



# **CAHA STRATEGIC PLAN & ACTION STEPS**

**Adopted by the CAHA Board 2/13/20  
Updated 7/1/22**

# **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 plan is the culmination of these efforts and represents the views of the CAHA Strategic Committee, input from the Associations at several stages of the process, USAH input (especially ADM Regional Managers Scott Paluch and Joe Bonnett and Diversity & Inclusion Manager Stephanie Jackson), input from the NHL Hurricanes and AHL Checkers. Overall, the Associations gave a lot of excellent input and feedback to the plan and offered some good ideas on how to successfully implement it.

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. Our approach is to work with the Associations via the communication of guidelines and recommendations versus a lot of rule changes. We will also measure results of new programs to determine if we expand these programs.

- Rename 8U Select "8U Development" to focus on the inclusion of all players into this additional level of development. CAHA will support scramble and team Jamborees. Associations are encouraged to have open registration/sign-ups for 8U Development. After registration, Associations may put together teams at 2 levels – Beginner and Intermediate/Advanced. Current 8U Travel Guidelines will remain in effect for any 8U Development teams that are formed.
- We will implement 10U Half-Ice Games in 25% of all 10U House & House Select/B Travel games in 2020-21 season with the goal of reaching 50% across CAHA over time. We will collect data and Association input from this test. CAHA will also support 10U Team Jamborees and hold CAHA Tournaments throughout the Affiliate for House teams and Travel teams.
- In the 8U, 10U, 12U, 14U, 16U, 18U age groups (boys and girls), we will communicate the ADM Best Practices guidelines & recommendations for practice to game ratios, game maximums, and geographic travel boundaries. With geographic recommendations, teams will be encouraged to play more CHL games to keep travel more local.
- Implement a team registration system where Associations will provide information on all their teams to include practices, games, off-ice program, coaches, practice to game ratios, travel plans, and game counts. House programs will be asked to provide the details of their house programs and not every team. Travel

programs will be asked to provide this for each of their travel teams. This will be requested at the beginning of each season and will be a requirement for approval of rosters.

- We will add a 2<sup>nd</sup> CAHA/Association meeting in January per the request of the Associations.
- We will work closely with the CHL to help them improve the satisfaction of the Associations so the Associations have more confidence that the CHL will provide a competitive and effective local option for playing games.
- CAHA will add a team of Market Goalie Managers and Market ADM Managers who will work directly with Associations on goalie development and ADM implementation.
- We will add people to Committees from outside the Board and add some Committee positions with specific responsibilities – recruit more people to help. This includes diverse leaders.
- CAHA will develop an “Association of Excellence” program to help with the deployment of the new guidelines/recommendations and the ADM Best Practices.
- Coaching Education Supplement – we will add more ADM Education to Coaches via communication, clearer guidelines, an annual Coaching Symposium, and Positive Coaching Alliance Certification
- Equity and Inclusion: Hockey is for Everyone – embrace equity and inclusion in the sport by including everyone. This includes developing approaches, attitudes, and initiatives that include everyone in hockey. Examples include adding diverse leaders to CAHA Committees and reaching out to diverse talent to add them to our leadership.
- 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.

## **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.

- 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. We will use the ADM Reporting System to help measure these results. We will also use MyHockeyRankings to monitor progress on game day/game counts and amount of travel.
- 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 survey was done in January 2020 and will be completed each year. This survey measures the amount of fun that people are having in hockey, the value they are receiving, how they feel about the coaches, how they feel about skill development, what is being done well, and will their child play the following year. It also provides a forum for suggestions for improvement that we can use.
- Strive to meet or exceed CAHA’s fair share of SE Player Development boy and girl selections by 2025.
- Coaching Education – coaches attend an annual Coaching Symposium in May/June that will deliver additional coaching education on top of the CEP Program. Work with the Positive Coaching Alliance to certify 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)
- Equity and Inclusion: Hockey is for Everyone – CAHA will be a leader in promoting equity 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**

### **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. 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.

- Add guidelines and recommendations by age group that will positively affect the on-ice content. Use an ADM Reporting System at the beginning of each season to start to measure results. The use of MyHockeyRankings is also a way to measure game counts and geographic travel and see where Associations are with these.
- Work towards 3:1 practice to game ratio where possible - achieve this via fewer games & more practice time.
- Implement Goaltending Market Coordinators – spreading Brian Haaland’s “reach” with market-based Goalie Coordinators. We will add coordinators that will be able to cover all Associations and markets.
- Implement Market-based ADM Coordinators that go into the Associations to help with their implementation of ADM, train coaches, etc. We will add coordinators that will be able to cover all Associations and markets.
- Continue to implement USA Hockey ADM emphasis and direction as it evolves and is refined by the national office and regional USA Hockey ADM Directors.

#### **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.

- 8U Guidelines implemented for all Associations to include an 8U Development Program.
- Develop and implement a pathway from THFF to playing hockey. Use off-ice programs to teach hockey skills while players are learning to skate – an example might be a 30/30 program includes 30 minutes of off-ice hockey skills and a 30 minute on-ice skating lesson. Help associations with this approach to attract and keep new players and build house programs.
- 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**

Invest in this area to include attracting new 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.

- Implement Referee Committee Action Plans CAHA-wide – Kevin Universal leads. This includes the Greenville SC model that has been recruiting student referees from the ranks of players.
- Annual Symposium for all coaches in May for hands-on coaching development
- Implement on-going coaching & referee development - seminars, on-line, & easily available materials
- Promote growth in younger officials – expand Student Coach program, Junior officiating program, teaching/mentoring at schools and community service hours for coaching
- Positive Coaching Alliance – require certification of all coaches annually. Require this each year to get their level 1, level 2, level 3.
- Introduce an annual Coaching Excellence and Referee Excellence Awards– develop a reward and recognition program where Associations can nominate coaches and referees.

### **CAHA - "Association of Excellence" Program**

Implement a CAHA "Association of Excellence" Standards that are based on the USA Hockey Model Association. This 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.

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

Increase in the value that families receive by playing hockey. This includes improving the overall experience including 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, and reduce the number of games.

- Adoption of ADM Best Practices
- Track progress with annual CAHA Hockey Satisfaction Survey

### **STRATEGY 3: Hockey is for Everyone: Equity & Inclusion to grow our sport in all areas to include everyone – Girl's Hockey, Adult, Sled, Disabled, Multi-Cultural, etc.**

Improve our reach and our membership in terms of equity and inclusion. This includes adopting the "Hockey is for Everyone" program that is being championed by the NHL.

- Add a CAHA Committee for Equity and Inclusion: Hockey is for Everyone
- Girl's Hockey – a female player is more likely to become an Adult player than a Male player (USA Hockey data). Extra development day for girls for LTP, etc. Address issues with girls to keep them together all the time. Don't split the girls up – keep them together on teams. All 4 on 1 team. Provide Associations with Best Practices for running Girl's programs.
- Adult Hockey - how do we convert players into Lifelong Hockey Players (biggest decline of players tends to be after high school). Women are more likely to remain long term players than men. Explore this with Associations and other Affiliates to identify Best Practices in Adult Hockey to attract new players.
- Partner with other sports – multi-sport camps or clinics. Focus on MULTI-SPORT PLAY. This includes partnering with Stephanie Jackson (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
- Aggressively recruit non-traditional people to CAHA Committees and Board
- Reach out to current diverse coaches and players to help with this effort
- Expand OneGoal Program to other markets for Hurricanes & Checkers reach.

### **STRATEGY 4: Improve the local marketing of the sport to all groups**

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.

- Add a Board Digital & Social Media Marketing Committee to lead marketing plans and push out social media messages.
- Test and explore a social media campaign to focus on fun, excitement, energy, teamwork, friendships that hockey provides.
- Use USA Hockey data to target new players and to improve THFF conversion to regular players
- Promote a program of "multi-sport play" – campaign that grows hockey and diversity
- Investigate a possible CAHA-wide charity foundation event work to focus on certain communities. This will provide marketing exposure and allow the Associations to give back to their communities. "Hockey Fights Cancer" is one that the NHL embraces and may be a good one for CAHA.
- Look into programs that tie-in with Veteran's groups to help grow sled/disabled hockey.

## **ALL AGE GROUPS**

The key principles for all age groups is to align with USA Hockey's 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, most programs are currently at a 1:1 practice to game ratio so any movement towards a 3:1 practice to game ratio will increase overall skill development. Recommended guidelines for practice to game ratios, maximum games/game days, and geographic boundaries are designed to increase retention, improve family value, and increase skill development.

<b>6U</b>	<b>24x36 nets</b>	<b>5v5 Cross-Ice Games</b>	<b>Blue pucks</b>	<b>House only + Jamborees</b>
<b>8U</b>	<b>36x48 nets</b>	<b>4v4 Cross-Ice Games</b>	<b>Blue pucks</b>	<b>House only + Jamborees</b>
<b>10U</b>	<b>48x72 nets, 36x48 in half-ice games</b>	<b>4v4 or 5v5 Half-Ice and Full-Ice Games</b>	<b>Black Pucks</b>	<b>Travel Hockey Available</b>
<b>12U &amp; older</b>	<b>48x72 nets</b>	<b>Full-Ice Games</b>	<b>Black Pucks</b>	<b>Travel Hockey Available</b>

### **ADM GUIDELINES & RECOMMENDATIONS FOR SEASON STRUCTURES BY AGE GROUP/LEVEL**

<b>AGE GROUP</b>	<b>TARGET # PRACTICES (50-60 mins)</b>	<b>OFF-ICE SESSIONS PER WEEK</b>	<b>GAME DAYS OR GAMES - RECOMMENDED FOR ALL AGES IN 2020-21</b>	<b>GAME FORMAT FOR 2020-2021</b>	<b>TARGET PRACTICE TO GAME RATIO</b>	<b>RECOMMENDED MAXIMUM TRIPS OUTSIDE OF CAHA</b>
<b>6U/8U</b>						
<b>6U</b>	50-60	1	16-20 GAME DAYS	Cross or ¼ ice	3:1	0
<b>8U</b>	50-60	1	16-20 GAME DAYS	Cross-Ice	3:1	0
<b>8U Development</b>	60-75	1	20-25 GAME DAYS	Cross-Ice	3:1	0
<b>10U</b>						
<b>10U House</b>	50-60	2	20-25 GAME DAYS	25% Half-Ice	2:1	0
<b>10U B/Select</b>	50-60	2	20-25 GAME DAYS	Full-Ice	2:1	1
<b>10UA</b>	75-80	2	20-25 GAME DAYS	Full-Ice	3:1	2
<b>10UAA</b>	75-80	2	20-25 GAME DAYS	Full-Ice	3:1	3
<b>12U</b>						
<b>12U House</b>	60-70	2	30-35 GAME DAYS	Full-Ice	2:1	0
<b>12U B/Select</b>	60-70	2	30-35 GAME DAYS	Full-Ice	2:1	1
<b>12A Travel</b>	80-90	2	30-35 GAME DAYS	Full-Ice	3:1	2
<b>12AA/AAA Travel</b>	80-90	2	30-35 GAME DAYS	Full-Ice	3:1	No limit
<b>12U Girls Travel</b>	80-90	2	30-35 GAME DAYS	Full-Ice	3:1	No limit
<b>14U</b>						
<b>14U House</b>	80-100	2	40-50 GAMES	Full-Ice	2:1	0
<b>14UB/Select</b>	80-100	2	40-50 GAMES	Full-Ice	2:1	No limit
<b>14A/AA/AAA Travel</b>	120-130	2	40-50 GAMES	Full-Ice	3:1	No limit
<b>14U Girls Travel</b>	120-130	2	40-50 GAMES	Full-Ice	3:1	No limit
<b>16U/18U</b>						
<b>16/18 House</b>	80-100	2	50-60 GAMES	Full-Ice	2:1	0
<b>16/18 B/Select</b>	80-100	2	50-60 GAMES	Full-Ice	2:1	No limit
<b>16/18 A/AA/AAA Travel</b>	120-130	2	50-60 GAMES	Full-Ice	3:1	No limit
<b>19U Girls Travel</b>	120-130	2	50-60 GAMES	Full-Ice	3:1	No limit



## **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. 8U Player Development programs may be offered that include skill development sessions and 8U Player Development teams. These programs & teams must be open to all players via open registration with no tryouts.

<b>6U</b>	24x36 nets	Cross-Ice or 1/4-Ice Games	Blue pucks	House only + Jamborees
<b>8U</b>	36x48 nets	Cross-Ice Games	Blue pucks	House only + Jamborees
<b>10U</b>	48x72 nets	Half-Ice and Full-Ice Games	Black Pucks	Travel Hockey starts
<b>12U &amp; older</b>	48x72 nets	Full-Ice Games	Black Pucks	Travel Hockey Available

- **Practice to Game Ratio** - 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 16-20 Game Days and the balance of ice for 50-60 practice hours for a 1.5 or 2:1 ratio.
- **Game Format** – 6U games are played 4v4 in the cross-ice format with no goalies. Associations may also want to experiment with the ¼-ice format that has been used in some Affiliates. 8U games are played 4v4 in cross-ice format with players rotating through the goalie position.
- **Goaltending** - 6U uses no goalies except if players want to try the position. 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.
- **Equipment** - Requirements for 6U: 24 x 36 nets, blue pucks, cross-ice games. Requirements for 8U: 36x48 nets, blue pucks, cross-ice games.
- **Skill Levels** - The use of Advanced, Intermediate, Beginner levels are encouraged to have players play with players of similar skill. 8U teams may be formed for play in House leagues. No standings are kept. Team rosters should be 9-12 players.
- **8U Development** - Associations may offer an open-registration “8U Development” program that may include additional skill development sessions and the formation of teams that would play other Association’s 8U Development teams. No tryouts are allowed for these teams except to separate players into Beginner and Intermediate/Advanced groups of teams. If only 1 team is formed, all skill level players are allowed to play on these teams. These players are not “selected” as an All-Star or Select team – it is an open registration for all players who wish to participate.
- **Jamborees** - 8U scramble cross-ice or team Jamborees may be held by any Association at any time – in partnership with CAHA or separately. These Jamborees must be open to all players or teams in CAHA, use 36 x 48 nets and blue pucks, rotate goalies and no winners/losers or scorekeeping. We encourage the use of Student Referees to help with referee development. Teams may only attend Jamborees that are scramble, cross-ice, use 36 x 48 nets, and use blue pucks.

### **ADM Guidelines & Recommendations**

Age Group	Level	Practices (2:1 to 3:1 Ratio)	Game Days	Off-Ice	Game Format	Geography
<b>6U</b>	House only	50-60	16-20	1 per week	Cross-Ice or ¼ ice	May participate in Scramble Jamborees within CAHA
<b>8U</b>	House only	50-60	16-20	1 per week	Cross-Ice	May participate in Scramble Jamborees within CAHA
<b>8U Player Development</b>	Open Signups	60-75	20-25	1 per week	Cross-Ice	8U Scramble Jamborees within CAHA. Team Jamborees with travel permit to GA, TN, VA, MD, DC only.

## 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 retention and the value to families, we look to achieve 3:1 practice to game ratios, increase local play, and reduce travel.

- **Practice to Game Ratio** - we encourage the use of 3:1 practice to game ratio. For a full season, the target is 75-80 practices (50-60 minutes in length) and 20-25 game days at this age group. This does not include 10U scramble or team 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.
- **Supplemental Skill Development** - 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.
- **Teams Rosters** - Team rosters of 11-12 skaters plus goalies. Goalies play out as player when not in goal.
- **Game Format** – 25% of all House 10U games be in the Half-Ice format with all travel 10U teams will play 4 Half-Ice games per season.
- **Game Days** - recommended maximum game day count is 20-25 days for all ages and levels at 10U. Time spent in practices should be optimized at this age group.
- **Jamborees** - There is no limit on participating in 10U scramble or team Jamborees.

### ADM Guidelines & Recommendations

Age	Level	Practices (2:1 to desired 3:1 Ratio)	RECOMMENDED GAME DAYS	Off- Ice	GAME FORMAT – TARGET IS 50% OF ALL GAMES ARE HALF-ICE	Recommended Geography
<b>10U</b>	House	50-60	20-25 game days	2 per week	25% of games must be Half-Ice	Local
	House Select/ B	50-60	20-25 game days	2 per week	4 Half-Ice games per season	Recommend no more than 1 trip traveling outside of CAHA per season.
	A	75-80	20-25 game days	2 per week	4 Half-Ice games per season	Recommend no more than 2 trips traveling outside of CAHA per season.
	AA	75-80	20-25 game days	2 per week	4 Half-Ice games per season	Recommend no more than 3 trips traveling outside of CAHA per season.



## 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 retention and the value to families, we look to achieve 3:1 practice to game ratios, increase local play, and reduce travel.

- **Practice to Game Ratio** - USAH encourages the use of 3:1 practice to game ratio. For a full season, the target is 60-90 practices (1 hour in length) depending on the level and 30-35 game days for all levels 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.
- **Game Days** - recommended maximum game day count is 30-35 days for all ages and levels at 12U. Time spent in practices should be optimized at this age group.

### **12U ADM Guidelines & Recommendations**

Age Group	Level	Practices (2:1 minimum to desired 3:1 Ratio)	RECOMMENDED GAME DAYS	Off-Ice	Recommended Geography
<b>12U</b>	House	60-70	30-35 Game Days	2 per week	House only
	House Select/B	60-70	30-35 Game Days	2 per week	Recommend no more than 1 trip traveling outside of CAHA per season.
	A	80-90	30-35 Game Days	2 per week	Recommend no more than 2 trips traveling outside of CAHA per season.
	AA	80-90	30-35 Game Days	2 per week	Recommend no more than 3 trips traveling outside of CAHA per season.
	AAA	80-90	30-35 Game Days	2 per week	No limitations but encouraged to minimize travel and lost school days

## 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 retention and the value to families, we look to achieve 3:1 practice to game ratios, increase local play, and reduce travel.

- **Practice to Game Ratio** - USAH encourages the use of 3:1 practice to game ratio. For a full season, the target is 80-130 practices (1 hour in length) depending on the level and 40-45 games for 14U and 50-60 games for 16U/18U. 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. Any movement towards a 2:1 practice to game ratio is desired – more practices and fewer games.

### **14U & 16U & 18U ADM Guidelines & Recommendations**

Age Group	Level	Practices (2:1 minimum to desired 3:1 Ratio)	RECOMMENDED GAMES	Off-Ice	Recommended Geography
<b>14U</b>	House	80-100	40-50 games	2 per week	House only
	House Select/B	80-100	40-50 games	2 per week	No limitations but encouraged to minimize travel and lost school days
	A/AA/AAA	120-130	40-50 games	2 per week	No limitations but encouraged to minimize travel and lost school days
<b>16U/18U</b>	House	80-100	50-60 games	2 per week	House only
	House Select/B	80-100	50-60 games	2 per week	No limitations but encouraged to minimize travel and lost school days
	A/AA/AAA	120-130	50-60 games	2 per week	No limitations but encouraged to minimize travel and lost school days