

Boundary Review

March 18, 2019

Objective of the Meeting:

- To Continue to Provide Transparency in Process for all Member Associations
- HC to provide the decision as per the HC Board of Directors
- To Provide rationale as to why this decision was made
- Develop a plan as to how we go forward as one

Hockey Calgary Vision and Mission:

Vision:

- “To be the best amateur sports association in Canada.”

Mission:

- Through our membership we promote:
 - Healthy & Safe Competition
 - Positive Life Skills
 - **Fair Opportunity**
 - Optimal Hockey Skill Development
 - Access to the game

For the enjoyment and success of all participants!

Goal of Boundary Review:



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Fair Opportunity

- The overriding goal of Hockey Calgary in this process is to continue to develop an environment where every player in the City of Calgary has a positive Minor Hockey experience and has....
 - An equal opportunity to develop their skills
 - The opportunity to compete at the appropriate skill level
 - Improved competitiveness and balance across associations
- Secondary goals would be to
 - Optimize travel time for all members
 - Improve access to ice for all members (difficult without adding arenas)
 - Reduce volunteer stress & burn out
 - Grow the game

We Are All in this Together, for the Greater Good of Hockey!

The Process:



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- December 2017 – Regional Meetings Completed with all 4 zones – feedback provided
 - January 2018 – Summary of information sent out to the zones – January 30
 - Maps & Registration #'s provided, request for feedback and for Associations to draft new boundaries
 - Feb/Mar. 2018 – 8 of 14 Associations provided feedback, and potential solutions
 - October 2018 – New registration information provided, showed size gap further widening
 - HC agreed to provide options by December for feedback from Operations Council
 - At this time no Association objected to this proposal
 - December 2018 – Boundary Presentation & 1st set of potential maps provided (over 14 options)
 - January 2019 – Meetings held with most Association to review options, and understand needs
 - HC listened and adjusted proposals to address concerns of organizations
 - February 2019 – New options provided for feedback, (now down to 7 options)
 - February 2019 – Meeting held with HC Board and all Associations, to provide more information
 - HC Management reduces options to 3, and provides to HC Board
 - March 2019 – HC Board reviews final options and makes decision

Factors Considered & Analyzed:



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- Size gap between organizations in Calgary
 - Reviewed Registration date from 2017-18 & 2018-19
- Size of organizations across Alberta
- Performance of Associations in Major HC events over last 3 years (EMHW & Cities)
- Participation & performance at Provincial Championships (3 years)
- Winning % of all teams – 3 year trend & 1 year trend
- Health of Organizations
 - % of players at Atom levels and below versus Pee Wee and above
- Projected # of players and teams under different models (no change, 11 Assoc., 13 Assoc.)
 - Complete with growth trends and grandfathering (house league included & excluded)
- Growth Analysis – 10 Year Trend & 3 Year Trend
- Drive time analysis (not as detailed, but directional)
- Access to ice (directional, and in big picture terms)
- Feedback from member association executives

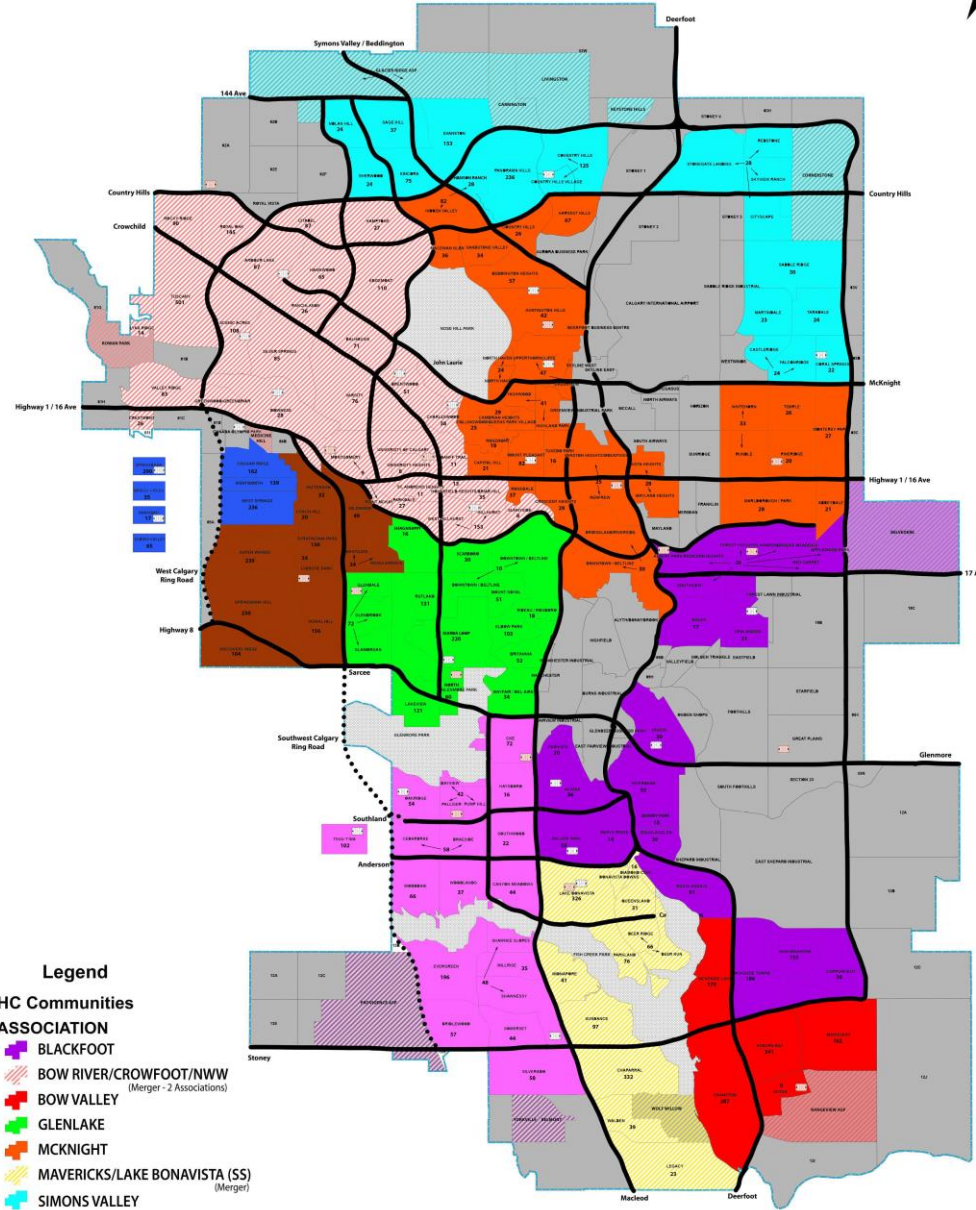
The Decision:



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- **The Hockey Calgary Board of Directors have approved an 11 Association model of ‘Community Hockey’ within the city of Calgary (zone 9) as outlined in the attached map.**
 - **Changes Include:**
 - Merger of LBVA(Southside)/Mavericks – to be complete by 2020-21 playing season
 - Merger of Bow River/Crowfoot/NWW (3 Associations to 2) to be complete by the 2020-21 playing season
 - Re-distribution of players from the Saints Hockey Association effective 2019-20 playing season, with players being relocated to SVHA, McKnight & Blackfoot
 - Shifting of select communities to new Associations effective the 2019-20 playing season:
 - Community of Douglasdale from Bow Valley to Blackfoot
 - Communities of Kingsland, Kelvin Grove, Eagle Ridge & Chinook Park (CKE on map) from Glenlake to Southwest
 - Communities of Capitol Hill & Collingwood from NWW to McKnight

The Decision:



- Legend**
- HC Communities ASSOCIATION**
-  BLACKFOOT
 -  BOW RIVER/CROWFOOT/NWW (Merger - 2 Associations)
 -  BOW VALLEY
 -  GLENLAKE
 -  MCKNIGHT
 -  MAVERICKS/LAKE BONAVISTA (SS) (Merger)
 -  SIMONS VALLEY
 -  SPRINGBANK
 -  SOUTHWEST
 -  TRAILS WEST



11 Association Model – Projected Registration:



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11 Association	2018-19 ex-House)	2019-20 Proj w' Grandfather	2019-20 Proj. w' House
Blackfoot	918	901	960
Bow Valley	962	1018	1102
Glenlake	938	960	1140
McKnight	949	941	988
Saints			
Simons Valley	891	883	958
Springbank	978	993	1059
Southwest	965	954	1049
Trails West	1040	1058	1195
LBVA(SS)/Mavs	1075	1063	1094
Crow/BR/NWW - 2	1025 (approx.)	1010 (approx.)	1163
BR/Crow/NWW - 1	1025 (approx.)	1010 (approx.)	1163

- Range: 891 – 1075 = 184 (ex house league)
- Range: 883 – 1063 = 180 (includes grandfathering & projected growth on a 3 year trend)
- Range: 958 – 1195 = 237 (includes house, grandfathering & projected growth on a 3 year trend)

11 Association Model – Rationale:



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Rationale

- Current size gap is narrowed significantly
- Larger Associations enable HC to better weather size fluctuations (shifts in community size)
- All players have equal (similar) opportunity for success, and to develop versus peers
- Relatively little player displacement, most players get to move together
- All Associations should now be able field teams in all divisions
- Players in former ‘smaller’ Associations will now be able to play in proper division, with a tighter skill gap of players
- Competitive balance expected to improve
- Health of organizations are improved by move to larger Association size
- Time given for mergers to come together

Challenges

- Multiple merger logistics to sort out over coming year
- Welcoming and supporting new members as they transition to new associations
- Potential double ups of Div. 1 teams (could hurt defense against super league hockey, but could also be perceived as a positive by providing opportunities for more players to play at the highest level)
- Transition costs to merge Associations

Grandfathering:



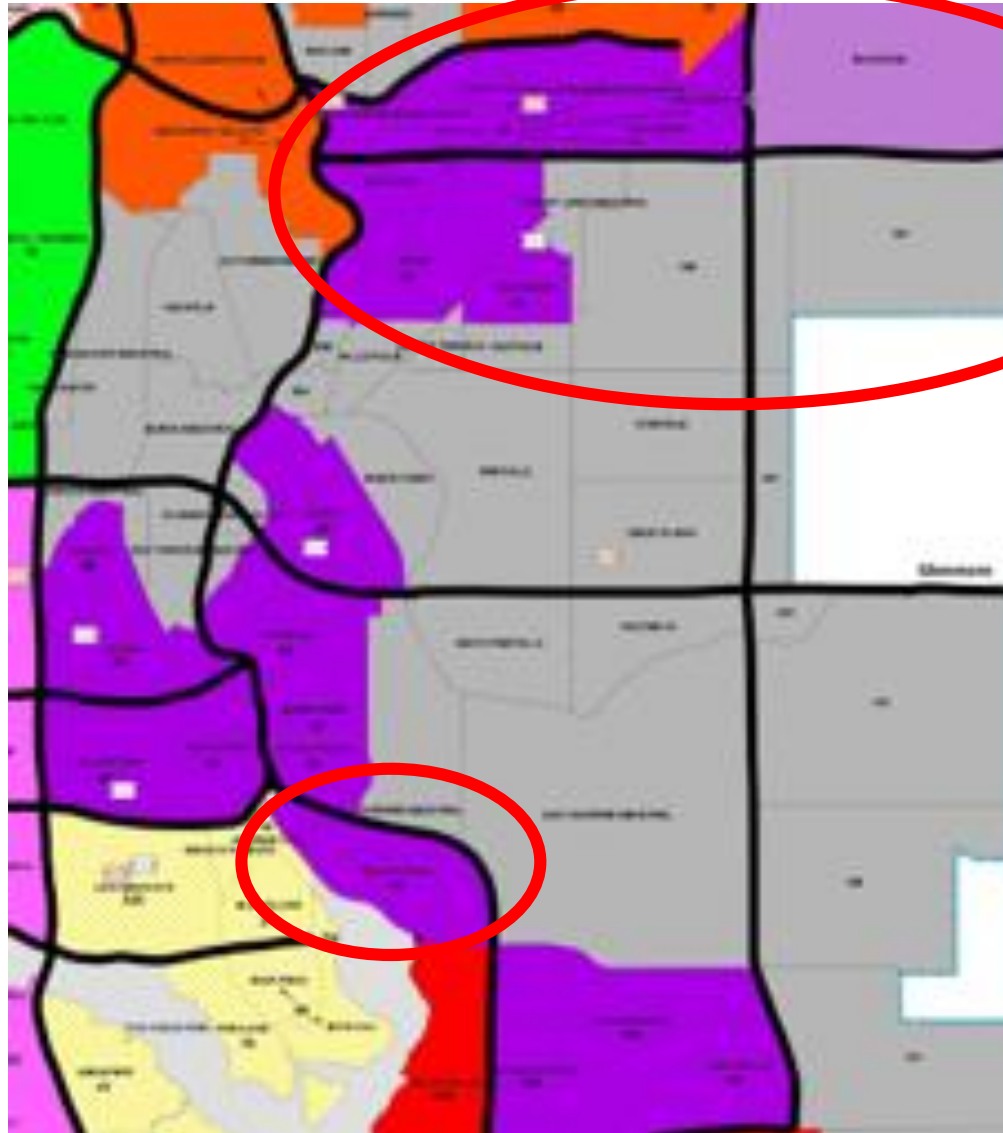
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1. Any Player entering (or in) Midget or Jr. C has the option of remaining with their home (existing) association (2004 born players and older)
 - a) Must be declared prior to the 2019-20 season
 - b) Players cannot move associations and then return
2. Siblings of players noted in 1.0 do **NOT** have the option to remain in their home (existing) association
 - a) Families who choose to have older sibling remain in association will be required to transfer younger sibling and therefore have children in 2 associations
 - b) If families wish to have siblings in same association they will be required to transfer the older sibling
3. Children of 'Association Board Members' – To ensure continuity of the board of directors of affected associations, children of board members will be permitted to remain with their home (existing) association until the parent's term on that board is complete
 - a) If the term of appointment is complete prior to the 2019-2020 season, the players will be required to transfer
 - b) Upon completion of term those players will be required to transfer as per the changes in the boundaries
 - c) Board Members will **NOT** be permitted to apply for another term in order to remain in home (existing) association
 - d) Board Members can choose to move their children immediately, and resign their position on their respective board of directors
4. Existing Player Release Criteria (Grandfather clauses) within Hockey Calgary will not be recognized due to the significant boundary changes that will be faced by all.

Blackfoot:



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Blackfoot:



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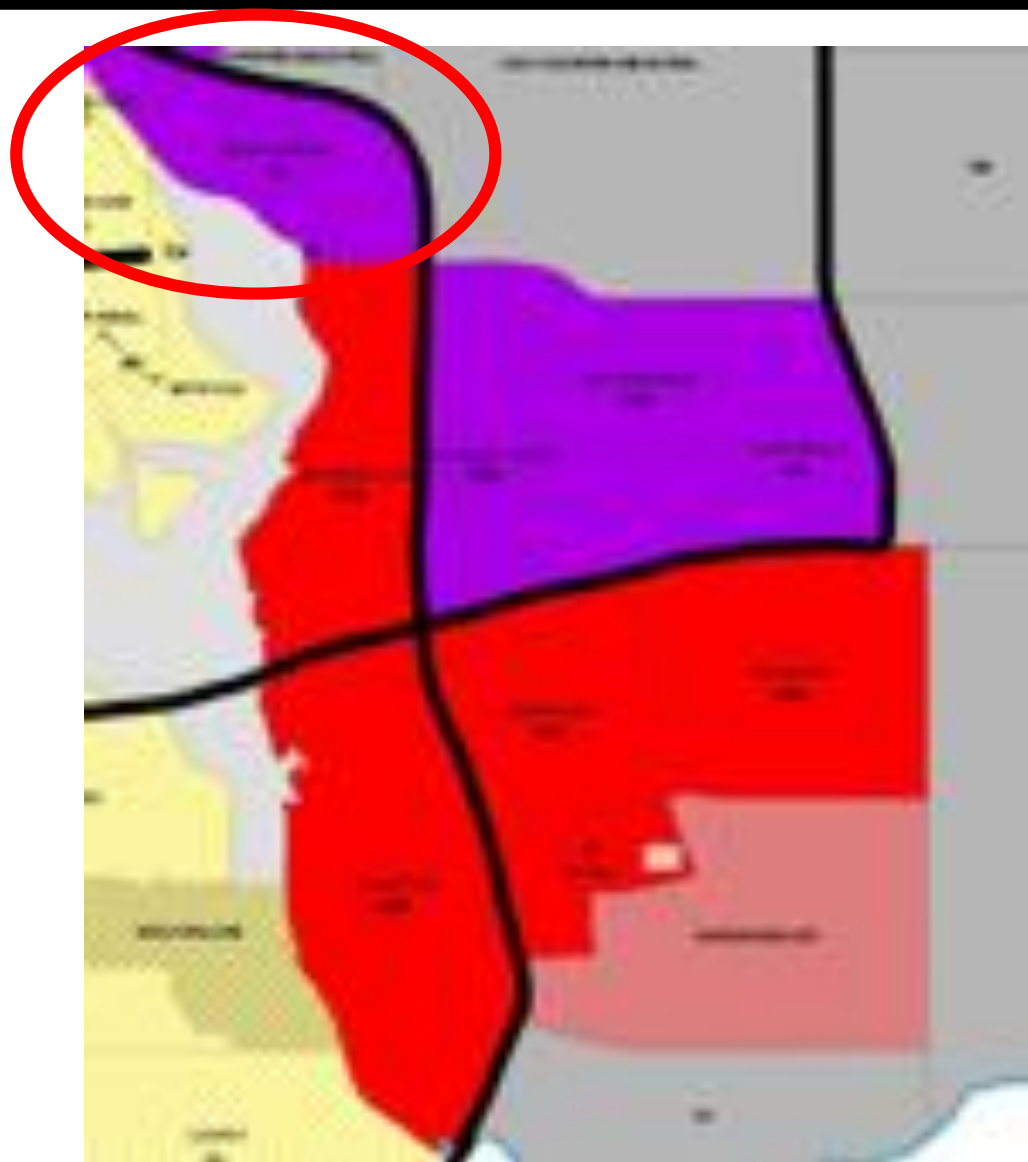
Blackfoot – gains 1 community in south, along with former Saint communities north to Memorial Dr.

- Blackfoot has been stable over 10 years, with little gain or loss in membership
- Strong health with solid base at initiation to atom levels
- Have a mix of old and new communities to manage growth
- Blackfoot does not lose any communities, and has a net gain
- Becomes larger through addition of communities to keep pace with all other Associations
- Will require increased ice from HC pool, but new city arenas of GP & Seton are nearby, so drive time not drastically affected
- Maintain legacy communities of Willow Park & Maple Ridge
- Maintain growth communities in south, to the east of Deerfoot
- While they grow in size they remain a mid size organization versus other associations in Calgary

Bow Valley:



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Bow Valley – loses 1 community, approx. 90 players (ex GF), -8% of membership

- Only Association with 10 years of growth
- Very strong health with high #'s in Initiation to Atom, over 60% of total membership, and maintain this strong position even with the removal of Douglasdale
- Existing communities are new and still growing
- 11 Assoc. model provides future communities planned south of Seton to remain with BV (Rangeview)
- BV still projects to be a large association, over 1000, and will continue to grow
- Allows BV to retain staffing which was a major concern
- Drive time for members is not be affected

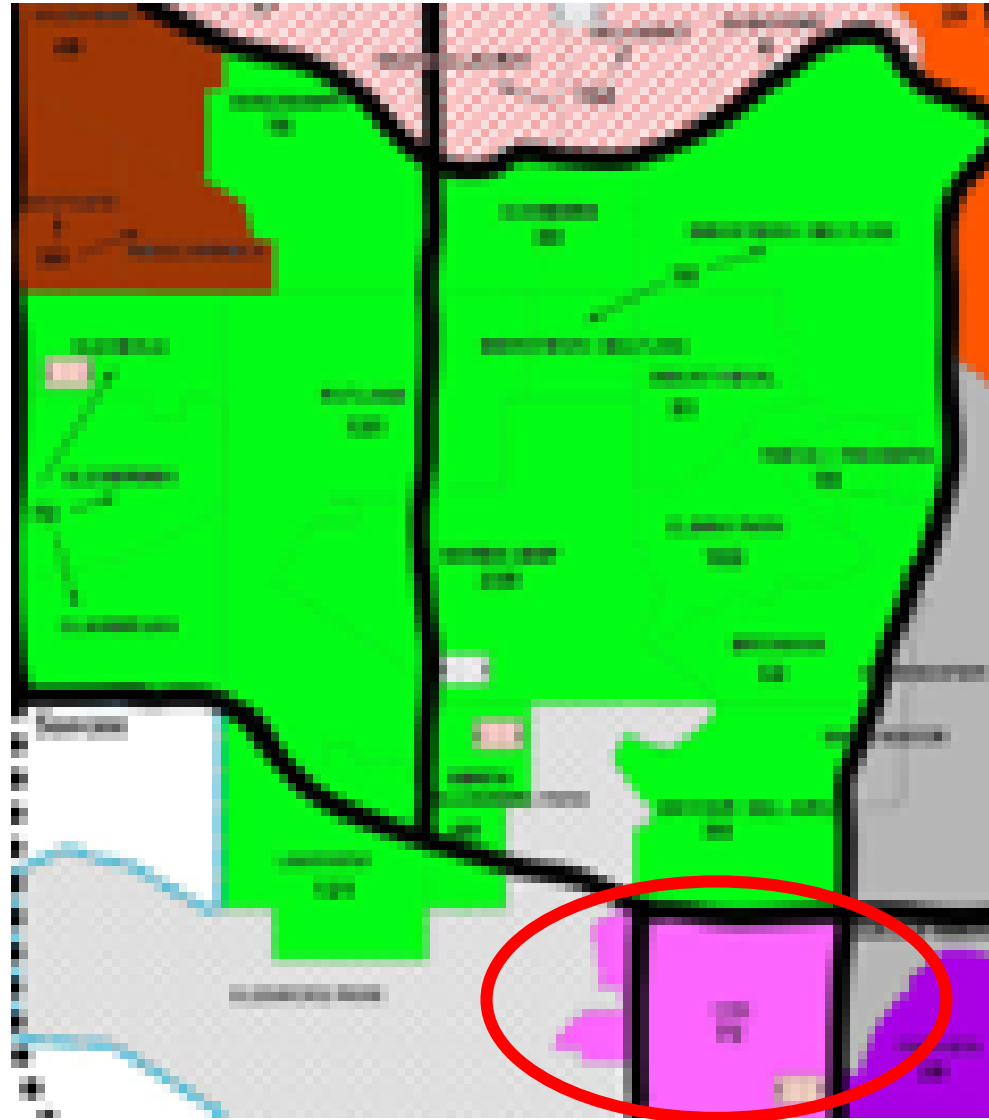
Southwest:



Southwest – gain 1 community, CKE, approx. 70 players

- Went through very successful major merger in 2015-16
- Has declining enrollment as per trends
- Largest decline in city at initiation level at -11%
- New community will give them small boost in growth
- 11 Assoc. model allows them to keep Silverado which a relatively new community with potential build out and growth
- Allows them to keep upstart communities south of Silverado, with growth potential, (Yorkville & Belmont)
- Allows them the long range potential of communities east of Evergreen that have just come on to cities plan (Providence)
- Provides short and long term potential to maintain numbers and hopefully grow

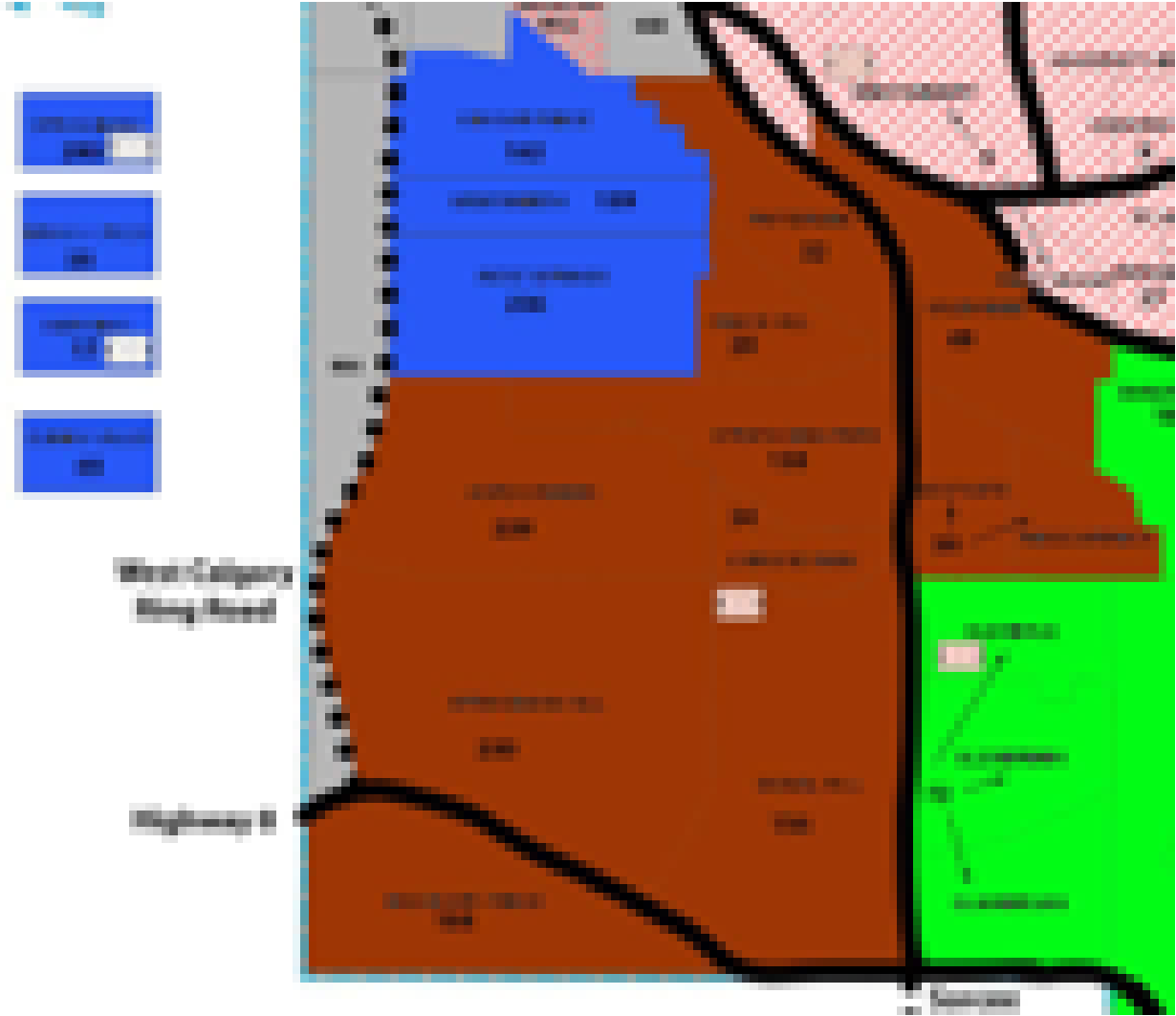
Glenlake:



Glenlake – loses 1 community CKE (combination of Chinook Park, Kingsland, Kelvin Grove and Eagle Ridge)

- Existing Glenlake is largest association in HC when you include the house league #'s, 2nd largest without
- Currently has the 2nd highest growth rate in city over 10 years, and 3 years at +2.9%
- Very healthy organization with over 58% of players in the initiation to atom age category, 2nd best in city following the changes made
- Removal of CKE is approximately 70 kids, approximately -7%
- Removal of CKE provides support to a declining organization
- Remains 1 of largest organizations in the city, including house, and a mid size organization excluding house
- Glenmore Tr. is a natural dividing line, and community removed is south of Glenmore
- Does not provide Glenlake 'new communities', but Glenlake has some new builds around Currie Barracks, and assumption is that Glenlake will continue to gain growth from re-vitalized communities
- Staffing concerns raised by Glenlake should not be an issue, with only a modest decline
- Access to ice will be the same
- Drive times for displaced community (CKE) would be increased slightly, but remaining membership would not be affected by the changes

Springbank/Trails West:



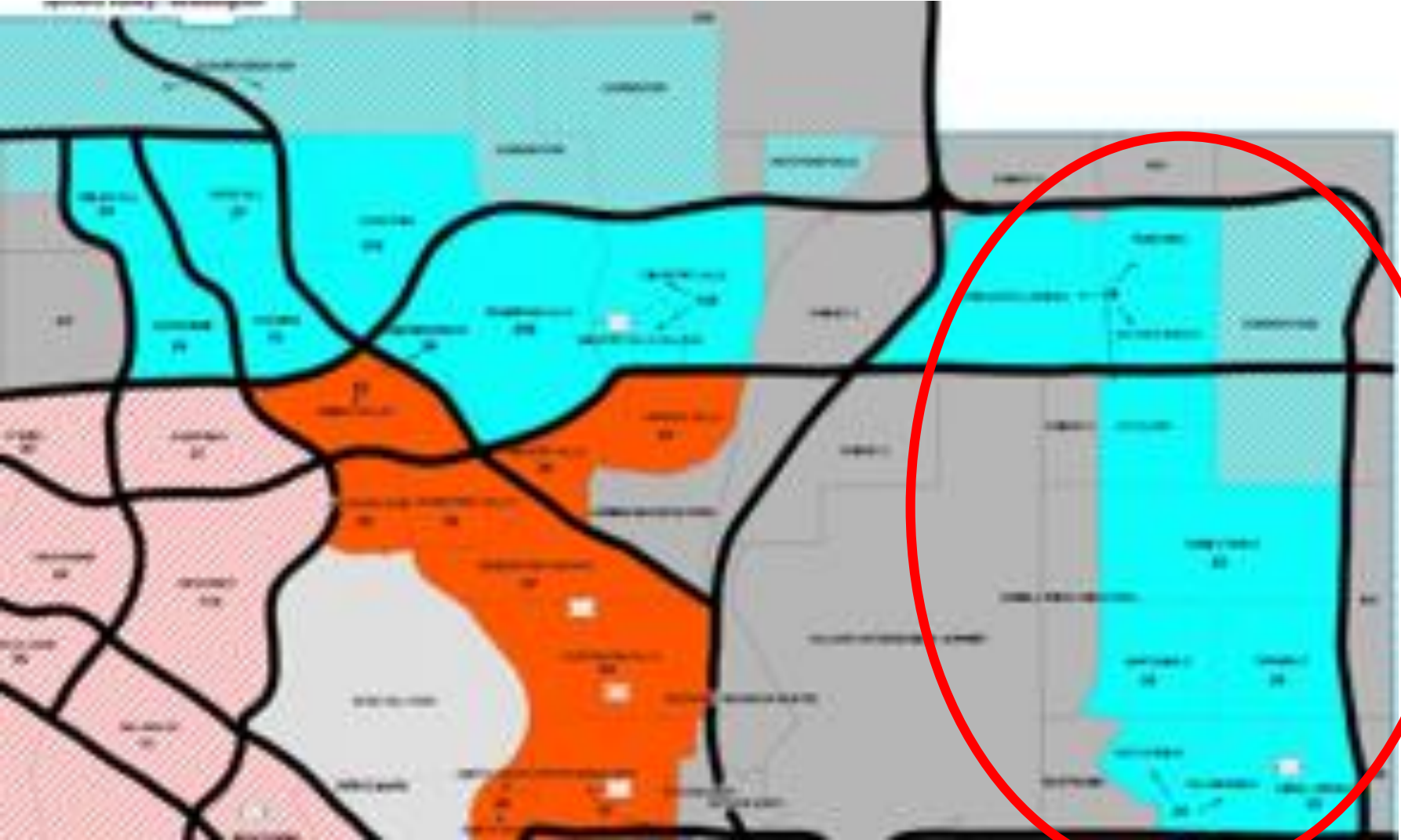
Springbank – No Change

- Health of Association is strong, 3rd highest 3 year growth trend
- Remains one of largest Associations
- Membership in Initiation to Atom is strong, at 56.7%
- Retains new community of Harmony for future growth
- Land is available for potential development and growth (nothing planned yet)
- Ice position is strong and not affected

Trails West – No Change

- Health of Association is strong
- Remains one of largest Associations
- Membership in Initiation to Atom is strong, at 55.5%
- Communities are mostly developed, with some growth opportunities existing in the Aspen area, and some south of 17th between 69th and 85th
- No change does not improve ice position within TW

Simons Valley:

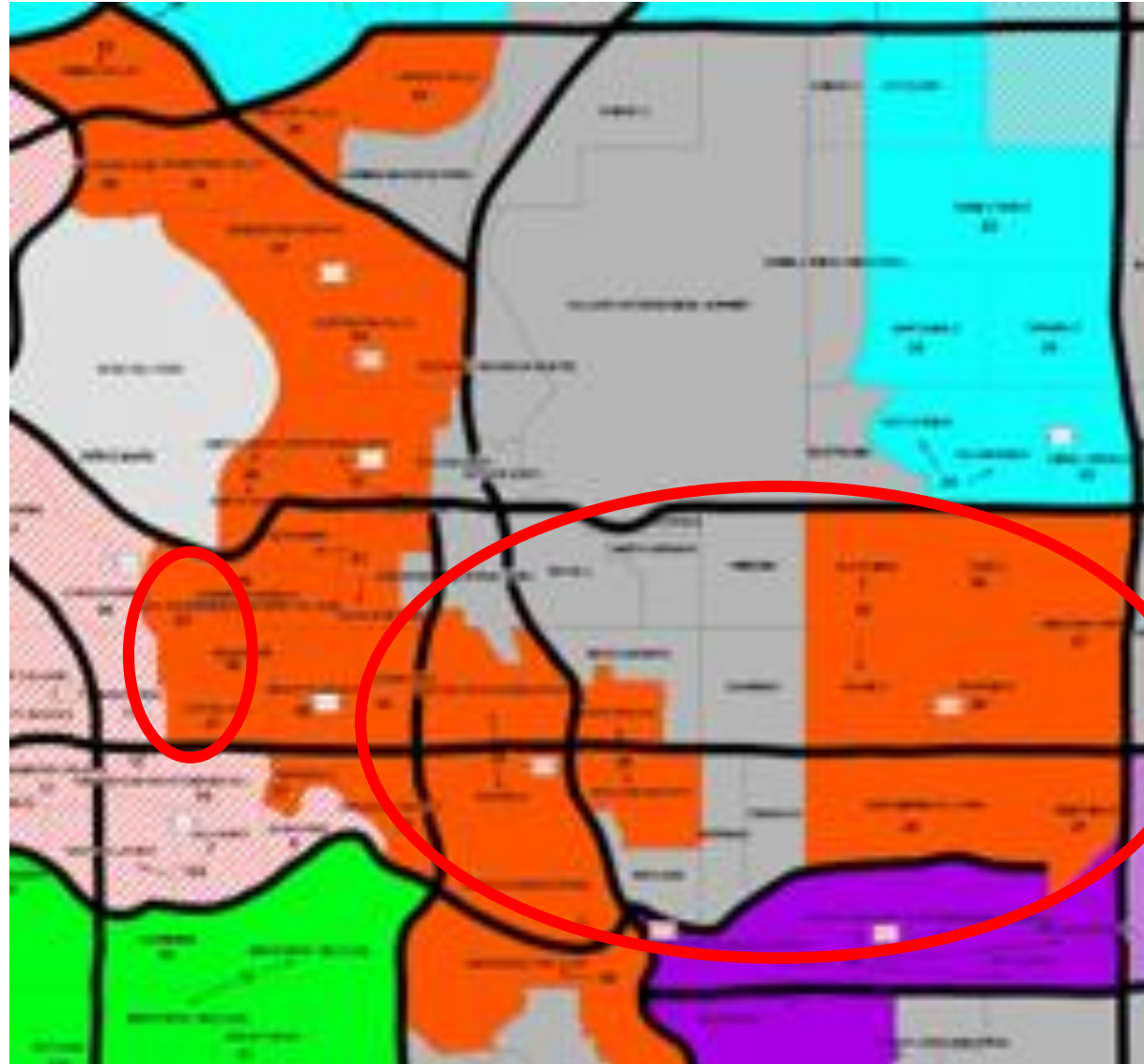


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- Simons Valley – gains 10 communities that were formerly part of the Saints organization
- This model is a net gain for SVHA, they increase in size but remain a smaller size organization under new structure
 - No SVHA members are displaced in this model
 - It is projected that the net gain in members will also be accompanied with a gain in ice from NE zone arenas
 - SVHA maintains new & existing growth communities to the north for future growth potential, (Carrington, Livingston & Glacier Ridge)
 - Health of organization is projected to be about the same, and will improve as new communities to the north are developed
 - Drive time may increase slightly for members, but NE ring road has improved this travel time

McKnight:



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McKnight – gains 9 communities that were formerly part of the Saints organization & 2 communities from NWW

- This model is a net gain for McKnight, they increase in size but remain a mid size organization under new structure
- Decision to add 2 NWW communities to McKnight was to help align them with the new larger association model (19th St. N is dividing line)
- No McKnight members are displaced in this model
- McKnight currently has a strong ice position but it expected there will be a gain in ice from NE zone arenas
- Health of the organization is projected to be about the same
- Drive times should not be affected for existing McK members
- No new growth communities are added to McKnight but growth should come from some re-vitalization in communities

Saints:



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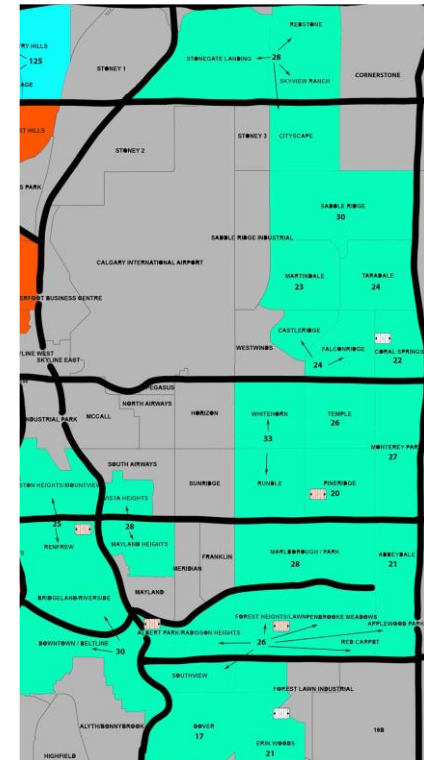
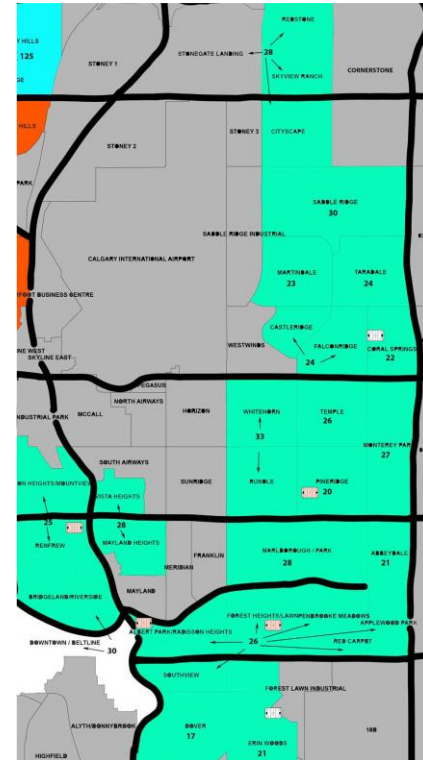
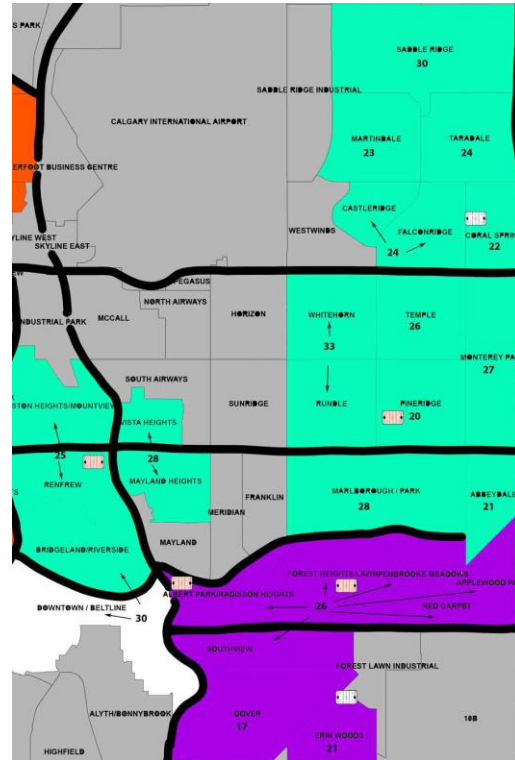
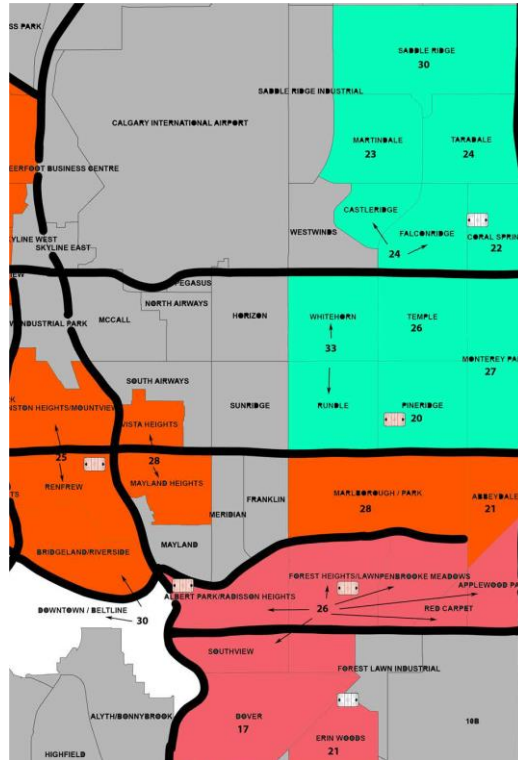
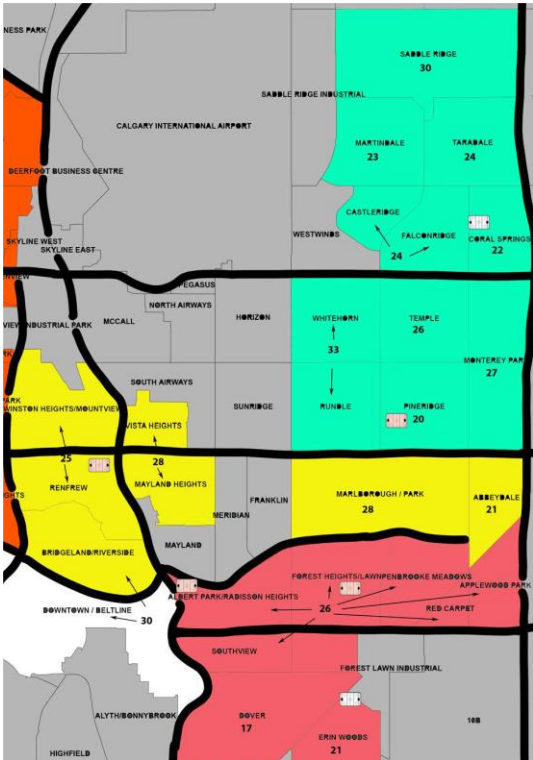
2000-01

2005-06

2009-10

2012-13

2014-15



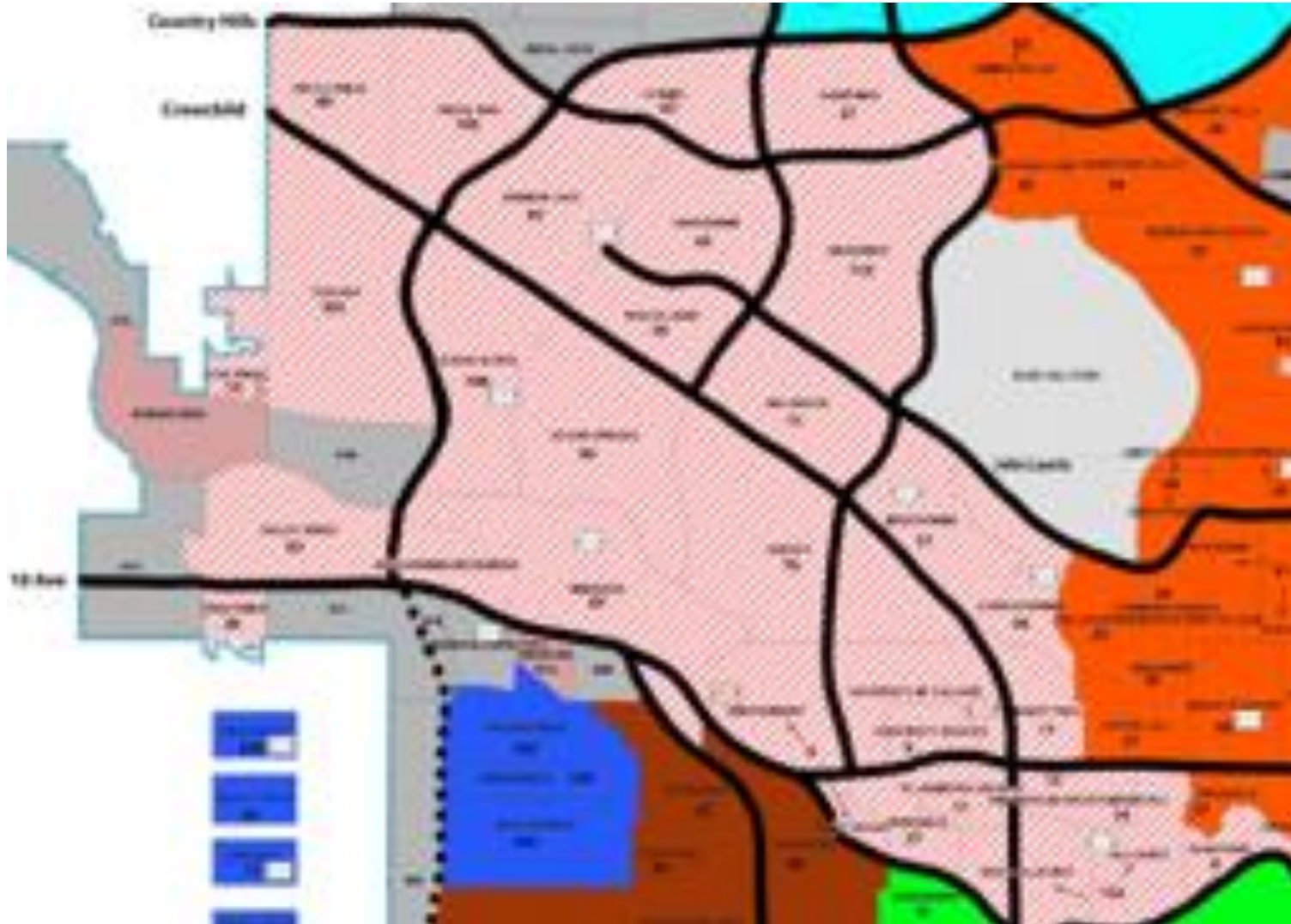
Saints – this Association will not operate moving forward

- Toughest decision in the whole process
- 20 year history has seen NE area registration erode from over 1400 to under 500
 - 2000-01 – 3 Associations – NASA/Properties/Seven Clubs – Total 1316 Players
 - 2005-06 – 2 Associations – Properties (Saints)/Seven Clubs – Total 673 Players (some players moved to MCK)
 - 2009-10 – 1 Association – Saints (territory expanded, to include Mayland Heights/Renfrew) – 448 to 557
 - 2012-13 – 1 Association – Saints (territory expanded, to include area south of Memorial – 495 to 556
 - 2014-15 – 1 Association – Saints (territory expanded, to include downtown) – 542 to 548
- 10 year & 3 year growth trend were weakest in the city
- #'s at introductory levels were low and declining, projected to have less than 4 timbit teams
- Long term viability was at risk (due to declining enrollment)
- Bringing Saints up to size of existing organizations would have required a huge geographic territory to make it work, already largest geographically and would need to get larger

Bow River/Crowfoot/NWW Merger 3 to 2 Associations:



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Bow River/Crowfoot/NWW Merger 3 to 2 Associations:



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- All 3 are declining Associations within HC (-12%, -10%, -3%, over 3 years), NWW -16% since merge
 - All 3 indicated that their Associations were 'aging out'
 - All 3 are 'land locked communities' with very little future growth of new communities in area (other than 1 small community in BR)
 - Over all health of 'new organizations' will be improved by merger
 - Currently in an imbalance in access to ice in NW corner of city across the 3 Associations
 - Access to ice in NW corner should be improved, as the Associations are divided into 2
 - Drive times to arenas are projected to be improved under this model, less ice needed in east
 - The 'new organizations' should rank in top 5 in total size of HC Associations
 - Strong partnership within 'House League' program already exists between these 3 Associations
 - Crowfoot made formal request for amalgamation
 - HC will work closely with these 3 existing Associations to develop the 2 'new Associations'

LBVA(SS)/Mavericks Merger:



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LBVA(SS)/Mavericks Merger:



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- Both Associations indicated they needed to get larger to compete
 - The 2 Associations are currently 2 of the 3 smallest in HC
 - Due to small size could not always start teams in division 1 and often struggled when they did
 - Both Associations have strong ice positions to bring to partnership
 - Time & travel are increased slightly, but the proximity of the 2 Associations home arenas is still within 10 minutes of each other
 - Merger makes this the largest Association in HC
 - Merger maintains new communities to south, that may provide future growth
 - Health of organization is improved through the merger
 - Merger will allow Association to ice teams in all divisions
 - Decision to take effect in '20-21 allows full year for Associations to work together to develop a strong transition plan

Summary:



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- The process has been ongoing for over 18 months
- HC Management has reviewed numerous scenarios
- HC has communicated regularly with member association executives
- Management analyzed numerous factors as previously communicated
- Management and the board considered input from all associations
 - Larger association model was brought forward by many associations
 - All of the associations with the exception of one, suggested that the average association size had to increase
- Management provided all necessary data to the HC Board to make the best decision possible for 'All' members
- HC Board felt a delay on implementation was not in the best interest of the program

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Next Steps:

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- Communication of changes to the membership
 - Work with Associations who are gaining communities, to develop a 'welcome message' for all new members
 - Develop a timeline (critical path), to support and manage the mergers of Associations for the 2020-21 hockey playing season
 - This process needs to begin immediately
 - We will need engagement from affected Associations



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Questions