

**Hockey Regina Inc  
Board of Directors Meeting  
Minutes  
Tuesday February 24, 2015**

**Attendance:**

Stephen Eger (Chair)	Dennis Cooley	Andrea Hoffman
Tom Millette	Rick Hagglund (phone)	Lester Boey
Blair Watson (Staff)	Courtney Birnie (phone)	Christie Bjolverud

**Regrets:**

Larry Wees	Michael Ah-Fat
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**1. Call to order**

Stephen called the meeting to order at 7:05PM.

**2. In camera session**

**3. Approval of previous minutes**

*MOTION: To approve the previous minutes. Moved Tom, Seconded Lester  
CARRIED*

**4. AA Coaching Process (Appendix A)**

- Tweaks were incorporated into the process
- Some small tweaks to be made with wording

*MOTION: To approve the coaching process as presented, with the wording tweaks incorporated. Moved Dennis, Seconded Tom. CARRIED*

**5. Female Committee recommendations (Appendix B)**

- Formation of a female committee where specific mandate and role is spelled out
- Females will be evaluated in the Co-ed side evaluations to determine which level they will be playing in. Atom and Pee Wee will play within the co-ed divisions
- Improve coaching standards within the female ranks
- Have made application for the "Bauer First Shift" program through Hockey Canada
- Prairie Storm will not be running female programs in the future. Keep the one year rule before being able to tryout for AA teams.
- Tier the female teams for Novice, Atom + Pee Wee.

*MOTION: To extend the Tiering in female to Novice + Atom. Moved Andrea, Seconded Tom CARRIED*

*MOTION: To have the Atom and Pee Wee female teams fully integrated into the Co-ed divisions. Moved Andrea, Seconded Lester CARRIED*

**6. Bylaw Committee (Appendix C)**

- Tom went through the recommendations brought forward by the Bylaw committee

**7. Communication Committee**

- The communication committee looked at the possibility of a third party running handling the survey
- The cost would be approximately \$2500
- Discussion on the merits of the 3<sup>rd</sup> party handling the survey
- The major benefit is that it is a neutral party
- Christie to bring back for next meeting

**8. CBC + Racism Bantam B Sabres/Ducks**

- CBC ran a story on racism in minor hockey
- In the course of the story, the interviewed Blair to discuss HRI's handling of a complaint
- CBC filmed a Bantam B game between Sabres and Ducks. The Ducks to exception to the filming as they felt they were being linked to the racism comments
- HRI will draft a response to the Bantam B division detailing HRI's involvement in the story
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**9. Junior C**

- HRI runs the only JRC league in Sask for 18-21 yr olds
- Currently there is 1 Regina team and 6 out of town teams
- This past season 15% of the league games were forfeited
- With the Co-operators League forming, interest in the JRC league in Regina has waned
- With it being a predominately rural league, they should run the league. The JRC teams can form the league and establish their own rules, bylaws, etc.
- HRI would support a JRC team in the league by providing ice at cost

*MOTION: For HRI to discontinue the operation of the Junior C league at the conclusion of the 2014/15 season. Moved Lester, Seconded Christie CARRIED*

#### **10. Independent Evaluations**

- Only Johnson Consulting submitted a proposal for the independent evaluations contract
- The proposal is for evaluations for all divisions, Novice to Midget (male and female)
- The proposal also includes the running of the on-ice skill sessions
- Blair to put together the dollar comparison to the previous contract

#### **11. Next Meeting**

March 17

7:00PM @ HRI

A

(JAN 29 Version – Original, Stephen’s comments)

File = Draft Coach Selection Process

(Feb 17 Version - Reviewed by Board, incorporated Tom’s Comments)

## HRI ‘AA’ COACH SELECTION PROCESS

(DRAFT – FOR HRI BOARD DISCUSSION)

Colleagues:

Below is a proposal for a revised coach selection process for Midget, Bantam and Peewee AA teams.

The key elements of the proposal are as follows:

- Create a Coach Selection Committee to recruit, interview and make recommendations to the HRI board for all AA coaches (midget, bantam, peewee), that is one Committee selects all AA coaches;
- NOTE: the coach selection committee includes an “HRI Director, Coaching” as per the discussion at the board meeting. This is a new position.
- The division director would be responsible for managing the selection process for teams in other tiers (Midget B, Bantam A, B, Peewee A, B, etc.). It may well be that this process is broadened to include A, B, C level teams; that decision can be made after we go through a year with the new process.
- Coaching applicants need to demonstrate that they have the skill set required to develop hockey players for the next level of play; at the AA level the goal of HRI should be to select technically qualified coaches not just dads who want to spend time with their kids
- The selection criteria need to be clearly defined and scored, the process needs to be as objective as possible
- AA coaches need to be in place no later than end of June
- This is just a proposal for Board discussion and consideration, dates, times, committee membership, evaluation criteria, etc. are all open for discussion.
- The weighting (below) can be adjusted; I would be interested in hearing what Board members have to say about the relative weights of each category.
- We also need to review the coaching application so that applicants are required to provide specific information concerning the qualifications against which they will be assessed.

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## **HRI 'AA' COACH SELECTION PROCESS**

HRI is committed to developing young athletes to their full potential. This is particularly true for those athletes who have made the commitment to compete at the AA level. Effective coaching is essential to player development, particularly at the most competitive level of play. In recognition of the need to provide high quality coaching and mentorship for highly committed athletes, HRI has redeveloped its coach selection process for its AA teams.

HRI will use Coach Selection Committee to recruit and interview candidates who are interested in coaching a Midget AA, Bantam AA, and Pee wee AA team. The goal of the Committee is to recruit highly qualified and committed coaches who have the technical expertise and personal qualities to develop young athletes who are committed to improving their development. The Committee will have primary responsibility for recruiting and recommending coaching candidates for Head Coach positions for HRI AA teams at the Midget, Bantam and Pee wee level. The Committee will be composed of HRI Board members, HRI coach mentors, and HRI members at large.

The development of a Coach Selection Committee to recruit and recommend coaches for HRI's most competitive tiers reflects the importance that HRI places on having qualified individuals in key mentorship roles. It is the expectation that individuals who apply for coaching positions for AA teams bring the experience, knowledge and ability to develop young athletes. In addition to teaching hockey skills and developing the capacity to work together as a team, coaches create opportunities for young players to develop self-esteem, confidence and self-worth. We know that the atmosphere on the bench, at practice and before and after games and the interpersonal skills that a coach displays has an impact on the messages our players internalize about themselves and this lasts much longer than the outcome of a particular game/series/season.

Your assistance in these recruitment efforts is requested. As someone with a vested interest in the success of our organization you are encouraged to get involved. If you are aware of a potential coaching candidate that you feel could be a valuable asset to our organization please encourage them to apply or simply pass on their name to our selection committee which you will be able to reach by email.

### **2015-16 AA Coach Selection Process**

For the 2015-16 season, the following process will be used to select Head Coaches for Midget AA, Bantam AA, and Pee wee AA teams (including co-ed and female teams).

- 1) Coach Selection Committee – March 31
- 2) Application Process – April 1 to April 30
- 3) Coach Candidate Review Process – May 1 to May 30
- 4) Board Selection – June

The goal is to have all AA coaching positions filled by the end of June, 2015.

### 1) Coach Selection Committee

The HRI Board of Directors will approve a Coach Selection Committee that will be responsible for recruiting, interviewing and recommending coaching candidates for Head Coaching positions for all Midget, Bantam and Pee wee AA teams. The Coach Selection Committee will forward their recommendations to the HRI board; the Board will be responsible for appointing coaches.

The Coach Selection Committee shall be comprised of the following members:

- HRI Vice President (Chair)
- HRI Director, Coaching
- Two Coach Mentor representatives
- Two HRI members "at large" appointed by the HRI Board

The Committee will be selected and in place by March 31, 2015.

### 2) Application Process

Individuals interested in applying for a coaching position shall submit a coach application for each year in which a coaching position is sought. Application forms will be available on the HRI website and will indicate the information that must be submitted in advance of the meeting. Applications, including contact information for the applicant's references, shall be submitted to the HRI Executive Director in the form and manner as indicated on the HRI website. Each application must clearly indicate the coaching role sought (head coach or assistant coach), along with the age and category (Midget AA, Pee wee AA, etc.). The application process will open on April 1 and all applications must be received by April 31, 2015.

### 3) Coach Candidate Review Process

The Coach Selection Committee will review all coaching applications and make recommendations to the HRI Board who will make the final decision on coaching appointments.

The Committee will use the following criteria to determine whether a coach applicant will be recommended to the Board for a coaching appointment

- **Certification/Training (15%):** coaches must hold, or will hold by the deadline date, the necessary coaching and certifications to coach the team applied for in the current hockey season;
- **Background (5%):** Coaches must have the necessary playing experience to provide high quality mentorship to young athletes. Preference can be given to coach candidates that can demonstrate that they have played high caliber hockey throughout their career.
- **Coaching Experience (40%):** Previous coaching experience at a competitive level is critical to ensuring that young athletes continue their developmental path. Experience refers to demonstrated success as a head coach is based on the number of years as head coach, the number of years as assistant coach, the category and level of the teams coached, and the association or organization of the teams coached. Coaching experience will also be assessed in terms of the applicant's understanding of the Hockey Canada development model.
- **Suitability (5%):** Coaches must have a current Criminal Record Check, have not faced any adverse discipline or other action from HRI or as a member of any minor hockey or other amateur sport/youth association and will provide a suitable role model for the team he/she is responsible for.



- **Evaluations for Returning HRI Coaches (20%):** The Coach Selection Committee will review the applicant's coaching evaluations. For applicants who are new to HRI, the Coach Selection Committee may request that their previous association provide an assessment of their coaching qualifications and experience.
- **References (15%):** Applicants must supply the names and contact information of at least 2 references, capable of addressing the following matters as they relate to the applicant – coaching style and philosophy, adherence to fair play, conduct and interaction with game officials, and general character evaluation. The references may not be members of either the Coach Selection Committee or the HRI board. References aside, the Coach Selection Committee reserves the right and ability to contact and seek information from any person or organization having knowledge of or experience with the applicant in a coaching context. All information gathered through this process shall be recorded in writing and be appended to the relevant individual's application

The criteria will be evaluated based on:

- **Coaching Application Documents**
- **Interview:** The Coach Selection Committee may conduct interviews with some or all of the candidates in order to establish a better sense of candidate qualifications. The following attributes will be assessed:
  - o Coaching philosophy and style
  - o Plan for development during the season
  - o Adherence to fair play
  - o Conduct with officials
  - o Character evaluation
  - o Personal Suitability
  - o Effective Communication Skills for Coaching given age level
- **References/Coaching Evaluations**

It is the intent of HRI to evaluate applicants on their own merits. However, should the applicant apply to coach at an age level in which he/she has a child, the skill level of that child may be taken into account where, in the discretion of the Coach Selection Committee, appointing the applicant as head coach of any particular skill level would result in a patently unfair and unjustifiable elevation of his/her child to that skill level

#### **4) Board Selection**

After considering the candidate's application, interview and reference checks, the Coach Selection Committee will make recommendations to the HRI Board who will make the coaching appointments. The Board shall select the coaches no later than June 30th.

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As per the last months agendas the board is currently focusing on ensuring we are meeting the mandate put forth through the Strategic Planning 2 years ago and adhering to *Bylaw 2 – Purpose of the Board*:

*Operating as a minor hockey association within the governance of Hockey Canada whose mission is to “Lead, Develop, and Promote Positive hockey Experiences”, The Purpose of Hockey Regina is:*

1. *To promote, govern and enhance minor hockey in the City of Regina for the good of all players.*
2. *To foster community spirit and sportsmanship amongst all players, coaches, parents, officials and sponsors and increase the interest of the game of hockey in the City of Regina.*
3. *To lead in the development of players, coaches and officials by providing programs that enable them to reach their desired potential in an environment of excellence for both competitive and recreational hockey play.*

The female committee has ensured they are in alignment with this Bylaw, as we examine some of the changes that we are presenting tonight

In an effort to focus on the positive and the changes to improve, I have listed for you to review some of the areas in the female program that have historically been weak and where HRI has lost focus to provide programming that answers to the bylaw and mandate.

Historically in the female program within the HRI board;

- has been reactive not proactive in planning
- is not providing programming that *‘enables athletes to reach their desired potential in an environment of excellence for both competitive and recreational hockey play’*; stronger players are not being pushed or provided a competitive environment, new or less skilled athletes are not developing in their skill or learning how to play hockey, the middle 70% of our female athletes are not allowed the opportunity to play in a competitive environment at their skill level, that provides challenge, development and a sense of belonging
- has not marketed the female programs in order to create growth
- does not have learn to play program that provides an introductory level of hockey in a female environment
- has not had a focus to provide a *‘stronger community spirit and sportsmanship’*
- has not been included when discussing the 4 areas of focus in the strat planning sessions; has lacked ‘governance’; board member(s) have not been given the knowledge of how the program is organized for evaluations, managed or how the league is run, there are no tools in place to evaluate progress and or determine focus areas for improvement
- Is lacking in promoting awareness and development for female coaches and officials



A goal for the female committee is to build a culture of female hockey, creating a strong identity, a stronger one that exists now. The committee has come together after much debate and research to move forward to build a structure of what we have come to determine female hockey in Regina should look like to begin to provide an equitable place for every level of female hockey player to develop, to play AND to love hockey!

I encourage you to go back and read the original proposal and the facts we used to scrutinize the existing programs and be accountable to evolving the program to an equitable program and a program that fosters growth and development for all females playing hockey at all levels.

## 1) Female Committee Structure & Responsibilities

To be titled the 'Female Division Management Committee'

*Why do we need a management committee?*

The committee feels strongly that they should remain in place indefinitely to manage the female division. We are proposing that the female committee continue to assess, manage and make recommendations to the board as the female division grows and evolves. There needs to be continuous evaluation and management to ensure decisions that are made for the female division are in the best interest of the long term outcomes of female hockey in Regina and to continue to make changes or adaptations as needed to ensure the goals are attained and stay in line with HRI mandate.

There are hockey associations in Canada, both larger and smaller than Regina, that have adopted female association that run inter-dependent with their regional governing bodies and Hockey Associations.

Bringing about gender equity involves structural changes, a new set of values, norms and policies, new management practices and changes in the attitudes of individuals towards inequity. Bringing about gender equity means ensuring that there are goals and plans in the areas of;

- Systems and structures
- Leadership
- Resource allocation
- Programming
- Education, awareness and promotion

It is time to create optimal conditions and systems that support women and girls to be active at all stages of participation and competition as athletes, coaches, officials, leaders and in other roles in Hockey Regina.

In order to effectively assess, recommend and manage the existing programs in the Female Division it is logical to continue to engage a committee for the female division, numbers cannot be used against the formation of a governing body, as all evidence shows that the needs of the Female Division are unique and need a unique planning, organizing and decision making body.

The strategy to increase numbers of participation and retention of female hockey players requires adequate governing and management. In order to manage the growth and continually assess the strategies and provide evolving management that understands the needs of the Female Division an active and informed management body needs to remain in place.

**Gender Equity** is the process of allocating resources, programs and decision-making fairly to both males and females. This requires ensuring that everyone has access to a full range of opportunities to achieve the social, psychological and physical benefits that come from participating and leading in sport and physical activity. It does not necessarily mean making the same programs and facilities available to both males and females. Gender equity requires that girls and women be provided with a full range of activity and program choices that meet their needs, interests and experiences. Therefore, some activities may be the same as those offered to boys and men, some may be altered, and some may be altogether different. Human rights legislation, including the 1982 Canadian Charter of Rights and Freedoms, has affirmed the principles of equity while making provisions for affirmative action programs to eliminate disadvantages.

**Canadian Association for the Advancement of Women and Sport and Physical Activity**

As a catalyst for change, CS4L offers an opportunity to address the recognized shortcomings of conventional sport and physical activity programming, and the Long-Term Athlete Development framework, to adequately address gender differences. It is time to create optimal conditions and systems that support women and girls to be active at all stages of participation and competition, as coaches, officials, leaders and in other roles related to sport and physical activity.

**Actively Engaging Women and Girls – CAAWS**  
**Appendix CS4L document**

This focus on the female division in Hockey Regina is not meant to diminish gender-specific issues influencing the CO-ED program, an area also requiring further attention. Only through talking with women and girls to learn about their unique needs, interests and experiences can the board, coaches, officials and other decision makers create optimal conditions and systems wherein our females can develop and have fun.

#### **Appendix Long-term Development Model**

*The committee discussions have been thorough and comprehensive; we have taken the responsibility to ensure that we are taking a cautious road as we do cannot undo any changes that we make. We would like you to understand that this process needs to be on a continuum, a living document that needs to be evaluated with standards and controls in place for optimum change to happen. We ask for the boards support to understand that it is imperative we have good communication systems with the membership in place, that we have set tangible goals and benchmark testing to ensure we have measurement tools and that there may be a time for quick reaction or assessment when things aren't working.*

#### **Female Committee Structure & Responsibilities**

- 1) Build a culture that is focused on development at all competition levels of participation
- 2) Participation, Recruitment and Retention
- 3) Testing and evaluation - 'pilot program' with benchmark testing
- 4) Branding and Marketing
- 5) New Learn to Play programs 3, 4 – 5, 6 and 7, 8 years \$199 –  
Work with Bauer program and University of Regina Cougars if approved
- 6) Adapted Coaching Selection Process
- 7) Adapted Coaching development program and management of criteria
- 8) Precise Evaluation Criteria
- 9) Managing the teams in tier placement annually
- 10) Communication – membership

#### **Control the system**

##### **Key pieces**

- Coaching development
- practice time – challenging at every ice time with groups of athletes able to challenge each other
- pilot testing – benchmarking



## **2) Female Program / Teams Playing in the Co-Ed Tier League**

### **MEET EQUITY STANDARDS AND PRESERVE PARTICIPATION OPPORTUNITIES**

A tier system is put in place for a variety of reasons, across the world in different sports, institutions such as Universities, European Clubs as well as North American Amateur and Professional Sport, establishing clear expectations for participants.

**It is important to note that this system is not in place to serve as a status system or to designate which tier is more or less important; regardless of tier all programs shall be treated equitably.** This system is in place to assist each athlete with placement to a skill appropriate tier that and to clearly identify the expectations of each tier.

#### **Skill Development in a Tier System**

It has been determined by Hockey Canada and implemented by HRI's coed division, that the process of 'tier' programming is necessary for long-term development; when a 'like skill level' group of children, engages in repetitive, consistent, skill practice in a positive environment, it will foster improvement which in turn fosters a feeling of having fun, encouraging growth and retention.

#### **Result**

All Coaches in the female program is able to execute a concrete and consistent annual plan, execute a practice plan that is built around the skill level, commitment, and task oriented goals needed for all players to develop and experience success

All athletes, in all divisions and all tiers, will experience developmentally appropriate practices; tiered with developmentally appropriate team mates and opponents, fostering skill development and competition and a desire to improve.

### **Process**

Females will be evaluated with the Coed League

Each division will vary with the number of session the females will share the ice with the coed division for evaluations

The females will be identified on the coaches' evaluation sheets as being registered to the female division

The purpose of females evaluating with the coed league is to determine in what tier 70% of the female athletes fall per 14 female athletes to ensure the teams are placed according to appropriate skill level of competition.

### **Pilot Program – Benchmark testing**

As a means of determining if the changes to the female program are effective and determine if our coaching program is advancing. Benchmarks to provide information to continue to challenge and improve the implementation of our programs and development of our female players

- Skill testing session – all teams in all division 4 x year
- Test 1 will happen within the evaluation series of sessions (discussions with Blair, after the 1<sup>st</sup> set of evaluations with the coed we can schedule ice sessions for females to share ice and complete a series of skill tests)
- Shared ice session 3 more times within a season
- Hockey Canada Skill Testing Program
- Hockey Canada Skill Testing Stations

*USE THE NOVICE girls next year as a 'prototype' group and track them through to Bantam and determine if the changes are having a positive impact on the development of our female athletes, although we have no comparable we have a group that we can gather information on an annual basis and determine based on Hockey Canada's guidelines if the athletes are attaining the recommended skill level at each age*

*The program then has measurable data within each year and the athletes in each division as well as annual data to compare each group by birth year of athletes to the year before.*

*The first year novice athletes will be our pilot group to compare their data every year as they move up with the years before them.*

*We are tracking the change in skill level year to year to determine if the changes are having a positive impact on the development of our female athletes.*

We did not implement any benchmark to determine if the peewee AA female team is having success – anecdotal evidence, we have to have measuring tools moving forward.

Observations:

- athletes are a product of their environment - having played in the female division with no 'tryout' / competitive evaluation process
- they are only familiar with competition with other females
- the wins and losses are not as important as each shift, each goal attained and the feeling of achievement each female has of their accomplishments for their team
- true team spirit of girls as one against the boys
- the record of wins and losses has not impacted their effort, desire to compete or their feeling of belonging

*CAN NOT measure success by wins and losses*



### 3) Coaching Standards

Please see articles and links attached to proposal on some stringent guidelines we would like to see implemented on the female division coaching requirements.

We have established a relationship with the Cougar Female Program that we would like to continue to explore alongside the HRI coaching mentorship program to implement further development of our coaching staffs

<http://www.cambridgetimes.ca/sports-story/4541654-kids-in-sports-ravens-and-warriors-team-up-to-develop-women-s-hockey/>

### Recommendations

Coaching structure to fall into guidelines with measurable goals for each team in skill development

Athlete development comes down to coaching development

Coaching development – practice development

Education and knowledge

Following manual guidelines – policy protocol

The culture of winning /competition

The opportunity to improve and move up within the tier system

Success is about development not about winning

Balance of being competitive and achieving goals

Consistency

Foster sportsmanship

One female coach in each program

Independent master coaches (best coaches) to work with all coaches

Shared Ice Time - keep some weekends open

Players get better with better players – all children should be improving

Split ice / more ice time sharing practices with coaches to share development

Tier sharing - provide opportunity for higher level athletes on ice with less experience athletes

*The resources and Curriculum are extensive – we need to insist on their use, put guidelines in place and accountability while we are small and set a standard and expectations that as we grow are easy to adhere to and coaches are accountable to each other and the parents for achieving minimum standard levels of development with athletes in every age group and every level*

*Stricter guidelines in the skill, development, practice plans and commitment coaching in the Female Divisions  
We would like to be more particular about who is coaching and direction with the requirements in the commitment of coaching in the female division*

*Insist on the use of the hockey Canada program and no exceptions*

*Be more stringent with who is working with who and the programs monitored, audited and accountable*

*Specific training sessions just for female coaches – specific training for coaches – required to attend clinics*

*Extra practice time – specified skills training programs for multiple teams and coaches*

*Pull coaches together – breakfast programs*

*Committee responsible to develop a new Coaching Training Program and organize these extra training sessions together*

### ***WATERLOO as a pilot program***

#### ***Closer tie to university program and cougar coaches***

- *1 x a week sessions run by university players with a grouping of athletes bringing multiple teams together on the ice for skill sessions*
- *Coaches clinics*
- *Coaches come on the ice to cougar practices*
- *Communication lines open and positive with a constant accountability factor*
- 

Funding from RHI for skill days; shooting, goalie development

- continue to evolve mentoring program

### **Evaluations Procedures, existing protocol and process**

#### **Evaluations**

- Stricter protocol for evaluators
- Criteria

*Use the group that HRI tenders the contract, however we would like to provide the requirements and guidelines for evaluations that equate to 1 2 3 4 5 or 6 – more definition of skill so it is more consistent with different evaluators*

*I.e. so a ranking for each number has the same definition for all evaluators. This may mean that the criteria is different for each division or it may mean the criteria is the same and in novice everyone would be a 1 or 2 or 3, atom mostly 2 or 3 etc. may mean adding a 6 so there is more options to choose within the criteria but the purpose is that every evaluator understands what a '1' means*

## **4) NEW PROGRAMS- MARKETING**

We have applied with HRI support for the Bauer Learn to Play Hockey program

The Cougar coaching staff would like to partner with us to develop that program and assist with resources where needed

Important for consistency in practice times, work with ice schedule to set times and locations for 3 – 6 week sessions

### **Marketing**

**We would like to propose a marketing plan that we have based off of research of other sports with similar targeted age groups of females at the intro / learn to play levels**

**We would like a budget to work with**

- Website production (alongside HRI)
- social media

- Advertisement in community papers and recreational guides
- Billboards
- Posters in hockey arenas
- Partnerships with retail sport stores
- school partnerships

We have to wait on the BAUER application to determine if we are eligible as that will have an impact on our budget for programming a new Learn to Play program

Other research still needed

- Can we do a business plan to supplement the first year of hockey?
- *Ringette, Speed Skating, Gymnastics, BBALL all of these programs have something in common – at the learn to play level they have a set time for practice and competition that allows families to plan their weeks and determine which activities they are participating in*
  - *RMF has a great model for coaching development, mentorship clinics*
  - *These sports are seasonal, fall winter spring summer, so they can try different sports and allow the child to experience multiple sport development*
  - *Cougars have started anew learn to play hockey program following those guidelines,*
    - o *Less expensive when seasonal*
    - o *An opportunity to try a new sport*
    - o *It is well coached, well organized and fun*
  - *Can we partner with them, developing coaches in these programs, give more ice time from our block from HRI, feeding into the Female Program at HRI,*
  - *New \$99 first year of hockey in Novice and Atom age groups*
  -

More involvement with Cougar Girls Hockey program & Rebels - school programs / tickets  
 Relationship of mentorship  
 Practice involvement – dressing room experience – speaking  
 Skill development days etc

## 5) Names and Branding

**Working with the sponsorship group within HRI and HRI**

**We have the opportunity to create an identity – colors – branding – saves \$\$ -**

ie prairie storm / Saskatoon comets

Sponsor relationships and affiliation with the female program

Women's identity

- Equity on all levels of leadership, participation, coaches, officials

Consider using an identity something that creates a positive dynamic for the female league in  
 Include the Rebels AAA, Ravens AA and Capitals AA in discussion, can we work together to create a brand in Regina for all Female hockey at all levels within our organization  
 Many of the programs across Canada have adopted a single team name for the program and each team is named after it, with a second team name. Such as the Comet Aces, Comet Fire, etc.

Rebranding the female teams in HRI will allow it to take on a group or family atmosphere, where all of the girls are a part of it. I realize that the Rebels and Ravens have been named this for some time and am not sure on their willingness to change.

Is there money within HRI to start this up?

Branding Female Hockey Division – *Bauer Program document*  
 One 'club'



## 6) Opening the border

**The discussion with Prairie Storm is that they will dissolve their female programs**

**We feel the 1 year rule should stand for the 2015 – 16 season for Bantam AA & Midget AA programs**

**To be revisited after this season**

If Regina builds a successful female program with the female athletes within 70 km joining our program they will be part of HRI and will not continue to move around the province.

We will develop them as Regina athletes

We will discuss further shared resources of volunteer base and ice time.

### ***Bantam A - Midget A***

*Pending the committee will continue to work on behalf of the female program, the Bantam & Midget problem of numbers will be addressed with Blair and the current coaches feedback to determine the request with SHA, and possibly the Rec Program for placement of the these teams.*

## 7) Bylaw – Regulation Changes

Discussions with the bylaw committee will ensure that any changes that impact the female division will be addressed

Regulations and policies for registration, evaluations, team selections etc will all be addressed with Blair and office staff

## 8) Membership Information Nights

We would like a communication piece thorough the office that gives 2 information nights in March to present methodology, research, information and q & a for female membership, including the Prairie storm families etc.

Communication to Estevan Weyburn etc all the teams in the female league



#### BYLAW – IV ASSOCIATE MEMBERSHIP

The Board of Directors has the right to approve Associate Memberships to Hockey Regina for out of Regina Hockey Associations allowing their teams to play in the Hockey Regina League. Associate Members shall be non-voting members of Hockey Regina. Terms and conditions of Associate Membership are covered in the Associate Membership Agreement

#### BYLAW V – ORGANIZATION STRUCTURE

HRI governance will consist of a Board of directors and an Executive director.

#### BYLAW VI – BOARD OF DIRECTORS

1. The role of the board of directors is to ensure HRI fulfills its purpose as outlined in Bylaw II and includes:

- Strategic planning
- Overseeing the management of HRI
- Support and evaluation of the Executive Director
- Enhancing the image of HRI

2. A board of 14 directors who shall be elected by the membership shall administer the affairs of HRI.

3. The Board of Directors shall consist of 14 members as follows:

- President
- Past President
- 12 Directors
  - a. The term of office for the President is one year, with an election for the position taking place at the annual general meeting
  - b. The term of office for each Director is three years, with four positions elected each year at the annual general meeting.

4. The Directors shall meet following the AGM of HRI to hold an organizational meeting. At this meeting the Directors will elect or appoint from their own number directors to the positions as listed in Bylaw VII  
1. c-n.

5. The President, Vice President, Finance Director and one Director elected by the Board of Directors comprise the Executive Committee of the Board.

6. Retiring Board Members may continue in their office until replacement has been duly elected or appointed.

7. To avoid conflicts of interest, anyone holding a position on the Board of the SHA or the Hockey Canada or is a head coach on an HRI team shall not be elected to the Board of Directors of HRI.

8. Any Director will fully disclose any conflict of interest and will not be eligible to vote on any resolution of the Directors that is related to the conflict of interest. For the purposes of this provision, the President may determine whether a conflict of interest exists, and if the matter involves a conflict for the President, then the matter may be determined by the Vice-President or a majority vote of the remaining Directors.

- 8.1 Any decision involving an immediate family member, or a team or division with which the Director is associated will be deemed to be a conflict of interest for the Director.

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8.2 A person with a financial interest either directly or indirectly, through business, investment or family:

- i) An ownership or investment in any entity with which HRI has a transaction or arrangement;
- ii) A compensation arrangement with HRI or with any entity or individual with which HRI has a transaction or arrangement; or
- iii) A potential ownership or investment interest in, or compensation arrangement with, any entity or individual with which HRI is negotiating a transaction or arrangement

6- Compensation includes direct and indirect remuneration as well as gifts or favors that are not insubstantial.

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7.9. Only members of the Board of Directors shall be entitled to vote at Board Meetings. The President has the tie-breaking vote only and the past President is not entitled to vote.

8.10. 1/2 of the voting members plus one shall constitute a quorum for a meeting of the Board of Directors.

9.11. Members of the Board of Directors shall receive a minimum of 48 hours notice of any meetings; however said notice may be waived in writing by any member of the Board.

10- The Board of Directors shall meet and regulate their meetings as they may determine.

12.

11. ~~All Board of Director Members will be ineligible to be a commissioner, referee, head coach, assistant coach, manager or team official of a Hockey Regina Team.~~

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13. No member of the Board of Directors may receive any remuneration for services rendered acting as a Board of Director. Reasonable out of pocket expenses may be allowed after statement of accounts is presented to and approved by the Board of Directors. Expenses must be for the betterment of HRI.

12.

13.14. The Board of Directors have the authority to remove a member from the Board of Directors for any of the following reason by 2/3 majority vote of the entire Board of Directors:

- For breach of the HRI Terms of Reference, Privacy policy, Conflict of Interest and Conduct Guidelines.
- For failure to perform the duties of the position.
- For conduct unbecoming a member to the Board of Directors.
- For missing three (3) consecutive or 4 Board of Directors meetings in a given year.

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A member of the Board of Directors who has been removed is entitled to a right of appeal. An appeal must be presented in writing to the Hockey Regina Office within two-business days of notice of removal. Such an appeal must be accompanied by a \$100.00 deposit, which is refundable, if the Appeal committee overturns the removal. An Appeal committee made up of non-Board Members will be appointed by the Board of Directors to review the appeal within a ten business day time period.

14.15. Where there is vacancy on the Board and if:

- There are 2/3 Directors remaining, the remaining Directors may:
  - a. Exercise the power of Directors;
  - b. Leave the vacancy open until the next AGM;
  - c. Appoint someone to fill the vacancy until the next AGM.

- Less than 2/3 of Directors remaining, the remaining Directors shall call a general meeting for the purpose of electing members to fill any vacancies;
- No Directors remaining, any 10 members may in writing appoint Directors solely for the purpose of calling a general meeting to elect members to fill the vacant Directorships.

#### BYLAW VII – DUTIES AND POWERS

1. Upon election to the Board of Directors the following positions will be filled as elected or assigned:

- President
- Past President
- Vice-President
- Finance Director
- ~~Player Evaluations Director~~
- ~~Suspensions Director~~
- ~~Initiation Director~~
- ~~Novice Director~~
- ~~Atom Director~~
- ~~Pee Wee Director~~
- ~~Bantam Director~~
- ~~Midget/Junior C Director~~
- ~~Female Director~~
- Midget AAA (Female and Male) Director 10 Directors assigned to an area of oversight as determined by the Board of Directors

The president will be elected by the membership and the balance of director positions will be elected or assigned by the Board of Directors at its organizational meeting.

~~2. If a particular division does not exist, that Board position will be deleted and the Board Member will be reassigned for the affected year.~~

~~3.2.~~ The Board of Directors has the authority to add, delete and/or revise the assigned Board of Director positions and duties as required.

~~4.3.~~ The Board is charged with the responsibility for all HRI assets and for ensuring that its objectives are met.

~~5.4.~~ The President

- Shall preside as chairperson at general, annual general and extraordinary general meetings. Shall ensure that minutes of all meetings are recorded and retained in a minute book. Shall ensure that minute items involving major program changes are published on the HRI web site in a timely fashion.
- Shall be an ex-officio member of all committees established by HRI.
- Shall report to each annual meeting of HRI concerning its operations.
- Shall represent HRI at public or official functions.
- Shall represent HRI in all SHA matters.
- Shall perform such other duties as may from time to time be determined by the Board of Directors or at a general meeting.
- Shall ensure that the Board of Directors facilitate an annual summit to review the strategic direction of HRI.



6.5. The Vice-President

- Shall have all the powers and perform all the duties of the President in the absence or disability of the President, together with such duties, as may be from time to time assigned to him/her by the Board of Directors.
- Shall oversee and ensure that all evaluations, coach selections and team selections are conducted in accordance with HRI guidelines for all divisions.
- Shall be a member of any committees related to items listed in 6 (b).
- Shall provide vision and direction to the Director of Officials/Suspensions, Director of Coaching Development for the ongoing development of players and coaches and to the Director of Player Evaluations.
- Will be a member of the Executive committee

7.6. Director of Finance

- Shall have all the powers and perform all the duties of the President in the absence of the President and Vice-President, together with such other duties, as may be from time to time assigned to him/her by the Board of Directors.
- Shall chair a Finance Committee or any other committee established that relate to HRI finances and work collaboratively with the Executive Director and the committee in developing budgets, financial statements, annual reports, etc. Will present the Financial Report to the members AGM.
- Shall be an ex-officio member of all HRI tournament committees.
- Shall chair the Business development team and fundraising committees.
- Will be a member of the Executive committee

8.7. The Past President

- Shall pass on to the newly elected President all business records and correspondence, etc. at the completion of his/her term as President.
- Shall chair the volunteer recognition and awards committee.
- The immediate Past President does not have voting privileges.
- Shall be an ex-officio member of all committees established by HRI at the AGM or by the Directors.
- Shall perform such other duties as may from time to time be determined by the Board of Directors or at a general meeting

9. Director of Player Evaluations

- ~~Shall be responsible for the recruitment and selection of independent evaluators.~~
- ~~Shall organize and coordinate the independent evaluation process in conjunction with Division directors.~~
- ~~Shall be responsible for the collection, management and storage of all player evaluation related data.~~
- ~~Shall provide a report card to Division directors with the evaluation results for each player evaluated.~~

10. The Director of Officials/Suspensions

- ~~Shall be responsible for providing a communication link and addressing concerns of HRI to the Regina Hockey Officials Association.~~
- ~~Shall be responsible for investigating, applying and tracking suspensions of parents, spectators, players, coaches and team officials in coordination with the Division Directors in accordance with HRI regulations.~~

11. The Directors of Divisions



- ~~In conjunction with the Technical (Coaching) Director are responsible for the recruitment and selection of qualified coaches.~~
- ~~Shall be responsible for the assembly of team rosters in accordance with HRI program direction.~~
- ~~Shall be responsible for the recruitment and selection of commissioners for their division.~~
- ~~Shall ensure/instruct that all teams in the division are playing, operating and managing within the Rules and Regulations of HRI including all Associate Member Teams. Shall ensure/instruct that all teams in the division are playing, operating and managing within the Rules and Regulations of HRI including all Associate Member Teams.~~
- ~~Shall ensure/instruct that all teams in the division are playing, operating and managing within the Rules and Regulations of HRI including all Associate Member Teams.~~

#### BYLAW VIII – GENERAL MEETINGS

1. The annual general meeting (AGM) of HRI shall be held on a date to be determined by the Board of Directors between April 1st and May 31st.
2. A special general meeting may be called by the President as and when he/she considers it necessary.
  - The President shall call special meetings when requested to do so in writing by at least 5% of the voting members.
3. Notice of general meeting shall be given to the members by means of a public notice no less than 30 days before the meeting.
4. 75 registered members shall constitute a quorum at any general or special meeting.
5. The Association may publish notice that the documents referred to in paragraph 138 of the ACT shall be available at the registered off of the Association and any member may upon request obtain a copy of same.

#### BYLAW IX – COMMITTEES

1. The Board of Directors shall appoint such commissioners and may appoint committees and individuals, as it deems desirable to perform duties. These persons whom need not be a member of HRI will become a member upon their appointment. They shall exercise such duties and powers as may be delegated to them by order of the Board.
2. An organizational meeting will be held following the AGM. At this meeting the Board will select by ballot if required their Executive committee. This Executive committee will consist of The President, Vice- President, Director of Finance and one other member of the board. Any 3 of who shall constitute a quorum. The Executive committee shall be responsible to the Board for carrying out duties entrusted to it.
3. The power to discipline members shall rest exclusively with the Board of Directors. However, the Board of Directors may delegate the authority to any appropriate body or individual.

#### BYLAW X - DIVISIONS

Hockey Regina shall administer 20 year old and under divisions or such age groups to be determined by the S.H.A. Rules and Regulations. The makeup and number of teams in each division and their level of play shall be determined by the Board of Directors for each year of operation

#### BYLAW XI– DISCIPLINE OF MEMBERS

1. The Board of Directors shall have the right to discipline any members as provided herein and as further provided in the Regulations and Code of Discipline.-
2. All complaints regarding discipline matters, save those, for which a specific suspension is provided in the Regulations and Code of Discipline, shall be made in writing to the appropriate Division Director or the Hockey Regina office.
3. The Division Director, Director of officials/suspensions or such other person as the President may appoint in the absence of the Director shall be the chair of an investigating and hearing committee and may appoint such other members of the committee as he/she may determine.
4. Upon being informed of possible disciplinary action against a member for breach of the Bylaws of Rules and Regulations, the Chair of the investigating and Hearing committee shall investigate such breach, hold such meetings as may be necessary and rule on the disciplinary action against such member.
5. A grieved party has a right of appeal a decision made pursuant to 4 above. An appeal must be presented in writing to the Hockey Regina Office within two business days of notice of discipline. Such an appeal must be accompanied by a \$100.00 deposit, which is refundable if the Appeal committee overturns the discipline. Hockey Regina will act on the appeal within ten business days of receipt. Individuals who participated in making the appealed decision shall not be eligible to sit on the Appeal committee.

#### **BYLAW XII – RULES AND REGULATIONS**

1. The Board of Directors shall establish the rules and regulations of the Hockey Regina, in accordance with the rules of the game, C.H.A and the S.H.A.
2. As a prerequisite to their membership in Hockey Regina, all members shall agree to be bound by the terms of the Bylaws, Rules and Regulations and the Code of Discipline of Hockey Regina. Spectators and/or guests of HRI members attending HRI events are deemed to be bound by these same conduct expectations.
3. The Rules and Regulations and Code of Discipline shall deal generally and specifically with the conditions with which members shall play hockey or conduct themselves.

#### **BYLAW XIII – REMUNERATED POSITIONS**

1. The Board will hire an Executive Director whose main duties are:
  - Shall attend all Board and executive committee meetings
  - Shall record the minutes of all Board and Executive meetings
  - Shall be responsible for disbursement of funds and maintaining proper accounting records in accordance with HRI guidelines.
  - Shall be responsible for the administration and operation of the office and employees in accordance with HRI policies and guidelines.
  - Shall be responsible for the registration and administration of all HRI players
  - The Equipment manager, scheduling manager and Bingo coordinator will report to the Executive Director.
  - The Executive Director shall not have a vote at any meeting of HRI other than when the Executive Director is appointed by the Board to a Committee where he/she will have a vote.
  - Shall report to the Board of Directors
  - Shall perform any duty as required by resolution of the Board of Directors
  - Shall be responsible for disbursement of funds and maintaining proper accounting records in accordance with HRI guidelines.

- Shall be responsible for the administration and operation of the office and employees in accordance with HRI policies and guidelines.
  - Shall be responsible for the registration and administration of all HRI players
2. The Board may hire a Technical (Coaching) Director whose main duties will include:
- Shall be responsible for the on-going training and development guidelines of coaches
  - Shall be responsible for the supervision and evaluation of coaches
  - In conjunction with the Division Directors will be responsible for the selection and recruitment of qualified coaches
  - Shall ensure that all coaches meet the appropriate qualifications
  - Shall report on such activities at the AGM

#### BYLAW XIV – LIQUIDATION AND DISSOLUTION

The remaining property of Hockey Regina shall, in the course of liquidation and dissolution be distributed to whatever minor hockey association shall succeed Hockey Regina in the City of Regina.

#### BYLAW XV – AMENDMENTS

1. Hockey Regina may amend, delete or add to its Bylaws and Articles in accordance with the Non-Profit Corporations Act.
2. Amendments of the Hockey Regina Bylaws must be presented for ratification at the Annual General Meeting. Any person wishing to bring a motion to the floor of the Annual General Meeting to amend the Hockey Regina Bylaws must do so in writing. The motion must be received by the Hockey Regina Office 15 days prior to the Hockey Regina Annual General Meeting.
3. A 2/3 majority of members voting at the Annual General Meeting is required for Bylaw amendment ratification.

#### BYLAW XVI – ELECTION OF DIRECTORS

1. HRI will post the following information on its website at least forty-five (45) days prior to the annual general meeting:
  - A call for nominations for President
  - The number of vacancies for Director and their term

2. Subject to Bylaw VI-7, only a member meeting the requirements of Bylaw III and who is in good standing can seek candidacy or be nominated for President or Director

- 2.3 HRI will post the following on its website prior to the annual general meeting:
- The platform of each Presidential candidate
  - The names of candidates for the position of Director and their resume

2.4 Candidates for the position of President shall submit their signed nomination papers and platform 30 days prior to the Hockey Regina Annual General Meeting.

4.5 Candidates for the position of President must have been a Director for at least one full year once in the previous three years.

5.6 Candidates for Director shall submit their signed nomination papers and resume five (5) business days prior to the annual general meeting.

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- ~~6-7.~~ Persons can be nominated openly at the annual general meeting for the position of Director if there are more vacancies for that position than there are nominated candidates.
- ~~7-8.~~ Unsuccessful candidates for President may be nominated for the position of Director at the annual general meeting without having to provide prior notice. Each of these candidates must agree to the nomination.
- ~~8-9.~~ Should there be no nominated candidate for President; the Board of Directors shall elect the President from the elected Board at its organizational Board meeting following the annual general meeting.
- ~~9-10.~~ If the number of persons nominated to serve as Directors does not exceed the number required to be elected as provided by Bylaw VI then the President, or the chairman of the meeting, shall declare the persons so nominated duly elected.
- ~~10-11.~~ Candidates for the position of President shall be elected by secret ballot, and the candidate receiving the greatest number of votes shall be declared elected. If three (3) or more candidates, the person with 50% plus one (1) majority shall be declared elected.
- ~~11-12.~~ Candidates for the position of Director shall be elected by secret ballot, and the four (4) candidates receiving the greatest number of votes shall be declared elected.
- ~~12-13.~~ At all general meetings of HRI each member shall have one vote; a majority vote of members present shall decide all questions.
- ~~13-14.~~ For the purpose of electing the President each year under Bylaw VI each member shall write the name of the candidate he or she desires to vote for on the ballot paper.
- ~~14-15.~~ For the purpose of electing four directors necessary each year under Bylaw VI or for the purpose of electing directors to fill any vacancy on the Board of Directors, each member shall write the name of the candidate or candidates he or she desires to vote for on the ballot paper.
- ~~15-16.~~ Any ballot papers for the election of President or Director not containing votes to the exact number required shall be declared spoiled or invalid.
- ~~16-17.~~ For the purpose of taking the ballot and declaring the result of the annual election a number of duly qualified members who are not candidates shall be selected by the Chairman to act as scrutineers.