

DEVELOPING OUR GAME

The Hong Kong Reference Case

Marking 25 years of HKAHC and HKAIH
Embracing the Global Philosophy of Hockey Development

- Based on the frameworks of George Kingston and Thomas J. Wu, Chairman of HKAHC and HKAIH



SLIDE 1

Objective & Viewpoint



- How may we develop our game to ensure successful and more even growth — even under the most adverse environmental and economic conditions?
- Sub-tropical climate — no native ice.
- Only 3 + 6 regular sized and small commercial rinks in the entire territory.
- **Commercial ice cost approximately US\$1,000+ per hour — among the highest globally.**
- No school sport tradition for hockey.
- Government subsidy is focused on competitions, not on development.
- **Our response: a 25-year systematic development approach built and operated by HKAHC and HKAIH, funded by philanthropic capital and progressively co-funded by government and NGO partners.**



SLIDE 2

Building Steps for Hockey Development



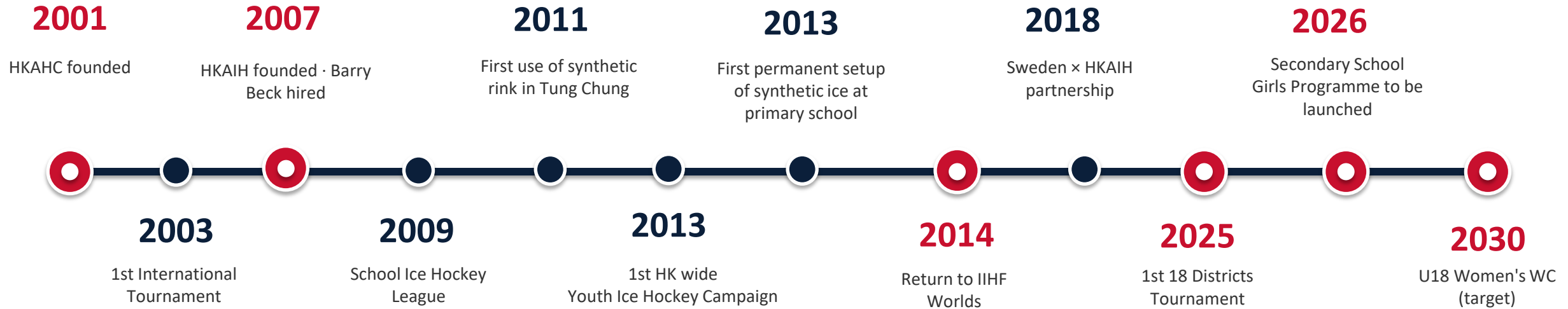
- Adapted from George Kingston's framework. Supply and demand must be engineered together.
- **1. Leadership (Vision)**
- **2. Facilities (Alternative Solutions)**
- **3. Programs & Levels of Play**
- **4. Education**
- **5. Elite Role Models & International Programs**
- The next slides take each step in turn and show what HKAHC and HKAIH built against it.



OVERVIEW

The 25-Year Arc — Beyond the Hockey Scene

HKAHC + HKAIH milestones, partners, and the building of critical mass — players, officials, fans, and audiences.



Leadership — "Bottom-Up" + "Top-Down"

HKAIH (FOUNDED 2007) — DEMAND ENGINE

- **Bottom-up:** grassroots demand and community integration.
- 48,000+ students introduced to ice hockey.
- 319 local schools visited (≈30% of HK schools).
- All 18 districts of Hong Kong covered.
- 1,000+ youth players currently in active training.



HKAHC (FOUNDED 2001) — COMPETITIVE ECOSYSTEM

- **Top-down:** corporate governance applied to amateur sport.
- Structured leagues: Standard League, AHL, HKWIHL women's league, youth divisions.
- Year-round competition cycle.
- Independent Disciplinary Committee chaired by legal professionals.
- Rulings published transparently to the membership.



The Barry Beck Era — How HKAIH Was Built



- **Hired in 2007 by Thomas Wu as HKAIH's General Manager (Coach) — the single most important appointment in HKAIH's history.**
- **Pedigree: 2nd overall pick in the 1977 NHL Entry Draft; Captain of the New York Rangers 1980–1985 — second-youngest captain in franchise history at age 23.**
- **Started with 10 students in 2007. Personally visited 350+ schools. Built the pipeline to today's 1,000+ active youth players.**
- **Established the early exchange pathways: Beijing, Macau, Taiwan, Canada — giving HK youth their first international exposure.**
- **Barry built the credibility on which everything else rests. The grassroots base is his legacy.**

HK Typhoons 2017–2025 — Premier Youth Club Layer to Support Team Hong Kong

- From 2017 to 2025, Thomas Wu took HK Typhoons under his personal umbrella — elevating an established Hong Kong youth club (founded mid-1980s, 300+ children aged 3–16) to premier youth-club status.
- Strategic intent: be the best youth club in Hong Kong — and a structured feeder for Team Hong Kong national programmes for years to come.
- International credential: HK Typhoons competed at the Quebec International Pee-Wee Hockey Tournament — the world's most prestigious minor hockey event (120 teams, ~21 countries, sanctioned by Hockey Quebec / Hockey Canada).
- Completes the Thomas Wu umbrella: HKAIH (grassroots academy) → HK Typhoons (premier youth club) → HKAHC (competitive league structure) → Team Hong Kong (national programmes).
- From 2023 onwards, more than 50% of Team HK players have been trained under Typhoons or HKAIH.

Facilities — Maximum Use of Ice + Off-Ice Alternatives

PILLAR A — SYNTHETIC ICE (SOLVING COST)

- HKAIH builds four synthetic rinks inside school gyms.
- In Sai Kung, Yuen Long, North District, Wong Tai Sin District (Tuen Mun next).
- **Capital case: minimal operational and maintenance costs.**
- This approach expands alternative training capacity cost-effectively, enabling five schools to develop synthetic ice facilities.



PILLAR B — INLINE HOCKEY (SOLVING CLIMATE)

- Requires only a flat hard surface.
- Identical stick-handling, positional play, and rules logic as ice hockey.
- Recruitment funnel and dry-season retention layer.
- **Integrated pathway: inline → synthetic → ice.**
- Reframes inline hockey as a feeder, not a parallel discipline.



Programs & Levels of Play — Cross-Ice & Small-Area Games

- **Pillar C — Cross-Ice & small-area games, direct application of the IIHF Learn to Play Manual and USA Hockey's ADM.**
- **One sheet of ice supports up to 3 simultaneous cross-ice games = 3× development output per booked hour.**
- Smaller surfaces + fewer players = more puck touches, faster decision-making, higher technical output. Effective in development at primary school level.
- Cross-ice is the format that powered the 2025 18 Districts Programme — every district team plays it from day one.
- **For any MNAs with a real cost of capital on ice time, this efficiency is operational survival — not just pedagogy.**



The 18 Districts Programme — Reaching Every Postal Code

- **First Hong Kong 18 Districts Youth Ice Hockey Tournament** — jointly hosted by HKAIH and HKAHC, June 2025 at LOHAS Rink. Annual episode of tournament is hosted in June every year.
- Reached 250+ new players, with 17 teams from 18 schools across 14 districts in the inaugural edition; expanding to all 18 districts in subsequent years.
- **First-time inclusion of Outlying Islands, Yuen Long, and North District** — districts that previously had no ice infrastructure at all.
- **Sustainable hockey program and competition in cross-ice format** — making the small-area methodology operational at community scale.
- Synthetic ice rinks built inside primary schools in those districts so the children could practice locally — Yuen Long, North District, Wong Tai Sin, with Tuen Mun next.
- The next phase involves developing a secondary school girls' programme to advance female players from the 18-district initiative towards U18 national programme.
- **The growth of ice hockey demand relies on extensive grassroots promotion.**

Education — Coaches, Officials, and IIHF-Standard Games

- Kingston: education of volunteers, coaches, players, and officials — non-negotiable.
- Hong Kong Ice Hockey Officials Association — 4-level game officials certification ladder.
- **Swedish partnership from 2018 to 2022: 70+ coaches and referees trained. 30 SIHA-certified coaches and 40 game officials.**
- **HKAHC Standard League — Hong Kong's premier league: full IIHF rulebook, 4-official IIHF system, 60-minute games with body checking, IIHF-licensed referees from USA.**
- **Effect: Hong Kong plays IIHF-standard hockey every week. That is what allowed HK to qualify for IIHF World Championships under the Minimum Participation Standard.**



Elite Role Models — "Development Starts at Home; You Display Your Skill Abroad"

- HKAHC and HKAIH have together helped climb the four rungs of legitimacy:
 - 1. Have a grassroots programme — synthetic + inline + cross-ice ✓
 - 2. Have a domestic league structure — Standard League, AHL, HKWIHL, school league ✓
 - 3. Produce certified coaches and officials — Swedish partnership ✓
 - 4. Field a national team at IIHF Worlds — returned 2014 after 26-year absence, qualified under IIHF Minimum Participation Standard ✓

- International hockey events and championships serve as key motivators for the national programme, fostering growth that extends down to the grassroots level.

The Next Target — Sustainable Pipeline to Women's Programme

- **HKAIH Secondary School Girls Programme** — recruiting 45 girls in 3 years, ages 12–15, into year-round structured training (launch 2026).
- **Why 45? It is the precise minimum participation standard under IIHF Bylaw 3.2.2 for U18 Women's World Championship eligibility.**
- Ages 12–15 today = ages 17–18 in five years = exactly the U18 sweet spot.
- **HKAIH builds the player base.**
- The new program bridges the primary school girls from 18 Districts Program to Hong Kong Women's National Programme. (Currently there are 30+ girls from 18 Districts Program)
- **5-year horizon (2031): Hong Kong fields its first U18 Women's World Championship team.**
- **Hong Kong will become one of only seven Asian MNAs participating and competing in ALL FIVE IIHF World Championship categories.**

Planting the Seeds — What Was Built



WHAT HKAHC + HKAIH HAVE COVERED (2001 – 2025)

- Player development — 48,000+ students · 5,700+ unique players · 1,000+ active youth
- Games development — 5,000+ games · 129 league seasons · 19 international tournaments
- Game officials development — HKIHOA 4-level ladder · 40 certified officials
- Coaching development — 30 certified coaches · Barry Beck legacy methodology
- Community penetration — 319 schools · cover 15 of 18 districts (2026)
- Governance — Independent Disciplinary Committee · IIHF rulebook on every Standard League game



Concluding Remarks — 25 Years of Outcomes

5,700+

Unique players developed

5,000+

Games hosted

129

League seasons completed

19

International tournament editions

"Successful growth results from a step-by-step process implemented by visionary leaders." — George Kingston

"Twenty-five years ago Hong Kong had fewer than 100 players. Today we have 5,700, and in five years we will have closed our final World Championship category. We did not get there through politics. We got there through method."

That method is the contribution of HKAHC and HKAIH to the global hockey community.

Appendix:

Top Asian MNAs in 2026 IHF World Championships Program with Full Participation

Member National Association	Men's (2026)	Women's (2026)	Men's U20 (2026)	Men's U18 (2026)	Women's U18 (2026)
1 Japan	Div 1A	Top	Div 1B	Div 2A	Div 1A
2 Kazakhstan	Div 1A	Div 1B	Div 1A	Div 1A	Div 2A
3 China	Div 1B	Div 1A	Div 2A	Div 2A	Div 1B
4 Korea (South)	Div 1B	Div 1B	Div 2A	Div 1B	Div 2A
5 Chinese Taipei	Div 2B	Div 2A	Div 3A	Div 2B	Div 2B
6 Thailand	Div 3A	Div 3A	Div 3A	Div 3B	Div 3
7 Hong Kong, China	Div 3B	Div 2B	Div 3B	Div 3A	To start competing by 2030

Other Asian MNAs in 2026 IIHF World Championships Program

	Member National Association	Men's (2026)	Men's U20 (2026)	Men's U18 (2026)	Women's (2026)	Women's U18 (2026)
1	United Arab Emirates	Div 2A	-	-	-	-
2	Kyrgyzstan	Div 2B	Div 3B	-	-	-
3	Turkmenistan	Div 3A	-	Div 3B	-	-
4	DPR Korea	Div 3B	-	-	Div 2A	-
5	Philippines	Div 3B	-	-	Div 3B	-
6	Uzbekistan	Div 3B	Div 3B	Div 3A	-	-
7	Mongolia	Div 3B	-	-	-	-
8	Singapore	Div 4	-	-	Div 3B	-
9	Iran	Div 4	Div 3B	-	-	Div 3
10	Indonesia	Div 4	-	-	-	-
11	Kuwait	Div 4	-	-	-	-
12	Malaysia	Div 4	-	-	-	-

Top MNAs in 2026 IIHF World Championship Programs

	Member National Association	Men's (2026)	Women's (2026)	Men's U20 (2026)	Men's U18 (2026)	Women's U18 (2026)
1	Canada	Top	Top	Top	Top	Top
2	Czechia	Top	Top	Top	Top	Top
3	Finland	Top	Top	Top	Top	Top
4	Sweden	Top	Top	Top	Top	Top
5	Switzerland	Top	Top	Top	Top	Top
6	United States	Top	Top	Top	Top	Top
7	Denmark	Top	Top	Top	Top	Div 1A
8	Germany	Top	Top	Top	Top	Div 1A
9	Austria	Top	Top	Div 1A	Div 1B	Div 1B
10	Slovakia	Top	Div 1A	Top	Top	Top
11	Norway	Top	Div 1A	Div 1A	Top	Div 1A
12	Hungary	Top	Div 1A	Div 1B	Div 1A	Top
13	Italy	Top	Div 1A	Div 1B	Div 1B	Div 1A
14	Latvia	Top	Div 1B	Top	Top	Div 2A
15	Great Britain	Top	Div 1B	Div 2A	Div 2A	Div 1B
16	Slovenia	Top	Div 2A	Div 1A	Div 1A	-