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Banff Minor Hockey

Banff, Alberta  
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Dear Bill and BMH Board Members,

I am pleased to present to Banff Minor Hockey, the Banff Hockey Academy's proposal for the development of a residential high performance female program for the year 2010/11. The female program design will feature all of the benefits of our male program.

Female hockey is experiencing tremendous growth and there are great opportunities for committed athletes to play beyond their minor hockey years. Our goal is to provide these athletes with the training and guidance they need to achieve their goals.

Our 16 year experience as a residential high performance operator positions us as a competent manager of aspiring female athletes. We are passionate about athlete development and are committed to life long learning.

We will be presenting this proposal to Hockey Alberta for their approval. We will require Banff Minor Hockey's approval as one of Hockey Alberta's requirements. I am available for your comments and questions at any time.

Thank you for your time and considerations.

Yours in hockey and mentorship,

Billy G. Doherty  
President



# BHA Female Program

Prepared for: Banff Minor Hockey

Prepared by: Billy G. Doherty, President

January 14, 2010



## **Our Vision**

"To build an inspiring place where young ambitious athletes can come to find and discover their gifts, evolve and prosper."

## **Our Mission**

To coach athletes the academic, physical, mental and social skills they need to achieve their personal best and advance to higher levels of competition.

To mentor students and staff to become stewards of the world.

To provide an inspiring, lifelong learning environment for all students and staff.

To become a respected, contributing member in the community.

To operate with fiscal responsibility and achieving set goals.

## **Our Values**

We value the human spirit and all that it dreams and aspires to. We value and believe that every student has the ability to achieve success given the right conditions and support. We value hard work and how sweat nourishes success. We value commitment and the champions it creates. We value truth and honesty and the clear path it creates. We value integrity and the strength in character it establishes. We value discipline, providence and generosity and the freedoms that they develop and provide.



## Philosophy for Player Development

We believe that the student-athletes who are most successful are the ones who are the most passionate about what they do. Be it in their sport, their school or their career. Our recruiting process directs us to those students who demonstrate passionate behavior. We must as coaches also demonstrate this behavior.

We also believe that success comes to those who have a clear vision of what they are after as far as their athletic, academic and personal goals go. We will teach and encourage our student-athletes to set goals that are realistic yet challenging enough to be always reaching.

We believe that every student-athlete wants to be successful. In order for there to be achievement, one must have the skill set to do so. Therefore, individual skills must be taught and developed. However, the most important factor in developing skills are the habits of the mind that allow skills to be developed. The habits of the mind that we will focus on are confidence, persistence, teamwork and organization. We will support, encourage and demonstrate these behaviors.

We will support, encourage and demonstrate a CONFIDENT behavior. Confidence is having an optimistic attitude in all situations or an “I can do it” approach to all situations.

We will support, encourage and demonstrate a PERSISTENCE behavior. Persistence is again an optimistic attitude that contains tolerance for limits imposed or tolerance of others. It is the “I STILL can do it” attitude when one gets knocked down or fails.

We will support, encourage and demonstrate TEAMWORK. Teamwork is the collaborative mind set that sees one demonstrating helpful and cooperative behavior to peers, mentors, teachers and coaches. It is again a tolerance of others and a willingness to accept people as they are. It is a “we can do it” attitude to all group situations.

We will support, encourage and demonstrate ORGANIZATION. Organization is the ability to set goals, develop a plan to achieve them and then LIVE the plan to get it done.

We value hard work, we value confidence, we value persistence, we value organization and preparedness. We value teamwork, honesty, trust and integrity.



## Objective

To create a sustainable high performance female midget program.

## Goals

- 1) Create a Female Midget AAA program made up of female athletes who have aspirations of playing hockey at the collegiate level or beyond. Initially, this program will compete at the single A level and also in exhibition play up to the AAA level. The BHA will apply to get into the CAHL.
- 2) Support and create an affiliation with Banff Minor Hockey to develop a strong relationship that will assist with the development of all female programs. The BHA, with the approval of Hockey Alberta and Banff Minor Hockey, will create an affiliation for female players to play on this high performance team.

## Program Design

### **Creation of the Female Midget AAA team.**

The Banff Hockey Academy will apply with Hockey Alberta for the creation of the Female program. This application also requires Banff Minor Hockey's approval.

**Education:** All students will attend the Banff Community High School and follow the Alberta Learning curriculum. Mandatory study halls will be held at a minimum 4 nights per week for 1.5 hours. These study halls will be tutored by qualified teachers.

**Accommodation & Meals:** Initially, all female athletes will be billeted by a Banff family. Each billet family will be required to complete a careful screening process. Local families whose daughter participate in the BHA program will be given the first opportunity to host a student. Lunch and dinner will be offered at the BHA residence. Breakfast and some snacks will be served at the host family residence.



**Practice times:** Female student athletes will train on ice 1.5 hours per day, Monday through Friday. Exceptions will be for school related matters and game schedules. The program may have to start in Canmore as construction at the Banff Recreation Centre may not be complete. Students will be shuttled to and from Banff for these sessions if necessary.

**Games:** A total of 40-50 games either in the CAHL, which will include playoffs, tournament and exhibition play. The game schedule will also include a college tour to the Boston area where the team will visit several US Colleges and play a series of exhibition games.

**Fees:** The fees will mirror that of the Male program. For an International student the tuition will be \$ 35,000.00. For a Canadian student the tuition will be \$ 28,000.00 and for Banff families the tuition will be \$ 8,500.00. The International and Canadian tuition fees are all inclusive while the Banff student tuition does not include the Boston trip, athletic clothing and registration fees.

**Coaching staff:** The female program will be led by Lindsay Snider, with support coming from the Athletic Director and President. The coaching staff will include BHA assistant coaches, BHA's peak mental performance coach and the BHA's Off Ice Strength Coach.

**Dressing Room:** The Girl's Prep Team will have their own dressing room with individual stalls once the renovations at the Banff Recreation Centre are complete. Until then, a basket system in a storage area will be used.

### **Affiliation of programs**

If this proposal is agreed to, it would be the hope that the BHA Girl's Prep Team would have an affiliation with the local Banff team. This will create great opportunities for players to "play-up" at a more competitive level of hockey if they so choose. It will also allow the athletes to get a first hand look at the training required to play at the next level up.



## Athletic/Academic Development Model

Phase	Age	Academic	Athletic
Compete & Lead	18-20	College level	Junior
Compete & Lead	17	Grade 12	Varsity
Develop & Compete	16	Grade 11	Varsity
Discover & Develop	14/15	Grade 10	Junior Varsity

The BHA supports the LTAD model and aligns its programming accordingly.

Our experience has shown that a student's first year is filled with new experiences, new teachers, friends, teammates, coaches and where he lays his head at night. We have called this the DISCOVERY phase. Also noted during this phase, is the learning process on how to train on a daily basis. Obviously, rest, diet and emotional balance are issues that first year students are coached and mentored through.

The second year or phase is the COMPETE Phase, with the DISCOVERY phase complete students know what to expect and are now ready to take new found skills and apply them competitively.

Finally, and usually experienced by third year students is the LEAD phase where students have an opportunity to be a leader within our group but also a leader amongst the leagues that we compete in. For students who join the BHA as a 17 year old student-athlete, all three phases are experienced during their tenure with a varying degree of completion. Not all students will experience entire success in each phase but the process certainly leaves them knowing what they have to get done in order to achieve their goal.



## Athlete/Student Demographics

### Student market Segment

Student Market Segment	2010/11 - 25 students	Next 5 years
International	10%	15-20 %
USA	30%	30-35 %
Canadian but Non-Albertan	35%	35-45 %
Albertan	25%	15-25 %

### Student Age Breakdown

Student Age Breakdown	2010/11-25 students	Next 5 years
17 years old	10	30%
16 years old	5	25%
15 years old	5	12.5%
14 years old	5	12.5%

### Students by Gender at BHA

Gender	Current enrolment	Next 5 years
Male	100%	75%
Female	0%	25%



## **Marketing Strategy**

The majority of our students begin participating in the game of hockey as a recreational exercise. As the passion, commitment and skill level increases so does the objective of pursuing the sport to a higher level. Many students and families set the goal of playing at the Collegiate or National team levels. The BHA markets its services to those students aged 14-17, who are pursuing this goal.

This ambition requires an intense training program with strong coaching, plenty of ice time and competitive play. The BHA offers a legitimate solution to achieve this goal.

Segmentation of the market is defined as follows;

- 1) Canadian students
- 2) USA students
- 3) International students (Sweden, Finland, Germany, Switzerland, France, Japan, etc)

## **Size of Market**

To determine the size of the market we have used the International Ice Hockey Federation (IIHF) 2009 Survey of Players. The survey contains all the players registered in 60 hockey playing nations who took part in the survey. We have taken the top eleven countries. There are 167,277 registered female players in the 60 participating countries. The top eleven countries represent 96.8 % of that total (161,924 players).



The table below depicts registrations of the top ten countries. This complete table can be found at <http://www.iihf.com/iihf-home/the-iihf/survey-of-players.html>

Country	Total players
Canada	85,309
United States	59,506
Sweden	3,612
Finland	3,527
Germany	2,494
Czech Republic	1,992
Japan	1,741
France	1,520
DPR Korea	850
Switzerland	735
Austria	638
Totals	161,924

The BHA promotes its offerings to the North American markets by attending several hockey showcases throughout North America. Information booths are often set up at these locations and the BHA staff distributes print material and asks questions to interested families. Elite tournament, district championships are attended as well.

The international markets are recruited by alumni and referrals. Word of mouth remains a powerful tool for our recruiting process.



## Management Profiles

### **Billy Doherty-President**

Billy Doherty is the co-founder of the Banff Hockey Academy and has been the President since its inception.

Education: Concordia University, extensive work completed towards Bachelor of Science degree, specializing in Kinesiology.

Years coaching: 32 years

Playing Experience: Concordia University, Quebec Remparts

Certifications: Level 4, Montreal, Quebec 1983

### **Garry Unger-Athletic Director**

Education: Alberta High School

Playing experience: NHL 17 years.

Coaching experience: CHL-Tulsa Oilers, BIHA, Dundee, Scotland, IHL-Phoenix Roadrunners, WPHL, Albuquerque, New Mexico

### **Lindsay Snider-Female Program Director**

Education: Northeastern University,

Playing Experience: NCAA Division I



# Operating Budget

Budget on a per team basis

Itemized below is the operating budget for each team.

Description	Quantity	Unit Price	Cost
Ice Costs			\$30,000.00
Room & Board Costs			\$130,000.00
Travel Costs			\$160,000.00
Equipment Costs			\$22,000.00
Staffing Costs			\$156,000.00
Office & Administrative			\$34,000.00
		Subtotal	\$532,000.00
		<b>Total</b>	<b>\$532,000.00</b>



# Contact Information

Families wishing to contact the Banff Hockey Academy can do so by email, phone or fax at the following numbers;

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Website: [www.banffhockey.ab.ca](http://www.banffhockey.ab.ca)