



PROPOSAL FOR ASSOCIATION INPUT

CAHA STRATEGIC PLAN ACTION STEPS

NOTE: the CAHA BOD approved the Strategy Plan and gave the go ahead to bring the Action Steps to the Associations for feedback and input. An official vote to accept the Action Steps will take place after the Associations provide feedback.

Developed by the CAHA STRATEGY COMMITTEE

Chad Boerst, Brian Haaland, Brad Hoffman, Matt Hurley, Brian Mehm, Ed Morris

CAHA STRATEGIC VISION

By 2025, CAHA's goal is to meet or exceed national growth and retention rates across all ages and demographics. Our vision is that the majority of CAHA Associations will meet the national/CAHA standard for implementation of ADM Principles by 2025. Our Associations and coaches will lead the implementation of the best coaching methods, create a fun environment, and work to grow the sport. Our programs will deliver fun, skill development, and competitiveness while preparing players for the highest level of hockey that they desire. We do the right thing to instill the love of hockey in every player to play HOCKEY FOR LIFE.

EXECUTIVE SUMMARY

At the 2018 and 2019 CAHA Annual Meetings, the Associations expressed a need for a CAHA Strategic Plan to help guide us and to address growing hockey in the Carolinas. The CAHA Board of Directors put together a Strategy Committee made up of Chad Boerst (Charleston and CAHA BOD), Brian Haaland (CAHA Goalie Coordinator), Brad Hoffman (CAHA BOD & Youth Committee Chair), Matt Hurley (Fayetteville & CAHA BOD), Brian Mehm (Raleigh & CAHA BOD), Ed Morris (USA Hockey Coach-In-Chief and CAHA Tournament and Player Development Committees). The Committee did a deep dive into the data to see growth and retention trends, reviewed the state of youth sports, looked at what other USAH Affiliates were doing, and looked at the success of some approaches to youth hockey in countries like Finland and Sweden.

A Strategic Plan was developed and shared with the Associations for their input, ideas, and feedback. This Action Plan is the culmination of these efforts and represents the views of the CAHA Strategic Committee, input from the Associations, USAH input (especially ADM Regional Managers Scott Paluch and Joe Bonnett and Diversity & Inclusion Manager Stephanie Jackson), input from the NHL Hurricanes (Shane Willis) and AHL Checkers (Derek Wilkerson). Overall, the Associations are very supportive of the plan and they had some great ideas to improve and add to the plan.

In summary, the following action steps are being recommended to grow hockey in the Carolinas. We believe that we can undertake many of these to be ready for planning, tryouts, and implementation for the 2020-2021 season.

KEY FINDINGS FROM ASSOCIATION FEEDBACK

These are the consistent themes across the Associations as we gathered feedback and ideas in meetings with key leaders in each Association.

- Most associations recognize the state of youth sports that includes a desire to increase the fun and value to families, and appeal to more diverse segments of the population. The data at 10U in particular tells us that we need to do something to improve our growth from 10U to 12U as our growth flattens out as players move from 10U to 12U.
- Associations generally support the need for changes at 10U – especially the move to Half-Ice games to improve skill development and minimize costs.
- There is broad support for limiting travel and lowering costs – more CHL games and participation, fewer tournaments, maximum game counts, geographic restrictions, pushing more players into House. There is a concern that the CHL must be stronger and more effective to serve as the league for CAHA competition.
- There are more Associations who are OK with no 8U Select (travel) programs but there are some mixed feelings. Providing Jamboree opportunities seems to be a way to handle this.
- Almost unanimous support for help to educate coaches so they can better implement ADM principles on the ice and improve overall skill development. This includes support for Coaching Symposium and on-line efforts to educate the coaches in all areas of coaching.
- Pathway of development – Associations need help with programs to transition kids from THFF to LTP to hockey. Find ways to use more off-ice development to expose players to hockey while they are learning to skate.
- Need for a requirement for all Associations to support Growth – THFF, work with House programs, etc. Need more help to grow and build House programs.
- “Association of Excellence” concept has good support as a way to educate Associations on best practices and reward them for doing it. We will have specific best practices and have plans on how to implement them. We need to identify the best way to award Associations for achieving this honor.
- Agreement that we need to focus on on-ice content – what and how we are teaching the kids. On-ice execution is THE most important aspect of what we can do to improve ADM implementation and skill development. It doesn’t matter if this is in Tier 1, Tier 2, House, Select, or Travel.
- Associations would like 2 CAHA-wide meetings annually to sit down and work together on programs and issues – winter (January) and summer (July/August).



SUMMARY OF ACTION STEPS

ACTION STEPS TO IMPLEMENT THE STRATEGIES

The areas where we can get the biggest impact are changes to maximize skill development and add more value to families. Value defined as the return on their total dollars spent on the sport. These include reducing games played (not small games), increasing practice time, improving on-ice content in executing ADM, and implementing geographic limitations for travel. We will adopt the fewest rule changes possible without dramatically increasing reporting or monitoring of programs and compliance.

- In the 8U, 10U, 12U, 14U, 16U, 18U age groups – implement practice to game ratios via maximum game counts. In 10U and 12U, implement geographic travel boundaries with some differences by age and skill level (B, A, AA, AAA). Practice to game ratios will be implemented as guidelines and goals while game maximums and geographic limitations will be implemented as rule changes. With geographic boundaries, teams will be encouraged to play more games within CAHA to reduce travel.
- Girls' 8u, 10u, 12u, 14u, 16u, 19u – implement many of the same standards as the youth in the bullet point above, however, realize that any geographic travel limitations for youth may differ for all girl teams due to the geographic distribution of current girls' hockey teams.
- Eliminate 8U Select teams and expand scramble Jamboree opportunities.
- Implement 10U Half-Ice Games in 70% of all 10U games. We will phase this in with 50% of games in 2020-21 and 70% in 2021-22.
- Every Association noted that the CHL is not meeting their expectations yet agreed that they would like to expand their participation in the CHL if it was functioning properly. We need to work closely with the CHL to help them improve the satisfaction of the Associations so they have confidence that the CHL will provide a competitive and effective local option for playing games.
- A team of Market Goalie Managers and Market ADM Managers will work directly with Associations on goalie development and ADM implementation.
- Add people to Committees from outside the Board and add some Committee positions with specific responsibilities – recruit more people to help - involved volunteers, coaches that aren't coaching but want to give back, referee experts, etc. This includes diverse leaders.
- CAHA deployment of a fine-tuned USA Hockey Model Association Standards – we will implement best practices via CAHA's "Association of Excellence" program where we work with Associations to meet the criteria for a model association and reward 2 Associations annually for their results.
- Coaching Education Supplement - ADM Education to Coaches via communication, clear guidelines, Coaching Symposium, and Positive Coaching Alliance Certification
- Diversity & Inclusion – embrace the addition of diverse leaders in CAHA, reach out to diverse talent to add them to our leadership, and put together a comprehensive Diversity strategy.
- Marketing – improve our marketing of the sport to include using USA Hockey data, focusing on diverse populations, partnering with other sports, and embracing a charity umbrella like "Hockey Fights Cancer" to create awareness of the sport and give back to the communities.
- By-Law changes that will be needed include:
 - Adjusting 8U Guidelines and Rules of Play
 - 10U Guidelines and Rules of Play – including specific Half-Ice Game rules
 - Geographic limitations and game count maximums at every age and level
 - Associations must submit their ADM programs to CAHA by September 1 of each season.

MEASURES OF SUCCESS

Measurements will include registration growth in all age groups, genders, races and how these compare to USA Hockey Growth. Surveys of parents, referees, Associations, and coaches will help to fine tune our approach. Associations will report ADM activities and CAHA will monitor and reward Associations that achieve the USA Hockey/CAHA “Model Association” status. Player Development Selections for Boys and Girls will be measured. Measures:

- CAHA’s goal is to meet or exceed national growth and retention rates across all ages and demographics.
- The majority of CAHA Associations will meet the national standard for implementation of ADM Principles by 2025 and meet or exceed CAHA “Association of Excellence” standards. 33% of Associations meet or exceed CAHA “Association of Excellence” standards by 2022, 50% by 2025, and 75% by 2029.
- CAHA Associations will have increased the value of playing hockey - we will implement a NPS survey to measure fun, value, skill development across CAHA – one for parents and one for coaches. A baseline can be done in January 2020 and completed every year after that.
- Strive to meet or exceed CAHA’s fair share of SE Player Development selections by 2025. This includes boys and girls selections.
- Coaching Education – all coaches attend an annual Coaching Symposium in May/June that will deliver additional coaching education on top of the CEP Program and we will work with the Positive Coaching Alliance to certify all coaches in their Positive Coaching Program. They have 3 levels and we would certify coaches once per year for 3 years.
- Referee retention – this will be a focus on all Associations to attract new referees through outreach, training, and parental/coach training on behavioral standards (ie Zero Tolerance)
- Diversity & Inclusion – CAHA will be a leader in promoting diversity and inclusion in the affiliate including players, families, coaches, referees, CAHA Board members, and CAHA Committee participation. We will work to make all people feel included and part of the great game of hockey.



STRATEGIES & DETAILED ACTION PLANS

STRATEGIES

STRATEGY 1: Focus on the on-ice content or execution so that ADM Best Practices are implemented in every age group in every Association with a primary focus on 6U/8U/10U/12U and Goaltending

Invest in implementation of ADM via emphasis on House hockey, coaching development, parent & coaching education, funding age appropriate equipment, providing structure and funding for Jamborees, and implement new CAHA By-Laws to maximize player development. This approach will include all of youth hockey including Girls, Disabled, and Sled.

Maximize ADM Execution

Incorporate the communication and monitoring of ADM principles and Best Practices to all Associations. This is especially important when there is turnover in Hockey Directors, Coaches, and Association leadership. This includes improving on-ice content for better skill development, working towards 3:1 practice to game ratio where possible, implementing Market Goaltending Coordinators and Market ADM Coordinators.

Grow House Programs and emphasize Learn to Play, 6U/8U, and 10U programs –

includes building House hockey effectiveness at delivering fun, skill development, and competitiveness. Improve structure, coaching and competition at this level. This includes: implement 8U Guidelines for all Associations to include delaying travel and select hockey until 10U, develop and implement a clear pathway from THFF to playing hockey including using off-ice programs to teach hockey skills while players are learning to skate, and work with Associations to cooperate with each other to set up programs that can benefit each Association. This is especially important to help smaller Associations.

Coaching & Referee Development & Growth

More investment in this area to include attracting new coaches and referees. CAHA will set the national standard for building and maintaining a pipeline of qualified and certified coaches and referees. Includes promoting growth in younger coaches and referees, implementing on-going coaching and referee development via seminars, on-line, and easily available materials. Support our referees to address abuse from coaches and parents. Also includes an annual Coaching Symposium for all coaches in May for hands-on coaching development and introducing the Positive Coaching Alliance on-line program to all coaches.

CAHA - "Model" Association Adoption

Implement CAHA "Model Association" Standards that are based on the USA Hockey Model Association. A CAHA "Model Association" program can be adjusted for the small and large size markets so that the goals are realistic and attainable but will stretch the Associations to achieve the vision. This provides guidelines and best practices for structuring their programs and executing on-ice content.

STRATEGY 2: Improve the Value that Families Receive By Playing Hockey

Achieve an increase in the value that families receive by playing hockey. This includes improving the overall experience like having more fun, improving our coaching expertise to deliver better on-ice content in practices, reducing travel and the associated costs, reducing games played, etc. Implementing ideas like improving an Association's programming for better ice use (ex - 3 teams on the ice for 10U, 12U, 14U), more local games to reduce travel, improve CHL so that every team wants to play in the league, limit geographic travel, and reduce the number of games.

STRATEGY 3: Diversity & Inclusion

We need to improve our reach and our membership in terms of diversity. Includes partnering with other sports – multi-sport camps or clinics. Focus on MULTI-SPORT PLAY. Partner with USA Hockey Diversity & Inclusion Manager to pilot some community outreach focused on partnering with pro and college teams to present multi-sport activities – Carolina Panthers, Charlotte Hornets, NC State. Reach out to different types of people for Board positions, expand the Hurricanes/Checkers OneGoal program to all markets, partner with Hurricanes and Jr Checkers and involve current diversity in our leadership.

STRATEGY 4: Grow our sport in growth areas including Girl's Hockey, Disabled, Sled, and Adult

We will invest in these areas to grow existing programs and develop new programs. We believe that attracting more women and disabled/sled players to leadership roles (Board, Associations, coaching, etc) will provide role-modeling for these areas. A focus on Adult Hockey will enable us to grow the "Hockey for Life" segment. Utilizing the current Adult Hockey survey results will enable us to develop more specific tactics.

STRATEGY 5: Improve the local marketing of the sport to all groups

We currently rely on Associations to do this. CAHA will take the lead to provide data and a targeted social media marketing program to target new players including diverse populations – youth, girls, and adult. This includes exploring a Social Media campaign to focus on fun, excitement, energy, teamwork, friendships that hockey provides. Also, looking a possible CAHA-wide charity foundation event work to focus on certain communities and bring a "charity in a box" program to the Associations? Hockey Fights Cancer might be a good place to start.



AGE GROUP PLANS TO IMPLEMENT BEST PRACTICES

ALL AGE GROUPS

The key principles for all age groups is to align with ADM best practices for practice to game ratios, maximizing skill development, increasing value to families, and playing more games locally while minimizing overall travel costs. For House programs, we are typically at a 1:1 practice to game ratio so any movement towards a 1.5:1 or 2:1 practice to game ratio will increase overall skill development. Below is an example of what this looks like for all age groups and levels.

SEASON STRUCTURE BY AGE GROUP & LEVEL WITH GEOGRAPHIC LIMITATIONS & GAME COUNTS

AGE GROUP	TARGET # PRACTICES (50-60 mins)	REQUIRED MAXIMUM TOTAL GAMES	TARGET PRACTICE TO GAME RATIO	MAX # TRIPS OUTSIDE OF CAHA
6U/8U	50-60	20 Game Days (Recommended)	3:1	0
10U				
10U House/Rec	40-60	30 (50% Half ice)	3:1	0
10UB/Select	50-75	30 (50% Half ice)	3:1	0
10UA Travel	75-90	30 (50% Half ice)	3:1	3
12U				
12U House/Rec	60-70	30	3:1	0
12UB/Select	70-80	36	3:1	0
12A Travel	100-120	36	3:1	3
12AA Travel	100-120	40	3:1	3
12AAA Travel	100-120	40	3:1	No limit
Girls-only 12U Travel	80-120	40	3:1	No limit
14U/16U/18U				
14-16-18 House/Rec	60-70	30	3:1	0
14-16-18B/Select	70-80	36	3:1	0
14-16-18A Travel	90-120	40	3:1	No limit
14-16-18AA Travel	120-130	40	3:1	No limit
14-16-18AAA Travel	120-130	40	3:1	No limit
Girls-only 14U to 19U Travel	120-130	40	3:1	No limit

Note: for combined girl's teams, the game count limitations for the youngest age group will be used. If the team is a 12U/14U combined team, they will use 12U limitations.

6U & 8U AGE GROUPS

The key principles for 6U/8U are to focus on fun, engagement, active practices, and age-appropriate training which includes station-based practices to teach skills and concepts. This is where the “Hockey for Life” seed is planted and fun should not be underestimated. If it is not consistently fun at this age, the novelty of the sport will wear off and players may eventually quit. House teams maybe be formed but standings and scores are not kept. Travel or Select teams are not formed as we do not separate players into travel teams at this age. There is a skill development progression in the format of games – starting at 6U cross-ice with 24x36 nets, progresses to 8U cross-ice with 36x48 nets, to 10U with Half-ice and full-size nets, to 12U with full-ice games and nets.

6U	24x36 nets	Cross-Ice Games	Blue pucks	House only + Jamborees
8U	36x48 nets	Cross-Ice Games	Blue pucks	House only + Jamborees
10U	48x72 nets	Half-Ice Games	Black Pucks	Travel Hockey starts at A level
12U & older	48x72 nets	Full-Ice Games	Black Pucks	Travel Hockey Available

- Strive to attain a 3:1 Practice to Game ratio – ideally a rotation of 3 practices and 1 game. Each practice is 50-60 minutes in length. The use of small area games can be an effective way to increase skills and provide additional learning through playing the game. Where a 3:1 ratio is not possible, use a maximum of 20 Game Days and the balance of ice for 50-60 practice hours for a 1.5 or 2:1 ratio.
- 6U uses no goalies except if players want to try the position with strap on pads. Requirements for 6U includes 24 x 36 nets, blue pucks, cross-ice.
- Requirements for 8U includes 36x48 nets, blue pucks, cross-ice.
- The goaltending focus at 8U is to have goalie equipment available to try the position and eventually convert to full-time goalies. However, all goalies should play out and not play goalie full-time at this age. Players should rotate playing the position on a regular basis – try goalie with quick change gear. We will continue to prioritize grants to support goalie development – quick change gear, 36x48 nets, goalie development programs.
- The use of Advanced, Intermediate, Beginner levels are encouraged to have players play with players of similar skill.
- 8U teams may be formed only for play in House leagues. No standings are kept. Team rosters should be 8-10 players maximum.
- We do not separate players out for Select or Travel teams at 8U.
- 8U scramble Jamborees may be held by any Association at any time – in partnership with CAHA or separately. These Jamborees must be open to all players in CAHA, be a scramble format (no teams), use 36 x 48 nets, blue pucks, no scorekeeping, and no winners/losers. We encourage the use of Student Referees to help with referee development. All 8U Jamboree participation must be within the CAHA geography (exception is Roanoke & Lynchburg). Teams may only attend Jamborees that are cross-ice, use 36 x 48 nets, and use blue pucks.

Age Group	Level	TARGET Practices (2:1 to 3:1 Ratio)	TARGET House Games	Travel Games	TARGET TOTAL Games	Off-Ice	Geography
6U & 8U	House only	50-60	20 Game Days	0	20 Game Days	1 per week	8U Jamborees within CAHA only including Roanoke and Lynchburg if they meet CAHA guidelines.

10U AGE GROUP

Key principles at 10U are to follow age-appropriate concepts and skills so players enjoy the experience and develop both as hockey players and young kids. The focus is on fun, engagement, active practices, age-appropriate training, and basic hockey knowledge. To increase the value to families, we look to achieve 3:1 practice to game ratios, increase local play, and reduce travel

- We encourage the use of 3:1 practice to game ratio. For a full season, the target is 70-80 practices (50-60 minutes in length) and 30 games at this age group. The maximum game count for this age group at any level is 30 games for an entire season. This does not include 10U scramble Jamborees.
- At the House level, we want to appeal to those players who are content with 1 practice and 1 game per week but we also want to increase the focus on skill development versus games. Therefore a 2:1 practice to game ratio is attainable if practices are increased and number of games is decreased. To achieve this, we recommend 3 teams on ice in practices.
- We encourage House Associations to offer supplemental skill development programs for those players who wish to improve their skills to move into Select or Travel hockey.
- Team rosters of 10-12 skaters plus goalies and goalies play out as player when they are not in goal
- Select/B teams cannot hold tryouts until September 15.
- **50%** of 10U Games must be in the 4v4 half-ice format. The remaining 50% may be full-ice games. It is encouraged that full-ice games be utilized in the 2nd half of a season. This will be phased in at 50% of 10U games in 2020-21 to 70% in 2021-22.
- Maximum game count is 30 games. For example, a team may play 15 games in the Half-Ice format and 15 games in the full-ice format which delivers the 50% Half-Ice format for their games. The CHL play-in tournament does not count towards game count.
- There is no AA designation – all travel teams play A and may designate Upper or Lower in the CHL.
- No 10U travel team may play outside of the CAHA boundaries more than 3 times a season. Select/B teams play all games in CAHA.
- There is no limit on participating in 10U scramble Jamborees.
- Select/B teams cannot hold tryouts until September 15.

Age	Level	Practices (2:1 to desired 3:1 Ratio)	MAXIMUM TOTAL Games	Off-Ice	Geography
10 U	House	40-60	30 max	2 per week	In 2020-21, 50% of games must be Half-Ice and played within the House program. 70% in 2021-22
	House Select/B	50-75	30 max	2 per week	In 2020-21, 50% of games must be Half-Ice and played in the House program. 70% in 2021-22
	A	75-90	30 max	2 per week	In 2020-21, 50% of games must be Half-Ice and played within the House program. 70% in 2021-22. Teams may travel 3 times outside of CAHA to tournaments or exhibition games with travel permit. Exception for required travel outside of CAHA to play CHL games and does not count towards the number of times the team may travel outside of CAHA

	AA				NO AA at this age group
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12U AGE GROUP

Key principles at 12U are to follow age-appropriate concepts and skills so players enjoy the experience and develop both as hockey players and young kids. The focus is on fun, engagement, active practices, age-appropriate training, skill development, and body contact. To increase the value to families, we look to achieve 3:1 practice to game ratios, increase local play, and reduce travel.

- We encourage the use of 3:1 practice to game ratio. For a full season, the target is 100-120 practices (1 hour in length) and 30-40 games at this age group.
- At the House level, we want to appeal to those players who are content with 1 practice and 1 game per week but we also want to increase the focus on skill development versus games. Therefore a 2:1 practice to game ratio is attainable if practices are increased and number of games is decreased. To achieve this, we recommend 3 teams on ice in practices.
- The maximum game count for this age group is 36 games for Tier 2 and 40 games for Tier 1 for an entire season. CHL play-in tournament does not count towards game count.
- Select 12U teams play all of their games in CAHA. The exception is for any CHL-required league games. 12UA and 12AA teams may play outside of the CAHA boundaries 3 times a season with. 12AAA teams may travel to any location.
- Select/B teams cannot hold tryouts until September 15.

Age Group	Level	Practices (2:1 minimum to desired 3:1 Ratio)	MAXIMUM TOTAL Games	Off-Ice	Geography
12U	House	60-70	30 max	2 per week	House only
	House Select /B	70-80	36 max	2 per week	All Games and tournaments in CAHA only
	A Upper & Lower	100-120	36 max	2 per week	Teams may travel 3 times outside of CAHA to tournaments or exhibition games with travel permit. Required travel outside of CAHA to play CHL games is an exception and does not count towards the number of times the team may travel outside of CAHA
	AA	100-120	40 max	2 per week	No limitations but it is encouraged that travel and lost school days are minimized
	AAA	100-120	40 max	2 per week	No limitations but it is encouraged that travel and lost school days are minimized

14U & 16U & 18U AGE GROUPS

Key principles at 14U/16U/18U are to follow age-appropriate concepts and skills so players enjoy the experience and develop both as hockey players and young kids. In 14U, the focus is on fun and engagement, practice activity and structure, age-appropriate training, skill development, and body contact/body checking. At 16U/18U we add team play, training, and learning to compete as additional focus areas. To increase the value to families, we look to achieve 3:1 practice to game ratios, increase local play, and reduce travel.

- We encourage the use of 3:1 practice to game ratio. For a full season, the target is 80-120 practices (1 hour in length) and 35-40 games at this age group. The maximum game count for this age group at any level is 40 games for an entire season.
- At the House level, we want to appeal to those players who are content with 1 practice and 1 game per week but we also want to increase the focus on skill development versus games. Therefore a 2:1 practice to game ratio is attainable if practices are increased and number of games is decreased. To achieve this, we recommend 2-3 teams on ice in practices.
- The maximum game count for this age group is 30 for House, 35 for House Select, and 40 games for Tier 1 & Tier 2 for an entire season. CHL play-in tournament does not count towards game count.
- Select/B and A Teams are subject to CAHA-only geographic limitations.
- Select/B teams cannot hold tryouts until September 15.

Age Group	Level	Practices (2:1 minimum to desired 3:1 Ratio)	MAXIMUM TOTAL Games	Off-Ice	Geography
14U & 16U & 18U	House	60-70	30 max	2 per week	House only
	House Select /B	70-80	36 max	2 per week	All Games CAHA-only
	A	90-120	40 max	2 per week	No limitations but it is encouraged that travel and lost school days are minimized
	AA & AAA	120-130	45 max	2 per week	No limitations but it is encouraged that travel and lost school days are minimized



TIMELINE

January – Association Input

February – Board Approval

February-April – Communication of the Plan to Associations and Parents

SEASON	IMPLEMENT
2020-21	<ul style="list-style-type: none"> • 8U House only – no 8U Select teams • Game counts and Practice to Game ratios for 8U, 10U, 12U, 14U, 16U, 18U • Geographic boundaries for 10U & 12U • 10U Half Ice games – 50% of games must be half-ice 2020-21 and 70% in 2021-22 • Implement NPS survey of parents and coaches to measure value, fun, skill development • Begin implementing ADM guidelines via Association education & “Association of Excellence” Guidelines • CAHA ADM Market Managers & CAHA Goalie Market Coordinators named and trained • Supplemental Coaching Education Program Symposium – May 2020 • Develop multiple-sport Marketing program with another sport to focus on diverse populations. Pilot in Charlotte and expand to Raleigh, Charleston, and CAHA-wide • Positive Coaching Alliance training – Level 1 for all coaches on-line for 2020-21 season. • Expand Student coach & referee programs • CHL improvements and increased game counts
2021-22	<ul style="list-style-type: none"> • Continue ADM education • Expand marketing program and diversity efforts • Expand coaching education program • Expand 10U Half-Ice games to 70% of all games
2022-23	<ul style="list-style-type: none"> • 33% of Associations meet or exceed CAHA/USAH “Model Association” Standards
2025-26	<ul style="list-style-type: none"> • CAHA meets or exceeds national growth and retention rates across all ages and demographics • Majority of Associations meet national standard for ADM principles and CAHA/USAH “Model Association” standards • CAHA players make up our fair share of SE Player Development selections by 2025.
2029-30	<ul style="list-style-type: none"> • 75% of Associations meet or exceed CAHA/USAH “Model Association” Standards