

Hockey Eastern Ontario HEO

Annual General Meeting

July 14, 2021



President's Report to the new HEO's 1st AGM!

We are proud of several key accomplishments over the past nine months:

- Creation of a robust committee framework
 - 17 committees approved by the board with at least 11 already active
- An active Return to Hockey committee guided our RTH strategies
 - 30 meetings
 - Media visibility
 - Key interactions with PHU's, municipal and provincial government
- A thorough Human Resources Policy redevelopment completed
- Significant progress achieved on financial review and fee restructure
 - Four audits completed in past nine months and shared with membership
 - Thorough review of expense and revenue yielded \$60,000+ recurring annual savings
 - Government Covid-19 programs accessed
 - Significant reductions in fees passed on to members of 25-40%
- Board approved Green Armband Initiative for minor aged officials for 2021-2022 season
- Hockey Canada remained busy during pandemic
 - New bullying/Harassment policy introduced
 - New diverse Board of Directors elected
 - World Junior Championships successfully hosted in Edmonton
 - Female Hockey Forum hosted in May
- HEO will host a Fall Congress for members in September 2021
 - More thorough review of key programs



Executive Director Report – a busy year despite pandemic

- Due to the dedication of our MHA's, Junior Teams and other hockey organizations, HEO total players on the ice this past season were 23,715 which included 19,105 players, 4336 coaches/bench personnel and 274 officials. HEO was also able to negotiate a reduction with Hockey Canada regarding the insurance and assessment fee.
- Hockey Canada hosted a "National Female Hockey Forum" during Hockey Canada's Spring Forum. Membership was invited to listen to panels regarding Women's Leadership and Growing the Game.
- Hockey Canada sent out a survey to some participants and MHA administrators across the country this past season with a goal to see how COVID-19 impacted families across the country when it came to the sport of hockey as well contacted some MHA Administrators in better understanding what is required at the local level to support the game and improve customer experience.
- Hockey Canada's main focus this season is the creation of HCR 3.0 which is being implemented for the 2021-22 season.
- Hockey Canada has created a new Rule 11- Maltreatment and Inappropriate Behaviours which consists of an amalgamation of rules already in existence as well as creating a process to nationally track reported incidents of Maltreatment.
- HEO is proud to be giving out seven bursaries to various participants across our membership for the 2020-21 season.
- Over the past year Hockey Canada had weekly meetings with Member Presidents and Executive Directors to give updates from a Hockey Canada perspective as well as how the members across Canada were dealing with their own unique circumstances in their provinces. This was a platform to see how others are coping and to show that the 13 Members across the country create one team. Hockey Canada also hosted regular meetings with Member Chief Medical Officers of Health to review Return to Hockey programming.



Executive Director Report - a busy year despite pandemic

- With no "traditional hockey" this past season I would like to thank the staff of HEO for their hard work. It has been a different season but would say the busiest ever due to the ever changing dynamic of the Pandemic. I would also like to welcome the addition of Wayne Ahronson to the HEO staff. Thank you to the Board of Directors and the volunteers for the support of the staff this past season.
- Hockey Canada created an procurement initiative which included such companies as Inglasco and Fanatics. Hockey Canada was looking for cost savings as well as fundraising companies to assist MHA/Junior teams across the country.
- The continuation of the Hockey Canada Foundation Assist Fund for the 2020-21 season was beneficial for some participants under the HEO umbrella and this fund will be accessible for the 2021-22 season as well.
- Although Clinics were different this year, HEO put on 15 Development clinics which 1118 coaches attended as well as 32 Webinars in which 1815 coaches attended the live portion.
- In partnership with OHF and HNO, HEO ran a POE Webinar Series for all U16 (U18) AAA players in Ontario. The goal was to engage the players during these unusually tough times.
- Thank you to all those who engaged in our different marketing initiatives on social media such as the "Volunteer Week", "Mother's Day" and "Father's Day" amongst other ones.



All financial processes post amalgamation completed

Audits

- Finalized, reviewed and distributed the HEO Minor and HEO audits (two) for 2019-20 leading up to the amalgamation of these entities on August 1, 2020, and the HEO audit for 2020-21 (August 1, 2020 – April 30, 2021). Four audits successfully completed in a nine-month period

Canada Revenue Agency

- Closed the HEO Minor entity with CRA; all tax filing for both entities now current as of last audit

Banking and Investments

- All signing authorities updated for HEO accounts; investments have been reviewed with TD Canada Trust and ScotiaBank

Budget

- Reviewed and approved an updated 2020-21 HEO budget (including consideration of COVID-19 restrictions on HEO programming); 2021-22 budget planning now underway

COVID Readiness

- Purchased laptops for HEO office staff to enable work-from-home; invested in virtual meeting tools for the Branch and its Committees/Task Teams



Financial impacts from pandemic successfully mitigated

Reduction in Revenues

- During the 2020-21 season, HEO saw a significant reduction in revenues as a direct result of lower registration and operating of programs. Participant Fee losses alone were approximately \$100,000 due to 7500 fewer registrants.

Cost Savings to Membership

- Elimination of HEO Minor Fee (\$3/participant)
- Elimination of Junior Official Assigning Fee (\$10,000 at HEO level, discount applied to Junior Team Fee)
- Junior Team Fee reduction of 25% for 2020-21 and 2021-22 (15% reduction)
- HEO Participant Fee reduced by \$3.75 for 2020-21 and 2021-22 (\$15.45 to \$11.70)
- HEO Participant Fee reduced an additional \$1 for 2020-21 as a result of provincial funding
- Hockey Canada fee and insurance premium reductions for 2020-21
- Hockey Canada fee reduction for 2020-21, goes from \$3 to \$0 per participant



Short- and long-term expense reductions implemented

Cost Eliminations

- Mobile devices – annual cost savings of approximately \$12,000.
- Honoraria: annual savings of \$35,000 resulting from cancellation of HEO Director honoraria
- Travel/Mileage – in 2020-21, reduction of >\$100,000 due to COVID-19 restrictions. Anticipate an annual savings of 50% given investment in and introduction of collaboration tools such as Zoom/Teams.

COVID Programs

- With the support of Welch LLP, HEO successfully applied for and received funding from the following programs:
 - CEWS (Canadian Emergency Wage Subsidy) — \$153,000 received YTD
 - CERS (Canadian Emergency Rent Subsidy) — \$15,000 received YTD



Return to Hockey Task Team worked closely with membership representatives to support programming during pandemic

- In consultation with Hockey Canada and other Branches across the country, a Branch Return to Hockey (RTH) framework was developed and implemented. This framework provided Branch Associations, Districts, Leagues and teams the ability to develop RTH plans and COVID-19 protocols tailored to their needs, while remaining in compliance with Health Unit, municipality, facility and provincial requirements.
- HEO's Return to Hockey Task Team, comprised of Jeff Baker (HEO Operations) and Dr Kristian Goulet (HEO Chief Medical Officer), Paul Ross/Joe Rubino/Krista Outhwaite (HEO Directors), John Reid (HEO Officiating), Greg Clarke/Brydon Schaap (Minor District Chairs), and Kevin Abrams/Ian MacInnis/Marc Franche/Matt Couvrette/Ian MacRae (Junior Commissioners/Representatives), met on 30+ occasions during the 2020-21 season.
- Ottawa Public Health participated in several Task Team meetings. The Task Team also engaged in numerous discussions with each of the three other Health Units in eastern Ontario to share information and plan the upcoming OPH-Eastern Ontario Health Unit Return to Play webinars.



Return to Hockey Task Team worked closely with membership representatives to support programming during pandemic

- Task Team members advocated to public health officials and to the provincial Ministries of Health and Heritage, Sport, Tourism and Culture Industries on the need to provide clarity regarding periodic re-setting of Leagues, League sizes, game play, and arena protocols under Ontario Regulation 364/20, Section 8.
- HEO's Associations', Districts', Leagues' and Teams' diligence in following established RTH plans and in the timely reporting of COVID-19 incidents allowed the Branch to communicate with confidence the high degree of safety in our programming throughout 2020-21, and the absence of outbreaks propagating from our activities.
- We sincerely thank all of our volunteers for their incredible efforts to provide safe programming to our players in a pandemic year where physical activity and a sense of camaraderie contributed greatly to our youth's and young adults' mental health.



HEO was still able to offer Hockey Programs across multiple levels despite pandemic

- 23,715 participants were registered with the Branch in 2020-21
 - 19,105 players (minor and junior)
 - 17,022 minor male players
 - 1468 minor female players
 - 4336 bench staff (minor and junior)
 - 274 officials (minor and junior)
- 15 Branch developmental clinics were held in which 1119 coaches participated; 1815 coaches also took part in the 32 webinars hosted by Branch staff.
- Work has begun on developing the Branch's first annual house league tournament of champions (under the Hockey Excellence Committee).
- The Hockey Excellence Committee is organizing to support HEO staff and Branch registrars in moving to the Hockey Canada Registry 3.0, given the significance of the registry to the ability of Associations, Districts and Leagues to stand up programs.



HEO is placing a more significant focus on High Performance programming

- Both the High-Performance Task Team (Legacy AAA) and the High Performance Committee met numerous times this past season
- Working with the outcomes of the High Performance Task Team, the HP Committee drafted five recommendations with regards to high performance hockey within the Branch
- The Task Team worked with staff and the U15 League to table a successful application to the Hockey Canada Program of Excellence (POE) Pilot
- HEO saw 29 players selected to the OHL U16 Priority Selection this season (a record high) and five players to the U18 Priority Selection
 - The program saw an increase of nine players selected in this year's U16 draft; the 29 selected were the most players chosen from HEO since 2002
 - 11 HEO players were selected in the top 100 of the U16 draft, the most ever selected during the six years of the program
- We look forward to the safe and full return to hockey this coming season and to moving forward with high performance within the Branch.



There was limited Discipline and Appeals activity due to reduced programming

- HEO Appeals heard one appeal regarding a HEO Minor decision.
- The HEO Appeals Committee provided assistance on two occurrences involving breach of the Return to Hockey framework (players fighting – one Minor, one EOJHL).
- The Minor Discipline Chair and the HEO Chair of Appeals created a document to assist members with the hierarchy of discipline and appeals within Branch Minor programs.
- The Minor Discipline Committee met once to consider a case of an ineligible minor coach.



Reduction in programming resulted in reduction in registered officials

- In 2019-20 the Branch had 1142 male officials registered across six officiating levels, and 85 female officials registered across five levels. With COVID-19, a significant decline was observed in official registration. Nonetheless, officiating for all controlled developmental scrimmages across the Branch in 2020-21 was successfully provided.
- The Branch Referee-in-Chief has been appointed and Officiating Committee membership established.
 - The Committee has taken up its responsibilities, including work on a review of officiating policies.
 - The Branch RIC has provided input into Board decision-making as it relates to policies and budgets (e.g. officiating fees).
- A Branch Assistant RIC position description was completed and the position subsequently staffed.
- With separate minor and junior assigning responsibilities, the Branch RIC is engaged in ensuring proper development opportunities are made available for officials working their way up the system.
- A highly anticipated Green Armband initiative was approved for implementation for 2021-2022 season.



Heightened emphasis is being placed on Governance initiatives

- HEO's Governance Committee has, as its mandate for this and next year, the responsibility to:
 - Complete the development of the Branch's first annual report, for web publication in July, 2021. The local firm of WestHawk Associates is helping us with this work.
 - Develop, for consultation, the Branch strategic plan. This is a requirement for Provincial Sport Organizations, and serves as a work planning and prioritization guide for the organization on a number of levels (staff performance objective setting, budgets, project management, etc).
 - Review governance instruments for Leagues, Districts and Associations within the Branch — this work has begun with the CCHL and the EOJHL/NCJHL, and will continue with the AAA Leagues, the AA/A League, the Rep B Leagues, and the House Leagues, continuing with District and Association governing instruments in the coming year. Several HEO organizations have approached us for governance advice.
 - Develop an evaluation strategy for the HEO Board, for implementation in 2021-22.



Human Resources Committee completed a significant part of its 2020-2021 mandate

- The Human Resources Committee had, as its mandate in 2020-21, the responsibility to:
 - revise and update the Branch Personnel Manual,
 - revise HEO staff work descriptions,
 - develop a compensation program for HEO staff linked to the new HEO performance evaluation system; and,
 - develop a policy and program for HEO's Life Patrons, as well as a mechanism to consider, in alternate years, candidates for recognition as HEO Life Patrons.
- All of the above was completed and approved by the HEO Board in the spring of 2021. The Board also approved the appointment of two new Life Patrons, Richard Sennott and Marina Zenk.
- The Branch is now in a position to attract, retain and develop professional sport NFP staff on an ongoing basis by having comprehensive and competitive personnel policies in place.



HEO Priorities have been set for 2021-22

The Board and staff are committed to these priorities for the coming season:

- Supporting the implementation of the Hockey Canada Registry 3.0
- Supporting a safe and complete return to hockey programs for the 2021-22 season
- Developing HEO's strategic plan, in consultation with minor, junior, para and special hockey groups
- Continuing work on HEO's policy suite
- Establishing the Branch's first house league hockey tournament
- Introducing a diversity, equity and inclusion program within the Branch (early feedback indicates community diversity champions/leaders are key to success)

