



BC Hockey

Governance Review Committee Report to Annual General Meeting

June 20, 2014



Key Purpose of Governance Review

To ensure that the accountability and decision-making processes are appropriate for BC Hockey.

- ❖ BC Hockey Program Committees
- ❖ BC Hockey Executive Structure



What is Governance?

Governance = the systems and structures an organization uses to control its general operations, programs and activities. These systems and structures allow us to: hold a board of directors to account, promote fairness and transparency, support stewardship and integrity, and engage members and stakeholders. Governance systems and structures provide the means by which organizations make decisions, pursue mandates and goals, deliver programs and services, and meet legal standards

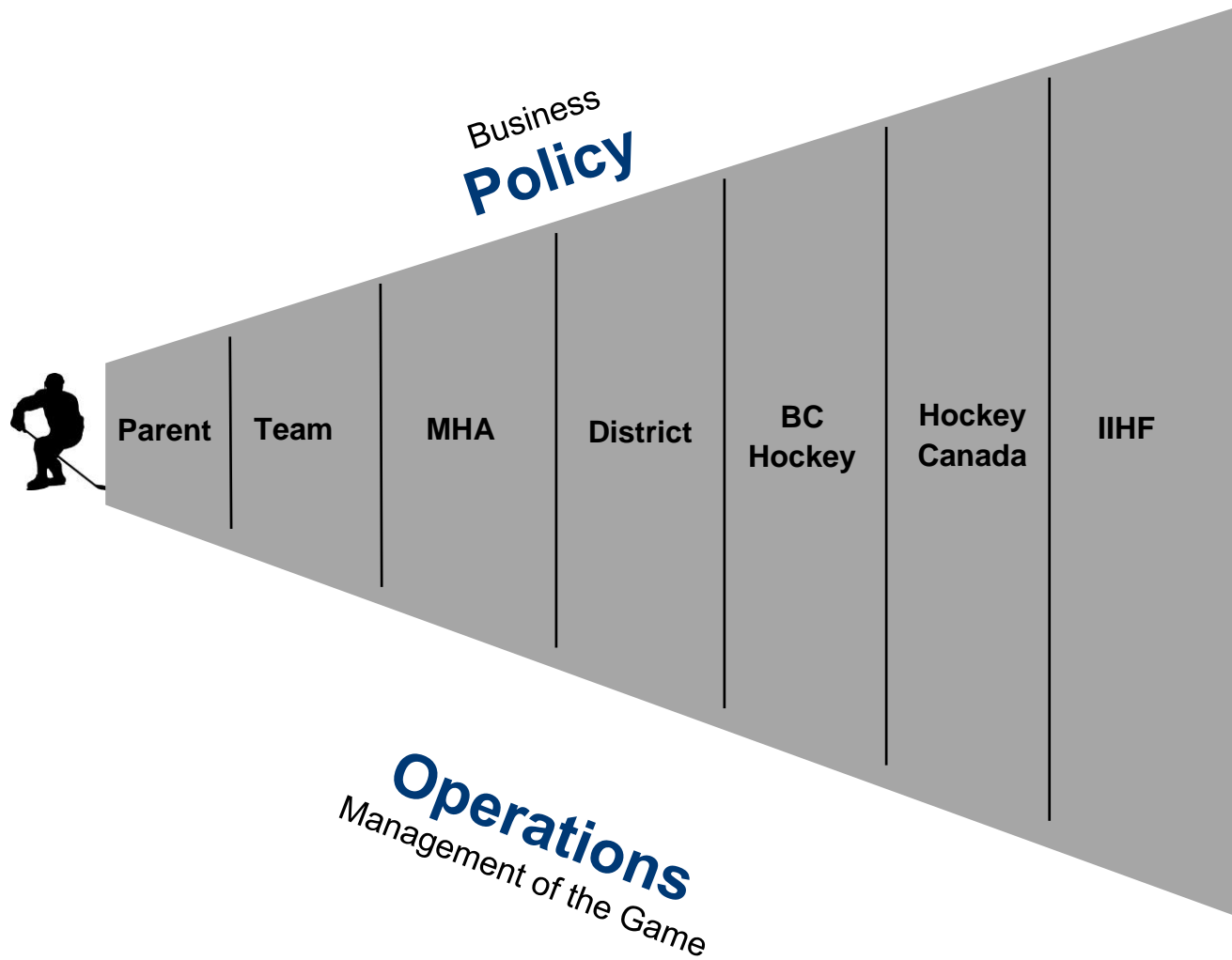


Context for the Review

- AGM motions, 2012 & 2013
- Provincial Sport Organization (PSO) Responsibilities
- General review by many sports and other non-profit organization of their governance structures.
- Current trends (best practices) in sport management.
- Desire to provide BC Hockey with good governance practices and procedures.



Focus: Policy ↔ Operations



Presentation Opportunities

Presentations

- Vancouver (EC)
- Vernon
- Burnaby
- Nanaimo
- Fort St. John
- Prince George
- Creston
- Smithers

Conference Calls

- Yukon District
- Senior Female

- The PowerPoint and survey were also distributed to Jr. B, Jr. A, Senior Male teams and the Life Members.



Feedback Received

Surveys Returned (46)

- Executive Committee (8)
- Kootenays (3)
- Lower Mainland (96)
- North Central (0)
- North East/Yukon (4)
- North West (1)
- Okanagan-Mainline (5)
- Vancouver Island (6)
- Junior B (6)
- Junior A (2)
- Senior Female (4)
- Senior Male (1)

Terms of Reference (5)

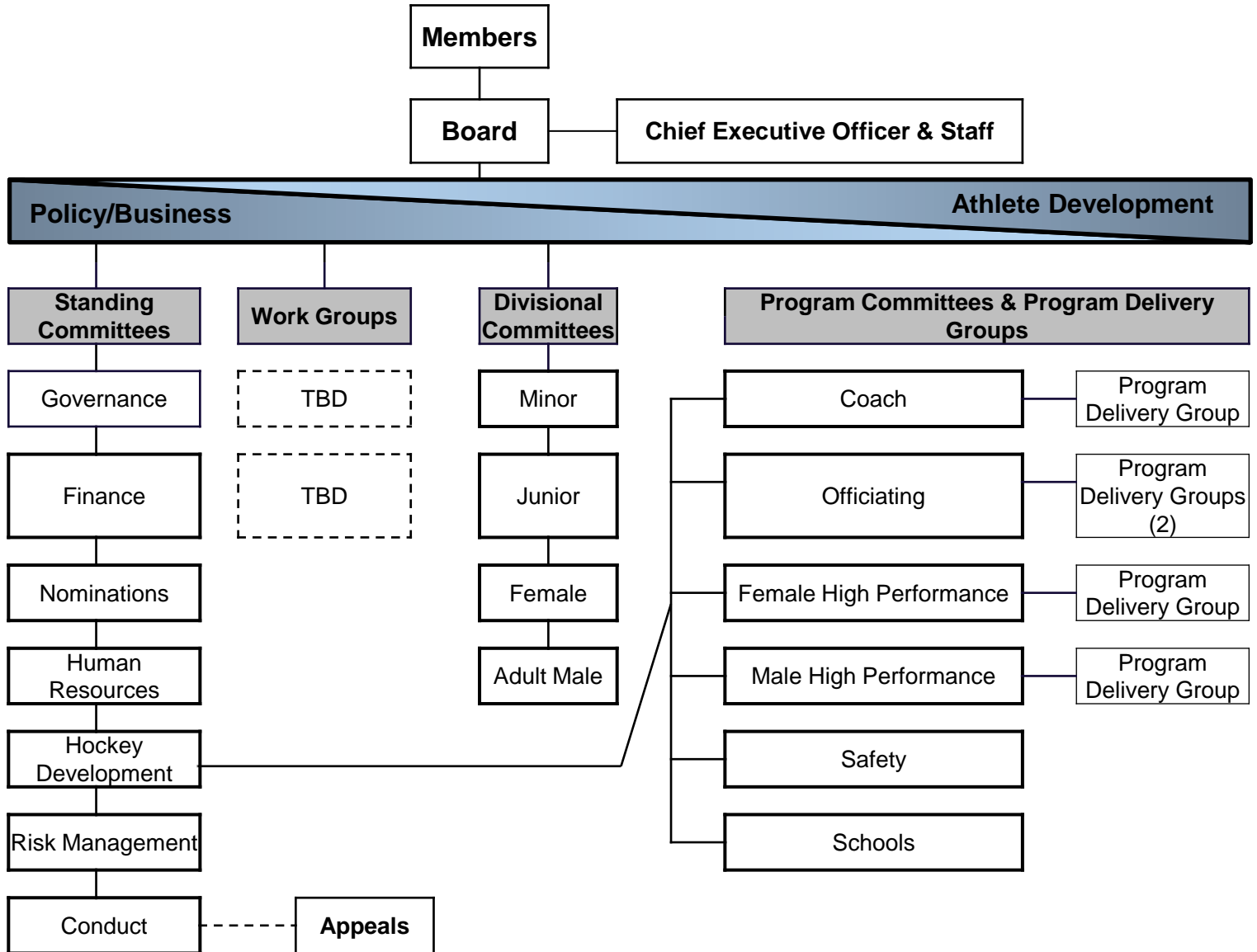
- Programs (1)
- Members/Board (5)
- Standing Com. (4)
- Work Groups (4)
- Competition Comm. (4)

E-mails

- Life Members (2)



BC HOCKEY GOVERNANCE CHART



Steps to Full Implementation

- Approval in principle of the structure.
- Terms of reference for each 'box'.
- New By-laws (combining the structure and the terms of reference).
- Revisions to Regulations (to make them consistent with the new structure)
- Polices (New and Up-dated)
- Operational plan to support the structure



By-Laws

- It has been pointed out the current bylaws go beyond typical bylaws and include both policy and procedures.
- Bylaws are the rules enacted by an association to provide a framework for its operation and management. They should be lean and clean, clearly and plainly written
- The more specific items should be placed in Terms of Reference, Policy, and Regulations



Terms of Reference

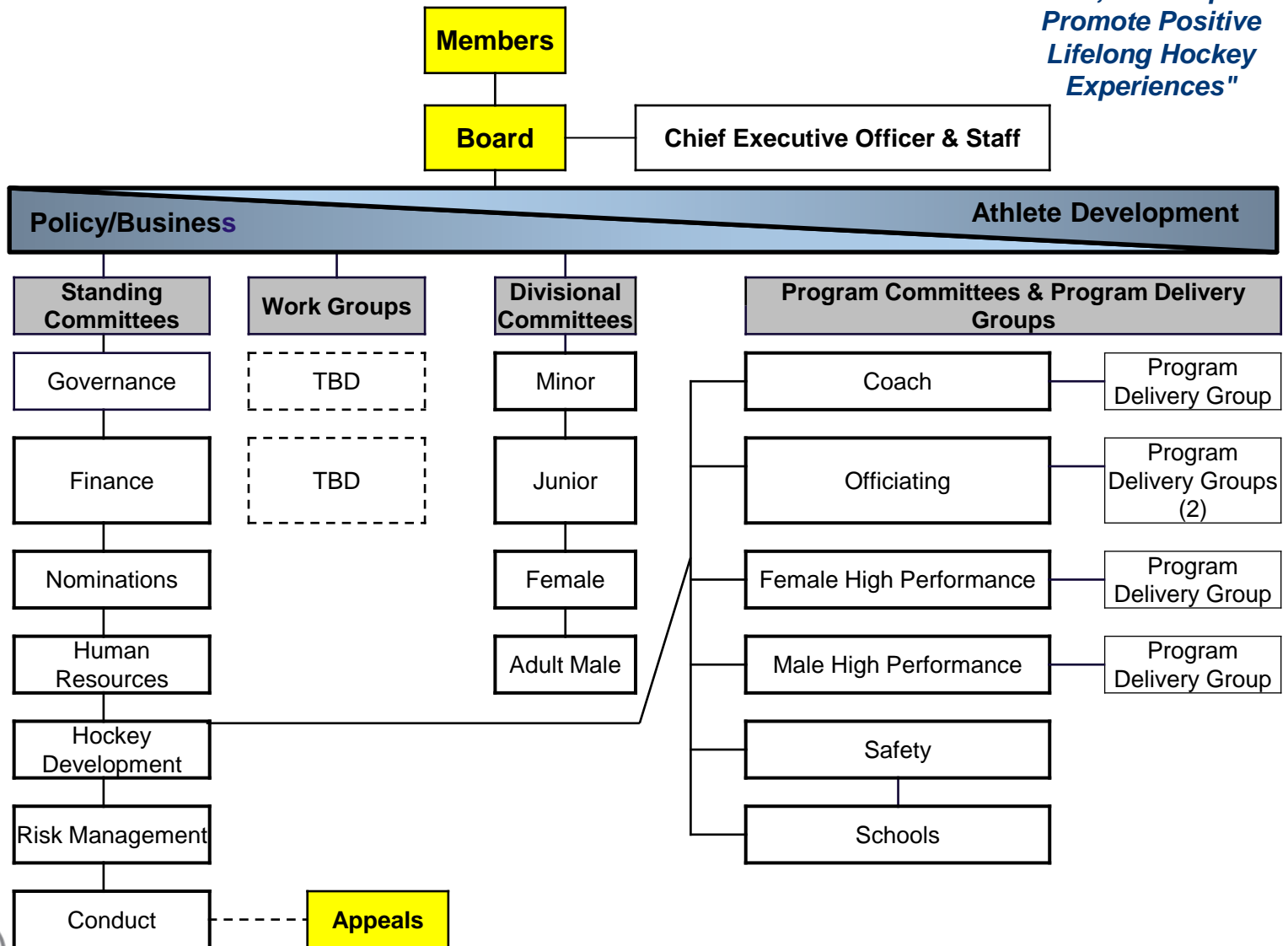
- Name (of the entity)
- Mandate (statement of general purpose)
- Key duties (specific tasks to be performed)
- Authority (where in the bylaws their role is stated)
- Composition (who is a part of the entity)
- Policy Responsibilities (policies they are responsible for reviewing and for recommending updates)
- Meetings (how and how often they meet)
- Resources (the funding and staff support available)
- Reporting (how and who they report to)
- Approval and Review (when approved and how updated)



Decision Making Bodies

BC HOCKEY GOVERNANCE CHART

"Lead, Develop and Promote Positive Lifelong Hockey Experiences"



Members

Mandate:

The Members are responsible for ensuring BC Hockey acts in compliance with the BC Society Act and the BC Hockey Constitution, By-Laws, Regulations and Policies.



Members

Composition:

- Amateur Senior and Junior Teams
- Amateur Hockey Leagues
- Amateur Hockey Associations
- Amateur District Hockey Associations
- Associate Members (non-voting)
- Life Members (non-voting)
- Persons serving on the BC Hockey Board



Life Members

- Life Members are individuals acknowledged for their distinguished contributions to BC Hockey.
- The number of Life Memberships of BC Hockey is limited to five (5) active members.



Key Duties

- **Elect the Directors.**
- **If necessary, remove elected Directors and fill any vacancies.**
- **Make proposals to make, amend, or repeal Constitution Articles, By-Laws, and Regulations.**
- **Approve the Audited Financial Statement.**
- **Appoint the Auditor.**
- **Approve the annual membership fee for each class of membership**
- **Approve the creation of new membership classes or changes to the conditions required for being a Member.**
- **Approve any changes to Members' rights or obligations.**
- **Promote the development and growth of the game within their local jurisdictions.**



Registered Participants

- Any person, team, league, Sports School, or similar entity registered with the Society or any of its Members, or any person, affiliated with or associated with, in any capacity whatsoever, any Club, team, league, Sports School, or similar entity participating in games or activities of any kind sponsored or organized by the Society or any of its Members, including but not limited to the parents or legal guardians of any minor aged participant registered in the Society's programming, shall not have membership status within the Society but, rather, shall be referred to throughout these By-Laws as a "Registered Participant".



Board of Directors

The Board is responsible to manage or supervise the management of the activities and affairs of BC Hockey.



Board of Directors

- The Board will be composed of **nine (9) Directors** elected by the membership, including one (1) of whom shall be elected as Chair of the Board.
- Elected Directors will serve two year terms to a **maximum of five (5)** consecutive terms.
- The Chair will serve a two year term to a **maximum of two (2)** consecutive terms. The Chair would be **elected by the Members**.
- Five (5) Directors, including the Chair, will be elected in the even numbered years and four (4) Directors will be elected in the odd numbered years.



Key Duties

Governance

- Establish terms of references - committees & work groups
- Fill vacancies on the Board

Management

- Appoint standing committees and work groups
- Appoint the Chief Executive Officer
- Ensure the decisions of the Members are executed

Finance

- Approve the budget
- Supervise the collection of fees and the expenditure of money



Chief Executive Officer (CEO)

The Chief Executive Officer is appointed by the Board, answerable to the Board, and reports to the Board through the Chair of the Board.

The Chief Executive Officer is responsible for the day to day operations of BC Hockey with authority as delegated by the Chair of the Board.



Roles

The roles of the Chair and the Chief Executive Officer in directing the organization are complementary.

- The Chair's role is to manage the Board.
- The Chief Executive Officer's role is to manage the staff (paid and volunteer).



Appeal Committee

This committee has decision-making responsibilities and operates at arm's length from the Board and the Code of Conduct Committee.

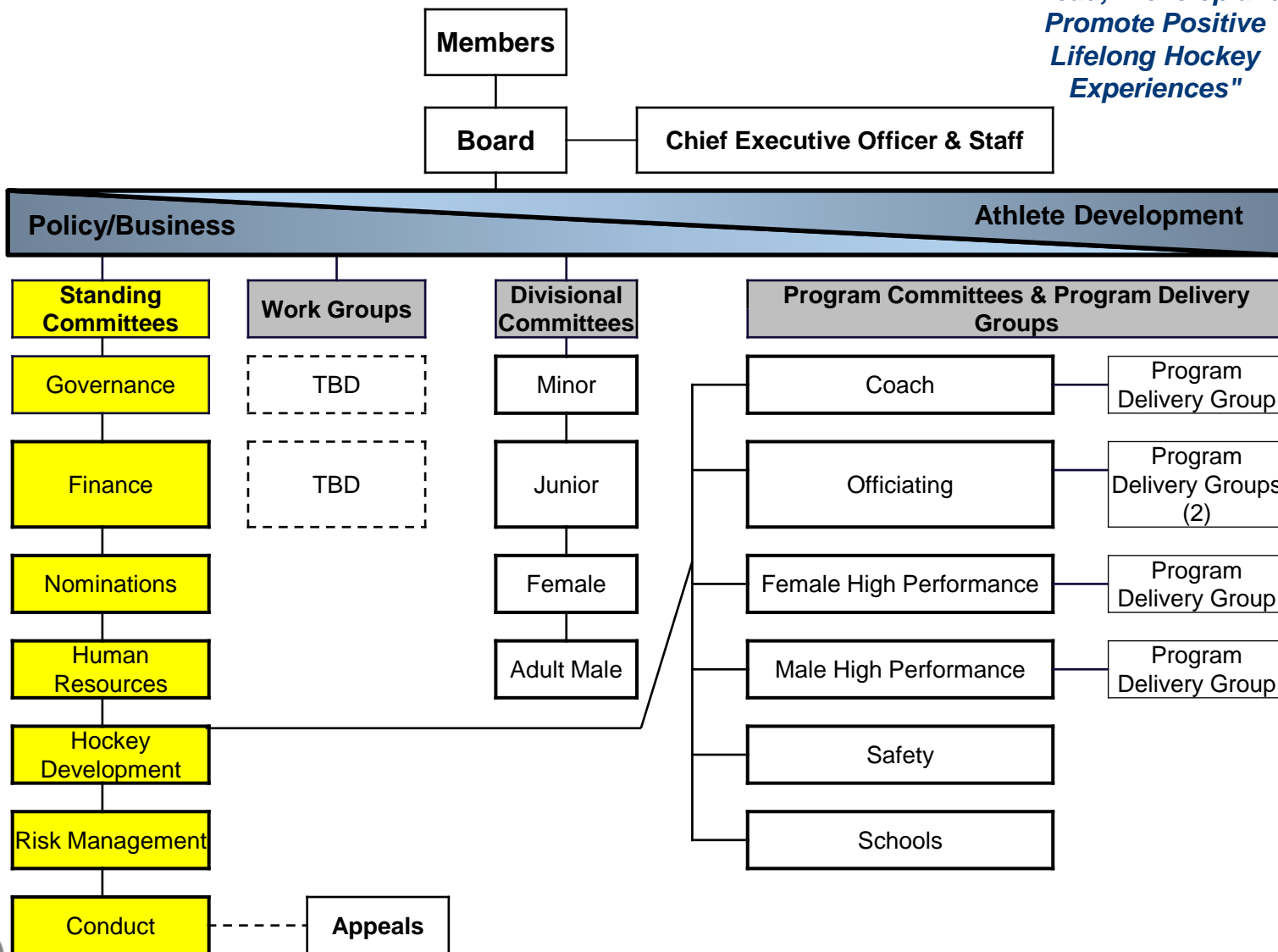
The Appeals Committee is responsible for hearing and making decisions on appeals of Minor Hockey Association, District Association, League, and BC Hockey decisions.



Standing Committees

BC HOCKEY GOVERNANCE CHART

"Lead, Develop and Promote Positive Lifelong Hockey Experiences"



Standing Committee Mandates

The Standing Committees have an advisory role and bring the experience, expertise and judgement of a group of interested and informed individuals to bear on specific areas of the Society's responsibility.



Governance

The Governance Committee is responsible for advising the Board on matters relating to the Board's governance processes and policies, structure, evaluation of the Board effectiveness, education and evaluation of Board Directors, and for establishing policies for the hiring and evaluation of the Chief Executive Officer.



Finance

The Finance Committee is responsible for oversight related to the BC Hockey's auditing and reporting, financial policies and strategies, and financial risk management



Nominations

- The Nominating Committee is responsible for ensuring, on a continuing basis, that the BC Hockey Board of Directors is composed of qualified and skilled persons capable of, and committed to, providing effective governance leadership to BC Hockey.
- The Nominating Committee should attempt to attract a diversity of gender; a diversity of ethnicity; a diversity of geographical location; a diversity of hockey experience and have specific skills and attributes beneficial to serving as a Director while meeting the eligibility requirements for being a Director as set out in the BC Society's Act.



Hockey Development

The Hockey Development Committee is responsible for the general oversight of BC Hockey's development programs and to develop a vision for hockey development within the Branch



Human Resources

The Human Resources Committee is responsible for overseeing the establishment of employment policies for BC Hockey staff and for policies related to volunteers, and for monitoring compliance with those policies



Risk Management

The Risk Management Committee is responsible for ensuring the development and implementation of a comprehensive risk management program and for monitoring compliance with program standards and objectives



Conduct

The Conduct Committee is responsible for establishing and monitoring standards of behaviour, identifying inappropriate behaviours, promoting proactive strategies, establishing and monitoring disciplinary policy and establishing and monitoring dispute resolution processes.



Committee Composition

Generally:

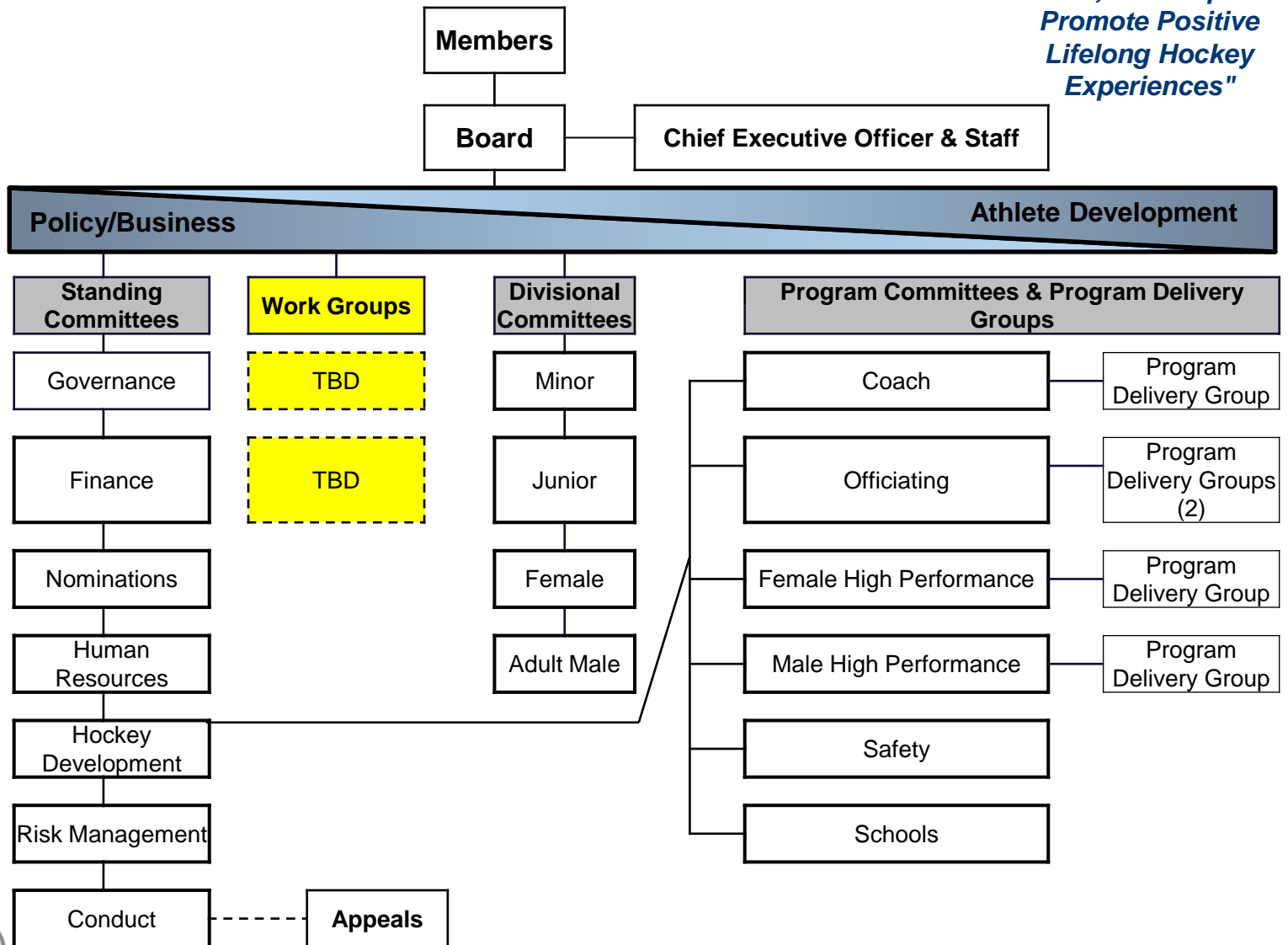
- The Committee Chair, who shall be a Director appointed by the Chair of the Board.
- Committee members, a minimum of 4 and a maximum of 6 members (including the Committee Chair) appointed by the Board.
- A combination of Directors and Subject Matters Specialists.
- Staff resource person(s) (non-voting).



Work Groups

BC HOCKEY GOVERNANCE CHART

"Lead, Develop and Promote Positive Lifelong Hockey Experiences"



Work Group Mandate

Work Groups are established to undertake a specific task or project that is to be completed within a defined period of time



Work Group Composition

- The Work Group Chair, a Director appointed by the Chair of the Board.
- Work Group members, a minimum of 4 and a maximum of 8 members (including the Work Group Chair) appointed by the Chair of the Board.
- Staff resource person(s) (non-voting).

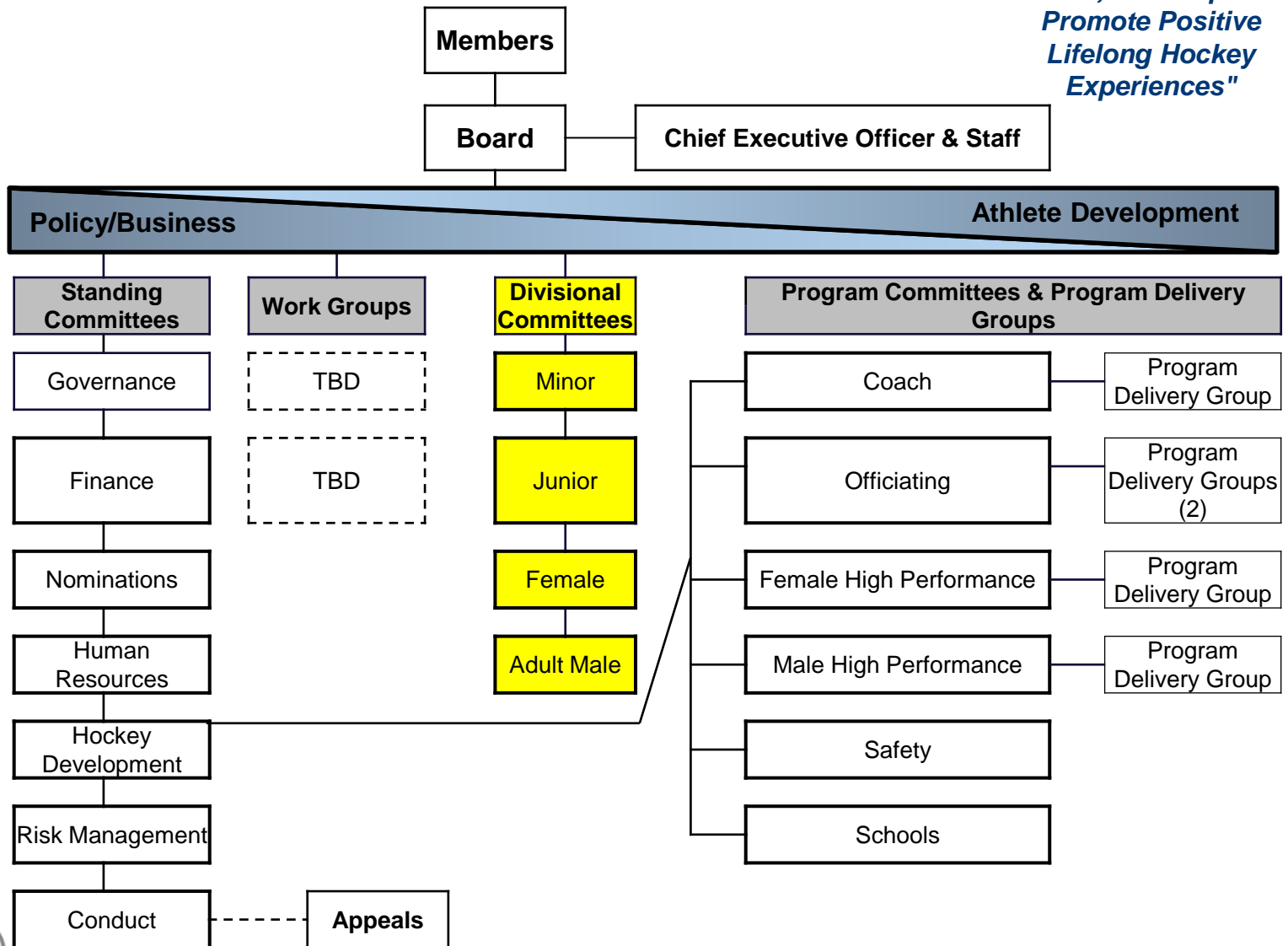
The Work Group will be dissolved after it has completed its assigned task or project.



Divisional Committees

BC HOCKEY GOVERNANCE CHART

"Lead, Develop and Promote Positive Lifelong Hockey Experiences"



Divisional Committee Mandates

The Divisional Committees are recommending bodies responsible for making recommendations related to athlete development, for providing opportunities for discussion and communication between divisional or between regional representatives and for providing recommendations to the Board regarding key issues affecting their division.



Minor Committee

The Minor Committee will be composed of:

- A Chair and Vice Chair – who shall be Directors appointed by the Chair of the Board
- The District Association Presidents or their representatives.
- Staff Resource Person (non-voting)



Junior Committee

The Junior Committee will be composed of:

- Chair – who shall be a Director appointed by the Chair of the Board
- Junior A League President or their representative
- Junior B League Presidents or their representatives
- Western Hockey League representative
- The Major Midget AAA League Managing Director
- Sport School representative(s)
- Staff Resource Person (non-voting)



Female Committee

The Female Committee will be composed of:

- Chair – who shall be a Director appointed by the Chair of the Board
- Junior League President or their representative
- Senior League President(s) or their representative(s)
- The Female Midget AAA League Coordinator plus one Team Rep selected by the teams.
- Sport School representative(s)
- CANLAN Ice Sports representative
- Staff Resource Person (non-voting)



Adult Male Committee

The Adult Male Committee will be composed of:

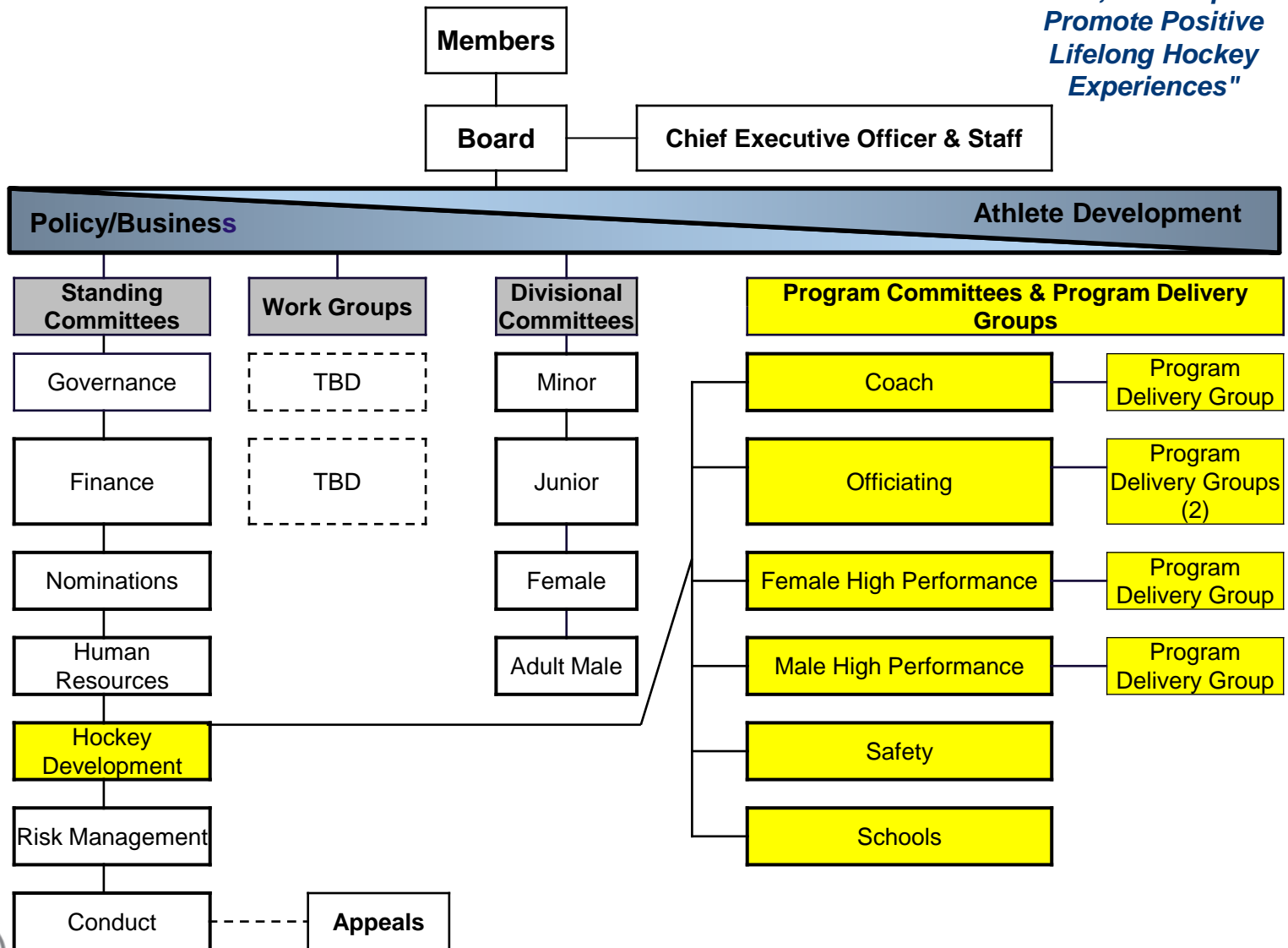
- Chair – who shall be a Director appointed by the Chair of the Board
- Senior League President or their representative
- Independent Senior team representative.
- BC Intercollegiate Hockey League representative
- CANLAN Ice Sports representative
- Staff Resource Person (non-voting)



Hockey Development Programs

BC HOCKEY GOVERNANCE CHART

"Lead, Develop and Promote Positive Lifelong Hockey Experiences"



Hockey Development Programs

- Three tiers: Standing Committee, Program Committees and Program Delivery Groups
- Skill or competency based model for program committees
- Geographic representation based model for program delivery groups
- Recommending bodies



Hockey Development Committee

The Hockey Development Committee is a standing committee of the Board. The Hockey Development Committee is responsible for the general oversight of BC Hockey's development programs and to develop a vision for hockey development within the Branch



Committee Composition

The Hockey Development Committee will be composed of the following members:

- Chair, – who shall be a Director assigned by the Chair of the Board
- Committee Members:
 - ❖ Female High Performance Branch Coordinator
 - ❖ Male High Performance Branch Coordinator
 - ❖ Safety and Risk Management Branch Coordinator
 - ❖ Coach Branch Coordinator
 - ❖ Referee In Chief
 - ❖ Female Hockey Development Coordinator
 - ❖ School Programming Branch Coordinator
 - ❖ Staff Resource (non-voting)



Program Committees

- Female High Performance
- Male High Performance
- Safety
- Coaching
- Officiating
- Schools



Committee Mandates

The Committee provides general oversight and monitoring of the delivery of the program for, in cooperation with Hockey Canada's Program(s), and is responsible for the development of new technical components of the program as well as administrative and operational standards of the program.



Committee Composition

- Committee Chair – Branch Coordinator
- A Board Director assigned to act as a liaison between the Committee and the Board. (non-voting)
- Committee members: 4-8 Subject matter specialists
- Staff Resource person (non-voting)



Program Delivery Groups

- Female High Performance
- Male High Performance
- Coaching
- Minor Officiating
- Above Minor Officiating



Delivery Group Mandate

The Program Delivery Group is responsible to monitor the program and to deliver the program components at the expected level.



Delivery Group Composition

(High Performance and Above Minor Officiating)

- Co-Chairs – Branch Program Coordinator and Staff Resource Person (non-voting)
- Committee members will be:
 - ❖ Lower Mainland Coordinator(s)
 - ❖ Vancouver Island Coordinator(s)
 - ❖ Okanagan Coordinator(s)
 - ❖ North Coordinator
 - ❖ Kootenays Coordinator



Delivery Group Composition

(Coaching and Minor Officiating)

- Co-Chairs – Branch Coordinator and Staff Resource Person (non-voting)
- Committee members will be:
 - ❖ Lower Mainland Coordinator(s)
 - ❖ Vancouver Island Coordinator(s)
 - ❖ Okanagan Coordinator(s)
 - ❖ North West Coordinator
 - ❖ North Central Coordinator
 - ❖ North East Yukon Coordinator
 - ❖ Kootenays Coordinator



Female Hockey

- Branch Female Development Co-ordinator
- **District Association Female Board members.**
- Branch advice and support as needed with District implementation.
- As needed, Branch Female Hockey Work Groups.
- **Female content experts on coaching and officiating program committees.**
- Female Midget AAA League.
- Female High Performance Program Committee and Program Delivery Group



Next Steps

- Approval in principle of the structure.
- Approval of Hockey Development Program motions
- Finalize terms of reference for each 'box'.
- New By-laws (combining the structure and the terms of reference).
- Revisions to Regulations (to make them consistent with the new structure)
- Approval of By-laws and Regulations – AGM 2015
- Polices (New and Up-dated)
- Elections under new format – AGM 2016



Thank You

