



**CARHA Hockey –
2018/19 Annual Report**

Message from the President

The 2018/19 season was a bounce back year for the association. Although the membership growth did not reach the same level as years past, it did experience moderate growth. With the return of senior staff members and another year of experience under the balance of the staff's belt, the internal team made solid inroads in membership and a promising season ahead is anticipated.

From a sponsorship standpoint, the association's relationship with Molson Canada was a tremendous success. With the goal of validating Molson sales, the promotional receipt program delivered both incremental sales revenue in Ontario and further extended the brand into the lives of hockey players. Both the membership and tournament hosts demonstrated their commitment and support to the promotional program and as a result, Molson realized a six to one return on their investment. Molson Ontario's partnership has been extended for the 2019/20 season. A second partnership with Keener Jerseys was also deemed a success and Keener has extended their relationship as the jersey provider for CARHA Hockey for another two years. Keener will also be a partner of the CARHA Hockey World Cup and will supply the player welcome gifts once again for 2020. The association also ventured into smaller relationships with the Royal Oak, Sway Medical and Brace Layer, each of which had a positive effect on the association's bottom line.

The association continues to operate two provincial tournaments: the Pacific Cup (Victoria, BC) and the Hometown Classic, which was formerly the Pat Curran Memorial (Ottawa, ON). The Pacific Cup has established itself as "the" event for many teams on the west coast demonstrated by its early sellout year after year. The Ottawa event is still striving to find its niche in its saturated market and after trying a three on three format, will revert back to the traditional five on five style for the future. The interest just did not materialize from enough teams to warrant the three on three format. The majority of teams that register are female and the association is considering rebranding the Hometown Classic as a women's only tournament for the future.

Once again, the association has established itself as a league operator in the hockey market with its management of two leagues: the Thunder Bay Adult Hockey League (summer) and the Travellers Hockey League. During the 2018/19 season, more inquiries were received about these services by current league organizers who no longer have the time to dedicate to running their leagues. These inquiries will be researched, assessed for viability and then we will consider the feasibility of bringing them into the CARHA Hockey League Management fold for the 2020/21 season.

The iPlayHockey division produced new skill videos with a focus on half-ice drills. With many levels of youth hockey only having the availability of half-ice practices, iPlay's strategy was to deliver a resource for coaches and instructors that tapped into this new method. In addition and implemented as a competitive advantage measure, this division included a new insurance offering, which saw the personal accident policy extend to those under the age of 18.

The CARHA Hockey World Cup is scheduled to begin in March of 2020 and the event has been sold out since March 2018 with 148 teams registered. Over the last year, the association has recruited the player rosters and hotel rooming lists from each team. Efforts have also been on securing sponsorship and to date the Event has confirmed six partner level sponsors and two associate level sponsors. There continues to be dialogue with many prospects and the goal is to have a Title sponsor and four additional Associate Level partners on board this Fall. Work continues with the City of Richmond and Richmond Sport Hosting to establish dedicated tours and exciting things for the participants to experience while in Richmond. The next six months will see the office transition from its annual program to the various and numerous tasks that lie ahead for the CARHA Hockey World Cup to come to fruition.

CARHA Hockey is an exceptional and special place to work. It extends flexibility, compassion and unique offerings to its staff and in return, the internal team work diligently for its members and strive to deliver programs that are second to none. The association has maintained the solid core of its team for over five years with some approaching their ten year mark and it is our belief that this strong retention has been realized because of the distinct nature of the work environment that is fostered at CARHA Hockey. The goal is to continue to strengthen the CARHA Hockey team and ensure that there are opportunities for the staff to learn, develop and grow professionally.

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 a revamped League Scheduling Application, new look and feel for its league websites and launched an online store using Shopify. 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. This past season saw the return of a senior staff member, which allowed the membership team to experience growth and increase retention rates. The membership revenue grew by approximately 3%.

Although there was some growth, the revenue was shy of its financial goal. It will be important moving forward to monitor and stay ahead of our competitors and recognizing flight risks well in advance of renewal. The largest growth was seen in Ontario and British Columbia and the team continues to add new groups to its prospect list (114 new groups). This was a huge gain and the anticipation is that positive results will be realized from this list over the next three years.

Our competitors continue to approach our members with inaccurate information about the association's insurance program making it appear less than favourable. The internal efforts placed on diffusing such misleading information have been strong and the association anticipates little to no negative effect. The association will need to keep close ties to its member leagues that are playing out of its competitors venues. It appears that our competitors are now extending an ultimatum and are threatening to take groups' ice away unless they sign on with them. The association anticipates it will lose some of its member groups as a result and will be asking each group upon renewal, which facility they play out of in an effort to stay on top of this risk.

Customer service and attention to our customers' needs continues to be at the association's top of mind. Regular communication and service is priority and responding in a timely manner is a must. The association strives to deliver a response on a maximum 48-hour turnaround time and continues to maintain a live receptionist to address inquiries.

Provincial Tournaments

CARHA Hockey operated two provincial events in the 2018/19 season. The Pacific Cup, which was held in Victoria, BC and witnessed 136 participating teams. The tournament headquarters moved to the Double Tree and based on feedback, was a much better fit than the 2017/18 location. It was centrally located and with many teams staying either onsite or in very close proximity, access to the tournament committee was much more feasible. The Pacific Cup continues to sell out each year and with having the majority of teams travelling to Victoria, the result is strong hotel commissions enabling this event to be profitable.

In an effort to generate interest, the association rebranded the former Pat Curran Memorial to the Hometown Classic. The objective for the rebrand was to ensure participants understood that Ottawa was the association's hometown. Furthermore, the event promoted a three on three division and despite conducting market research, the three on three format did not generate the anticipated demand. The event did bring back a five on five format so between the two, the tournament saw 20 participating teams.

Sponsorship

The association executed a provincial sponsorship with Molson Canada (Ontario), 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. The program has been renewed and will once again be offered for the upcoming season.

Keener Jerseys was a second sponsor – more from an advertising and referral perspective. The association continues to provide Keener with referrals from teams, leagues, camps and hockey schools. This partnership has also been renewed and will continue for the 2019/20 and 2020/21 season. Keener has also committed to being the Welcome Gift provider for the 2020 CARHA Hockey World Cup.

The Royal Oak has once again been a partner of the association by way of a cash/contra arrangement. In 2019, the Royal Oak struck up a deal with Molson, which has facilitated some fun and exciting cross promotions. In fact, the Royal Oak had two Molson bleacher-style chairs to use for a promotion and asked the association to create a contest that encouraged Molson brand support in conjunction with attending any of the Royal Oak pubs (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, Europe, and Asia. The 2020 edition of the Event will be hosted in Richmond, BC from March 29th to April 5th.

The Event has partnered with nine hotels and will be hosting its two large socials (Opening Ceremonies and Closing Ceremonies) at the Richmond Olympic Oval.

All games will be played at the Richmond Ice Centre, Richmond Olympic Oval and Minoru Arena.

In the spring of 2018, the Event was essentially sold out with 148 teams from 15 countries. Over the course of the last twelve months, the Event has secured sponsorships from the following: Charter Bus Lines, Gadar Promotions, Lulu Island Winery, River Rock Casino, Stanley's Bar and Grill, Vancouver Signs, Keener Jerseys, SummerSkates, and West Coast Sightseeing.

Tournament Support Program

CARHA Hockey's tournament support program offered two sanctioning options for tournament organizers. The first option was a basic program that offers insurance and tournament organizing materials whereas the second option provides divisional championship prizing. The 2018/19 season presented organizers with four prize options/price points to choose from including ball caps, t-shirts, long sleeve tees and skate towels. 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 operated with ten teams and also managed the Ottawa Travellers Hockey League, which was home to 93 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. In this past season, there appears to be a trend that is seeing league organizers no longer willing to spend their time operating their league. It is anticipated that in 2020/21, the organization will see these transition to CARHA Hockey operated leagues. Leagues that fall under this description will be easier to initiate as they should already have ice blocks and participating teams. The responsibility for the association will be to manage their day to day operations only.

Referee Program

In 2018/19, the association continued to place focus and attention on its referees. As a result, the ongoing engagement with the referees has increased. From the promotion of the national referee registry to enhancing the tiered e-learning modules, officials seem satisfied with the program delivery. This season also saw the start of the recruitment for officials interested in refereeing at the CARHA Hockey World Cup.

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.

The 2018/19 season saw a change in how the “contact” policy was administered. In the past, this program was executed at the insurance broker level however, after conducting a financial analysis and feasibility overview, this piece of the business was brought in-house. As a result, the majority of the financial gains were retained by the association.

In addition, those participants under the age of 18 were extended the personal accident policy to them. With the majority of youth claims still falling under their provincial health programs and/or parents’ policies, this was a low risk added value provided by iPlay.

Social Media and Communications

The association continues to monitor social media trends. Working with a third party social media analysis group, the association is able to quickly see where it is doing very well and where it needs to place emphasis and attention. This area is forever changing and as such, the association has added an Instagram account while maintaining Facebook and Twitter. With the latter becoming more of a news feed, the association is moving away from regular postings on Twitter and is slowly transitioning to Instagram. Efforts have been made in recruiting social media handles, e-letter sign-ups, and generating unique and fun videos to share, creating engaging contests and managing overall interesting content.

As of August 2019:

CARHA Hockey:	CARHA Hockey World Cup:
Facebook – 5,111	Facebook – 2,279
Twitter – 4,483	Twitter – 3,384
Instagram – 1,814	Instagram – 110
CARHA Hockey Women's:	IPH:
Facebook – 2,770	Facebook – 2,528
Twitter – 2,692	Twitter – 5,369

Financial Overview

Sources of Funding	
Program Revenue (Membership Events, Sponsorship, Other)	\$2,779,637
Sources of Expenditures	
Program Development/Promotional	\$412,590
Office / IT	\$181,241
Administration	\$1,057,924
Operations	\$595,075
Event/Community Development	\$489,899
Total	\$2,736,729

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

Lindsay Eastwood, Communications and Digital Media Intern

Jordan Lopez, Sport Business Intern

Nathan Pancel, Sport Business Intern

Tom Nightingale, IT and Database

Ross MacLachlan, Website and Database

John Luimes, Designer

Keith Milne, Cartoonist

Robin Billingham, Digital Media Design and Development