

March 13, 2019

Hockey Calgary
1111 Barlow Trail SE
Calgary, Alberta, T2E 6S2

Attention: Hockey Calgary Board

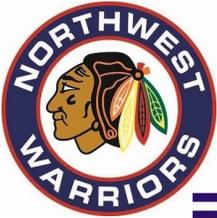
Regarding: Boundary Decisions

Dear Members of the Board,

In light of the recent and upcoming activity on the topic above and the process and events to date, we respectfully request the Hockey Calgary Board (the Board) consider the information below prior to finalizing decisions on this matter. Until recently, we feel it would be fair to say we had partnerships with all related hockey organizations, working relationships built on collaboration and respect. It seems that has devolved to a situation where our neighbors and Hockey Calgary have aligned in the interest of each organizations' individual motivations in an attempt to eliminate Northwest Warriors. This does not seem aligned with the purported values of collaboration and consistency, in the interest of all members as proclaimed by Hockey Calgary in its Core Values statement. Our members' interests are being sacrificed in the interest of other members, whereas consistency occurs when all parties are treated equally, we do not feel this is currently the case.

We understand that Hockey Calgary, Crowfoot, and Bow River are looking for assistance to address some of the current issues, and we continue to be willing to work with others for the benefit of all. If organizations are in need, then they may be required to make choices that are difficult...we've been there. One of the things we don't understand is how an organization like ours that is closest to the ideal size (whatever that is) is the one being forced to sacrifice everything. Our track record of working with other organizations to better the hockey experience is clearly demonstrated by ongoing events including those below.

- Providing ice allotted to NW Warriors for use by Girls Hockey Calgary, Crowfoot, and Bow River. Utilizing the relationships and agreements with arenas in our boundaries to offer the ice we have access to, including tournament blocks, rather than having that ice returned to the operators to sell to the highest paying client.
- The hosting of all Northwest House League ice times to allow for consistency of schedule and facility. This league is operated in partnership with Crowfoot and Bow River but would not operate as it does, if at all, if we didn't share the established arrangements with the arenas.



- Ongoing conversations between the leadership of the three organizations over the past two years regarding the issues that need to be addressed and potential for a solution that all parties can agree to.

We think it is important to consider the history, not just to assess how we got here but to help in determining a path to success in the future. With that in mind, the Northwest Warriors was created in 2012 from the amalgamation of the Westwood Warriors and the Crowchild Blackhawks hockey programs. There were a number of factors that led to the merger. The Associations recognized that having more participants in each age group would provide the best hockey experience; Hockey Calgary mandated that hockey programs participating in the community leagues needed to have a minimum number of participants; Hockey Calgary directed community hockey associations to work together to address these issues. The result was a new community hockey association, team name, and uniform. We are a new association made of up families who went through the challenges of giving up their original association identity.

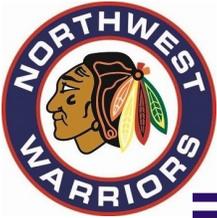
Leading up to that solution, meetings were held individually between combinations of Crowchild, Westwood, Crowfoot, and Bow River. The process started in 2009 and ultimately concluded with the merger of the two groups willing to make the changes needed to address the needs of the participants we serve and fulfill Hockey Calgary's objectives. This history is not fabricated, both Bernie de Groot and Bryan Boechler were members of our governing boards at the time of the merger. Additionally, Bryan Boechler was a member of the Crowchild board from 2008-2010.

As it stands now, the Board is trying to address issues related to size differentials between the existing Calgary community hockey associations (Associations). As it has been reported to our Operations Committee (OC), via our Officers and Administrator who have been involved in meetings, the boundary review is intended to address issues stemming from the number of participants available to each Association. It has been shared that there are other potential outcomes, including the overall hockey experience in Calgary and alignment with the Alberta One model, but the original primary objective was in regards to the number of participants.

Our OC had been provided with the seven options provided last month, which included status quo, and 6 potential scenarios that offered as many as 15 Associations and as few as 11 Associations. We have also been made aware of the three options being considered this week, which includes the status quo (15), 13, and 11 Association models. Additionally, our Committee has seen and heard reports and data provided in this process, including the data shared recently by Hockey Calgary regarding how the size of an Association translates to the opportunity for success by its participants. With this in mind, we have outlined topics we would like to see the board consider in making its decision, and in a couple of instances offer what our members would like to see.

Unclear/Changing Parameters

When this boundary review started, it was said that there was an ideal size of Association that Hockey Calgary was basing this review on, and the primary objective was to create conditions for establishing community hockey associations to get close to that ideal size. Over the course of the past few months, alternative thoughts were voiced and now it is unclear whether there is an ideal



size or a primary objective that has anything to do with size, especially considering the fact that the scenarios brought forward provide for Associations ranging in size from 450-1100. Additionally, the objective of the process has been expanded to include many priorities, with no clarity on what the weighting is for those priorities. We recognize that there was a prescribed size in the past and that is the size upon which Northwest Warriors has been operating and acting. We respectfully request that the Board make a decision on the ideal size of Associations and allow the Associations time to deal with that information.

Undermining the Objective to 'Grow the Game'

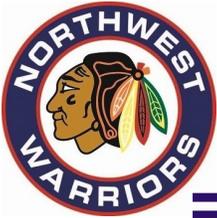
The mandate of growing the game is included in Hockey Calgary's objectives, yet we do not believe the proposed boundary options will achieve this objective. As a result of all the proposals for change, many people are going to be disrupted and, in many cases, have their hockey experience compromised; not enhanced. This will lead to attrition, not growth, as experienced by the lacrosse association alignments, which had a negative impact on the participation level for the CDLA. The proposal of splitting up NWW would result in the families of the largest Association, with 800 participants, having to drive further and have less ice access. As opposed to the option of splitting up the two other significantly smaller Associations, whereby their respective members would have improved ice access and reduced travel times and an enhanced hockey experience. Enhanced hockey experience will grow the game and yet there is not a single proposal presented from the chosen 3 that identifies this obvious realignment. It begs the questions, what is the actual objective here?

Involvement in the Process

There have been criticisms levied on Northwest Warriors for inactivity/participation in the process, not to mention general criticism on many Associations on the engagement of membership. When the boundary review started there were a few associations that fit the 'ideal size'; a year later, Northwest Warriors is one of just two Associations close to that ideal size, stated as 850 participants. Since Northwest Warriors is one of just two Associations in the ideal size, it was expected that we would not be a part of the changes. However, we did engage in the process of discussing the boundaries through our role on your Operations Committee and with our immediate neighbors (Crowfoot and Bow River), where we learned of their needs and desires, and had begun discussing proposed scenarios whereby we might be able to work together. Given our experience with the challenges they are facing and knowledge of the sacrifices that need to be made, we feel we can help, and we want to be a part of the solution. We also met with Hockey Calgary representatives to discuss our registration numbers and opportunity for growth. We respectfully request that if the aforementioned involvement in the process is not to Hockey Calgary's liking then we suggest carrying out community engagement exercises before you make a decision you think is in the best interest of the hockey participants in Calgary.

Operating and Governance

Our community hockey association is run by two registered societies, governed in accordance with Service Alberta and the Alberta Gaming and Liquor Commission, with established relationships to community associations in Calgary. Thanks to our governance and operating structure, we are well positioned to facilitate the inclusion of other communities or organizations with minimal impact on



operational functionality while including new organizations in our governance and operations and them to retain their existence and fundraising efforts. We respectfully request that the Board direct it's leadership to facilitate discussions between Associations, rather than hold independent meetings and decide which interests they will represent and which interest's they will ignore.

Access to Ice

It is clear that the Board or the Executive Director of Hockey Calgary, or both have decided that despite not owning any arenas, Hockey Calgary has a role to play in determining who gets access to what facilities. We believe that you feel our perspective on matters related to ice is biased by our having established relationships with the facilities built by the communities we are mandated to serve. However, the fact is that these arenas (like all other arenas in Calgary) operate as independent businesses, and it is the operators of those facilities and their owners who decide on access. This is not a point of bias, this is the way it is, therefore, having access to ice as an underlying motivation to any of the objectives of the Boundary Review distracts from focusing on issues that need to be addressed.

In closing, we want to assure you that it is difficult for us to make requests that will prolong the process, not just because of the time and energy this process consumes but also because there are other important issues challenging our organizations and the very existence of community hockey. However, for those reasons, we need to do this correctly to create a strong foundation for addressing those challenges and the ones yet to come.

On behalf of Northwest Warriors and in the interest of the sport of hockey in Calgary...

Sincerely and respectfully,

The Northwest Warriors Operations Committee