

**Hockey Regina Inc  
Board of Directors Meeting  
Minutes  
Tuesday September 11, 2012**

**Attendance:**

Stephen Eger (Chair)	Kevin Saworski	Ken MacDougald
Sandra Beingessner	Kelly Lovering	Rick Hagglund
Neil Hruska	Joanne Merk	Glenn Grad
Larry Wees	Lester Boey	Brent Parker
Geoff Thachuk	Blair Watson (Staff)	
Craig Reed (Virtus Group)		

**Regrets:**

**1. Call to order**

Stephen called the meeting to order at 7:03PM.

**2. Approval of previous minutes**

*MOTION: To approve the previous minutes. Moved Larry, Seconded Rick  
CARRIED*

**3. 2011/12 Audited Financial Statements**

- Craig Reed from Virtus Group presented the 2011/12 audited statements
- Revenue of \$2.83M, Expenses of \$2.13M, profit of \$70,000
- Accounts payable increase due to purchase of jerseys at year end
- Final bingo revenue was higher than projected
- No major issues with the audit

*MOTION: To accept the 2011/12 Audited Financial statements as presented. Moved  
Neil Seconded Larry CARRIED*

**4. Business arising out of Minutes**

Pee Wee Structure

- Glen went over a discussion paper pertaining to the options that the PW division can take (Appendix A).
  - 1. Status quo – T1(5 teams), T2 (7 teams), T3 (10 teams)
  - 2. Increase T2 - T1(5 teams), T2 (11 teams), T3 (6 teams)
  - 3. Split Tier 3 - T1(5 teams), T2 (6 teams, cuts to T3A), T3A (6 teams, no cuts), T3B (5 teams, registered for T3 currently)
  - 4. Split Tier 2 - T1(5 teams), T2A (6 teams, cuts to T2B), T3 (5 teams, registered for T3 currently)
- General discussion on the merits of each option
- Trying to match the commitment level with expectations

- *MOTION: To go with OPTION 4, with the Associates playing in 2B, Moved Brent, Seconded Joanne CARRIED*
- Glenn to draft communication to PW membership with Blair to e-mail to the Pee Wee membership

#### 5. **2012/13 Budget + Fees**

- Blair + Glenn presented the 2012/13 budget + fees
- A breakeven budget
- Ice cost increased by 6%
- *MOTION: To accept the budget and fees as presented Moved Glenn, Seconded Kelly CARRIED*

#### 6. **Technical Director position**

- The technical director position contract expired
- Need to define the role of the TD
- Sandi, Kevin and Brent led a brainstorming session looking at the requirements of that position. (Appendix B). People in attendance were Graham Tuer, Bill Liskowich, Todd Ripplinger, Drew Callender, Dave Diwold, Kevin and Sandi.
- Need to coach our coaches
- General discussion on coaching requirements, player development, terms of reference with respect to the position

#### 7. **Other Business**

*MOTION: Novice zones same as last year Moved Kevin, Seconded Rick CARRIED*

#### 8. **In camera session**

#### 9. **Next Meeting**

September 25  
7:00PM @ HRI

**HOCKEY REGINA INC.**

**FINANCIAL STATEMENTS**

**APRIL 30, 2012**

**DRAFT FOR DISCUSSION PURPOSES ONLY**

# **INDEPENDENT AUDITORS' REPORT**

## **DRAFT FOR DISCUSSION PURPOSES ONLY**

**To the Members,**  
**Hockey Regina Inc.**

We have audited the accompanying financial statements of **Hockey Regina Inc.** which comprise the statement of financial position as at **April 30, 2012** and the statements of operations, changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principals and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### *Auditors' Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those assessments, the auditor considers internal control relevant to the Organization's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### *Opinion*

In our opinion, these financial statements present fairly, in all material respects, the financial position of the Organization as at **April 30, 2012** and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principals.

**Regina, Saskatchewan**  
**September 11, 2012**

**Chartered Accountants**



**HOCKEY REGINA INC.**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT APRIL 30, 2012**  
**(with comparative figures for 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

<b>ASSETS</b>		<b>2012</b>	<b>2011</b>
<b>Current assets</b>			
Cash	\$	887,609	\$ 743,446
Accounts receivable		73,269	55,091
Prepaid expenses		5,250	-
Performance bond		3,450	3,450
		<u>969,578</u>	<u>801,987</u>
<b>Capital assets (Note 3)</b>		<u>7,495</u>	<u>5,365</u>
	\$	<u>977,073</u>	\$ <u>807,352</u>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Accounts payable and accrued liabilities	\$	126,240	\$ 43,106
Bingo vouchers payable		81,925	72,300
Deferred revenue - try-outs & sponsorship		108,325	100,055
		<u>316,490</u>	<u>215,461</u>
<b>NET ASSETS</b>			
<b>Investment in capital assets</b>		1,617	5,365
<b>Unrestricted</b>		<u>658,966</u>	<u>586,526</u>
		<u>660,583</u>	<u>591,891</u>
	\$	<u>977,073</u>	\$ <u>807,352</u>

See accompanying notes to the financial statements.

**APPROVED BY:**

\_\_\_\_\_ Director

\_\_\_\_\_ Director

**HOCKEY REGINA INC.**  
**STATEMENT OF CHANGES IN NET ASSETS**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
(with comparative figures for the year ended April 30, 2011)  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

	Investment in capital assets	Unrestricted	2012	2011
Balance - beginning of year	\$ 5,365	\$ 586,526	\$ 591,891	\$ 338,600
Excess (deficiency) of revenues over expenses	(3,748)	72,440	68,692	253,291
Balance - end of year	\$ 1,617	\$ 658,966	\$ 660,583	\$ 591,891

See accompanying notes to the financial statements.

**HOCKEY REGINA INC.**  
**STATEMENT OF OPERATIONS**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
**(with comparative figures for the year ended April 30, 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

	<u>2012</u>	<u>2011</u>
<b>Revenue</b>		
Registration	\$ 1,953,913	\$ 1,988,955
Associate memberships	51,600	50,800
Try-outs	115,525	111,450
Fundraising (net) - bingo (Note 4)	98,120	61,074
Sponsorship	59,211	65,653
Miscellaneous	5,539	4,026
	<u>2,283,908</u>	<u>2,281,958</u>
<b>Hockey activity expenses (Schedule 1)</b>	1,963,118	1,821,319
<b>Administrative expenses (Schedule 1)</b>	<u>252,098</u>	<u>207,348</u>
<b>Excess (deficiency) of revenue and expenses</b>	<u>\$ 68,692</u>	<u>\$ 253,291</u>

See accompanying notes to the financial statements.

**HOCKEY REGINA INC.**  
**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
**(with comparative figures for the year ended April 30, 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

	<u>2012</u>	<u>2011</u>
<b>Cash provided by (used in) operating activities:</b>		
Excess (deficiency) of revenues over expenses	\$ 68,692	\$ 253,291
Items not involving cash:		
- Amortization	3,748	2,300
- Loss on disposal of capital assets	5,366	-
	<u>77,806</u>	<u>255,591</u>
<b>Changes in non-cash operating working capital:</b>		
Accounts receivable	(18,178)	8,037
Prepaid expenses	(5,250)	-
Performance bond	-	1,000
Accounts payable and accrued liabilities	83,134	9,615
Bingo vouchers payable	9,625	(7,965)
Deferred revenue	8,270	4,885
	<u>77,601</u>	<u>15,572</u>
<b>Cash provided by (used in) investing activities:</b>		
Additions to capital assets	(11,244)	-
<b>Increase in cash</b>	144,163	271,163
<b>Cash position - beginning of year</b>	<u>743,446</u>	<u>472,283</u>
<b>Cash position - end of year</b>	<u>\$ 887,609</u>	<u>\$ 743,446</u>

See accompanying notes to the financial statements.



**HOCKEY REGINA INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
**(with comparative figures for the year ended April 30, 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

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**1. Purpose of the organization**

The Organization is incorporated under The Non-Profit Corporations Act of Saskatchewan without share capital and as such it is not subject to corporate taxation. The purpose of the Organization is to promote and organize the sport of hockey in the City of Regina.

**2. Summary of significant accounting policies**

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles, which required management to make estimates and assumptions that affect the reported amount of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amount of revenues and expenses during the period. These estimates are reviewed periodically, and, as adjustments become necessary, they are reported in earnings in the period in which they become known. The financial statements reflect the following policies:

**Capital assets**

Capital assets are recorded on the statement of financial position at cost less accumulated amortization. Amortization for computer equipment is provided on the straight line basis over three years.

**Hockey equipment and sweaters**

Purchases of equipment and sweaters are expensed as incurred.

**Revenue recognition**

Revenue from hockey activities is recognized as services are provided, and revenue from fundraising activities is recognized when received or when earned if amounts are reasonably estimable and collection is reasonably assured.

**Financial instruments - recognition and measurement**

Financial assets and financial liabilities are recorded on the statement of financial position when the Organization becomes party to the contractual provisions of the financial instrument. Financial instruments are classified according to their characteristics, management objectives or the choice of category in certain circumstances.

All financial assets must be classified as held for trading, held to maturity, loans and receivables or available for sale. Financial liabilities must be classified as held for trading or other liabilities. Any financial asset or financial liability may be designated as held for trading upon initial recognition.

All financial instruments are required to be measured at fair value on initial recognition, except for certain related party transactions. Measurement in subsequent periods is dependent on the instrument's classification. Transaction costs are capitalized on initial recognition, except for financial instruments designated as held for trading. In those cases, the transaction costs are expensed.

**HOCKEY REGINA INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
**(with comparative figures for the year ended April 30, 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

**2. Significant accounting policies (continued)**

**Financial instruments - recognition and measurement (continued)**

Financial assets and financial liabilities held for trading are measured at fair value, with changes in those fair values recognized in net income. Financial assets classified as held to maturity, loans and receivables and other financial liabilities are measured at amortized cost using the effective interest rate method. Available for sale financial assets are measured at fair value, with accumulated unrealized gains and losses recognized as a separate component of net assets. If fair value is not reliably determinable, available for sale financial assets are measured at cost.

Fair value is the amount at which a financial instrument could be exchanged at arm's length between willing, unrelated parties in an open market.

**3. Capital assets**

	<u>2012</u>		<u>2011</u>	
	<u>Cost</u>	<u>Accumulated Amortization</u>	<u>Net Book Value</u>	<u>Net Book Value</u>
Computer equipment	\$ 11,243	\$ 3,748	\$ 7,495	\$ 5,293
Computer software	-	-	-	72
	<u>\$ 11,243</u>	<u>\$ 3,748</u>	<u>\$ 7,495</u>	<u>\$ 5,365</u>

**4. Bingo revenue**

	<u>2012</u>	<u>2011</u>
Total revenue	\$ 243,615	\$ 204,764
Deduct: allocation to member teams	(145,495)	(143,690)
<b>Net bingo revenue (expense)</b>	<u>\$ 98,120</u>	<u>\$ 61,074</u>

**5. Financial instruments**

The Organization's recognized financial instruments consist of cash which is classified as held for trading, accounts receivable which is classified as loans and receivables, accounts payable which is classified as other liabilities, and bingo vouchers payable which is classified as other liabilities. The fair value of these items approximate their carrying value given the short term nature of the amounts.

The organization is not exposed to significant risk associated with its financial instruments.

**6. Credit risk**

In management's estimation, the organization is not subject to significant concentration of credit risk, nor significant market interest rate risk.

**7. Capital**

The capital of the Organization consists of its net assets. The Organization budgets annually for sufficient capital to meet operating needs. The organization is not subject to significant capital restrictions or requirements.

**HOCKEY REGINA INC.**  
**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
**(with comparative figures for the year ended April 30, 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

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**8. Future accounting policy changes**

The Canadian Institute of Chartered Accountants (CICA) has issued new accounting standards which are not yet effective for the Organization. These changes include:

The Canadian Institute of Chartered Accountants has approved a plan for not-for-profit organizations to adopt Part III of the CICA Handbook - Accounting. The Organization will be adopting these standards effective May 1, 2012. The reported results of the Organization will not be affected significantly due to this change.

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**HOCKEY REGINA INC.**  
**SCHEDULE OF HOCKEY ACTIVITY AND ADMINISTRATIVE EXPENSES**  
**FOR THE YEAR ENDED APRIL 30, 2012**  
**(with comparative figures for the year ended April 30, 2011)**  
**DRAFT FOR DISCUSSION PURPOSES ONLY**

**SCHEDULE 1**

	<u><b>2012</b></u>	<u><b>2011</b></u>
<b>Hockey activity expenses</b>		
Association fees	\$ 3,250	\$ 4,425
Clinics (net of cost recoveries)	3,698	2,108
Contract services	59,868	50,281
Fees - SHA	134,257	123,387
Ice rental	1,394,282	1,285,788
Miscellaneous	1,620	2,346
Referees and timekeepers	222,947	200,686
Trophies and awards	11,636	11,381
Uniforms and equipment	131,560	140,917
	<u><u>\$ 1,963,118</u></u>	<u><u>\$ 1,821,319</u></u>
<b>Administrative expenses</b>		
Advertising and promotion	\$ 13,801	\$ 16,189
Amortization	3,748	2,300
Bank charges and interest	2,657	1,155
Loss on disposal of capital assets	5,366	-
Insurance	4,385	4,323
Meetings	4,283	3,569
Office	23,909	14,931
Professional fees	8,212	9,028
Rent	20,059	19,133
Telephone and fax	9,873	11,347
Wages and benefits	155,805	125,373
	<u><u>\$ 252,098</u></u>	<u><u>\$ 207,348</u></u>

**HOCKEY REGINA INC****Income Statement****30-Apr**

	<b>Budget 2012/13</b>	<b>Unaudited 2011/12</b>	<b>2010/11</b>	<b>2009/10</b>	<b>2008/09</b>	<b>2007/08</b>
<b>REVENUE</b>						
Registration	2,020,000	1,953,913	1,988,955	1,063,582	996,075	981,942
Associate Member fee	70,000	51,600	50,800	43,200	43,200	40,900
Tryout fee	115,000	115,525	111,450	87,080	99,790	82,062
Bingo	60,000	98,120	61,074	34,092	74,007	45,948
Sponsorship	60,000	59,211	65,653	69,684	67,011	18,850
Interest Income	-	-	-	-	4,547	9,268
Misc	2,000	5,539	4,026	1,819	4,270	8,409
World Under 17/Raffle (net)	-	-	-	-	-	-
Hockey Day/Dance (net)	-	-	-	-	-	-
	<b>2,327,000</b>	<b>2,283,908</b>	<b>2,281,958</b>	<b>1,299,457</b>	<b>1,288,900</b>	<b>1,187,379</b>
<b>Hockey Expenses</b>						
Association fees	3,500	3,250	4,425	5,700	3,100	3,100
Clinics (net of costs)	3,500	3,698	2,108	(209)	(1,139)	(143)
Contract Services	62,000	59,868	50,281	43,234	34,988	33,295
Fees - SHA	135,000	134,257	123,387	128,935	121,548	142,096
Ice Rental	1,475 - 1,495,000	1,394,282	1,285,788	591,668	480,964	413,263
Miscellaneous	2,000	1,620	2,346	1,424	1,380	1,422
Referees + Timekeepers	225,000	222,947	200,686	197,207	181,365	163,317
Respect in Sport	24,000					
Trophies/Awards	12,000	11,636	11,381	9,471	7,639	9,690
Uniforms	125,000	131,560	140,917	121,483	113,762	183,017
<b>Total Hockey expenses</b>	<b>2,087,000</b>	<b>1,963,118</b>	<b>1,821,319</b>	<b>1,098,913</b>	<b>943,607</b>	<b>949,057</b>
<b>Admin Expenses</b>						
Advertising/Promotion	15,000	13,801	16,189	11,460	13,731	15,880
Amortization	2,500	9,114	2,300	2,696	3,262	2,477
Bank Charges	2,500	2,657	1,155	2,126	2,622	1,225
Insurance	4,500	4,385	4,323	4,260	3,765	3,695
Meetings	5,000	4,283	3,569	4,537	4,173	6,051
Miscellaneous	1,000	-	-	3,637	444	786
Office Equipment & Supplies	20,000	23,909	14,931	25,215	23,900	23,907
Professional Fees	10,000	8,212	9,028	8,500	8,394	6,262
Rent	22,000	20,059	19,133	18,207	16,814	16,052
Telephone/fax	12,000	9,873	11,347	12,987	6,190	6,424
Wages + Benefits	165,000	155,805	125,373	143,107	137,875	128,384
<b>Total Admin Exp</b>	<b>259,500</b>	<b>252,098</b>	<b>207,348</b>	<b>236,732</b>	<b>221,170</b>	<b>211,143</b>
<b>Total Expenses</b>	<b>2,346,500</b>	<b>2,215,216</b>	<b>2,028,667</b>	<b>1,335,645</b>	<b>1,164,777</b>	<b>1,160,200</b>
<b>Net Income/(Loss)</b>	<b>(19,500)</b>	<b>68,692</b>	<b>253,291</b>	<b>(36,188)</b>	<b>124,123</b>	<b>27,179</b>



A

DRAFT for discussion, clarifications, additions or deletion

## Structure for PeeWee Division 2012-2013

### Subject:

The structure of the HRI PeeWee division in terms of the number of tiers, as well as the number of teams within each tier needs to be set for the 2012-2013 season.

### Background:

- At the 2012 SHA AGM, approval was given to lower the minimum number of PeeWee Tier 1 teams in HRI from 6 to 5. The justification was based on having a proportionate number of registered players in HRI PeeWee that is in line with the percentages approved for other larger centers (Saskatoon, PA, and MooseJaw). Prior to the change, Regina typically needed to allocate 29% of their registered PeeWee players into Tier 1, where as the other centers allocate 12% to 20%. In theory, the higher percentages negatively impact parity by diluting the overall skill level of the teams. The approved change will lower Regina's ratio to 24%, and while it is still higher than the other centers, it should improve the overall "playing field".
- As a result of lowering the number of Tier 1 teams from 6 to 5 for the 2012-2013 season, the options and impacts to the Tier 2 and Tier 3 divisions need to be considered and appropriate changes made.

### Objectives

- Any changes to the division structure should have a positive impact on overall parity within each tier. This includes:
  - Parity in respect for having players of similar playing ability within the same tier (a closer gap between the highest and lowest rated players)
  - Parity with respect to an "equal playing field" between teams in a tier (less of a gap in the standings between top and bottom teams, more teams with a .500 record). **It is important to emphasize this is not about winning over losing.** This is about allocating number of teams based on registrations (as was made for PW1 changes).
- Changes should be in light of our mandate to "Provide programs that enable all players to reach their desired potential in an environment of excellence for competitive and recreational hockey programs"
- The opportunities for players to play at a higher level should be increased, specifically families wanting to be in tier 2 versus tier 3
- The opportunities for players to play in the Provincials should be maintained
- If and where possible, changes should address concerns raised by the membership over the past few years. These include:
  - Amount of travel in Tier 2 and Tier 3
  - Relationship with associates. Lack of parity in tier 2 and 3 in the past few years (*see previous year regular season standings at the end of this document*) may be a contributor to some of the animosity towards the associates by some HRI members.

## Considerations:

- Previous years structures:
  - 2010 – 2011 PeeWee structure (361 registered players)
    - Tier 1 - 6 teams (28% players)
    - Tier 2 - 6 teams (28%)
    - Tier 3 - 10 teams (44%)
  - 2011 – 2012 PeeWee structure (358 registered players)
    - Tier 1 - 6 teams (28%)
    - Tier 2 - 6 teams (28%)
    - Tier 3 - 10 teams (44%)
- Current registered skaters 2012-2013:
  - Tier 1 and 2 tryouts – 263 (78%)
    - Commitment level 3-4 times a week – 2012 max budget \$1750-\$1850
  - Tier 3 – 75 (22%)
    - Commitment level 2-3 times a week – 2012 max budget \$1250
  - Non-contact – 0 (0%)
    - Commitment level 2-3 times a week – budget TBD
- Feedback and informal observations from families within PeeWee have indicated that there is a desire to play at higher tiers and/or commitment levels, especially for Tier 2. While “cuts” to a lower tier will naturally create disappointment, the cut from Tier 2 to Tier 3 is accompanied with additional concerns because of the move to an environment with a wider spectrum of skills and commitment by players and families. Many families have voiced the frustration with the wide spectrum of commitment (especially regarding practices) within a team.
- The August 2012 HRI survey to the 75 families registered in Tier 3 indicated there is little to no desire for forming a league with less commitment (1-2 times week), or eliminating contact. A number of families thought it was a good idea, however not for them. Most were happy with the existing commitment level. Several reiterated the need for more practice focused on adjusting to body contact. The response rate for this survey was approximately 30%.
- PeeWee represents the introduction of body contact. As such, specific practice is required to prepare and develop appropriate skills for this element of the game. In addition, a wider gap of skill levels between players poses additional concerns for safety. Proper instruction and a commitment to practices is essential.

## Structure Options (# Tiers and # Teams in each Tier)

### 1. Status quo, with adjustments in T1 of 6 teams to 5, and one additional team in T2:

- Tier 1 - 5 teams (23%)
- Tier 2 - 7 teams (33%)
- Tier 3 - 10 teams (44%)

This structure does not address the primary desire by the membership for more commitment (3-4 times / wk) from the players currently registered in Tier 1 and 2. It has a marginal improvement on parity in the Tier 1 and 2 divisions. Tier 3 essentially remains as is.

### 2. Increase the number of Tier 2 teams to provide a greater opportunity for players with that level of commitment.

- Tier 1 - 5 teams (23%)
- Tier 2 - 11 teams (51%)
- Tier 3 - 6 teams (26%)

This structure represents significant change to the T2 teams and talent levels. While meeting the desire for an increased level of commitment for the players registered in T1 and T2, this will dilute the overall HRI T2 skill level. This impacts parity for both T2 and T3, which are already skewed with the associates. This would affect T2 teams in tournaments and provincials.

### 3. Create a Tier 3 league with an increased level of commitment (similar to Tier 2 with 3-4 times/wk on the ice). Maintain a second Tier 3 league with the existing level of commitment (2-3 times/wk) that the players were registered under.

- Tier 1 - 5 teams (23%)
- Tier 2 - 6 teams (27%) – cuts to T3A
- Tier 3A - 6 teams (27%) – no cuts, increased commitment, associates, travel
- Tier 3B - 5 teams (23%) – current commitment

This structure addresses the desire for an increased level of commitment for the players registered in T1 and T2, recognizing there will be cuts to T3. Some of the players currently registered for T3 will be interested moving to T3A and the increased commitment. This may reduce the number teams in T3B. Conversely, some families registered in T2 understand the player may not make T2 and are prepared to play in the current T3 system.

Parity should marginally improve in T1 (5 teams instead of 6), T2 (increased talent from T1 cuts) and potentially T3A (increased talent from T2 cuts; more commitment; practice and improvement). Improvements in parity may help membership attitudes towards associates and travel.

T3B would essentially be made up of Regina teams (and potentially associates, further discussion needed).



4. Increase the number of Tier 2 teams (as in option 2), however split the skills into an A / B league.

- Tier 1 - 5 teams (23%)
- Tier 2A - 6 teams (27%) – cuts to T2B, includes associates, travel
- Tier 2B - 6 teams (27%) – “house” – Regina only
- Tier 3B - 5 teams (23%) – current commitment

This structure addresses the desire for an increased level of commitment for the players registered in T1 and T2. There are cuts to T2B, T2A would have the higher skill players. To provide an environment of skill equality, T2B would be made up of Regina teams only.

Parity should marginally improve in T1 (5 teams instead of 6) and T2A (increased talent from T1 cuts). Improvements in parity may help membership attitudes towards associates and travel. T2B would represent a unique and potentially diminished skill level in the provincial AA context. This may impact their competitiveness in tournaments as well.

Impacts to Tier 3 would be a reduced number of teams. Skill and commitment level are hard to predict at this time. The respective gaps may not be as large as in previous years.

## Recommendation

HRI splits the Tier 3 league into and A and B structure (option 3). Tier 3A has an increased level of commitment that is consistent with the Tier 2 commitment. Next to option 1 which is status quo, this option introduces the least amount of change (and possible disruption).

The HRI PeeWee division is structured as follows:

- Tier 1 - 5 teams (23%)
- Tier 2 - 6 teams (27%) – cuts to T3A
- Tier 3A - 6 teams (27%) – no cuts, increased commitment, associates, travel
- Tier 3B - 5 teams (23%) – current commitment

## Implementation Logistics

To implement the defined structure, the following is required:

- Communication to the PeeWee membership on the intended structure
  - Note we need to name the 3A, 3B tiers
    - Could simply be “A” and “B”
    - 3B could be “house”, “local”, “rec”
    - 3A could be “Tier 3”, “Competitive”, “Development”, “Extended”
- Players and families confirm their desire and commitment to T3A (the 75 players currently registered for T3 given the opportunity to register for A with the understanding they are prepared for an increased level of commitment)
- T1 and T2 tryouts (start Sept 17) continue as normal. Teams are selected and cuts to T3A are made
- T3 evaluations proceed as scheduled, starting Oct 4
  - All players committed to 3A are drafted to teams.
  - Players wanting 3B are drafted
- Associates are advised of the A / B structure, with reference to the rationale (so the intentions are made clear)
- HRI monitors the first half of the season, makes adjustments if necessary. This may include the need to move or swap teams in A/B depending on how wide of a gap there is. Note: this is dependent on the ability to adjust a schedule mid-season (Blair to confirm).



## 2010 - 2011 Regular Season Standings

Tier 1	GP	W	L	T	PTS	GF	GA	PIM	PTS%
<u>SABRES</u>	28	24	1	3	51	159	63	358	0.91
<u>LUMSDEN</u>	28	21	6	1	43	182	91	248	0.77
<u>PRAIRIESTORM</u>	28	15	11	2	32	162	136	276	0.57
<u>SHARKS</u>	28	10	14	4	24	100	130	501	0.43
<u>WILD</u>	28	10	15	3	23	101	133	394	0.41
<u>CAPITALS</u>	28	7	16	5	19	86	149	339	0.34
<u>BLACKHAWKS</u>	28	7	18	3	17	104	145	383	0.3
<u>AVALANCHE</u>	28	6	19	3	15	103	150	413	0.27

Tier 2	GP	W	L	T	PTS	GF	GA	PIM	PTS%
<u>SOUTHEY</u>	26	23	1	2	48	225	58	280	0.92
<u>MOOSE JAW</u>	26	23	2	1	47	209	65	331	0.9
<u>WEYBURN</u>	26	18	7	1	37	151	93	220	0.71
<u>PS LIGHTNING</u>	26	18	7	1	37	145	88	239	0.71
<u>ESTEVAN</u>	26	18	7	1	37	131	93	338	0.71
<u>PS THUNDER</u>	26	13	8	5	31	101	99	354	0.6
<u>LUMSDEN</u>	26	12	13	1	25	122	118	266	0.48
<u>AVALANCHE</u>	26	11	13	2	24	94	111	224	0.46
<u>CAPITALS</u>	26	9	15	2	20	82	133	266	0.38
<u>WILD</u>	26	6	17	3	15	89	162	192	0.29
<u>SABRES</u>	26	5	17	4	14	102	152	362	0.27
<u>SHARKS</u>	26	5	19	2	12	86	159	271	0.23
<u>BLACKHAWKS</u>	26	3	20	3	9	86	157	333	0.17
<u>MILESTONE</u>	26	3	21	2	8	85	220	219	0.15

Tier 3	GP	W	L	T	PTS	GF	GA	PIM	PTS%
<u>CAPITALS</u>	24	20	3	1	41	196	63	184	0.85
<u>ROCKIES</u>	24	20	3	1	41	146	45	181	0.85
<u>PRAIRIESTORM</u>	24	17	3	4	38	151	71	226	0.79
<u>WILD</u>	24	17	5	2	36	187	107	203	0.75
<u>AVALANCHE</u>	24	12	9	3	27	108	92	231	0.56
<u>SHARKS</u>	24	11	8	5	27	116	113	152	0.56
<u>BLACKHAWKS</u>	24	10	11	3	23	79	106	235	0.48
<u>SOUTHEY</u>	24	9	13	2	20	143	119	101	0.42
<u>PIRATES</u>	24	8	14	2	18	72	126	262	0.38
<u>BARONS</u>	24	7	13	4	18	86	108	138	0.38
<u>LUMSDEN</u>	24	6	13	5	17	97	115	114	0.35
<u>SCOUTS</u>	24	6	16	2	14	65	114	232	0.29
<u>SABRES</u>	24	4	16	4	12	54	148	161	0.25
<u>AVONLEA</u>	24	2	22	0	4	70	243	145	0.08

### 2011 - 2012 Regular Season Standings

Tier 1	GP	W	L	T	PTS	GF	GA	PIM	PTS%
<u>PRAIRIESTORM</u>	28	26	0	2	54	232	73	428	0.96
<u>AVALANCHE</u>	28	16	9	3	35	137	139	819	0.63
<u>LUMSDEN</u>	28	12	10	6	30	148	121	378	0.54
<u>WILD</u>	28	12	12	4	28	127	125	544	0.5
<u>SHARKS</u>	28	9	15	4	22	97	135	428	0.39
<u>SABRES</u>	28	7	16	5	19	99	147	414	0.34
<u>CAPITALS</u>	28	8	18	2	18	87	143	435	0.32
<u>BLACKHAWKS</u>	28	7	17	4	18	124	168	498	0.32

Tier 2	GP	W	L	T	PTS	GF	GA	PIM	PTS%
<u>WEYBURN</u>	26	23	2	1	47	170	54	519	0.9
<u>PS THUNDER</u>	26	23	3	0	46	213	50	354	0.88
<u>MOOSEJAW</u>	26	23	3	0	46	209	58	262	0.88
<u>PS LIGHTNING</u>	26	20	5	1	41	155	57	409	0.79
<u>ESTEVAN</u>	26	18	7	1	37	137	85	362	0.71
<u>AVALANCHE</u>	26	11	14	1	23	97	133	302	0.44
<u>MILESTONE</u>	26	10	13	3	23	96	135	327	0.44
<u>WILD</u>	26	9	15	2	20	77	112	417	0.38
<u>BLACKHAWKS</u>	26	8	14	4	20	102	132	345	0.38
<u>LUMSDEN</u>	26	6	16	4	16	66	118	277	0.31
<u>SHARKS</u>	26	7	18	1	15	78	102	279	0.29
<u>CAPITALS</u>	26	6	20	0	12	62	167	310	0.23
<u>SABRES</u>	26	4	20	2	10	53	176	288	0.19
<u>SOUTHEY</u>	26	4	22	0	8	68	204	331	0.15

Tier 3	GP	W	L	T	PTS	GF	GA	PIM	PTS%
<u>CUPAR</u>	24	19	2	3	41	145	68	133	0.85
<u>PS LIGHTNING</u>	24	17	3	4	38	173	64	222	0.79
<u>PS THUNDER</u>	24	17	4	3	37	147	55	220	0.77
<u>CAPITALS</u>	24	16	7	1	33	131	87	199	0.69
<u>AEROS</u>	24	14	6	4	32	159	81	161	0.67
<u>LUMSDEN</u>	24	12	11	1	25	138	123	230	0.52
<u>JETS</u>	24	11	11	2	24	109	100	175	0.5
<u>AVALANCHE</u>	24	10	13	1	21	108	160	96	0.44
<u>SHARKS</u>	24	9	12	3	21	81	108	170	0.44
<u>WILD</u>	24	9	12	3	21	112	166	145	0.44
<u>SABRES</u>	24	7	13	4	18	107	153	193	0.38
<u>BLACKHAWKS</u>	24	6	17	1	13	74	135	267	0.27
<u>PIRATES</u>	24	3	19	2	8	65	118	189	0.1
<u>BARONS</u>	24	2	22	0	4	68	199	221	0.08





## TECHNICAL DIRECTOR OUTLINE

Hockey Regina Inc. (HRI) is in the process of defining the role of Technical Director (TD). This is a paid position for a one-year term.

The goal of the TD and his/her team is to focus on how to improve HRI's coaches by better educating therefore ultimately improving the skills and development of its players.

The TD would be required to appoint assistants, one for each division:

- Initiation/Novice
- Atom/Pee Wee
- Bantam/Midget

Some of the tools that could be incorporated and utilized by the TD are:

- Practice Library;
- Mentors or, "Go to Guys";
- Developing age appropriate programs;
- Half-way evaluation of coaches; and
- Networking Social.

### **Practice Library**

The practice library is housed on HRI's website and can be accessed by all coaches. It will be essentially be a drill library, organized by age division, which will house drills that have been reviewed by the TD. These drills can be submitted by any and all coaches who have found a drill that they find very effective and would like to share with other coaches.

### **Mentors or, "Go to Guys"**

These are people who have been involved with various levels of hockey for many years, who can offer advice, encouragement, and mentorship to current coaches of HRI. When called upon the mentors can assist with practices and skill development, critique coaching techniques and offer guidance.

### **Development Age Appropriate Programs**

The TD could assist the coaches at the beginning of the year with evaluating their players and play an integral part in developing age and skill appropriate practice plans to assist with the development of the players.

### **Half-way Evaluation of Coaches**

HRI should consider developing a plan to send out evaluations of coaches part-way through the hockey season to ensure players are properly developing. This way, if problems with coaches are evident, they can still be corrected before the entire season is a write-off. This might also encourage coaches and parents to improve communication. The TD would be responsible for reviewing the evaluations and taking immediate action to improve situations where required.

### **Networking Social**

A networking social for coaches should be held at the beginning of the hockey season and part-way through. This would provide an avenue for coaches to brainstorm and discuss various situations as they arise and how they can properly deal with them. This would also provide an avenue for the coaches to get to know the mentors so they have a comfortable relationship and are more willing to ask for assistance.

The TD and team would also be required to develop and implement various clinics throughout the season to assist coaches in the following ways:

- Defensemen Clinics;
- Goaltending;
- Evaluating players;
- Checking camps;
- Skating;
- Passing;
- Shooting.