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## AGM 2021 – Annual Executive Director Report

### Richmond Jets Minor Hockey AGM – June 1<sup>st</sup>, 2021

The past 7 months as the Executive Director as seen many successes and many challenges. I have had an opportunity to connect with the majority of our volunteers either through meetings or direct correspondence. I also had an opportunity to meet many of the members, coaches and players at the photo day and I am excited to say that the Jets have many passionate volunteers that focus on the player experience, which continues to be our highest priority and aligns with our core values:

***Fair Play/Respect/Inclusiveness/Determination/Safety/Fun***

### Main Objectives:

The main objectives this past 7 months since starting in mid-October was to familiarize myself with the following areas of the association:

- **Meet the team** - relationship building with Board members, staff, volunteers, coaches and committee chairs;
- **Define working relationships** and identify expectations;
- **Communication** to members and the City of Richmond via numerous virtual meetings;
- **RJMHA Vision-Mission-Values**, constitution, policies and programs;
- **Build trust, accountability, respect** – work together to create a “**Jets Culture**” that is inclusive and for everyone.

### Key Responsibilities:

The responsibilities included the following key areas:

- **Operational:** Day to day operations working with the Board of Directors, management team, volunteers and program providers;
- **Governance/Leadership:** Understanding and learning the governance model, bylaws, policies and committee structure;
- **Financial/Budgetary:** Review and understanding of operating budgets in conjunction with Treasurer and finance committee;



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- **Programming:** Meet with committees and understand programs, schedules and plan for the season. Meet with hockey program director, skills and goalie providers, coaches and division managers on a monthly basis;
- **Safety:** 2020-21 Safety protocols developed by the Covid-19 Committee;
- **Strategic Planning & Strategy Map:** Collaborate with Board members to develop and implement the strategic vision of RJMHA in 2021.

### 2020/2021 Season Summary:

My role as the Executive Director over the past seven months touched many areas of the association given the unprecedented year we experienced. It important to recognize that we are all in this together and without the time and dedication of the RJMHA Board, volunteers, coaches and the players, this season would not have been possible.

Overall, I feel the year was a success as the goal was to get the players back on the ice and return to play and keep them on the ice throughout the season in a safe environment, which was no small task. Thanks to the Covid-19 Committee for the execution and implementation of the safety plan and the City of Richmond for their support throughout the year.

The priority since starting with the Jets in the fall of 2020 was to get to know and understand the association governance, daily operations and programming, financial aspects, risk management – Covid-19 protocols and volunteer recognition and recruitment. The systems that are in place have been a great help in the overall organization and execution of the ED role. A SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) was completed and presented to the board in late 2020, that identified key initiatives we need to address. It is important that we focus on inclusion & diversity and initiatives to grow the game (Try Hockey, Intro To Hockey), that are required to change the perception of the game of hockey in the community with its members, partners and community stakeholders. This will not be possible without our volunteers and we also need to begin a recruitment campaign to grow our volunteer base that can support the association well into the future.

Over the past few months we have put key pieces in place for the coming year, including the appointment of all our A1/A2 competitive rep coaching team, the return of our skills and goalie providers and building our initiation and recreational coaching team. We have also confirmed the management team with Tina O'Connor returning a Registrar, Nadine Bayley returning as our Ice Allocator for another 2 years and Ken Hamaguchi returning as our Equipment Manager and Tournament Consultant for next season.



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## Recommendations:

As we look ahead to the upcoming season recommendations include:

- ✓ Complete strategic plan and map – *“Tell our story”*;
- ✓ Good communication at all levels, as communication will build trust and respect;
- ✓ Create and develop the Jets culture in all areas of the association;
- ✓ Grow the game initiatives and work with the City of Richmond to grow community hockey;
- ✓ Financial/Fiscal responsibility for the short and long term;
- ✓ Continue to improve and develop our programs from the initiation divisions through to our U18 divisions.
- ✓ Focus on Long Term Player Development and a development plan and program to maintain and grow the membership. Improve our coach mentorship plan;
- ✓ Create a risk management committee and find a risk manager;
- ✓ Work with the volunteer committee on recruitment and developing roles and responsibilities for our volunteer base;
- ✓ Update our policies - Rep Policy has been updated by the rep committee;
- ✓ Look at the overall committee structure and solidify to improve efficiency and execution.

## Summary:

Thanks to everyone for their support this season as I transitioned into this new role. There is lots of work to be done and I feel the Jets are in a good position with a supportive Board of Directors and strong volunteer. We need to build from the inside out, create a family environment, stay focused and equip all our players to be successful in the future:

***Relationships | Transparency | Communication | Trust | Respect***

***“Hockey is for Everyone”***

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Yours in hockey.

**Wayne Carleton,**  
RJMHA Executive Director