



**CARHA Hockey –
2017/18 Annual Report**

Message from the President

After experiencing a dip in growth in the 2016/17 season coupled with the loss of a senior person, the projected membership numbers were conservative. However, the association's terrific team pulled together and managed both an increase in membership and solidified the retention back up to approximately 96%, which bodes well for the future.

Moreover and continuing on a positive note was the partnership with Molson Canada. The outcome of this relationship included promotions and chances to win for the membership nationwide along with additional prizing opportunities for sanctioned tournaments. The effects of this sponsorship were tremendous in both the added value it delivered to our members and the return on investment that Molson experienced. As a result, a partnership extension was realized for Ontario. A second sponsorship with Keener Jerseys was also deemed a success. Year one of a two year program, the association referred over 40 new league organizers to Keener.

There are two events that depict the association's provincial tournament program each operating in their respective communities. The Pacific Cup was held in Victoria, BC and the Pat Curran Memorial was hosted in Ottawa, ON. The former is one of the most successful pillars for the association, the latter was uniquely delivered as a three on three format, which was highly regarded by those who participated. The association will continue to try to grow this concept in Ottawa for years to come.

New for the 2017/18 season was a relaunch of the online scheduling program and league websites. On the premise of staying current, a shift from the former stagnant scheduling and website platforms to one with a more intuitive user interface there is the expectation that an increase in usage by members will result. This is a highly attractive component for the association both from a branding perspective and a marketing communication opportunity that directly reaches the players (members).

In addition, work continued to be completed for the internal member database. This new system will empower the membership recruitment team with more of a Customer Relationship Management (CRM) platform hence, further enabling them to acquire and maintain strong relationships.

The association also launched a new edition of its Official Rule Book. Based on a thorough review, the need to amend certain rules to ensure the safety of the game and minor tweaks were implemented and are used as the guideline for adult recreational hockey groups across Canada.

The iPlayHockey division introduced a *Team of the Month* promotion which was received incredibly well by the hockey community. With teams from across Canada participating, this program was a terrific way to generate brand awareness while rewarding teams for their philanthropic work during the season. A spin-off of this promotion will be realized by CARHA Hockey through its CARHA Cares program, which strives to reward teams and leagues who demonstrate strong goodwill to the community in which they reside.

The CARHA Hockey World Cup opened registration for the 2020 event in November 2017 and was virtually sold out by March 2018 with 140 teams registered. This is a tremendous feat being that we are two years from the start of the event. There is currently a wait list of approximately 20 teams. The per person hotel deposit is due in November 2018 and should provide a stronger indication of each team's commitment to participating in this international, weeklong event.

When it comes to understanding what makes CARHA Hockey a distinct association, one must recognize the efforts put forth by its incredible internal staff. They continually go up and beyond for its members, partners and sponsors, which we believe is reflected in the association's strong retention rate and the respect it receives in the corporate realm.

Thank you to the Board of Management, the association's internal team, our partners and sponsors, and most importantly to our respected members for their loyalty over the last year.

Michael Peski
President

Mission Statement

We are dedicated to servicing the adult recreational and oldtimers' hockey community in Canada. We strive to develop and deliver hockey resources that assist team, league and tournament organizers across Canada and around the world.

Our pursuit is to continually offer innovative programs, promotions and helpful services to meet the needs of the adult recreational hockey community while promoting and encouraging increased participation in our national sport. We are committed to providing health and fitness awareness and encouraging a safe playing environment for our members.

Program Development

The association strives to be innovative in its delivery of new programs and promotions. This past season, it introduced *CARHA Cares*, *Team of the Month*, video contests, skill videos and many new sponsor related promotions such as a scavenger hunt and name that arena contest. Moving forward, the association wants to continue connecting with the hockey community at large and will proceed with new and upcoming ways to get noticed via social media. For example, the association has launched an Instagram account, which will be a primary focus in educating and creating awareness for the association.

Membership Program

The association's membership program continues to be the number one revenue generator for CARHA Hockey. Despite experiencing personnel turnover, the association managed to experience growth and improved retention rates. The membership revenue grew by approximately 5% and expects to continue this trend for 2018/19.

Despite the above, as always, it remains important to monitor and stay abreast of our competitors' program plans. Earlier this past spring/summer, we were informed that our primary competitors communicated with our current members and presented a comparative analysis of their program versus ours. Unfortunately, the information was misleading and not reflective of the association's program offerings. None the less and after communicating with our members, we believe that those contacted will continue to express their loyalty to the association and we have yet to receive any indication that they are leaving.

Customer service and attention to our customers' needs are always at the association's top of mind. Regular communication and service is priority and responding in a timely manner is a must. The association is proud of the strength of these connections and it is this strength that allows us to maintain our membership numbers year after year.

Provincial Tournaments

CARHA Hockey operated two provincial events in the 2017/18 season. The Pacific Cup, which was held in Victoria, BC and witnessed 140 participating teams. The tournament headquarters moved to the Laurel Point Hotel and based on feedback, was not the best fit. The hotel had few teams staying at it and the room provided for headquarters was not in a convenient location making it challenging for teams to find and for the event to garner local exposure. The Pacific Cup will look to move to a new headquarters location for 2018-19. It continues to sell out each year and with the number of travelling teams, this event continues to be a stable and profitable event for the association.

In an effort to generate interest, the association tried an innovative approach and opted to run the Pat Curran Memorial as a three on three event. Despite a few hiccups with executing the format, participating teams thoroughly enjoyed the more relaxed atmosphere and encouraged us to continue hosting in that manner. The plan for 2018-19 is to revert back to a traditional five on five tournament with a three on three division format.

Sponsorship

The association was able to secure an annual sponsorship with Molson Canada, which resulted in both a terrific return on investment for Molson while delivering promotions, contests and swag give-aways to members. This activation program targeted leagues, tournaments and individual players. Although this sponsorship will not be renewed nationally in 2018-19, it has been secured for Ontario, which is exciting as we are broaching on discussions with Molson to once again become the title sponsor of the next edition of the CARHA Hockey World Cup in 2020.

Keener Jerseys was a second sponsor – more from an advertising and referral perspective. The association delivered over 40 referrals to its partner, Keener, and continues to find new ways to promote their products to the hockey community in Canada. The agreement with Keener Jerseys is in place until August 2019.

The Royal Oak has been a longstanding partner of the association by way of a cash/contra arrangement. The association leverages this partnership with some of its larger member leagues by rewarding them with dinner at a Royal Oak location. Typically offered to leagues for their AGMs, league meetings and/or banquets, the Royal Oak has become a somewhat hockey headquarters for members in the areas that these pubs reside (Ottawa and Whitby).

2020 CARHA Hockey World Cup

The CARHA Hockey World Cup is organized every four years in a select Canadian city, and is an event that attracts participants from all across Canada, the United States, and Europe. In the spring of 2017, it was announced that the 2020 edition of this event will be hosted in Richmond, BC from March 29th to April 4th, 2020 and will welcome more than 120 teams.

Registration was launched in November 2017 and was sold out by March 2018. The event currently has a 20+ team wait list.

Tournament Support Program

CARHA Hockey's tournament support program continues to offer two options for tournament organizers. The first option is a basic program that offers insurance and tournament organizing materials whereas the second option provides divisional championship prizing. The 2017/18 season presented organizers with four prize options/price points to choose from including ball caps, t-shirts, long sleeve tees, skate towels and skate mats. CARHA Hockey maintained support of over 450 tournaments from coast to coast and continues to seek new events to direct its services.

League Operations

The league operations segment of the association once again effectively operated the Thunder Bay Adult Hockey League (summer league), which grew from eight to twelve teams and also managed the Ottawa Travellers Hockey League, which was home to 108 teams in the winter and another 66 teams in the summer. The league operation strategy is important as it accomplishes brand extension for CARHA Hockey, increases the numbers of players in its member database and provides guaranteed membership revenue for the association.

This continues to be an area where the association would like to see significant growth and/or partnership opportunities. Objectively, it would like to be operating and/or associated exclusively with one to three additional adult rec hockey leagues in Canada within the next five years. Key will be to find pockets where there is a void or perhaps an existing league organizer is no longer interested in organizing.

Referee Program

Since assigning a dedicated customer service provider for CARHA Hockey referees a couple of years ago, the association has seen stability in referee registration and has received referrals of leagues from these officials. In the 2017/18 season, the association was diligent in promoting the national referee registry and maintained a call to action for the tiered e-learning modules. Stemming from this marketing focus, the association has been approached to host referee clinics across the country where both on and off the ice teachings can be delivered.

iPlayHockey

iPlayHockey continues to fill a void in the marketplace with the offering of hockey insurance for youth hockey schools, camps and AAA spring/summer teams. It has also demonstrated success as a "no-frills" membership program for adult rec hockey leagues and has become a solid referral for CARHA Hockey for those groups that want insurance but don't necessarily want the extras and are happy with the lesser coverage. This strategy of offering a second option has

allowed the association be more creative when trying to recruit new business that previously may have gone elsewhere.

In addition, after conducting a competitive analysis, it became clear that in order to compete this division would need to include a personal accident policy for its youth non-contact groups. This inclusion was financially absorbed by iPlayHockey hence, there was not price increase to the members. As a result, this division is much better positioned in the market place.

Social Media and Communications

The association continues to monitor social media trends. As the marketplace shifts, efforts are also being redirected to different platforms. For example, Facebook is the association’s number one social media platform for contests and promotions, videos and original content, while Twitter is slowly dwindling to be more of a news feed. With conversion being the ultimate goal, social media has become our number one window to both the hockey community in Canada and also worldwide.

The association continues to work with a third party social media analysis company who identifies areas in which we are doing exceptionally well and areas where we may see more traction with a few small tweaks. Through this analysis, we will be moving towards a more concerted effort on Instagram, especially with the upcoming launch of skill videos and the CARHA Hockey World Cup.

As of August 2018:

CARHA Hockey:	CARHA Hockey World Cup:
Facebook – 4,844	Facebook – 2,265
Twitter – 4,607	Twitter – 3,457
Instagram – 1,937	Instagram – 59 (just launched)
CARHA Hockey Women’s:	IPH:
Facebook – 2,405	Facebook – 2,254
Twitter – 2,773	Twitter – 5,441

Financial Overview

Sources of Funding	
Program Revenue (Membership Events, Sponsorship, Other)	\$2,692,008
Sources of Expenditures	
Program Development/Promotional	\$442,988
Office / IT	\$164,569
Administration	\$1,024,845
Operations	\$599,568
Event/Community Development	\$408,554
Total	\$2,640,524

OUR THANKS AND APPRECIATION TO THE CARHA HOCKEY TEAM

Michael Peski, President

Lori Lopez, Executive Director

Lucy Peeling, Manager, Special Events and Programs

Laurie Langlois, Manager, Member Services

Shannon Killeen, Manager, Service and Administration

Scott Wilson, Manager, Hockey Operations

Clarinda Sharpe, Coordinator, Membership Services

Andrew Kelly, Coordinator, Membership Services and Hockey Programs

Angelina Fonzo, Customer Service Representative

Tyler Broderick, Coordinator, Communications and Digital Media

Shawn Perrier, Manager, Programs and Promotions (iPlayHockey)

Patti Kenny, Bookkeeper

Tom Nightingale, IT and Database

Ross MacLachlan, Website and Database

John Luimes, Designer

Keith Milne, Cartoonist

Robin Billingham, Digital Media Design and Development