Safety

Enjoyment

Sportsmanship

Respect

Integrity

Inclusivity

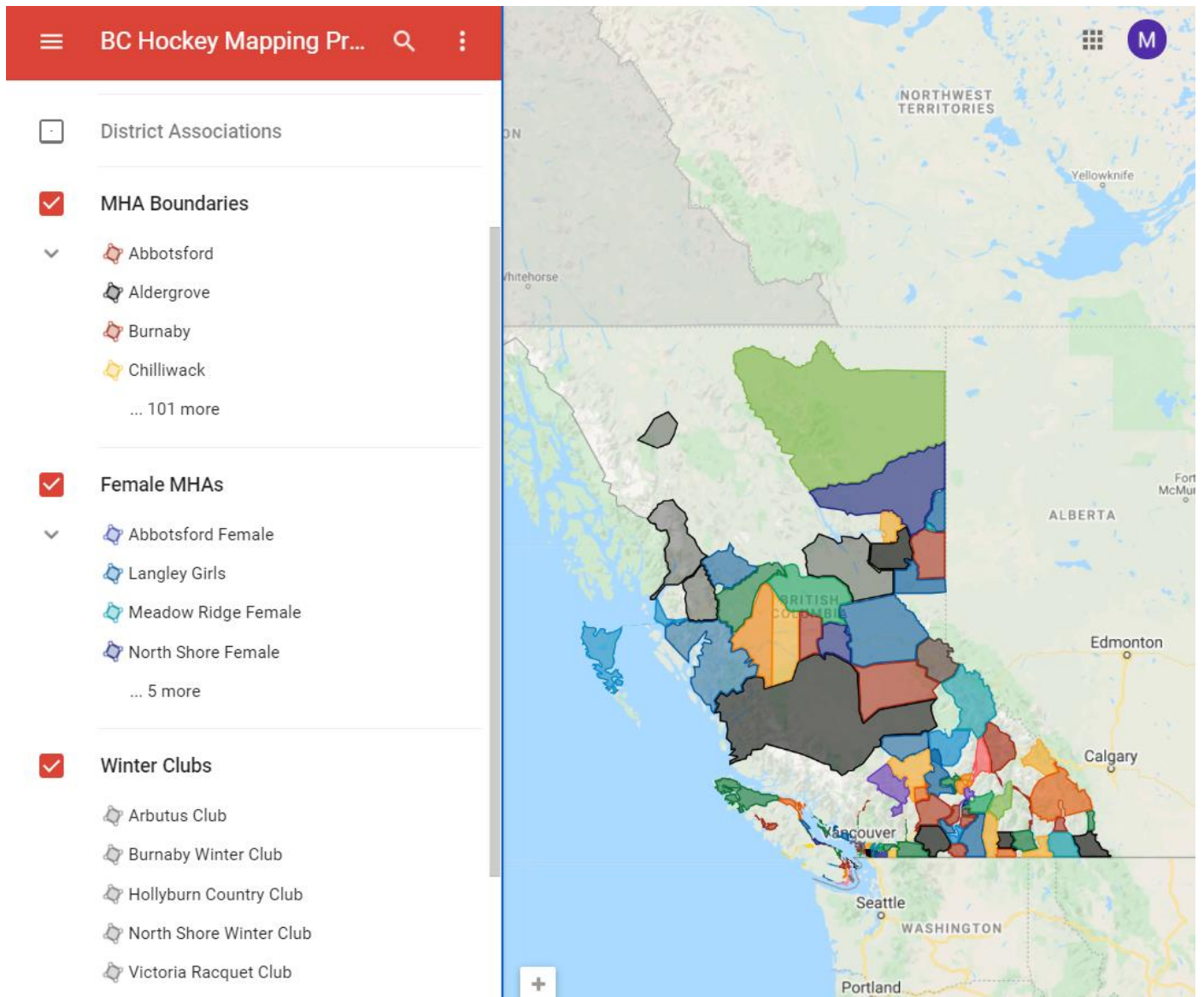
Transparency

Cohesion

Innovation

Appendix K: BC Hockey Community Map - Overview

Image 1: Map of BC Hockey, including specific overlays for Minor Hockey Association, District Associations, Female Associations, Winter Clubs, Junior Teams and Female Zones.



Appendix L: BC Hockey Community Map Data – Semiahmoo Minor Hockey Association

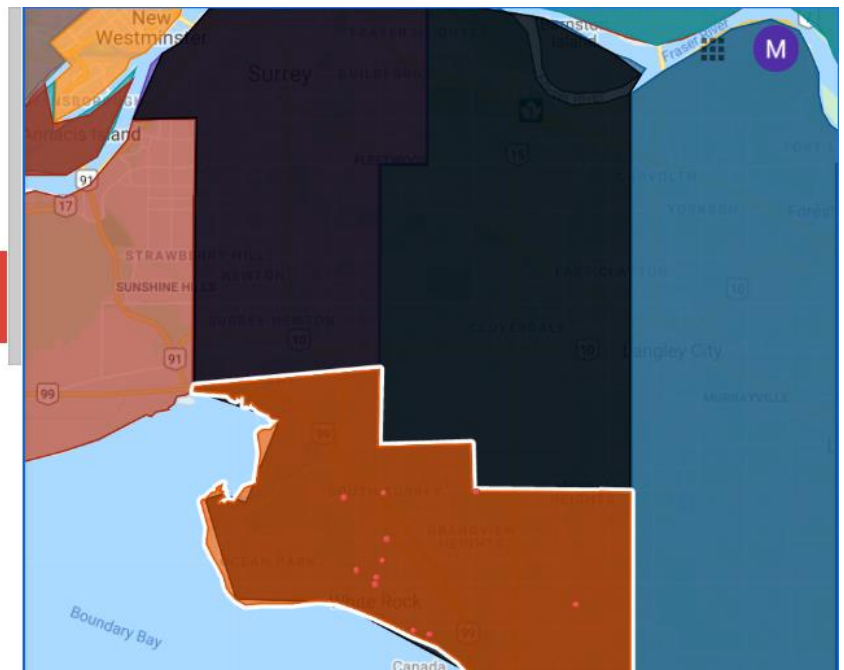


← Semiahmoo

Name
Semiahmoo

District
Lower Mainland (PCAHA)

Mascot
Ravens



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

The Semiahmoo Minor Hockey Association organizes a membership of 1,000 amateur youth hockey players and supporting families from the communities of White Rock and South Surrey, British Columbia, Canada. Formed in 1966 as White Rock Minor Hockey (name modified in 1990-91), our association enables any child within our community who wishes to learn and improve their skills of hockey the opportunity to do so within a safe and respectful environment. Players should play at a level consistent with their abilities and learn the habits of good sportsmanship and teamwork. Our hockey programs are competitive and recreational in scope. SEMI Hockey operates within the governing jurisdiction of the Pacific Coast Amateur Hockey Association, BC Hockey and Hockey Canada.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

<https://www.semihockey.ca/new-player-registration/>

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

First Shift and 2nd Shift programs.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

We have an experienced executive director with over 25 years experience in amateur sport. A diverse board with a combination of Hockey knowledge (2 NCAA players) and business acumen, 2 CAs, marketing professionals 2 Player Development leads each with 15+ years experience, both coached in BCHL. Admin person with 6 years experience

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

First shift.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Partnership with local soccer club to merge schedules to allow for multisport participation SEMI Hockey Foundation used to raise funds for grow the game initiatives. Sit on Sport for Life committee partnered with health, education and community rec. Partnerships with both Junior hockey teams in community Partnership with local kidsport chapter.

8. How does your MHA measure performance and evaluate programming/policy?

Annual participant surveys. Executive Director annual evaluation vs targets set for each season. Association Town Halls to solicit feedback.

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

Through coaches leadership and expectations. Stressed through coach mentorship and evaluation, strict stance on additional supplemental discipline where needed Player, coach, parent Codes of Conduct strictly enforced

10. How does your MHA attract, retain, and recognize great volunteers?

Most of our volunteers are our members, however we do attract others mostly through word of mouth recruitment. We honour our volunteers with recognition events and features in our newsletter and online. Plus a good old thank you on the spot.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

Several of our present board members and coaches are also alumni, We have an alumni coach who contributes a scholarship to our graduating players. We have several NHL player Alumni - Rasmussen, Gillies, Teubert, Hammond that we are in touch with.

12. What are some assets/benefits associated to your MHAs physical location?

Growing population, relatively affluent area, great schools, good sport culture.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Increased access to schools to promote hockey as an option More local accessible ice - currently only two ice sheets in catchment serving 1000 players.


14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

Codes of conduct, supervision policies, team safety personnel, baseline testing, Headcheck safety app, CRC, CATT, Respect in Sport, Checking clinic.

15. Is there anything else you would like to share about your MHA?

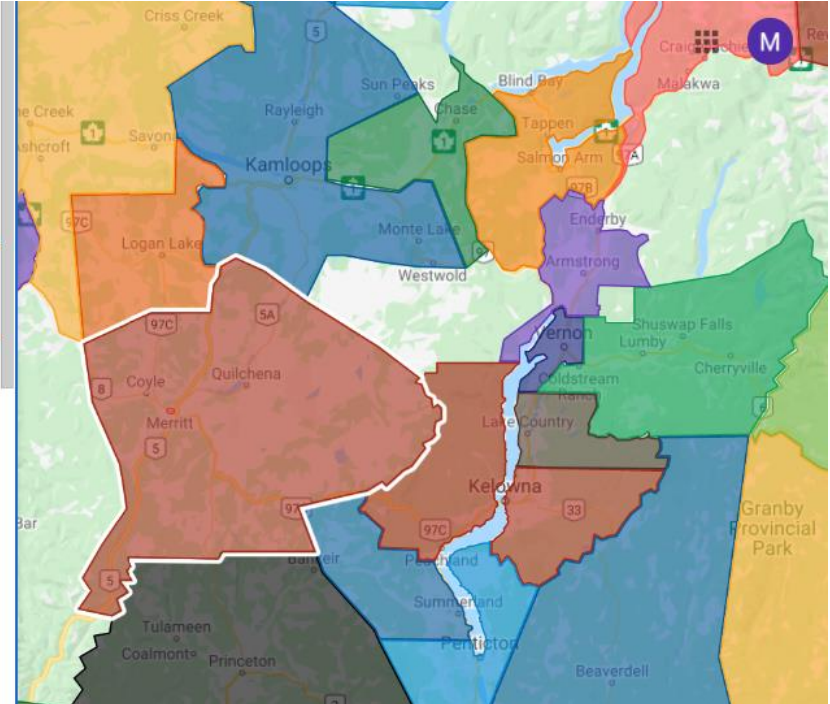
We feel that we have moved to a governance model that all MHAs of this size should aspire to. Paid Executive Director and staff responsible for day to day operations and a small oversight governance board.

Appendix M: BC Hockey Community Map Data –Merritt and District Minor Hockey Association



← Merritt & District

- Name
Merritt & District
- District
Okanagan (OMAHA)
- Mascot
Centennials
- Mission Statement



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

"We believe in our ability to improve lives and strengthen communities through hockey".

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

Web, mail, paper.

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

Pre-school, bauer first shift.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

All care about small community hockey, give lots of time freely.

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

None.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Bauer first shift, jumpstart sports, can sports.

8. How does your MHA measure performance and evaluate programming/policy?

No.

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

Philosophy begins with our guiding principles then is disseminated through coaches, volunteers, etc.

10. How does your MHA attract, retain, and recognize great volunteers?

Begging and pleading.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

None on a bigger scale. kids who have moved on to bc hockey programs are role models and held up as positive examples for where our kids can go.

12. What are some assets/benefits associated to your MHAs physical location?

We are a small town and schools, arenas are nice and close; ice time is not an issue.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Mentorship of older players (we collaborate with the BCHL Centennials and have them connect with MMHA teams/players). referee recruitment is an issue, (senior refs) as we have lots of young kids ref, but its a challenge to keep them as senior refs as they are 1. Playing still, 2. lose interest.

14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

Respect in sport required for families registering (and coaches). criminal record checks, coach clinic / certification required for all staff...however, we are in the classic "beggars and choosers". we have a small pool of people and often find ourselves relying on the same core group for too many tasks and cant be too choosy with our volunteers. Often when their kids age out, they leave the organization, taking their years of knowledge with them.

15. Is there anything else you would like to share about your MHA?

We are struggling retaining kids past peewee. We have good size in lower ages but cant seem to hold the kids....we feel it is not the kids who don't want to play, its the parents who don't want the commitment it takes to be involved in community sports. its too easy for them to sleep in, stay on the couch, not spend the \$ (despite the programs available to be subsidized...). essentially too many parents chose not to do

the work it takes to have kids involved in sports...and it is not just hockey, we are seeing this across local community-based soccer, ball, lacrosse.

Appendix N: BC Hockey Community Map Data –Vancouver Female Ice Hockey Association



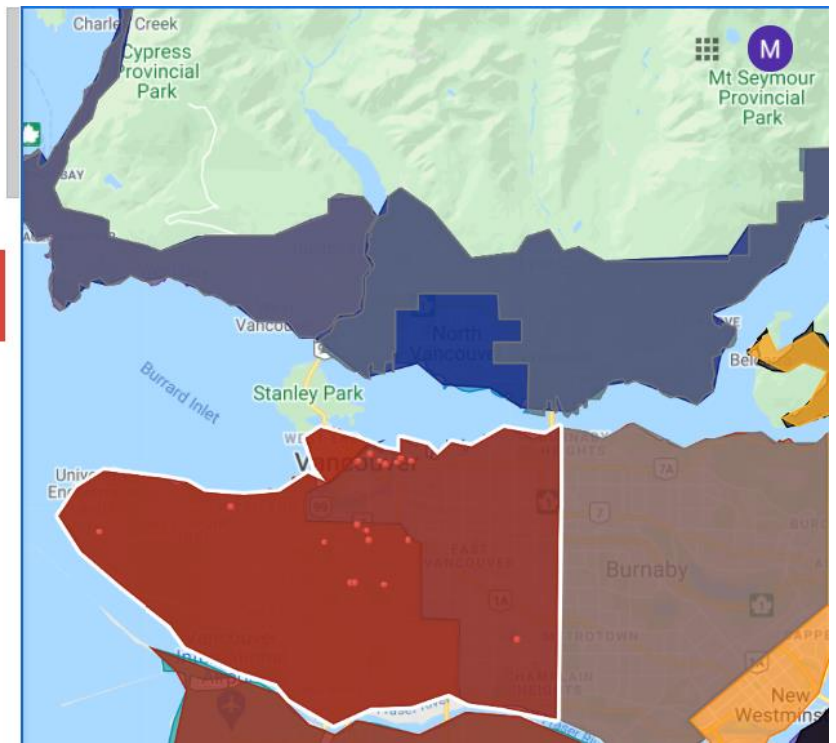
← Vancouver Female

Name
Vancouver Female

District
Pacific Coast (PCAHA)

Strategic Plan
N/A or None.

Mascot
Angels



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

To deliver quality female hockey programming within the City of Vancouver, while acting as an advocate to promote female hockey growth and opportunities.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

Online registration through our website. New players must complete paperwork that helps identify where they live, in order to meet boundary requirements. New players:
<http://www.vancouvergirlshockey.com/new-players/> Returning players:
<http://www.vancouvergirlshockey.com/returning-players/> Fees:
<http://www.vancouvergirlshockey.com/fees/> Contact: info@vfiha.com

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We run free Come Try Hockey events three times a year: August (just before season starts), October (as part of World Girls Hockey Weekend), and March (end of season, ends up being our largest in terms of numbers of new skaters) After trying essentially all other avenues for recruitment (Santa Claus parade floats, advertising, Community Events, etc...), we've found that these events are our best bang for volunteer and literal buck. We have approx 1/3 of all new skaters register with us after attending a Try Hockey event - it may take attending multiple events. For retention, our philosophy is to have our association be a place that players and parents want to be part of, instead of where they have to be. This type of culture means we are sensitive to issues that may be overlooked in "normal" circumstances. We get involved with any small issues that could lead to bigger issues down the road, by having multiple layers of support for any adult volunteers. This includes: coach mentors, coach applications each year (no automatic picks), lots of team moms, etc... The idea is to show that the association cares about whether everyone is having a great time, and doesn't feel like they have to be here. It has been successful, in that our volunteer rate is 90% of all families, which we know is high among minor sport groups.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

I'm not sure I understand this question..

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

As a female association, we are targetting a historically underserved group. Female players only make up approx 15% of all hockey players across Canada. We have approx 20% within the City of Vancouver, and we'd like to think we play a part in helping to push that number higher. With our Try Hockey events, we are trying to break down any barriers potential players/parents may feel. Our events are free, provide all equipment for the day, provide lots of volunteer support, from the moment they walk into the arena (greeters, registration), to equipment selection and fitting, to changeroom chaperones (to help put on gear), to coaches and on-ice helpers (each new skater is paired with a minimum of one of our players for the duration of the ice time). We also ask all new parents to ask any questions they may have during the event, or by email before/afterwards. Each new skaters walks out of the event with a swag bag full of giveaways. Through surveys, we've found that the number one barrier parents identify is the equipment: most parents are new to hockey, and have no idea what to buy/get in order to play hockey. Due to this, we started an equipment loan/grant program, where if players register with us, we will give them a set of equipment for the season for a refundable deposit (or just grant them the gear). This program has been very successful, and was more successful than just dropping our fees for new players.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Esso Fun Days/BC
Hockey viaSport/ Gov of BC
City of Vancouver
Vancouver Park Board.

8. How does your MHA measure performance and evaluate programming/policy?

We run surveys at the end of each season, asking specific questions about programs, and tailor the surveys to specific age groups and levels (A vs C).

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

We believe this starts with the board of directors, through the coaching/team officials, and works throughout the association.

We remove coaches/team officials if we receive reports of bad sportsmanship, whether through our association or others.

We also hold team/parent meetings at the beginning of each season, to outline our expectations. Codes of conduct are circulated to parents, coaches, and players as well.

We also invite some of our younger referees to attend these meetings, and speak to parents and players about abuse of officials. The idea is to present a face to everyone, and let them know these are children, who are still learning.**10. How does your MHA attract, retain, and recognize great volunteers?**

By reputation and community outreach. As we've held more and more of our Try Hockey events, word has spread to schools, community centres, and women's hockey leagues around town.

We now receive more unsolicited requests to coach from the women's leagues than ever before.

We also take advantage of the Google for Non-Profits program, where we advertise online for free.

Retaining great volunteers is easy - make this place a great place to be. See our notes about culture in previous questions.

We recognize great volunteers through our monthly newsletter, along with social media.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

We try and follow any and all of our players through social media, and highlight their accomplishments.

For example, we had a graduated player create a film about female hockey recently, and she chose to have a current 12 year old player star in the film. We were happy to blast that out to our membership and publicly through social media.

Many of our players have won scholarships due to their service in the community, and this all comes out of our culture and mentorship model.

12. What are some assets/benefits associated to your MHAs physical location?

We are a small town and schools, arenas are nice and close; ice time is not an issue.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Many of Vancouver's community centres with arenas are attached to high schools. This allows the rinks to be in close proximity to most of the population.

However, due to current Park Board policies, many of these arenas are out of reach to female hockey programs. This will hopefully change in the future, but right now, is the most significant barrier to female hockey growth in Vancouver..

14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

We have a volunteer screening policy, and we err on the side of caution. As coaches/team officials are selected by the association each year, and parents must apply each year, we are able to deny rostering some people to teams for any reason.

This allows our association to remove problematic team officials at any time. We prefer to resolve any issues through conversations. However, sometimes that is not possible, and removal of officials is the only way to fix an issue.

Our association is proactive on any rough play between teams - we will highlight any issues to referees, coaches, parents, and other associations if we see play that does not meet player safety guidelines.

15. Is there anything else you would like to share about your MHA?

Through creating the culture we have, to the community outreach events, we've become the largest female hockey association in BC.

We hope to continue growing and bringing more female players into the game, but are hamstrung by current historical policies in place in Vancouver.

Some BC communities have already gone through this fight, and come out the other side with reasonable policies that are more inclusive towards female players. But it takes a fight.

That fight is coming to Vancouver, as we are leading that charge... but things will take longer than we would hope.

Appendix O: BC Hockey Community Map Data –Penticton Minor Hockey Association

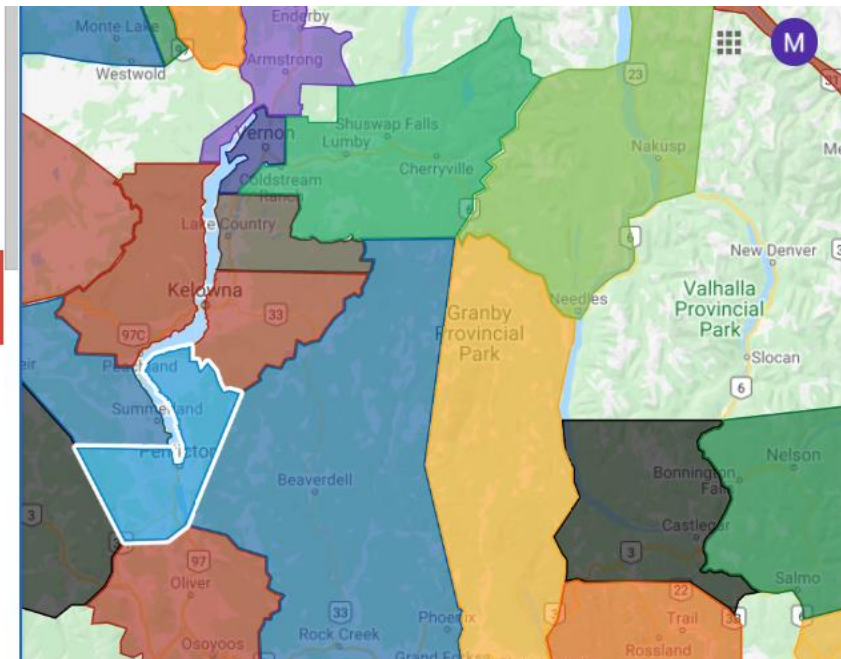


← Penticton

Name
Penticton

District
Okanagan (OMAHA)

Mascot
Vees



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

PMHA is to provide an environment in which all members will learn skill, character, leadership, respect, sportsmanship, discipline, and teamwork in a fun, safe, positive atmosphere, for the enjoyment of the game of hockey.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

Link to our registration page- <http://www.pentictonminorhockey.com/content/registration---general-info>

We use Teamsnap for all registration- we do not accept paper registrations or any HCR registrations.

Contact email is administrator@pentictonminorhockey.com

Fees- DIVISION BIRTH YEAR BASIC FEES

Mini Vees 2015 \$ 125

Initiation 2013-2014 \$ 340

Novice 2011-2012 \$ 340

Atom 2009-2010 \$ 425

Pewee 2007-2008 \$ 425

Bantam 2005-2006 \$ 425

Midget 2002-2003-2004 \$ 425

Optional: Atom Development/ Rep team Tryout Fees

Early Bird rate – register and pay for tryouts before August 15th \$ 150

Regular rate – register for tryouts after August 15th \$ 200 *Tryout fees are non refundable

Female Dual Roster Fee (with Executive approval) \$ 250

Late fee surcharge per family unit for registrations after June 30th \$ 100

*First time registrants exempt from late fee. Online registration is through TeamSNAP. Payments may be

made in 4 installments. First installment is upon registration, 2nd is June 1, 3rd July 1, 4th is August 1st
This information is for the 2019/2020 season

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We do try it out sessions for females only. 2 sessions in September. They are not overly successful. We had 5 girls participate and only 2 signed up for registration.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

We have a volunteer board of directors and paid administrator, RIC, RIC Admin and Coach Coordinators. Our recreation teams are volunteer coaches and our rep teams are paid coaches. We have a hockey academy in our city that we work with and are able to provide additional support to our players through their coaches for the rep teams and the goalies. We also have some ex and current NHL players living in Penticton that will participate in some practices and give additional instructions/knowledge.

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

Respondent skipped this question

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Respondent skipped this question

8. How does your MHA measure performance and evaluate programming/policy?

Respondent skipped this question

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

We have all parents, team officials and players fill in the Fair Play Code and contracts. We have zero tolerance for abuse of officials. We have a good deeds cup to present each year for the team that helps out the most in the community throughout the year. Our Facebook page, we use to promote our teams having fun, and being a team, and not just winning. We also try to support community events/programs that may involve our player/families.

10. How does your MHA attract, retain, and recognize great volunteers?

We try to help our volunteers with information and resources to help them in their position. We reimburse all volunteers for their clinic costs and we have awards at our AGM for the volunteers. There is a Coach Appreciation banquet which also involves our local Jr A team coaches.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

Respondent skipped this question

12. What are some assets/benefits associated to your MHAs physical location?

Our association is the central city for our surrounding MHAs so we are the hub for the T2 teams, and all the females in the South Okanagan. By being the central area, we are able to accommodate players from smaller surrounding towns that may not be able to provide female teams or higher tier teams. we have a sports complex that has 3 arenas in one area that is convenient for tournaments, and for parents/volunteers to be able to move from one ice surface to another if needed. This complex is also close to hotels, restaurants, the community centre which has a pool and gym as well as a school with a playground and field nearby.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Respondent skipped this question

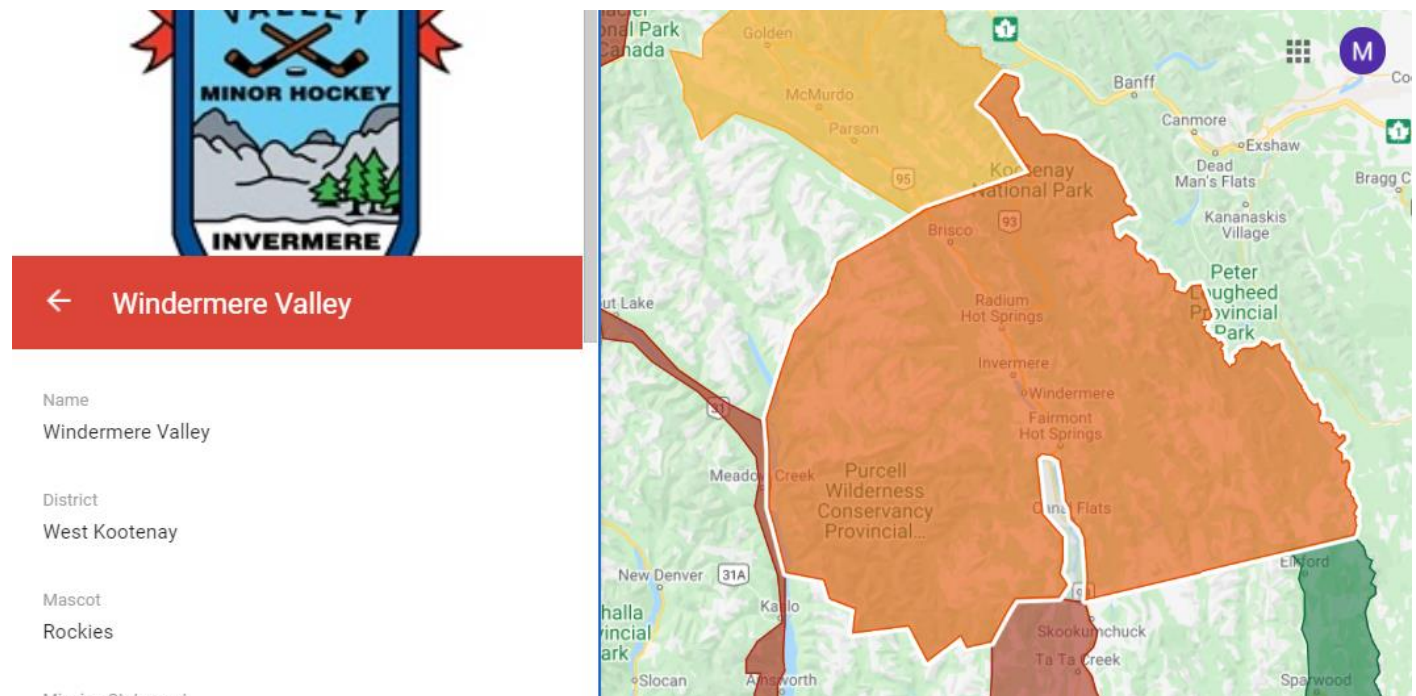
14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

Respondent skipped this question

15. Is there anything else you would like to share about your MHA?

Respondent skipped this question

Appendix P: BC Hockey Community Map Data –Windermere Valley Minor Hockey Association



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

We don't have one.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

We have a TeamSnap website and online registration system that works great. It was a little hard for parents the first year to gather their kids' Hockey Canada ID numbers.

We advertise our registration on our website, Facebook and by email.

Costs are \$120 for Initiation up to \$380 for the upper levels.

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We keep our fees low by having all tournament profits go into general revenue and not the team bank accounts. This keeps hockey affordable for our kids. There are extra costs for travelling to tournaments, but we do offer players at the house level the option of practices only, practices and tournaments, or

practices, tournaments and league play. We have the attitude the we'd rather a kid come out to practice and go to only a few games than not play hockey.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

We are all just passionate hockey parents who want to see kids playing hockey, having fun and growing into good people.

None of us have any special knowledge or specific assets, other than I am a Habs fan and I think that counts for something.

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

We have done some try hockey free days for recruitment that were successful. We, as mentioned, offer kids the ability to sign up for hockey and not have to commit to everything. This way they can ski or play other sports along with hockey. We have had female hockey jamborees in the past.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

We work with our local Junior B Hockey club to promote hockey with the kids. They come to practices and volunteer at the schools.

8. How does your MHA measure performance and evaluate programming/policy?

We measure performance and success by the happiness of kids and our enrollment. If kids and parents are not happy, then we consider policy changes to steer our association in the direction it needs to go to keep kids playing hockey.

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

We do not emphasize winning as a measure of success and instead focus on skill development and participation. We do not keep player stats.

10. How does your MHA attract, retain, and recognize great volunteers?

We have a volunteer of the year award. We tell great volunteers that their kids can't play hockey if they quit. (Joking)

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

We name awards after them. Eddie Mountain, Mike Warriner, Dave White.

12. What are some assets/benefits associated to your MHAs physical location?

Everything is close in Invermere, so our arena location is great for kids to be able to walk to the arena.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

I truly believe every rural minor hockey association needs to find a balance between developing their more serious hockey players so that they don't leave your association out of frustration, and proving all of the other kids with a fun and positive season to keep them loving hockey and not quitting. Too many associations suck at this and focus on one group or the other depending on the board members. I strongly believe the WVMHA does a great job at this and our numbers are a reflection of our success.

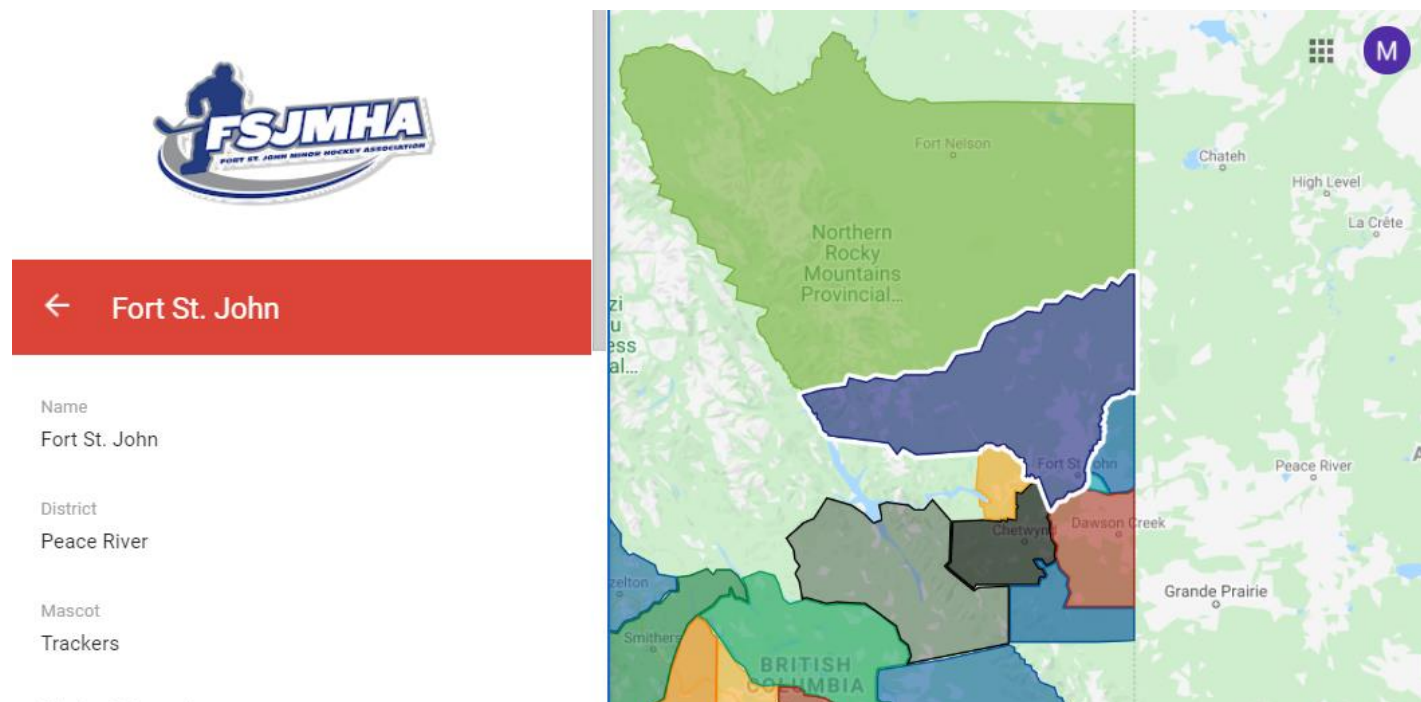
14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

We ask for Criminal Record checks, we have policies in place for the rest on our website.

15. Is there anything else you would like to share about your MHA?

I truly believe every rural minor hockey association needs to find a balance between developing their more serious hockey players so that they don't leave your association out of frustration, and proving all of the other kids with a fun and positive season to keep them loving hockey and not quitting. Too many associations suck at this and focus on one group or the other depending on the board members. I strongly believe the WVMHA does a great job at this and our numbers are a reflection of our success.

Appendix Q: BC Hockey Community Map Data – Fort St. John Minor Hockey Association



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

The Fort St. John Minor Hockey Association provides youth with the opportunity to participate in both recreational and competitive hockey to develop emotionally, physically, socially and technically. We strive to create a positive environment that is safe, fun and respectful. Fort St. John Minor Hockey Association support Hockey Canada's Mission Statement to "lead, develop and promote positive hockey experiences."

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

Online through our website

Paper form that can be dropped of in person faxed, emailed or mailed.

Cost 385.00 Atom and under

Cost 425.00 Peewee through Midget Tryout fee 75.00

www.fsjminorhockey.ca

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We have Learn to Play programs. Hockey gear collected and put on table for free. All teams receive equal practice and game times during the week and on weekends.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

President: employed by large survey company as office manager; skilled in computers; sound knowledge of policy; excellent people skills

Policy Director - Employed as assistant district attorney, lawyer: has a sound knowledge of Policy; no children in hockey

Treasurer: background in bookkeeping; business owner

Rep Directors: played Competitive Hockey, have a sound knowledge of practice plans and development

VP of Personnel: retired; no children in hockey; background of Biology and volunteer in Big Brothers Big Sisters and also foster parent

Jr House Director; young, enthusiastic, organized

Sr House Director: background work with indigenous families and children; does workshops on addiction; dedicated to children

Female Director: dedicated to the development of female hockey

Coach Mentor: we are so lucky to have this person as part of our Board - too many attributes to list - dedicated to the children, the game, development, follows the lead of HC and BC Hockey. Employed by School District

Director of Hockey/Secretary: many years of volunteering for Minor Hockey; Jr Hockey; Sr Hockey; BC Hockey

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

FSJMHA does not have any unique recruitment initiatives. We do allow payment plan for registration so as not to exclude lower income families. Children who may not fit into the typical category will be evaluated and put where they will succeed.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Jr B Huskies City of FSJ

8. How does your MHA measure performance and evaluate programming/policy?

Respondent skipped this question

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

We mandate SSITS; have a Team First program: parents are requested to take RIS for parents. Have a yellow card program for parents who are rude in the stands.

10. How does your MHA attract, retain, and recognize great volunteers?

Treat them fairly; listen to their concerns; stick up for them when they are under the gun; there are 2 parent awards given out at the end of each season.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

We say thank you thank you thank you.

Senior and Jr goaltenders work with our Minor Hockey goaltenders whenever they have time.

During tryouts we have a base of approximately 15 people who have coached or played previously and volunteer to do evaluations during tryouts

12. What are some assets/benefits associated to your MHAs physical location?

Small City - does not really matter where you live we are only a 10 minute drive. Rural players have up to an hour drive.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Respondent skipped this question

14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

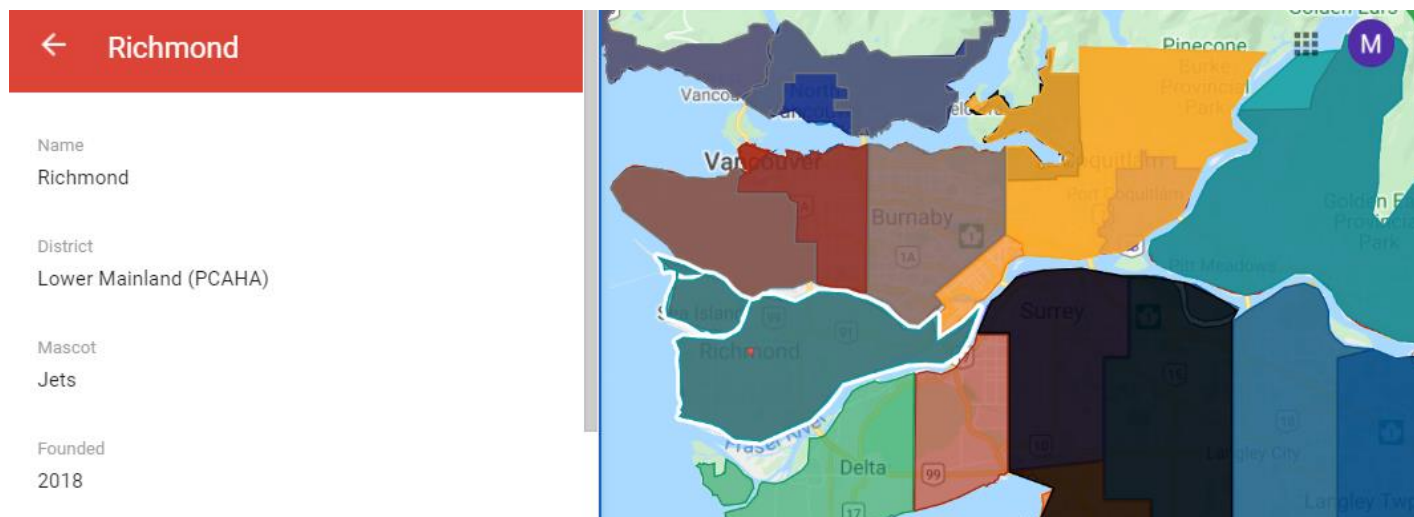
FSJMHA have coach clinics monthly. Officials receive 1 hour of ice weekly to practice their game.

Checking clinics are given at the beginning of the season for free to anyone who is registered with our MHA. We also invite other small MHA's to attend. Screening is as per BC Hockey regulations.

15. Is there anything else you would like to share about your MHA?

FSJMHA tries very hard to follow any new initiatives set out by BC Hockey and HC. We offer as many programs as possible to accommodate everyone's needs. Our registration grows a little each season which states FSJMHA is doing the best they can.

Appendix R: BC Hockey Community Map Data –Richmond Minor Hockey Association



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

"Richmond Jets Minor Hockey is dedicated to providing an accessible opportunity for the youth of our community to grow through sport. In delivering our programs, we are guided by the following values: fair play while promoting good sportsmanship and adherence to the rules of hockey respect for teammates, opponents, officials, volunteers and our community; inclusiveness for members of all abilities and backgrounds; determination and hard work as a path to success; safety, both physical and emotional, of our players and officials; and fun and enjoyable minor hockey experience for our members.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

New players register with our Registrar, usually via email

<https://www.richmondjetsmha.com/new-hockey-players/>.

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We currently offer an extensive free equipment loan. We have loaned to more than 40 families this year. We also offer The First Shift and an equipment swap in August.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

N/A the Board of Directors is disfunctional

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

We offer an Intro to Hockey program for boys and girls aged 6 and up who want to learn to play hockey. We currently have 53 children registered in the program.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

We work cooperatively with other sports to cross-advertise programs. This includes lacrosse, baseball, soccer.

8. How does your MHA measure performance and evaluate programming/policy?

Last year, they did a survey but the survey results were never looked at by the Board of Directors. The Coach Coordinator had access to the survey results.

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

N/A A BC Hockey Harassment Ombudsman conducted a review this season and has recommended apologies and suspensions. There has been no follow-through.

10. How does your MHA attract, retain, and recognize great volunteers?

We primarily rely on parents of children in the association.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

Troy Stecher (NHL player), Trevor Hanson, Kelly Sutherland (NHL referees). We have their framed jerseys in the lobby of our arena.

12. What are some assets/benefits associated to your MHAs physical location?

We are fortunate to have multiple ice sheets in each location. Richmond Ice Centre is especially good for hosting tournaments because of this.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

More focus on grassroots hockey and less emphasis on high performance hockey via Hockey Canada and BC Hockey social media accounts and the BC Hockey website. Multilingual materials, including equipment lists and registration forms.

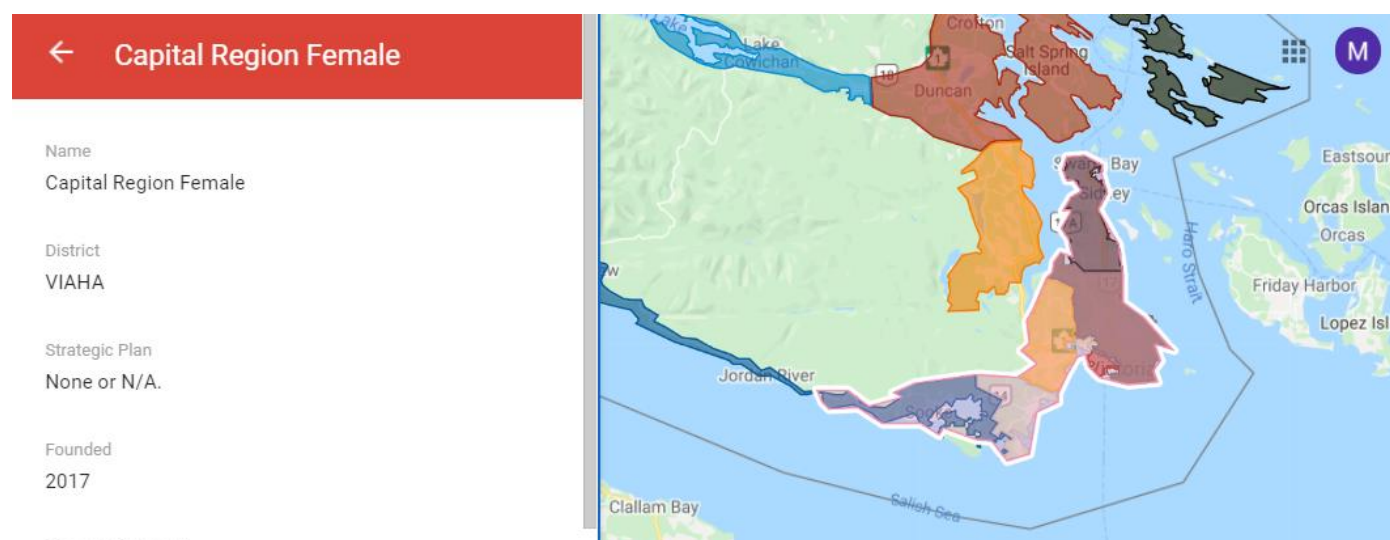
14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

<https://www.richmondjetsmha.com/about-us/our-policies/>

15. Is there anything else you would like to share about your MHA?

I am very worried about the association and have done my very best to convey this to PCAHA, BC Hockey and Hockey Canada formally and informally. I don't think anyone has fully appreciated the seriousness of the problems inside the organization.

Appendix S: BC Hockey Community Map Data –Capital Regional Female Minor Hockey Association



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

- 1) To promote and encourage female amateur hockey and to foster the highest standard of sportsmanship, citizenship and mentorship for female youth within our community.
- 2) To create opportunities for development of skating skills, technical hockey skills, individual tactics and advanced skills including team tactics, team play systems, and team strategy for female players.
- 3) To maintain and increase the interest of female hockey in our community and to encourage competition and good fellowship, and provide development opportunities for female leadership roles including game play or competition, administration, coaching and officiating.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

Registration is by downloading a fillable PDF from our website (www.VictoriaGirlsHockey.ca); saving it; filling it in; submitting by e-mail with proof of residency and birth certificate. Cost varies by age and level of play. Payment by cash, cheque or eTransfer to: payments@crfmha.ca. Contact person: registrar@crfmha.ca

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We run Esso Fun Days (1-day and 6-week programs) and NHL/NHLPA First Shift. They are successful based on content and we make efforts to include those participants in other Association events

(promotion; photos; Xmas party) so they feel welcome and part of the community. We have an equipment loan program as well.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

Gifts of everything that's needed to run a great minor hockey association.

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

Nothing specific but those groups are completely welcome.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Esso / NHL/NHLPA through established programs. Timbits and McDonalds promote younger programs. Nothing else

8. How does your MHA measure performance and evaluate programming/policy?

Unsure. Active for less than one year.

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

Code of conduct signatures; per VIAHA, each family needs to complete RIS for parents; team meetings for Sportsmanship Starts in the Stands.

10. How does your MHA attract, retain, and recognize great volunteers?

Attract - appeal for their attraction to CRFMHA and try not to scare them off at the first meeting.

Retain - Encouragement

Recognize - Board Members are eligible for certain awards.

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

Active for < 1 year (None)

12. What are some assets/benefits associated to your MHAs physical location?

Located throughout CRD - gives us access to several rinks as needed.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

More ice; More volunteers; More opponents for girls teams on the island


14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

Volunteer Screening Policy is retained by participants.

15. Is there anything else you would like to share about your MHA?

Lots but could use another hour!

Appendix T: BC Hockey Community Map Data –Cowichan Valley Minor Hockey Association



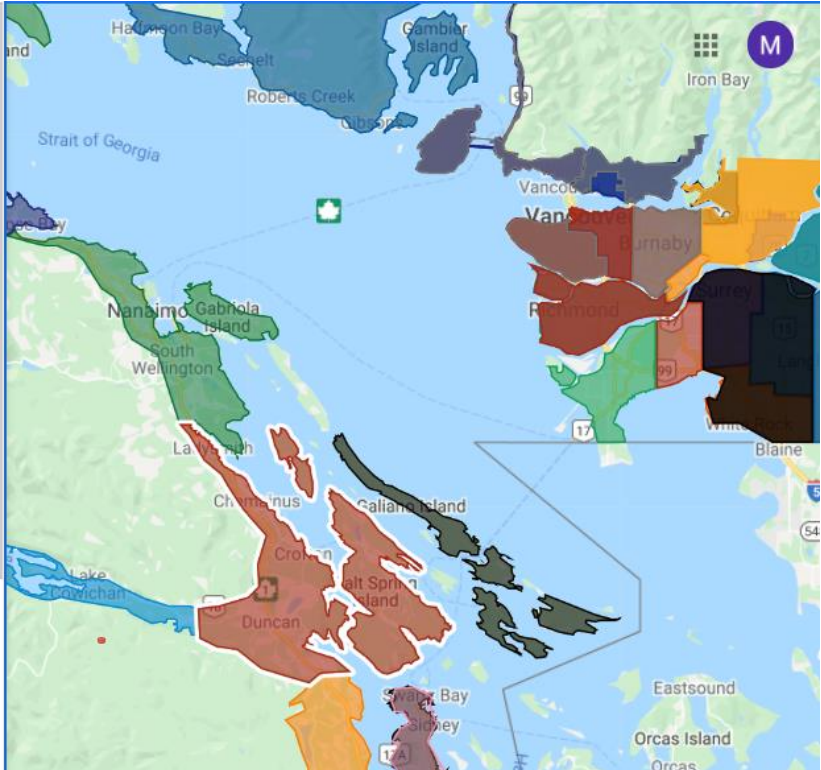
← Cowichan Valley

Name
Cowichan Valley

District
Vancouver Island (VIAHA)

Mission Statement
N/A or respondent skipped question.

Strategic Plan (link)
N/A or none.



Survey Responses:

Respondent skipped all questions.

Appendix U: BC Hockey Community Map Data –Oceanside Minor Hockey Association



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

The goal of the Oceanside Minor Hockey Association is to provide quality hockey opportunities for all youth in the Oceanside area, where they can strive to fulfill their individual potential in a safe and healthy environment. These opportunities should always promote the goals of fun, fitness and fostering a life-long love for the sport of hockey in any capacity; player, coach, official or spectator.

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

Weblink with RAMP Interactive through our website

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

\$99.00 "New Player to Hockey" registration fee. Female Try-It Days. We have an equipment loaner program.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

Referee-in-Chief has refereed for 50 years and been involved in development for 40 years. Administrator has been around for over 30 years, having spent years within the Edmonton Minor Hockey Association programs.

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

We have welcomed anyone who wanted to participate. We work closely with outside funding organizations for those who have funding issues.

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

We are a small association, and we are the only ones that deal with hockey on a daily basis.

8. How does your MHA measure performance and evaluate programming/policy?

We monitor registration numbers, looking for reasons for any decreases, or things that have prompted an increase.

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

All players from Rep through House wear the same jerseys. There are no formal programs in this area.

10. How does your MHA attract, retain, and recognize great volunteers?

We recognize a volunteer for outstanding service each year at our annual general meeting

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

We have one player who passed away and we have a scholarship fund named after him

12. What are some assets/benefits associated to your MHAs physical location?

We do not really have benefits due to location. We have a Subway and Pizza hut located close to the arena. Our arena is located in a shopping mall.

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Short of a very big baby boom, nothing else would help at this time. The average age of residents in our area is 67 years old.

14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

All of the above.

15. Is there anything else you would like to share about your MHA? No

Appendix V: BC Hockey Community Map Data –Sunshine Coast Minor Hockey Association



Survey Responses:

1. What is the Mission Statement of your Minor Hockey Association (MHA)?

Lead, Develop, and Promote Positive Hockey Experiences

2. How do players register to participate with your MHA? Please provide as much detail as possible (ie. weblink, cost, contact email).

<http://scminorhockey.com/content/player-registration> Link include all relative information.

3. Does your MHA have a Strategic Plan? If Yes, please provide details in the comment box or submit the document on the survey monkey platform.

Respondent skipped this question

4. Does your MHA have any unique or successful recruitment/retention programs? If so, what makes them successful and how do they contribute to growing the game in your community (i.e. Equipment Exchange, Try-It Programs, etc)?

We have been recruiting players through our locally run One Goal Program for Pre-school aged players. We attend the final session of each program to recruit players to join upon completion. We also have been working hard to recruit female players of all age divisions through the ESSO program and try-it female programs all season long.

5. Please identify the assets of the MHA leadership team (Board of Directors, Coaches, Administrators).

ie. Assets of mind (special knowledge), Assets of passion (specific areas of dedication)

Our board of directors is very dedicated to the game of hockey and the players of our association. We have a strong group consisting of hockey knowledge, marketing tools, planning and organizational skills.

6. Please list any unique and special recruitment initiatives targeted towards traditionally underrepresented youth (i.e. different entry platforms for players of all ages/abilities, culturally-specific community outreach).

Respondent skipped this question

7. Please list and detail any community partnerships and/or stakeholders who work with your MHA to grow the game in your community.

Respondent skipped this question

8. How does your MHA measure performance and evaluate programming/policy?

Respondent skipped this question

9. Please outline how your MHA fosters a culture of sportsmanship throughout the organization.

Respondent skipped this question

10. How does your MHA attract, retain, and recognize great volunteers?

Respondent skipped this question

11. Who are some notable alumni (players, coaches, administrators), what makes them remarkable and how does your MHA recognize their contributions?

Respondent skipped this question

12. What are some assets/benefits associated to your MHAs physical location?

Respondent skipped this question

13. What are some tools and/or resources that would help grow the game in your area and/or build local-level capacity?

Respondent skipped this question

14. Please detail any MHA policy and/or programming which focuses on player, coach or administrator safety (ie. Player/Coach Checking Clinics, Association Safety Policy, Volunteer Screening Procedures).

Respondent skipped this question

15. Is there anything else you would like to share about your MHA?

Respondent skipped this question

Appendix W: BC Hockey Strategic Plans (2016-2021)



STRATEGIC PLAN 2016-2021

Our Mission: Lead, Develop and Promote Positive Lifelong Hockey Experiences

	FOCUS	Goals	Measures
Growth and Communications	1. Promotion Intent: to increase participants	<ul style="list-style-type: none"> Host Leadership Summit BC Hockey Logo use / visibility Branded merchandise sales Outreach to non-members Build fan base 	<ul style="list-style-type: none"> Summit conducted Logo on 75% of member team jerseys / visible in every arena Merchandise available in on-line store and web site Annual revenue reaches 10k Public support of hockey, teams, leagues, programs
	2. Recruitment Intent: to increase participants, attract quality personnel	<ul style="list-style-type: none"> Standing / Program Committees, Ops staffed with SMS Attract Participants 	<ul style="list-style-type: none"> Operational by August 1 each season Participation increase by 5%
	3. Relationships Intent: Positive interactions are built with key stakeholders	<ul style="list-style-type: none"> Establish Alumni program 100th Anniversary Encourage Interaction among member segments BC Hockey / Hockey Canada svernar 	<ul style="list-style-type: none"> Program established Anniversary celebration is held with each member participating Number of opportunities 5 major programs annual planning complete
Governance and Finance	4. Administration Intent: Branch operations are supported at all levels in all areas	<ul style="list-style-type: none"> To facilitate discussion among Members and with other stakeholders Improve Administration locally Establish regional centers 	<ul style="list-style-type: none"> Increased participation Increased understanding and acceptance of LTPD Increased playing season options Program established to assist / guide Centers established
	5. Finance Intent: Funding is generated to support current and future programming	<ul style="list-style-type: none"> Funding Partners developed 	<ul style="list-style-type: none"> 10% increase in marketing / sponsorship revenues
	6. Regulation intent: Policies and procedures best reflect needs of players	<ul style="list-style-type: none"> Published materials revised Review Residential boundaries Review tiering system Investigate alternative options 	<ul style="list-style-type: none"> Concise – duplication and inconsistency removed Review process complete Review process complete Investigation complete
	7. Competition Intent: To provide participants quality experiences	<ul style="list-style-type: none"> Update BC Hockey Championship policy / procedure Improve Hockey Canada competitions Support host bids 	<ul style="list-style-type: none"> Improved Championships Consistent Championships Improved delivery of Regional / National and International competition Successful host bids

Game / Hockey Operations

