



**CAPITAL REGION FEMALE  
MINOR HOCKEY ASSOCIATION  
INCREASING GIRLS'  
PARTICIPATION IN MINOR HOCKEY**



**The Capital Region Female Minor Hockey Association (CRFMHA) was founded in 2017, aiming to improve infrastructure and programming for girls' minor hockey in the Capital Regional District.**

**The CRFMHA has rapidly grown to become one of the largest girls' hockey associations in British Columbia, earning the Frank Spring Award for Minor Hockey Association of the Year in 2022-23.**

**This playbook provides a detailed summary of the key strategies and actions that led to their achievements, along with practical insights to help you replicate these steps and grow girls' hockey participation within your own Local Hockey Association, as well as in your own community.**

# CAPITAL REGION FEMALE MINOR HOCKEY ASSOCIATION

*“The mission of Capital Region Female Minor Hockey Association (CRFMHA) is to promote and encourage woman and girls’ amateur hockey and to foster the highest standard of sportsmanship, citizenship and mentorship for young girls within our community.*

*The goals of CRFMHA are to create opportunities for development of skating skills, technical hockey skills, individual tactics and advanced skills including team tactics, team play systems, and team strategy for girls’ players.*

*The objectives of CRFMHA are to maintain and increase the interest of women and girls’ hockey in our community; to encourage competition and good fellowship; and to provide development opportunities for woman and girls’ leadership roles including game play or competition, administration, coaching and officiating”.*

**Ian Fleetwood, President - Capital Region Female Minor Hockey Association**



# CAPITAL REGION FEMALE MINOR HOCKEY ASSOCIATION - OBJECTIVES



## ● PROMOTE WOMEN AND GIRLS' HOCKEY:

- ▶ Provide opportunities for skill development and competition for girls aged 5 to 20 (i.e. U7 to U21).
- ▶ Open for registrants from any community in Capital Regional District (greater Victoria), which is composed of 13 smaller municipalities.
- ▶ Encourage participation regardless of experience level, from beginners to high level competitive players.
- ▶ Developing girls' officiating.

## ● FOSTER LEADERSHIP AND CITIZENSHIP:

- ▶ Cultivate mentorship, leadership, and community engagement among players.
- ▶ Recognize individual and team achievements through awards and scholarships.

## ● ENSURE SUSTAINABILITY:

- ▶ Build a strong volunteer network for coaching, officiating, and administration.
- ▶ Secure funding through sponsorships, fundraising, and grants.

## ● ENHANCE COMMUNITY ENGAGEMENT:

- ▶ Collaborate with local organizations and schools to promote hockey.
- ▶ Acknowledge the traditional territories of the Indigenous peoples of the Capital Region District.
- ▶ Participate in community events, parades and festivals to promote female hockey.



# CORE COMPONENTS OF SUCCESS



## 1. PLAYER DEVELOPMENT PATHWAY

CRFMHA is committed to building a structured, high-quality development pathway for players, coaches, and officials. The association has implemented a comprehensive program development strategy that ensures athletes receive progressive skill training, competitive opportunities, and mentorship, while also supporting officials and coaches in their growth.

### • INTRODUCTION TO HOCKEY PROGRAMS (BEGINNER DEVELOPMENT)

- ▶ [Esso Fun Days](#) and [NHL/NHLPA First Shift](#) programs introduce hockey to new players.
- ▶ New-to-hockey programs have been critical in achieving registration growth of over 100% in just six seasons.

### • RECREATIONAL HOCKEY (HOUSE LEAGUE DEVELOPMENT)

- ▶ Balanced competition for skill growth
  - Players develop through weekly practices, games, and in-house tournaments.
- ▶ Skill-Based Development Clinics
  - Offered throughout the season (pending ice availability), focusing on skating, stickhandling, shooting, and passing.
- ▶ U9-U11 Development Pathway
  - Prepares young athletes for higher-level play through structured skill-building sessions.
- ▶ 'Bust the Rust' and other off-season skill development programs intended for players at the recreational level, including the ever-popular 'Friday Night Development'.

### • COMPETITIVE HOCKEY (REP DEVELOPMENT)

- ▶ Victoria Reign Rep Teams (U11, U13, U15, U18)
  - Players compete in higher-level leagues
  - Teams can qualify for Branch (BC) championship (U13 - U18)
  - Increased training intensity with advanced coaching, fitness programs, and team strategy development.
- ▶ 'Rep Prep' and other off-season development skill development programs intended for players at the competitive level, also including the Reign Elite Skills Camp, which features former Reign players who are now playing at the collegiate level as coaches.

### • SPECIALIZED GOALTENDER DEVELOPMENT

- ▶ Periodic Goalie Clinics (including off-season opportunities).

- ▶ Various strategies for goaltender development:
  - Opportunity for Association-funded goaltender training to be infolded into team practices.
  - Weekly goalie training sessions run by professional goalie coaches (pending ice availability).
- ▶ Position-specific development, including reaction time, movement efficiency, and rebound control.
- ▶ Goalie Mentorship Program
  - Experienced goalies mentor younger players, ensuring skill progression.
- ▶ Reduced registration fees for goalies, making the position more accessible.
- ▶ Sizable collection of new and gently used goaltender equipment for loan to teams or players to encourage interested players to try the goaltender position without the significant cost of equipment.

### • OFFICIATING DEVELOPMENT

- ▶ Referee training and certification
- ▶ Hosting all-girls referee clinics each season.
- ▶ Providing Hockey Canada Officiating Program (HCOP) training to new officials.
- ▶ 160% increase in registered female officials, ensuring sustainability of officiating crews.
- ▶ In-Game Shadowing and Mentorship.

### • COACHING AND LEADERSHIP DEVELOPMENT

- ▶ Girls coaching recruitment and training.
- ▶ Encouraging former players and parents to become coaches.
- ▶ Mentorship programs for new coaches to build confidence and skills.
- ▶ Coach Development Clinics and seminars.
- ▶ Workshops focused on modern coaching strategies.
- ▶ Provide coaches access to paid coaching resources such as Hockey Canada Network and The Coaches Site.

### • FUTURE PROGRAM DEVELOPMENT INITIATIVES

- ▶ High-Performance training programs.
- ▶ Creating more entry-level teams to accommodate growing demand.
- ▶ Expanding learn-to-play programs.

## 2. VOLUNTEER AND LEADERSHIP DEVELOPMENT

CRFMHA has placed significant emphasis on volunteer and leadership development to support the rapid growth of girls' hockey. The association relies on a strong network of dedicated volunteers, coaches, referees, and board members to sustain its programs.

### • STRENGTHENING VOLUNTEER INVOLVEMENT

- ▶ Increasing volunteer roles and responsibilities
  - Operates with a 24-member volunteer board and over 150 team-based volunteers.
  - Board structure fosters mentorship positions to encourage succession planning and long-term engagement.
- ▶ Improved volunteer recruitment and onboarding
  - New volunteer orientation program.
  - Clearer role definitions to streamline responsibilities and avoid burnout.
  - Targeted recruitment campaigns during registration periods and community events.
- ▶ Recognition and retention strategies
  - Volunteer of the year award.
  - Youth Volunteer of the Year Award.
  - Annual appreciation events.
  - Annual orientation meeting for Team Managers.

### • DEVELOPING LEADERSHIP IN COACHING AND TEAM MANAGEMENT

- ▶ Expanding coaching opportunities
  - Recruiting and training women & girls' coaches:
    - Emphasis on transitioning former players and parents into coaching roles.
    - Partnering with BC Hockey coaching clinics to provide certification and training.
  - Mentorship for new coaches :
    - Experienced coaches paired with new coaches.
    - Encouragement of long-term coaching involvement.
  - Coaching development clinics offered annually (2023 and 2024).
  - Coaches 'Hot Stove' for recreational team coaches at the conclusion of each season.

### • LEADERSHIP GROWTH IN OFFICIATING

- ▶ Advanced officiating training.
- ▶ Encouraging official to advance their training (L1, L2, L3).
- ▶ Referee leadership development.
- ▶ Frequent engagement with the BC Hockey Officiating Mentorship program.
- ▶ Opportunities to progress to BC Hockey High Performance program.

### • BUILDING FUTURE LEADERS THROUGH PLAYER LEADERSHIP INITIATIVES

- ▶ Captains and leadership roles in teams
- ▶ Transitioning players into volunteer roles
  - Former players encouraged to return as coaches, referees, or administrators.
  - Scholarships and awards recognizing young leaders who demonstrate outstanding commitment to the association.
- ▶ Community Engagement and Representation
  - CRFMHA players participate in local events, mentorship programs, and ambassador programs to promote the growth of girls' hockey.

### • ADMINISTRATIVE LEADERSHIP AND GOVERNANCE DEVELOPMENT

- ▶ Strengthening Board Leadership
  - Ongoing recruitment of board members with a broad range of skill sets, not just expertise in hockey programming (e.g. finance, marketing, administration and operations).
  - Succession planning to ensure smooth leadership transitions.
  - Implementation of strategic planning by the Officers Committee (senior leadership).
- ▶ Equity, Diversity, and Inclusion (EDI) Leadership
  - Development of a new EDI policy to ensure equitable opportunities for all players, coaches, and volunteers.
  - Fostering an inclusive and supportive environment in leadership roles.

## 3. FINANCIAL SUSTAINABILITY

As CRFMHA continues to experience rapid growth in membership, programming, and infrastructure needs, financial sustainability is a key priority. The association has implemented diverse revenue strategies, cost management initiatives, and long-term financial planning to ensure it can support its expanding operations.

### • DIVERSIFIED REVENUE STREAMS

- ▶ Grants and External Funding
  - BC Community Gaming Grants:
    - Successfully secures annual funding from Government of BC.
  - Secure competitive grants when available:
    - Calgary Foundation ([Daryl K. Seaman Canadian Hockey Fund](#)).
    - Victoria Foundation Community Grants.
    - viaSport Community Sport Program Development grants.
    - Canadian Women's Foundation grant.
    - Vancouver Island Health Authority Community Wellness grants.
- ▶ Donations
  - Corporate program donation (\$10,000).
  - Santa's Anonymous donation.
  - [WHL Victoria Royals Foundation](#).
  - Donations from established Senior Female hockey teams to support players in the U21 Division to allow continued participation.
- ▶ Charitable Donations
  - The [BC AMATEUR SPORT FUND \(BCASF\)](#)
  - CRFMHA established a project with BCASF in 2019 to allow charitable donations to support the "[CRFMHA Association Launch Project](#)".
- ▶ Sponsorships and Corporate Partnerships
  - Access established sponsorship programs:
    - "Hockey For All" Program (and previously the Community Hockey Sponsorship Program).
      - Uniform sponsorship and team support programs, including [Tim Hortons TimBits program](#).
  - Title sponsorships for all tournaments and events.
  - Local business partnerships for equipment sponsorship and funding.

### • FUNDRAISING INITIATIVES

- ▶ Bottle Drive (September): Annual community-driven initiative generating direct support.
- ▶ Hockey Draft (October): Engaging hockey enthusiasts in fundraising efforts.
- ▶ Hillside Mall - Night of Lights (November): Retail event partnership for community-driven fundraising at the team level.
- ▶ Giving Tuesday Campaign: to support the [CRFMHA Player Assistance Fund](#).
- ▶ 50/50 Cash Raffle (February): Significant annual revenue generator.

### • MEMBERSHIP AND REGISTRATION FEES

- ▶ Competitive and recreational registration fees:
  - Structured fee tiers based on the level of competition, optimizing affordability.
  - Discounted rates for goalies to encourage participation.
- ▶ Flexible payment options support:
  - Engagement with external financial assistance programs for families in need, including:
    - [KidSport Greater Victoria](#).
    - [Athletics 4 Kids](#).
    - [Langford Sport Assist](#).
    - [Grindstone Awards Foundation](#).
    - [Hockey Canada Assist Fund](#).
  - Creation of an internal funding program for players who need financial support to participate in internal programs
    - [CRFMHA Player Assistance Fund](#) (2024)
      - Optional voluntary donations from members or the community at large to the BC Amateur Sport Fund.

# CORE COMPONENTS OF SUCCESS



## • COST MANAGEMENT STRATEGIES

- ▶ No paid employees
- ▶ Ice and facility cost management
  - Optimizing ice time usage:
    - Maximizing shared ice sessions to improve cost efficiency.
    - Surplus ice not used by teams is repurposed for optional user-pay Skills Development sessions to recover ice costs.
- ▶ Equipment and uniform cost optimization:
  - Bulk purchasing agreements for jerseys and socks.
    - Use local supplier and manufacturer.
  - Equipment sponsorships are available to offset costs for players.
  - Loaner gear programs to reduce financial barriers for new skaters and new goaltenders.
- ▶ Administrative efficiency
  - Use of digital platforms for registration, officiating assignments, and financial tracking, reducing administrative costs.
  - Volunteer-driven operations to minimize staffing expenses.
- ▶ Equipment Storage
  - CRFMHA benefits immensely from a donated storage locker.

## • LONG-TERM FINANCIAL PLANNING

- ▶ Reserve funds and contingency planning
  - Gradually establishing a financial reserve to cover unexpected expenses.
  - Maintaining liquidity for operational flexibility and future growth.
- ▶ Growth management strategy
  - Ensuring adequate resources exist to support expanding registration.
  - Evaluating financial viability of new programs before implementation.
    - Creating programming options for players of all ages and abilities.
- ▶ Financial transparency and accountability
  - Annual financial reporting
    - Detailed financial reports presented to membership.
    - Open communication on budget allocations and spending.
  - Governance oversight
    - Treasurer-led financial oversight with Board of Directors approval for major expenditures.



## 4. COMMUNITY ENGAGEMENT

Community engagement is a key pillar of CRFMHA's success, helping to build awareness, increase participation, and foster a strong hockey culture within the Capital Region. Through outreach programs, partnerships, events, and promotional efforts, CRFMHA continues to strengthen its presence as a leader in girls' minor hockey development.

### • COMMUNITY EVENTS AND GRASSROOTS INITIATIVES

- ▶ Annual special events for membership
  - Welcome Back Barbecue (September):
    - Kicked off the season with a large-scale community gathering.
  - Annual Holiday Ice Festival (December):
    - Open skate event for families, encouraging new players to experience hockey.
  - CRFMHA Awards Banquet (April):
    - Celebration of team and individual achievements, promoting leadership and volunteerism.
- ▶ Sporadic events
  - BC Hockey U13 Female Championship Banquet (March).
  - Periodic representation by Board members at various sports related events:
    - Hockey Day in Canada Gala.
    - Greater Victoria Sports Awards.
- ▶ Public engagement and school outreach
  - Participation in community engagement nights at elementary and middle schools.
  - Try hockey initiatives:
    - Programs such as Esso Fun Days, NHL/NHLPA First Shift, and IIHF/Hockey Canada Try Hockey bring new players into the sport.
  - Upcoming hockey awareness campaigns in schools.
- ▶ Promotion in the community at public events
  - Participation in parades
  - Participation in large community festivals

- Annual citizenship event in collaboration with Craigflower Elementary School.
  - Supply pot-luck meal and distribute free hockey jerseys during the school's meet-the-teacher night.
  - Promote minor hockey and female youth hockey
- Collaboration with WHL Victoria Royals
  - "Pink in the Rink" night.
  - "Women in Sports" night.

### • PARTNERSHIPS WITH LOCAL BUSINESSES AND ORGANIZATIONS

- ▶ Sponsorship collaborations
  - Local business sponsorships:
    - Partnerships with local businesses help fund team jerseys, tournaments, and development programs.
  - Corporate sponsorships for special events:
    - Title sponsorships for tournaments and special events are available.
- ▶ Facility and infrastructure partnerships
  - Collaboration with municipalities and recreation centers:
    - Negotiations with local arenas and recreation centers for expanded ice time to support growing membership.
    - Advocate for reasonable ice allocation in all local facilities to allow participation by girls of all ages in all communities.

# CORE COMPONENTS OF SUCCESS



## ● GIRLS' LEADERSHIP AND MENTORSHIP PROGRAMS

- ▶ Mentorship for young athletes
  - Connecting younger players with senior athletes and alumni to provide guidance on development and career pathways.
  - Encouraging girls to consider coaching and officiating to sustain leadership growth.
- ▶ Female officials' development program
  - Increase in female officials through mentorship programs and officiating clinics.
  - All-female officiating clinics held each season to encourage more women to become referees.
- ▶ Female coaching development
  - Recruiting and training more female coaches to increase representation behind the bench.
  - Hosted "[We Are Coaches](#)" (all-female coach training and certification course).
  - Certification assistance and coaching mentorship to support new coaches.
- ▶ Scholarships
  - Multiple internal scholarships for graduating and senior players to attend accredited post-secondary institutions.
  - Support of players who apply for scholarships from governing bodies and external agencies:
    - BC Hockey.
    - Vancouver Island Amateur Hockey Association.
    - Other external agencies as requested.

## ● RECOGNITION AND ADVOCACY FOR GIRLS' HOCKEY

- ▶ Award-winning association:
  - CRFMHA was awarded the Frank Spring Award for BC's Minor Hockey Association of the Year (2022-23)
  - Named 2023 John & Marilyn Bate Sport Organization of the Year at the Greater Victoria Sports Awards.
  - Selected as Vancouver Island Amateur Hockey Association MHA of the Year (2023-24).
  - BC Hockey Chair of the Board Award for the greatest increase in player registration in BC for the 2023-24 season.
- ▶ Advocacy for girls' hockey growth
  - Ongoing efforts to increase girls' representation in hockey administration, coaching, and officiating.



## 5. SOCIAL MEDIA AND MARKETING

CRFMHA has significantly expanded its social media presence and marketing strategies to enhance visibility, engage the community, attract new players, and grow sponsorship opportunities. Through a multi-platform approach, the association has strengthened its brand identity and connected with a wider audience.

### • MULTI-PLATFORM SOCIAL MEDIA STRATEGY

- ▶ Key social media platforms
  - **Facebook (@VictoriaGirlsHockey)**
    - Primary platform for announcements, event updates, and community engagement.
    - Used to promote upcoming tournaments, tryouts, and recruitment events.
    - Engages parents, sponsors, and local hockey supporters.
  - **Instagram (@VicGirlsHockey)**
    - Announcements for new program registration and important dates/events
    - Visual storytelling platform featuring game highlights, player spotlights, and behind-the-scenes content.
    - Instagram Stories and Reels showcase in-game action, training sessions, and community involvement.
    - Presentation of team and Association sponsors for wider community recognition.
    - Encourages user-generated content with hashtags like #CRFMHA
  - **Threads (@VicGirlsHockey)**
    - Used to post copies of Instagram posts.
  - **Twitter (X) (@VicGirlsHockey)**
    - Originally used for real-time updates and community news.
    - Engages with local media, sports organizations, and sponsors.
    - No longer one of our primary social media outlets, although account remains open.
  - **YouTube (Future Initiative)**
    - Potential to create a CRFMHA YouTube channel featuring:
      - A. Game highlights
      - B. Skills tutorials.
    - Possible behind-the-scenes training footage.
    - Archive for interviews with players, coaches, and alumni.

### • MARKETING AND BRAND IDENTITY DEVELOPMENT

- ▶ Stronger visual identity and branding
  - Consistent use of team colors and logos across digital and print materials.
  - Victoria Reign merchandise (jerseys, hats, hoodies) promoted on social media and at events.
    - One exclusive limited time Reign merchandise item offered each year, partially as a fundraiser.
  - [“Reign Gear” team store](#) hosted by a local merchandise supplier.
    - Wide variety of branded clothing – dry-fit shirts, sweat pants, warm up jackets, T-Shirts, coaching attire, outerwear etc.
- ▶ Community-driven content marketing
  - Player and team spotlights:
    - Sporadic showcasing of individual player achievements and team success stories.
  - Engagement campaigns:
    - Registered players participated in the contest to name the association’s teams (Victoria Reign).
    - Contests such as “Micah’s March of Kindness” to promote kindness toward others.
- ▶ Media Outreach
  - Engagement with Local News Outlets:
    - Press releases for major events.
    - Occasional TV and newspaper interviews featuring players, coaches, and leadership.

### • SPONSORSHIP AND PARTNERSHIP MARKETING

- ▶ Corporate sponsorship highlights
  - Showcasing sponsor logos on social media posts and website content.
  - Sponsorship appreciation posts, thanking businesses for their support.
  - Customized partnership promotions, such as special event sponsorships.
- ▶ Fundraising and Promotional Campaigns
  - 50/50 Raffle and Special Events Marketing:
    - Promoted heavily through social media countdowns and live updates.
  - Online Merchandise Sales:
    - Encouraging community members to wear and promote CRFMHA gear.

# CORE COMPONENTS OF SUCCESS



## • SPECIAL EVENT AND TOURNAMENT MARKETING

- ▶ Event Promotion Strategy
  - Publicizing Annual Association-hosted tournaments:
    - Thanksgiving Rep Classic
    - Remembrance Day Female Fall Face-off
    - Battle of the Biscuit (New Year's) Jamboree
    - Family Day Ice Fest
    - Each tournament has its own custom designed logo and identity.
  - Publicizing community involvement through engaging photo and video content.
  - BC Hockey U13 Female Championship:
    - Event countdowns, live coverage, and post-event recaps shared on social media.

## • CELEBRATING SUCCESS

- ▶ [CRFMHA website](#) includes a page dedicated to archiving and publicizing success of the Association, its Victoria Reign teams, players and volunteers. This includes:
  - Association level winners of Annual CRFMHA Awards.
  - Winners of VIAHA, BC Hockey and Hockey Canada Awards.
  - Winners of awards sponsored by external organizations at any level.
  - Scholarship recipients.
  - Championship teams: District leagues, District playoffs, tournaments.
  - CRFMHA athletes on 'Team BC' U18 provincial team.
  - CRFMHA athletes with collegiate commitments.



# CORE COMPONENTS OF SUCCESS



## 6. INCLUSION AND RESPECT

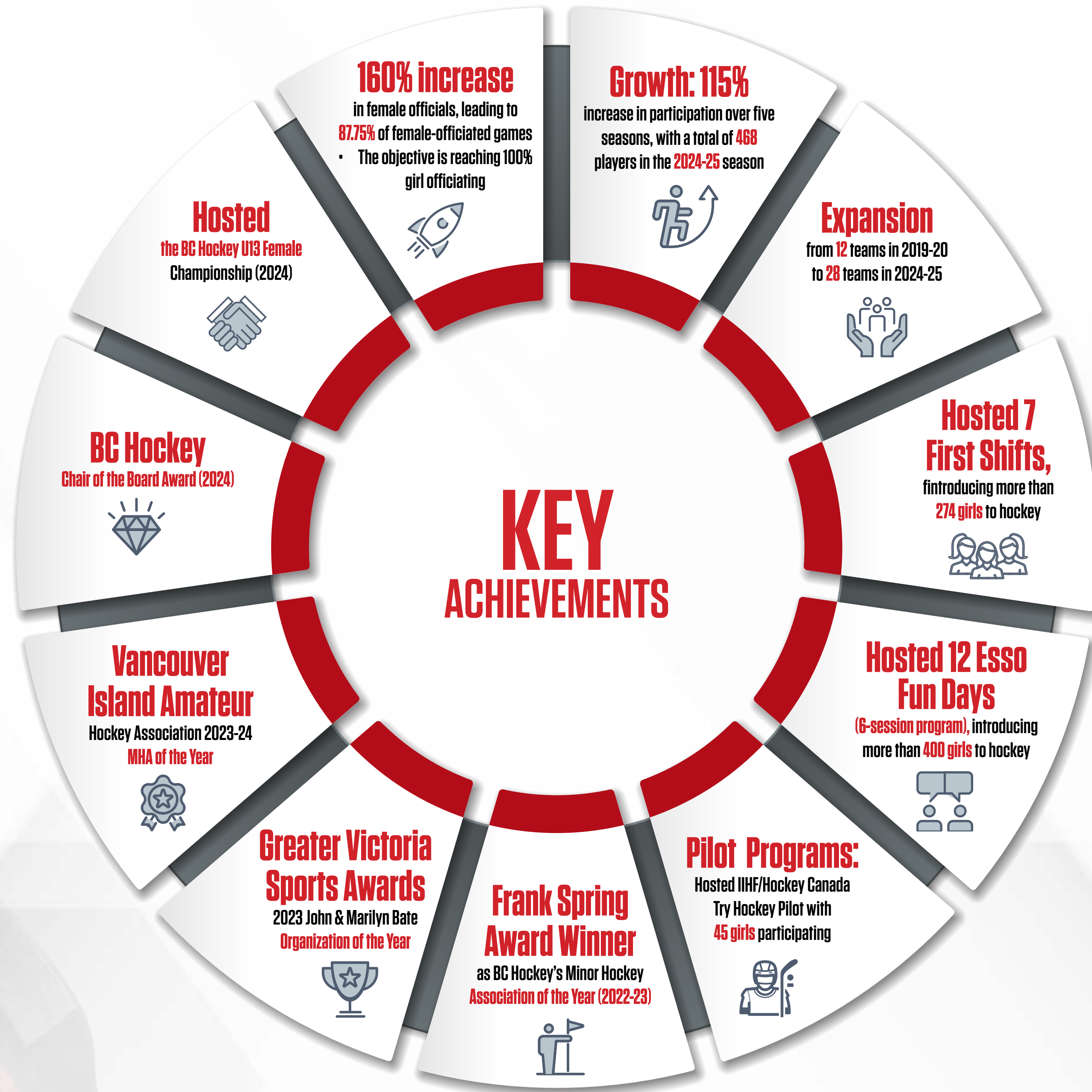
CRFMHA is committed to fostering an inclusive, safe, and respectful hockey environment that ensures equal opportunities for all players, coaches, officials, and volunteers. The association actively promotes gender equity, diversity, accessibility, and player safety to create a welcoming space for girl athletes of all backgrounds.

### • RESPECT IN SPORT AND PLAYER PROTECTION

- ▶ Respect in Sport and player protection
  - CRFMHA requires all parents and coaches to complete Respect in Sport certification, reinforcing the values of:
    - Anti-bullying and harassment policies.
    - Creating a positive, supportive hockey culture.
    - Recognizing and reporting inappropriate behavior.
- ▶ Player Safety and Well-Being Initiatives
  - Participant Protection Policy:
    - CRFMHA is expanding its original Player Protection Policy to include Officials and Volunteers, ensuring all participants are protected from misconduct and abuse.
  - Concussion Awareness:
    - Partnered with the Victoria Brain Injury Society to educate players, coaches, and parents on concussion prevention.
- ▶ Mental Health Support:
  - Engagement with the “Buddy Check for Jesse” program implemented across all teams to promote mental health awareness in youth sports.
  - [CLICK HERE FOR MORE INFORMATION](#) on “Buddy Check for Jesse”.
- ▶ Community Engagement and Inclusivity Initiatives
  - Numerous Victoria Reign teams participate in the annual [Orange Jersey Project](#) supporting Truth and Reconciliation through Sports.
  - Outreach Programs for Underrepresented Groups
    - Collaboration with Victoria Intercultural Association
      - A. Efforts to expose new Canadians to minor hockey.
  - Partnership with Female Sport Advocacy Groups:
    - Supporting organizations like “Keep Girls in Sports”, which provides leadership and development opportunities for young girl athletes.



# KEY ACHIEVEMENTS



Scalable best practices for local hockey associations are structured strategies and processes that allow the organization to grow and improve operations without sacrificing efficiency, quality, or player experience. These practices ensure that as the association expands (more teams, players, volunteers, or facilities), it can continue to operate smoothly while maintaining high standards.

## 1. PROGRAM DEVELOPMENT

- ▶ Beginner Programs
  - Implement introductory programs like Esso Fun Days and NHL/NHLPA First Shift to attract new players.
    - For more information on the NHL/NHLPA First Shift - [CLICK HERE](#)
    - For more information on Esso Fun Days - [CLICK HERE](#)
- ▶ Create “Try Hockey” initiatives to remove entry barriers.
  - If you plan on hosting a try hockey initiative and want more information on Hockey Canada’s Pathway to Hockey Coverage - [CLICK HERE](#)
  - Offer loaner gear programs to reduce financial obstacles.
- ▶ Skill Development Opportunities
  - Provide specialized clinics for goaltending, shooting, skating and other specific areas for skills development.
  - Establish mentorship programs for players to develop leadership and skill progression.
- ▶ Competitive & Recreational Pathways
  - Clearly define pathways for players to transition from recreational to competitive hockey.
  - Support female officials by providing mentorship, training, and structured development opportunities.

## 2. VOLUNTEER AND LEADERSHIP DEVELOPMENT

- ▶ Building a Strong Volunteer Base
  - Develop structured onboarding programs for new volunteers.
  - Offer mentorship and succession planning to retain volunteers.
  - Recognize contributions through awards, appreciation events, and retention programs.
- ▶ Coaching and Officiating Development
  - Actively recruit and train women and girls as coaches and officials.
  - Partner with governing bodies to facilitate certification programs.
  - Pair new coaches and referees with experienced mentors.
- ▶ Administrative Leadership and Governance
  - Recruit board members with expertise in finance, administration, marketing, and operations.
  - Implement EDI (Equity, Diversity, and Inclusion) policies to ensure equitable leadership opportunities.



## 3. FINANCIAL SUSTAINABILITY

- ▶ Diversified Revenue Streams
  - Secure grants, municipal funding, and corporate sponsorships.
  - Develop partnerships with local businesses to support team funding and scholarships.
- ▶ Fundraising Initiatives
  - Organize annual events like bottle drives, raffles, and community fundraising nights.
  - Offer structured registration fees with discounts for goalies and financial aid programs.
- ▶ Cost Management Strategies
  - Negotiate affordable ice contracts and promote the need for additional ice facilities in the local community.
  - Utilize bulk purchasing for equipment and uniforms.
  - Optimize administrative efficiency through digital platforms.

## 4. COMMUNITY ENGAGEMENT

- ▶ Grassroots Initiatives and Public Outreach
  - Host annual special events for established membership (e.g. Welcome Back BBQ, Holiday Ice Festival, Annual Awards Banquet).
  - Participate in community events to raise awareness of the Association and its programs (e.g. Festivals, parades and municipal or neighbourhood events).
  - Engage with local schools to introduce hockey through workshops and free trials.
- ▶ Partnerships with Local Businesses and Organizations
  - Establish sponsorships for equipment, events, and tournaments.
  - Work with municipalities to secure more ice time for girls' programs.
- ▶ Leadership and Mentorship Programs
  - Create leadership pathways for young players to transition into coaching and officiating.
  - Establish mentorship programs connecting senior players with younger athletes.

## 5. SOCIAL MEDIA AND MARKETING

- ▶ Multi-Platform Strategy
  - Utilize Facebook, Instagram, Twitter (X), Threads, and YouTube to engage with players, parents, and sponsors.
- ▶ Branding and Visibility
  - Maintain a strong visual identity with team colors, logos, and social media campaigns.
  - Promote merchandise sales to enhance community visibility and fundraising efforts.
- ▶ Event and Sponsorship Marketing
  - Showcase sponsors through social media and event branding.
  - Run targeted advertising campaigns to attract new players and funding opportunities.

## 6. INCLUSION AND RESPECT

- ▶ Player Safety and Respect in Sport Initiatives
  - Require Respect in Sport training for all parents, coaches, and officials.
  - Implement mental health awareness programs like "Buddy Check for Jesse."
- ▶ Diversity and Inclusion Programs
  - Engage with underrepresented communities to provide access to hockey.
  - Develop outreach initiatives for new Canadians.
  - Collaborate with advocacy groups to promote gender equity in sports.





The outstanding work described in this playbook was made possible with the help of the following current **Capital Region Female Minor Hockey Association Board members:**

LYNDSIE ARMSTRONG

LISA PARKES

JEFF BOW

DONNA PERMAN

ANDREA CAREY

LAURA REANEY

KELLY CHAPLIN

JORDAN SUNDHER

GEOFFREY DAWSON

MAEGAN THOMPSON

KARLA EASINGWOOD

JOSEPH TORONYI

IAN FLEETWOOD

MEREDITH WALKER

JUDITH HALES

ANGELA WAYLAND

ANGELA HARVIE

JESSICA WERK

LEAH KULAS

LAURIE WISHART

GENAI LOUDOUN

And reflects many significant contributions by numerous previous volunteers on the **CRFMHA Board of Directors.**

## QUESTION OR SUPPORT

If you have any questions or require additional support, please don't hesitate to reach out:

- **PROVINCIAL MEMBER:** Contact your provincial representative for localized guidance and program assistance.
- **HOCKEY CANADA:** Email [gr@hockeycanada.ca](mailto:gr@hockeycanada.ca) for general inquiries, resources, and support.

We're here to help make your program a success!