



Strategic Plan

2021/22 to 2023/24

Delivering The Transition Game

As Adopted By The GTHL
Board Of Directors
May 20, 2021





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MESSAGE FROM THE PRESIDENT

RE-IMAGING HOCKEY IN GREATER TORONTO.

Dear GTHL Families:



As the largest minor hockey league in the world, founded in 1911, the Greater Toronto Hockey League (GTHL) is an organization with a long history and rich traditions. Hockey and the GTHL have certainly evolved over the years - generally in incremental ways. But in recent years, as the demographics of the Greater Toronto Area, and the culture of youth sport generally, have changed significantly, it has become apparent that the GTHL and its member organizations must adapt in order to make the game more inclusive and to reinforce a positive sport environment.

With that in mind, in 2019 the GTHL conducted a broad survey of its participants and families, asking them questions about their experiences on and off the ice, which generated thousands of responses. Then, in November 2019, the GTHL hosted a Summit entitled “*The Transition Game – Shifting Culture in minor hockey*”. The Summit brought together over 180 representatives from diverse backgrounds - hockey players, coaches, parents and administrators, leaders from 15 other sports, community groups, educators, government representatives, and academic experts. The Summit generated a productive exchange of ideas from many different perspectives. The goal was to kick start a positive shift in the culture of minor hockey in the GTA, appeal to a broader diversity of families, and contribute to the development of Canada’s national game. The GTHL’s Summit was supported by the NHL, NHLPA, Scotiabank, Hockey Canada, Canadian Tire, MLSE and a number of other corporate sponsors.

The intent of *The Transition Game* from the outset was to look for practical solutions and real change around these primary themes – sport culture and inclusiveness. Following the Summit, working groups were created around four “Pillars”, and these folks have devoted countless hours over the course of the last year converting the values, visions and ideas arising from the Summit into actionable concepts. That work has largely informed the GTHL’s new strategic plan outlined below.

The momentous world events of 2020 – the outbreak of Covid19 and stoppage of hockey programs, and the focus on racial justice issues in all parts of society including in sport – have *amplified* the need for innovative thinking in order to bring kids back to sport once it is safe to do so and to make our game welcoming to all families. This will require a “whole of GTHL” effort: every player, parent, trainer, manager, coach, volunteer, official, house league and rep organization at every level, staff member and Board member. We all have an important role to play in order to reimagine our game and to make it an experience open to Canadians of all backgrounds, particularly in a fast-changing Greater Toronto. In order to be “Canada’s game”, hockey must include all Canadians.

As you peruse this strategic plan, you will see a roadmap for how the GTHL intends to strive toward its mission of promoting positive culture, making youth hockey a fun, safe and fair competitive experience and giving our participants opportunities to grow - as athletes and as young people. It is a plan which is built upon the rich traditions of Canadian hockey and the GTHL, while reflecting the new realities of Canada. The mission is evergreen and navigating the roadmap will require continuous effort, but we hope this new strategic plan lays a strong new foundation for the good community organization of which we are all a part.

Don West

President, Greater Toronto Hockey League

email@athl.com

OUR HISTORY

Since 1911.

When Frank Smith sat down with his friends in 1911 to talk about hockey, they had one simple goal, to organize a league where they could play without getting hassled by people who didn't quite understand their exhilaration for the game. The outcome was the Beaches League.

Smith signed up to be the league's first secretary and was the main organizer as the demand for more games and teams took this non-profit league beyond their neighbourhood. What started in 1911 as a league with 5 teams and 99 members soon became the Toronto Hockey League. When Smith died in 1964 there were more than 20,000 players.

Frank Smith is a member of the Hockey Hall of Fame in the builder's category where he is recognized for treating everyone in this league as members of a large extended family.

The league and the city continued to grow. It became the Metropolitan Toronto Hockey League in 1972 and then the Greater Toronto Hockey League in 1998. In 2020 the GTHL and its affiliates consisted of 2,400 teams with more than 40,000 participants, more than any other ice hockey organization in the world.

There are more than 80 separate associations that operate within the GTHL. These associations support teams for the various age groups and divisions that make up the league.

You will find graduates of the GTHL everywhere you go, whether it is your doctor, the owner of your local sports store or the builder of your house. As well, more than 1,000 players have gone on to play professional hockey in the NHL or other professional leagues.



TORONTO HOCKEY LEAGUE

*50th
Anniversary*

YEAR BOOK

— and —

SOUVENIR PROGRAMME

Canada's Greatest Athletic Organization

1911-12 — — 1961-62

Founded
o DECEMBER 29th, 1911
as the
BEACHES HOCKEY LEAGUE

PRICE: — \$

ENVIRONMENTAL SCAN



Facing our challenges head on.

The GTHL has thrived since 1911 by adapting and responding to change. Today's world requires many more of those skills than we have ever witnessed. In November 2019 the GTHL's Transition Game Summit highlighted the need for improvements in diversity, inclusion, equity and the overall culture of hockey. Here is some of the evidence:



The league does not reflect the community values and traditions of Greater Toronto



The structure of the GTHL board along with member organizations needs to represent Greater Toronto



The examination of policies, protocols and practices around racism and discrimination



Participation in hockey has been steadily decreasing, the pandemic will accelerate this decline estimated at 29%



Children spend 6.5 hours less per week on sports



The perception and realities about the cost of hockey

This Strategic Plan outlines four key pillars for dealing with the current challenges we face as well as meeting the commitment to continually re-imagine hockey.



RACISM AND DISCRIMINATION



Appointment of an Independent Committee.

In November 2020, the GTHL established an independent committee to examine, report, and provide recommendations in relation racism and discrimination within the GTHL. The committee will review the historical processes and practices, the existing process and practices and recommend how they can be improved:



Overarching policies, protocols and practices, as it relates to racism and discrimination within the organization



Complaint policy and procedure with allegations of racism and discrimination on and off the ice



Environment or structure where people can raise their concerns regarding racism and discrimination



Educational materials and training



Reporting mechanisms and structures are in place



Existing leadership structure insofar as it relates to diversity within the organization

A formal and public report will be published March 2021. The Independent Committee will also reconvene two years after the date of the release of the report to examine and publicly report on the implementation of the Independent Committee's recommendations.



WE MUST ASK OURSELVES; AS THE GTHL, WHO ARE WE? ARE WE PREVENTION FOCUSED LEADERS OR PROMOTION FOCUSED LEADERS?

- Kim Davis, NHL

“Promotion Focused” leadership.

In November 2019, [The Transition Game Summit](#) brought various stakeholders together to examine the re-imagining of minor hockey in the Greater Toronto Hockey League. Over the two days, sponsors and participants explored and collaborated on the two tenants of the Summit:

- i. diversity and inclusion, and
- ii. the culture surrounding the game.

Out of those initial discussions, a framework was developed with 4 supporting pillars. This framework, provided strategic alignment and helped move the discussion toward action. The essence of how you interpret the framework can be captured by the following quote:

“There are four key pillars in our efforts to re-imagine hockey. Each will have a significant impact at different stages of our evolution. At this particular moment in our history a special emphasis should be placed on viewing our accomplishments through the lens of Diversity, Equity and Inclusion.”



OUR PURPOSE



What we inspire, create and believe.

***"Together, making
hockey a pathway
that develops
better people."***

VALUES THAT DRIVE US FORWARD

Guiding our behaviour.

Our Commitment

- ▶ You feel welcome when you walk into a GTHL rink.
- ▶ You smile when you walk into the dressing room.
- ▶ You grow every time you put on your skates.
- ▶ You learn what you do off the ice is as important as what you do on the ice.

Values



Diversity/Community, Inclusion

The GTHL helps our organizations build a welcoming environment.



Fun

Smiles and laughter are always encouraged so that the game of hockey becomes a lifelong celebration.



Innovation and Excellence

The GTHL provides a quality program at every level so that getting better is an expectation in and out of hockey.



Develop as a person

Coaches, parents and organizations work together to develop hockey players into outstanding citizens.



OUR STRATEGY



Built on human centered strategy design.

<p>Winning Aspiration</p>	<p><i>“Reimagining hockey as a fun, inclusive and positive experience that represents the diversity of Greater Toronto while weaving in the best of old and new Canadian culture dynamics through the fabric of the game in a substantial way.”</i></p>
<p>Where we play</p>	<p>Geography</p> <ul style="list-style-type: none"> • Greater Toronto Area (GTA) <p>Customer</p> <ul style="list-style-type: none"> • Learn2Play – includes a formalized set of partnerships and programming to get kids and families into hockey. • Recreational Organization - includes a set of programming to get kids and families into hockey and keep them in hockey. • Development Organization – the organizations that are focused on Select, A and AA hockey. • High Performance Organization – the organizations that are focused on AAA hockey. <p>Channel</p> <ul style="list-style-type: none"> • Social Media, Community Groups, Alumni, Word of Mouth. • Sponsors, Summits and Conferences, Alumni. • School Boards, City Programming, Other Sports. <p>Offer</p> <ul style="list-style-type: none"> • 18 and younger with the following programs: Learn to Play, Recreation, Development, High Performance. <p>Stages of Production</p> <ul style="list-style-type: none"> • Hockey Canada Pathways.
<p>How we <u>lead</u></p>	<p>Competitive Advantage</p> <p>Balancing our differentiation and addressing cost, while offering the following Value Propositions:</p> <ol style="list-style-type: none"> 1. Provide access to a full range of local and affordable programming focused on development and fun. 2. Provide services that help run, shape and grow the game of hockey and build great communities. 3. Provide all the opportunity to advance.
<p>Capabilities</p>	<ul style="list-style-type: none"> • The Game – Athlete Bill of Rights, Learn2Play, Redefined Season, Cost Reduction Program, Diversity Recruiting, Community Connection Program, Code of Conducts • The Community – Community Awareness Program, Community Advisory Board, Voice of Community. • The Organizations – Organization in a Box, Head Coach Program, Organization Analytics, Program Co-Creation, Shared Services, D&I Recruitment Placement Program. • Stewardship – Athlete Mentorship Program, Career Management, Volunteer Portal, Volunteer Training Program, Transition Game Part 2, Partnership Program.
<p>Management Systems</p>	<ul style="list-style-type: none"> • Board Restructuring – start at the top, build a better way to deliver strategic changes around re-imagining hockey. • Centralize Support Services – be the broker of best practices, providing support as needed to help member organizations lead change. • Organization Support – develop a common understanding of current environment and collect input on ways to help grow the game of hockey. • Community Outreach – implement processes and tools to understand family and community needs within Greater Toronto and the best way to service those needs. • Access To Hockey – provide options to learn and play hockey at all ages, for all budget and schedules. • Organizational Reporting – collect data from organizations that will help with shaping the game of hockey to be a fun, inclusive and positive experience. • Transparency – provide insight for decision making when selecting an organization best aligned with personal needs.

OUR STRATEGIC PILLARS



Re-imagining hockey.



The Game

“Make hockey child centric in the GTHL.”



The Community

“Engage the community to provide a re-imagined game that reflects the traditions and cultures of the GTA.”



The Organizations

“The organization reflects its community, and the community reflects the organization.”



Stewardship

“How we will retain and advance the athlete, family and volunteer.”

STRATEGIC PILLAR #1: THE GAME



Strategic Initiatives

Drivers	Levers
Fun	▸ Participation
	▸ Development
	▸ Even playing field for competition
	▸ Off ice support
Access	▸ Cost
	▸ Location
	▸ Programming
	▸ Partnership
Development	▸ Standards (age appropriate on-ice requirements)
	▸ Off-ice requirements
	▸ Communication
	▸ Performance and performance feedback
Diversity and Inclusion	▸ Comfort and connection
	▸ Leadership representation needs
	▸ Open feedback
	▸ Adherence to policy/guidelines

1

Comfort and Connection

Create an Athlete Bill of Rights focused on providing a voice, define the processes and identify the resources for inclusion support, actively recruit and promote leadership positions for diverse backgrounds, recruit community ambassadors, celebrate existing diversity through community connection linking athletes back to their communities, implement Team Allies and buddy system for all newcomers, leverage social media to improve the connection to hockey.

2

Redefining The Game

Redefine the season including no standings and no scoreboards for certain programs, leveraging experienced coaches to run HL practices with a focus on skill, collection and coordination of all the programs available to interested athletes to have programming below house league, across the league

3

Off Ice Connections

Explore partnerships outside of hockey to offer year around athletic options, new programming to encourage growth and stability, look at expanding current programming to extend into ball hockey and field hockey.

4

Access Program

Address cost reduction through existing programs to reduce entry barriers into the game, explore co-ordinated access to local rinks through various ride sharing options, review the structure of the league based on boundaries, participation levels, team allocations etc. to create a more competitive and fairer league.

5

Lifelong Learning

League wide standard on how coaches are to develop their athletes on and off the ice based on age, supported by a Parent Code of Conduct and how parents can support their kids on and off the ice, age-appropriate athlete performance targets along with goals and objectives for development, recognition of need and latest best practices.

STRATEGIC PILLAR #1: THE GAME



Measures of Success

Measure	2021	2022	2023
Leadership Identity	Baseline	Double Baseline	Double 2022
Cost of Game	Baseline	-10% of baseline	-10% of 2022
Fun Factor	10%	50%	100%
Inclusion Score	3.5/5.0	4.0/5.0	4.2/5.0

STRATEGIC PILLAR #2: THE COMMUNITY



Drivers	Levers
Diversity and Inclusion	▶ Listening
	▶ Acknowledgement
	▶ Authentic engagement
	▶ Genuine representation
Communication	▶ Leadership
	▶ Safe space to gather
	▶ Adaptation of language
	▶ Cadence
Partnerships	▶ Shared values
	▶ Trust
	▶ Human capital needs
	▶ Financial needs
Branding and Awareness	▶ Shaping and leading
	▶ Shared values
	▶ Campaigns
	▶ Unaided awareness

Strategic Initiatives

3C Program

Comfort, connection and contribution through proactive engagement with the community - dialogue and listening, to understand needs and create lasting connections. Changing the way we speak about hockey and the words we chose to inspire athletes to take up the game, engaging the community in non-traditional areas to attract immigrant communities. Measuring impact of change on the game and in the culture, does the game reflect the old and new traditions of Greater Toronto. Centralized database to capture community links, contacts and information. Capture everyone's best practice.

1

Organizational Design

Organization mandate calling for the identification of a board resource to work on a larger Community Team run by the league. Ongoing training, guidelines and policies for educating all stakeholders on diversity, equity and inclusion. Lasting change driven through governance starting with bylaws to mandate proper representation, campaign/ mandate organizations to drive board change, establishing programs to promote diversity in coaching, refereeing, volunteering. Leaders to provide how to get into the community, what drives them to get involved in sport, provide input into the league. Enter postal code on GTHL website and be provided with a listing of all clubs (GTHL and partners) in your area, and standard description and criteria to help assist making a selection.

2

Branding and Awareness

Create derivative of "I Play in the G" for Learn2Play and Recreation. Program rebranding - Learn2Play, Recreation, Development, High Performance. Player Ambassadors sponsoring students through various schools to engage in cross over and mentorship programs with the league and the clubs. Community Giving programs for giving back to local community - include special program starting with programs headed by team captains. Community heroes to help explain the pathway and journey along with fundamentals about what is hockey, building community, building citizens.

3

Partnerships and Ecosystems

Dedicated program focusing on establishing partnerships across Greater Toronto for all 4 pillars. Inventory and establish a relationship with GTA organizations that provide 'learn-to-play/introductory' hockey programs to support the organizations. Dedicated School Partnership efforts focused on hockey programming in conjunction with the school boards. Dedicated City Program with efforts focused on hockey programming in conjunction with the city - including *311, FunGuide and Volunteer Toronto.

4

Extended Hockey

Host a night in the community where people can try the game on synthetic ice, floor or ball hockey, outside ice pad, and 'Learn-to-Play Hockey Pop Ups'.

5

STRATEGIC PILLAR #2: THE COMMUNITY



Measures of Success

Measure	2021	2022	2023
Genuine Representation	Baseline	2x Baseline	4x Baseline
Community Connections	Baseline	2x Baseline	4x Baseline
School Connections	1	10	25
Learn2Play	Baseline	2x Baseline	4x Baseline

STRATEGIC PILLAR #3: THE ORGANIZATIONS



Drivers	Levers
Collaboration	› Leadership
	› Communication
	› Voting
	› Stakeholder relationships
Resources	› Education
	› Financial needs
	› People
	› Tools and processes
Results	› Shared vision
	› Metrics
	› Accountability
	› Rewards
Diversity and Inclusion	› Diverse leadership needs
	› Resources (speakers, training, dialog)
	› Complaint and resolution process
	› Comfort and connection

Strategic Initiatives

Organizational Design

Help to reimagine hockey by collaborating with and enabling the organizations. Have a centralized rhythm for communicating with the organizations along the process, inspiring collaboration while showing leadership (included regional townhalls). Help organizations with the staffing of volunteers by establishing partnerships to help increase the volunteer pool. Provide financial support for the organization as well as recognition of the organizations helping to align and shape the game. Look at providing Recreation hockey preferential ice time. The league sets a policy that the head coach must run a percentage of practices to provide continuity of curriculum and help shape the game.

1

Organization Toolbox

Work with the organization to help deliver a shared services model that provides value to the organizations in exchange for data and support shaping the game. Provide the tools, templates, examples to help run a diverse, inclusive and efficient organization. Help enable consistency through standards i.e., an Independent Selection Committee for standardized team tryouts

2

Data as an Asset

Provide empirical evidence of reimagining hockey through the measurement of performance against shared goals. Define how to set shared goals, help with plans to meet those goals, collect data against those goals and understanding variance in performance as an organization and a league. Leverage data collected from the organizations to magnify sponsorship relations.

3

Co-creation Process

Leverage human-centred design for working with the organizations on projects that will help shape the game across the league. Expand beyond hockey to get kids out of the rink at the end the season and into other sports that will help with overall development and expand existing communities build around the organization.

4

Comfort and Connection Program

Develop policies and processes that support a focus on inclusion throughout the organization. Work with organizations to help identify diverse leadership needs as well as resources that will help organizations reflect their communities. Actively recruit diverse pioneers willing to get involved as administrators (coaches, managers, committees, sub committees etc). Foster the Team Ally capability to provide complaint and resolution process to help provide a voice.

5

STRATEGIC PILLAR #3: THE ORGANIZATIONS



Measures of Success

Measure	2021	2022	2023
Organizational Design	20% Women/10%URG	40%Women/20%URG	50%Women/30%URG
Genuine Representation	Baseline	2x Baseline	4x Baseline
Applause Rate	50%	75%	100%
Data Collection	50%	75%	100%

STRATEGIC PILLAR #4: STEWARDSHIP



Drivers	Levers
Athlete Path	▶ Pathway support
	▶ Community support
	▶ Off ice development
	▶ Transition to volunteer
Family Engagement	▶ Communication and collaboration
	▶ Education and awareness
	▶ Athlete resource support
	▶ Family resource support
Volunteer and Coaching Development	▶ Communication and collaboration
	▶ Education and training
	▶ Administrative support
	▶ Succession planning
Diversity and Inclusion	▶ Listening
	▶ Education and training
	▶ Resource support
	▶ Policy and guidelines

Strategic Initiatives

1

Athlete Guidance

Regular ongoing speaking engagements and presentations to increase awareness and dialogue with the players, families, corporate sponsor including diversity. Working with athletes to explore future options including schooling and scholarship options. Understanding the effectiveness of current reward programs to help assess level teardown and rework, to build better human beings. Continuing education on diversity.

2

Connection and Contribution

Language options for information they are looking for, closed captions for video content. Conversations and multi-racial focus groups with community leaders to advise the GTHL board. Go deep with parent and player surveys to understand what helps with belonging. Look into non-parent partnership opportunities with schools, colleges, universities, other sports, professional associations, alumni and senior players to help provide volunteering support, also how to give back to the community. Schedule Transition Game 2 for 2021.

3

Volunteer Village

Provide the organizations with baseline volunteer job descriptions and expectations through templates and examples. Develop a recognition program that include multiple types of recognition. Dedicated, professional volunteer training. Encourage and solicit services of former coaches, trainers, managers etc. as well as professional coaches. On-line support community for volunteers. Define short projects vs 12-month commitment for more people to get involved. Buddy System at the club level for Coaches - payback and accountability for the investment made during earlier years

4

Voice of Family

Ongoing surveys to measure the experience at the rink, parent and player survey to understand what helps with belonging, conversations and multi-racial focus groups with community leaders to advise the GTHL board. Inclusion into the Career Management Mentorship program and process. Community portal for families, athletes and volunteers to connect with others in their community.

5

Player Assessment

Provide age-appropriate athlete performance targets along with goals and objectives for athlete development, and a methodology to review expectations with the intent to help guide players and parents to the continued appropriate level of play. Non-partisan player rating system to help fill the league based on skill level, further dividing athletes based on geography (i.e., HUB) helping with inclusion by removing human bias.

STRATEGIC PILLAR #4: STEWARDSHIP



Measures of Success

Measure	2021	2022	2023
Active Strategic Partnerships	Benchmark	+5%	+5%
Net Promoter Score	Benchmark	+5%	+5%
Retention	Benchmark	-2%	-2%
Volunteer Training Hours	Benchmark	10% Variance vs Plan	10% Variance vs Plan

STRATEGIC ROADMAP



2021/22

2022/23

2023/24

Start building **trust** and demonstrate **integrity**, ultimately achieving **organizational excellence**.

- Transition Game Committee
- Player Bill of Rights
- Inclusion Support
- Community Connection Program
- Team Ally
- Knowledge Repository
- Community Contacts
- Connection, Comfort, Connection Program
- Community Advisory Board
- Branding Campaign
- Program Rebranding
- Community Giveback
- Ted Talk Tour
- Partners and Ecosystems Program
- Try Hockey Tour
- Communications Plan
- Outcomes and Drivers
- Corporate Sponsorship
- D&I Recruiting & Placement Program
- Diversity Policy
- Athlete Mentorship Program
- Comfort and Connection Survey
- Partnership Program

Establish a strong foundation within our communities, inside and outside the rink, with **systems** and **processes** in place to enable ongoing **transparency** and **accountability** in all that we do.

- Diverse Recruiting Program
- Learn2Play
- Multisport Program
- Broader Programming
- Carpooling Application
- League Structure
- Cost Reduction Program
- Coaches Code of Conduct
- Parent Code of Conduct
- Athlete Pathway
- Voice of Community
- Community Awareness Program
- Diversity Measurement
- Lead by Example
- Organization Insights
- Partners and Ecosystems Program
- School Partnership
- City Partnership
- Best Practices Sharing
- Voice of Organization

- Volunteer Pool
- Rewards Program
- Preferred Ice Time
- Organizational policies and procedures
- Organization Analytics
- Board Restructuring
- Athlete Recognition Program
- Diversity and Inclusion Training
- Inclusive Communications
- Transition Game Part 2/3/4
- Volunteer Job Descriptions
- Volunteer Portal and Concierge Service
- Volunteer Development Program
- Volunteer Projects
- Coaching Mentorship Program
- Voice of Family
- Community Connection Program
- Social Events
- Parent Performance Management

Celebrate and **support** our athletes, our communities and our partners as we continue **reimagining hockey**.

- Redefined season
- Redefined coaching model
- Athlete Performance Management
- Player Ambassador Program
- Ball Hockey
- Head Coaching Program
- Shared Services
- Organization In A Box
- Program Co-creation
- Sports League
- Career Management Mentorship
- Volunteer Recognition Program
- Player Allocation Committee



Drivers	Levers
Risk Management	▸ Tolerance
	▸ Planning
	▸ Monitoring
	▸ Reporting
Oversight	▸ Strategic alignment
	▸ Accountability
	▸ Transparency
	▸ Change marketing
Agility	▸ Focus
	▸ Structure
	▸ Data
	▸ Talent
Fairness	▸ Ethics
	▸ Diversity - community, thought, age, gender, identity
	▸ Equitable representation
	▸ Open communication

Strategic Initiatives

Organizational Design

Lead by the GTHL Board becoming the North Star for the change that needs to be delivered with the Transition Game. Examine and recommend a better way to bring talent into the nomination process. Add diversity to the board, not for optics, but to drive the diversity/equity/inclusion agenda and the desire to evolve. Refocus the board on strategy and delivering The Transition Game supported by a formal plan that includes board reform. Create an advisory committee to the GTHL Board that represents the pillars of The Transition Game, all customer types, athletes and families.

1

Commitment to Change

Provide organizations programs and templates for increasing diversity, equity and inclusion with the Open-Door Hockey Program. Establish performance goals, metrics, initiatives and provide public insight into operational performance. Establish a regular cadence of both self evaluation and organizational evaluation based on established criteria and measures. Formalize the planning, monitoring and reporting on risk. Publish a signed declaration of principles, by every club president, that showcases their commitment to delivering The Transition Game. Form a special committee to provide analysis and recommendation on the optimal voting structure to deliver on The Transition Game.

2

Transparency

Publish a breakdown of board members, roles, responsibilities and structure in an easy to digest format. Rebuild governance structures with a new set of organization policies and procedures and provide organizational insights including club information and independent criteria. Publish the high-level summaries from hearings for rule breakers, providing insight into history on adherence to GTHL policies and procedures.

3

Collaboration for Execution

Establish a regular cadence for collaboration with the league office and the organizations to discuss progress on delivering The Transition Game and providing a platform for sharing concerns and best practices. Architect a “Summit” on what it takes to run a Recreation based organization, including financials, and the importance of keeping kids in the game. Provide a discussion space for Recreation organizations to have an on-going open dialogue to share ideas, discuss problems and develop solutions. Distinguish and include community lenses (families, neighborhoods, fans, sponsors) to overtly establish clubs as pillars within their communities.

4



Measures of Success

Measure	2021	2022	2023
Board Composition and Quality	TBD	TBD	TBD
Board Performance	TBD	TBD	TBD
Risk Tolerance	TBD	TBD	TBD
Grow The Game			



Appendix

SPECIAL “THANK YOU” TO OUR PILLAR TEAMS



We couldn't have done this without you.

- ▶ Abu Hafejee
- ▶ Brian Webster
- ▶ Dasha Peregoudova
- ▶ Don Bamford
- ▶ Don West
- ▶ Eric Kerr
- ▶ Erin Needra
- ▶ Gordon McDonald
- ▶ Grant Worden
- ▶ Steve Whitaker
- ▶ Jeff Boyes
- ▶ Jeff Carmichael

- ▶ James Madge
- ▶ Jeff Turner
- ▶ Joe Mazzocco
- ▶ John Bell
- ▶ John Morris
- ▶ John Neville
- ▶ John Polyzogopoulos
- ▶ John Trimble
- ▶ Joseph Iantorno
- ▶ Julia Spignesi
- ▶ Julie Ihamaki
- ▶ Justin Bobb

- ▶ Kashyap Gosai
- ▶ Kathie Wood
- ▶ Michael Purdy
- ▶ Ken Smith
- ▶ Ken Wolff
- ▶ Keven Wilson
- ▶ Lisa Ferkel
- ▶ Marc Ihamaki
- ▶ Marco Di Buono
- ▶ Mark Zizek
- ▶ Max Lewis
- ▶ Mia Poscente

- ▶ Mindy Noble
- ▶ Peter MacInnis
- ▶ Phil Wolfenden
- ▶ Salman Rana
- ▶ Sandra Neubauer
- ▶ Seanna Thomas
- ▶ Steve Allmen
- ▶ Susan Irving
- ▶ Wally Turner
- ▶ Wayne McNeil
- ▶ William Chaves

...AND THE TRANSITION GAME PARTICIPANTS



We couldn't have done this without you either.

- ▶ Abu Hafejee
- ▶ Adam Simac
- ▶ Adam Tomulka
- ▶ Adrienne Middlebrook
- ▶ Alexander Clarke
- ▶ Alexis Fields
- ▶ Amy Stuart
- ▶ Anamaria Manna
- ▶ Anastasia Bucsis
- ▶ Andrea Schlosser
- ▶ Andrew Kidd
- ▶ Andy Schiavone
- ▶ Andy Shapiera
- ▶ Ann-Marie Reynolds
- ▶ Anthony Munro
- ▶ Antonio Ferlisi
- ▶ Archie Allison
- ▶ Ashley Curran
- ▶ Austin Urwin
- ▶ Barbara Anne Berry
- ▶ Barry Carolan
- ▶ Barry Harte
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- ▶ Victor Phyllis
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“Reimagining hockey as a fun, inclusive and positive experience that represents the diversity of Greater Toronto while weaving in the best of old and new Canadian culture dynamics through the fabric of the game in a substantial way.”

- Marlowe Stoudamire, 1977 - 2020