



HOCKEY CANADA ANNUAL REPORT

2020-21



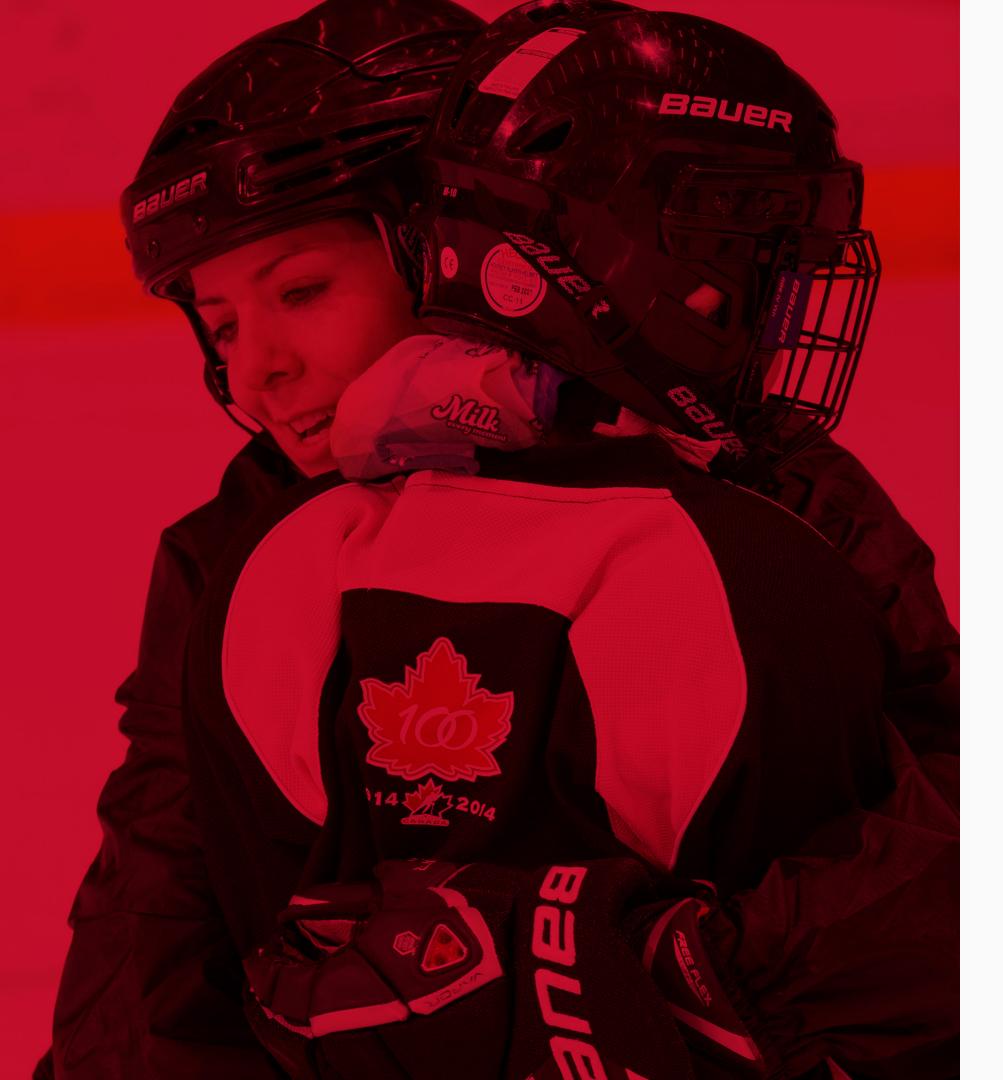


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HOCKEY CANADA



HOCKEY CANADA MESSAGES

As the 2021-22 season gets underway, and our kids, youth and young adults from Timbits U7 to Junior get back to playing hockey, learning and being in the team environment, I am reminded of the work that has taken place to get us to where we are.

During these past months, Hockey Canada and our Members have continued to work on a safe Return to Hockey plan for all players, coaches and officials. Establishing appropriate safety protocols was essential for being ready to play hockey again, and we are ready. Our Members are ready. Our game is back.

Our administrators, coaches, officials, employees, senior personnel, and corporate partners have all have contributed to bring hockey back this season, and to bring it back in a better place. I am very proud of what we have collectively done and I sincerely thank you.

I must also recognize the efforts of our Hockey Canada Board of Directors, which underwent a major change this year and now more closely reflects the diversity of our country and of those who are so important to the growth of our game.

We know none of what we accomplish would be possible if we could not rely on outstanding volunteers and the thousands of local hockey associations whose work makes Hockey Canada the envy of other organizations.

At the administrative level, it has been our task teams that have helped guide us through another season of change. From a new mandate in equity, diversity and inclusion, to the Canadian Development Model, women's hockey, coaching, officiating and more,

talented Canadians have given their time and their expertise for the advancement of our game, and we are forever grateful for their efforts.

At Hockey Canada, we are acutely aware of the challenges on the ice regarding discrimination and racism, and no efforts have been spared to try to eliminate them. We have made significant and impactful changes to our playing rules regarding maltreatment, and our Code of Conduct is something we are tremendously proud of. Abuse, bullying and harassment have no place in our game. Everyone is welcome to join the ranks of organized hockey.

To our gold medal-winning National Men's Under-18 Team, and National Men's Team, and silver medal-winning National Junior Team and National Para Hockey Team, thank you for representing the Maple Leaf with honour. You are ambassadors for our game and our country, and you made Canadians very proud.

Finally, I commend all, in any role, for your contributions to the vitality of Hockey Canada, and of our game across the country. With your dedication, Hockey Canada will continue to lead, develop and promote positive hockey experiences.

Stay safe, stay determined and stay positive.

Lichard Inour

Michael Brind'Amour | Chair, Hockey Canada Board of Directors





HOCKEY CANADA MESSAGES

Another season of Canadian hockey is in the books, and it is safe to say none of us have experienced a year quite like 2020-21.

The COVID-19 pandemic continues to dictate so much of our day-to-day lives, including hockey. But as vaccinations become more prevalent and the return of our game continues to evolve, I can see the role hockey is playing in our new normal.

Hockey has always had the ability to bring Canadians together, and while that happened at different speeds across the country this season, the sense of passion we have for our game has never wavered.

I am so proud of how we, as a hockey community, continue to face the challenges associated with COVID-19. Our Return to Hockey plan was embraced by all 13 Members and the thousands of local hockey associations from coast to coast to coast. Our game is set up for success as we welcome Canadians back to the rink and attract new participants that will help shape our game for years to come.

But our response to the challenges we faced was just one of the things we had to be excited about during the 2020-21 season.

Internationally, Canada's National Junior Team made an inspired run to the gold medal game at the IIHF World Junior Championship in Edmonton during the holiday season, and we were proud to safely and successfully host the largest sporting event since the pandemic began.

In the spring, Canada's National Men's Under-18 Team went unbeaten en route to a gold medal at the IIHF U18 Championship, Canada's National Men's Team authored a comeback story for the ages as it won gold at the IIHF World Championship and Canada's National Para Hockey Team reached the gold medal game at the IPC World Para Hockey Championship.

We were disappointed by the sudden cancellation of the IIHF Women's World Championship in Halifax and Truro just weeks before the puck was set to drop, but we could not be more thrilled to be able to make women's worlds happen and welcome the world to Calgary this

Our development programs remain the envy of the hockey world, and the pandemic has allowed us to rethink and evolve programs like Dreams Come True, Esso Fun Days and The First Shift to ensure we continue to bring in new players and help shape the next generation.

The heartbeat of our game continues to be the volunteers. From the referee in Ladner, B.C., to the scorekeeper in Schreiber, Ont., to the Zamboni driver in Gander, N.L., these are the Canadians who tirelessly give their time to make hockey more, and our game is better because of what they do.

To the Members and local hockey associations across the country, thank you for your unending support. Nothing Hockey Canada does, particularly in the face of the COVID-19 pandemic, would be possible without your dedication to the game.

We are also extremely grateful for the support received from our sponsors, licensees and funding partners, who have brought value to Hockey Canada events and programs.

Serving as chief executive officer of this organization is the privilege of my life, and it is all of you – and the stories you share about your connection to hockey – that makes me excited for what is to come. I look forward to working together to strengthen our great game.

Thank you.

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Tom Renney | Chief Executive Officer



WHO IS HOCKEY CANADA?

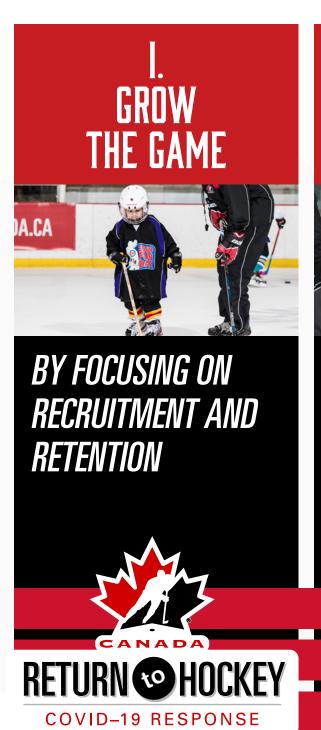
Hockey Canada is the national governing body for hockey across this country. The organization works in conjunction with the 13 Members and its affiliated organizations in growing the game at all levels.

Hockey Canada oversees the management of programs in Canada from entry-level to high-performance teams and competitions, including world championships and the Olympic Winter Games. Hockey Canada is also Canada's voice within the International Ice Hockey Federation.





2020-21 FOCUS







IN MEASURED PROGRAM DELIVERY

CONTINUED FINANCIAL STABILITY



THROUGH **DIVERSIFICATION**

IV. EVENT & TEAM SUCCESS



DELIVER **WORLD CLASS PERFORMANCE**

DEVELOPMENT



BUILD A HIGH **PERFORMANCE ORGANIZATION** TO SUPPORT OUR **STRATEGIES**

WORLD JUNIORS/WOMEN'S WORLDS

RETURN TO HOCKEY

REVENUE PRESERVATION/MITIGATION





VISION: WORLD SPORTS LEADERS

MISSION:

TO LEAD, DEVELOP AND PROMOTE POSITIVE **HOCKEY EXPERIENCES**





BRAND PROMISE MAKE HOCKEY MORE

Hockey Canada is championing the strength of our sport in Canada by making hockey more than scoring goals and winning games. We believe in...



a positive hockey experience for all participants, in a safe, sportsmanlike environment.



the development of life skills which will benefit participants throughout their lives.



the values of fair play and sportsmanship, including the development of respect for all people by all participants.



hockey opportunities for all people regardless of age, gender, colour, race, ethnic origin, religion, sexual orientation or socio-economic status, and in both official languages.



the importance for participants to develop dignity and self-esteem.



instilling the values of honesty and integrity in participants at all times.



the promotion of teamwork, and the belief that what groups and society can achieve as a whole is greater than that which can be achieved by individuals.



the country of Canada, its tradition in the game of hockey, and the proud and successful representation of this tradition around the world.



the value of hard work, determination, the pursuit of excellence and success in all activities.



the benefits of personal and physical well-being.





BOARD OF DIRECTORS

The members of the Hockey Canada Board of Directors come from all walks of life and from all corners of this country, yet they all have one thing in common – they are custodians of the game who want nothing more than for hockey to prosper.

These individuals are elected by the Hockey Canada membership to help develop a comprehensive plan to grow the game on a local and national level. The board is composed of volunteers who graciously devote their time and energy to the betterment of the game from coast to coast to coast.



MICHAEL BRIND'AMOUR CHAIR OF THE BOARD



TERRY ENGEN



BOBBY SAHNI



KIRK LAMB



ANDREA SKINNER



JOHN NEVILLE



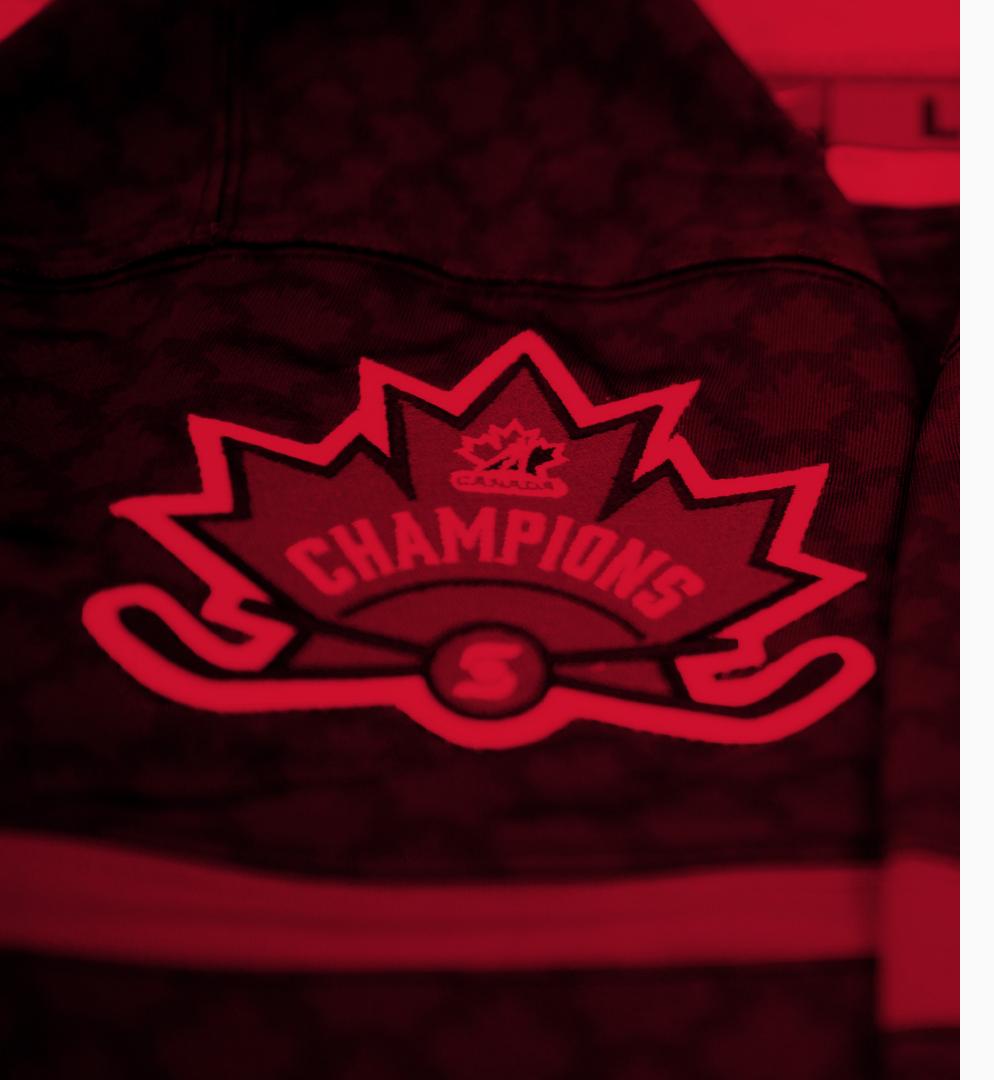
MARY ANNE VEROBA



BARRY REYNARD



GOOPS WOOLDRIDGE



HOCKEY CANADA MEMBERS



B.C. HOCKEY BILL GREENE

Chair of the Board

HOCKEY ALBERTA

LEN SAMLETZKI

Chair of the Board



HOCKEY EASTERN ONTARIO

GARY HOPKINS President



HOCKEY QUÉBEC YVE SIGOUIN

HOCKEY NEW BRUNSWICK

President

TODD PYE

President



HOCKEY SASKATCHEWAN

HOCKEY MANITOBA BERT DOW

President

TIM HUBIC

Chair of the Board



HOCKEY NORTHWESTERN ONTARIO JASON PERRIER

President



ONTARIO HOCKEY FEDERATION TONY FORESI

Chair of the Board



HOCKEY NOVA SCOTIA ARNIE FARRELL

President

HOCKEY



& LABRADOR ARNOLD KELLY President

NEWFOUNDLAND

JACK LEE

(Outgoing President)



JARED OTTENHOF

(Outgoing President)



HOCKEY P.E.I. AL MACISAAC President

MIKE HAMMILL (Outgoing President)







AFFILIATED ORGANIZATIONS AND HOCKEY PARTNERS



Hockey Canada is proud to be associated with the following organizations:



ABORIGINAL SPORT CIRCLE





CANADIAN DEAF ICE HOCKEY FEDERATION



NATIONAL HOCKEY LEAGUE



CANADIAN AMPUTEE HOCKEY



CANADIAN HOCKEY LEAGUE



NATIONAL HOCKEY LEAGUE PLAYERS' ASSOCIATION



CANADIAN ARMED FORCES



CANADIAN JUNIOR HOCKEY LEAGUE



ROLLER HOCKEY CANADA rollerhockeycanada.ca





INTERNATIONAL ICE HOCKEY FEDERATION



U SPORTS usports.ca



BY THE NUMBERS

HOCKEY CANADA

- 4 Offices across Canada
- **9** Board Members
- **12** Affiliated organizations & hockey partners
- **13** Members

DEVELOPMENT PROGRAMS

- **9** Hockey Canada Skills Academies
- 89 Coaching clinics conducted
- **16,861** Hockey Canada Network registrants
- **30,438** Volunteers accessed Hockey University
- **43,006** Respect in Sport participants

BRAND & COMMUNITY ENGAGEMENT

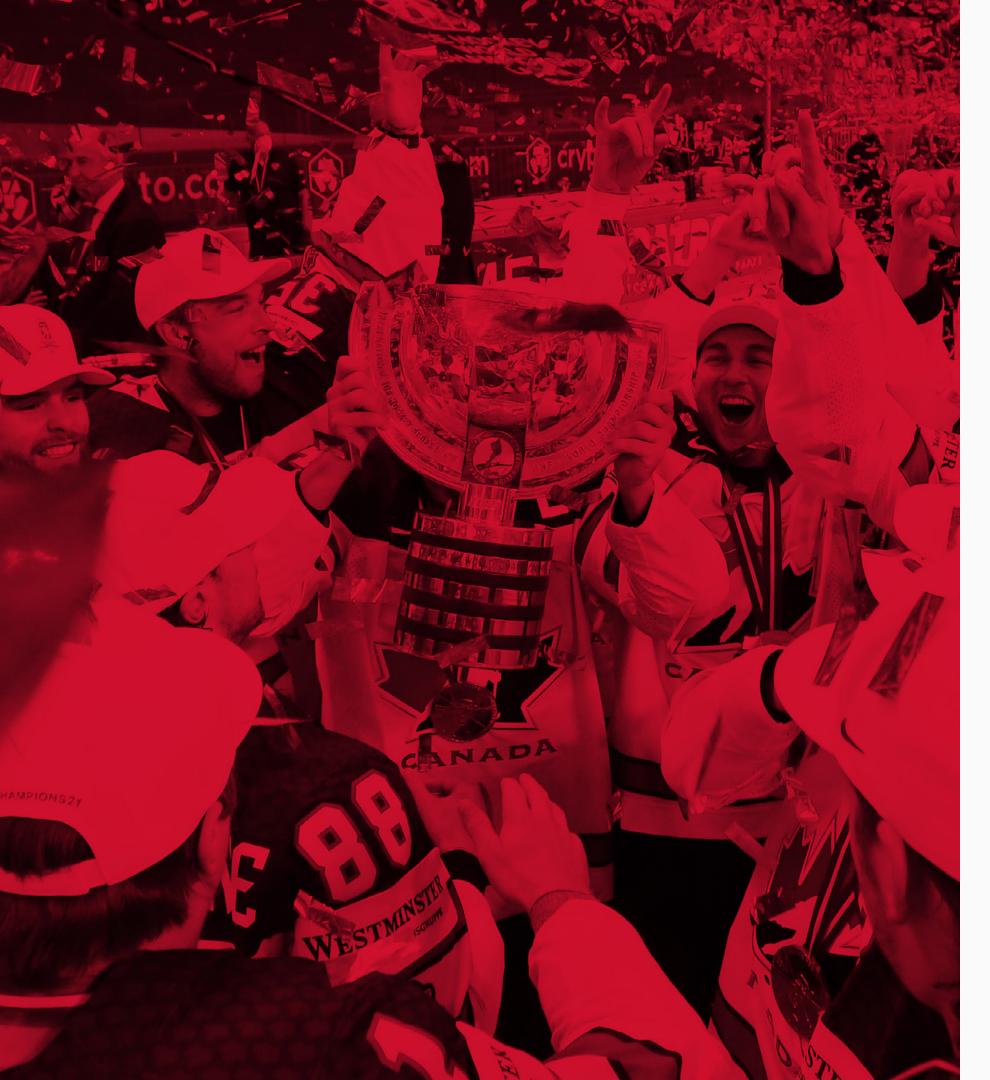
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- **1,717,003** Social Media Fans
- 222,497,261 Social Media Impressions / 59.32% increase
 - **7,908,991** Social Media Engagements
- **4,731,500** Website New Users
 - **87,667** Insider Email Subscribers

BUSINESS DEVELOPMENT

- 5 Premier partners
- 7 National partners
- **8** Suppliers
- **14** International partners
- 28 Licensees across 14 product categories





JUL 2020

2020 World Under-17 Hockey Challenge in Charlottetown and Summerside, P.E.I., cancelled due to COVID-19 pandemic • 149 delegates attend virtual Hockey Canada Skills Academy summer seminar • More than 400 players, coaches and support staff attend virtual diversity and inclusion seminars • 46 players virtually attend Canada's National Junior Team Sport Chek Summer Development Camp • 46 players earn invitations to Canada's National Men's Summer Under-18 Team selection camp, which is cancelled due to the COVID-19 pandemic

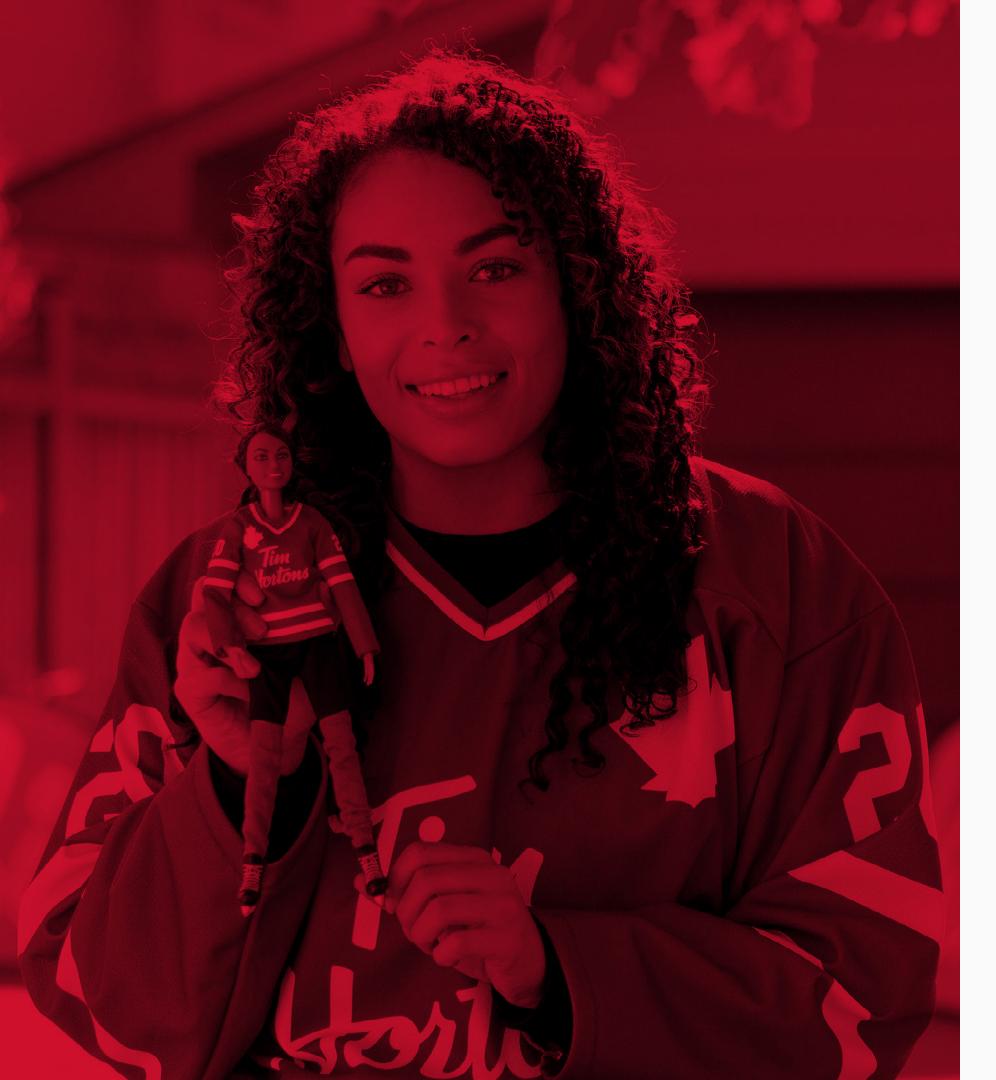


50 players virtually attend BFL National Women's Development Team Summer Camp • 59 players virtually attend BFL National Women's Under-18 Team Summer Camp



2020 National Women's Under-18 Championship in Dawson Creek, B.C., 2020 Canadian Tire Para Hockey Cup in Bridgewater, N.S., and 2020 World Junior A Challenge in Cornwall, Ont., cancelled due to COVID-19 pandemic • Hosted virtual Summer Congress • Edmonton, Alta., named host of 2021 IIHF World Junior Championship in a protected environment • Edmonton and Red Deer, Alta., named co-hosts of 2022 IIHF World Junior Championship





2020

73 Canadians selected at 2020 NHL Draft • Hockey Canada and Nike unveil limited-edition heritage jersey • Hockey Canada Foundation launches Assist Fund, a \$1 million commitment to get kids back on ice through registration subsidies



NOV 2020 Tim Hortons launches hockey-playing Barbie dolls inspired by the likeness of Sarah Nurse and Marie-Philip Poulin, with proceeds benefiting Hockey is Hers • Six men and three women elected to Hockey Canada Board of Directors; Michael Brind'Amour re-elected chair at Hockey Canada's Annual General Meeting • 46 players attend Canada's National Junior Team selection camp in Red Deer, Alta. • 26 Canadian officials selected for 2021 IIHF World Junior Championship



Swiss Chalet joins as international marketing partner, becoming Official Restaurant of Hockey Canada • Skip the Dishes joins as Official Food Delivery App of Hockey Canada • Hockey Canada and Chevrolet launch fifth season of Good Deeds Cup





2021

Canada's National Junior Team wins silver medal at 2021 IIHF World Junior Championship in Edmonton, Alta. • In partnership with the Hockey Alberta Foundation, World Juniors 50/50 draws raise \$38 million in total sales with proceeds going to support grassroots hockey initiatives in Alberta • Hockey Canada Life Patron, past Chair of the Board, and Order of Hockey in Canada honouree Gordon Renwick passes away at 85 • 14 players attend Canada's National Para Hockey Team Training Camp Calgary, Alta., presented by Canadian Tire • 47 players attend BFL National Women's Team Training Camp, presented by Sobeys • More than 6,100 players, coaches and parents participate in the Pond to Podium Development Series with Canada's National Women's Team

FEB 2021

Doug Armstrong named general manager of Canada's Men's Olympic Team for 2022 Olympic Winter Games • 2020 Allan Cup, 2020 Esso Cup, 2020 TELUS Cup and 2020 Centennial Cup, presented by Tim Hortons, cancelled due to COVID-19 pandemic • 55 Canadians from six to 63 years old participate in Para Hockey at Home virtual camp hosted by Women's Para Hockey of Canada and Hockey Canada Foundation • Alan Millar named director of player personnel for Program of Excellence • Bill Hay, Angela James and Kevin Lowe named 2021 Distinguished Honourees of the Order of Hockey in Canada



Victoria Admirals win Chevrolet Good Deeds Cup • André Tourigny named head coach of Canada's National Junior Team for 2021-22 season, and assistant coach with Canada's National Men's Team and Canada's Men's Olympic Team



APR 2021

Dave Barr named head coach of Canada's National Men's Under-18
Team for 2021 IIHF U18 World Championship • Roberto Luongo named
general manager of Canada's National Men's Team for 2021 IIHF World
Championship • 2021 IIHF Women's World Championship in Halifax
and Truro, N.S., cancelled due to COVID-19 pandemic • Gerard Gallant
named head coach of Canada's National Men's Team for 2021 IIHF World
Championship



Canada's National Men's Under-18 Team wins gold medal at 2021 IIHF U18
World Championship in Frisco and Plano, Texas • 28 players selected to
centralize with Canada's National Women's Team ahead of 2022 Olympic
Winter Games • Troy Ryan named head coach of Canada's Women's Olympic
Team for 2022 Olympic Winter Games • Prince Albert, Sask., named host of
2022 Esso Cup • Cape Breton, N.S., named host of 2022 TELUS Cup • Estevan,
Sask., named host of 2022 Centennial Cup, presented by Tim Hortons •
Hockey Canada hosts virtual Spring Congress including National Female
Hockey Forum, and Women's Hockey Summit



Calgary, Alta., named host of 2021 IIHF Women's World Championship
• Canada's National Men's Team wins gold medal at 2021 IIHF World
Championship in Riga, Latvia • Janelle Forcand (community) and Noémie
Tanguay (high performance) named national winners of BFL Female Coach
of the Year • Canada's National Para Hockey Team wins silver medal at 2021
IPC World Para Hockey Championship in Ostrava, Czech Republic • Philippe
Boucher, Peter Anholt and James Boyd named to Program of Excellence
management group for 2021-22 season



COVID-19 MEASURES MESURES COVID-19





WEAR YOUR MASK PORTE TON MASQUE

COVID-19

COVID-19 continued to have a significant effect on Canadian hockey during the 2020-21. With the pandemic progressing at different paces across the country, Hockey Canada tasked its 13 Members with working with local health authorities to determine when and how hockey would return. That meant the game looked different from coast to coast to coast, with some provinces getting back to a close-to-normal schedule, while others were limited in their activities.

Within Hockey Canada, the pandemic caused 2020 summer camps to go virtual, and it forced the cancellation of all seven annual national and international events. The 2021 IIHF Women's World Championship, scheduled for Halifax and Truro, N.S., and 2021 IIHF U18 Women's World Championship were cancelled, and the 2021 IIHF World Junior Championship in Edmonton, Alta., was played without fans.

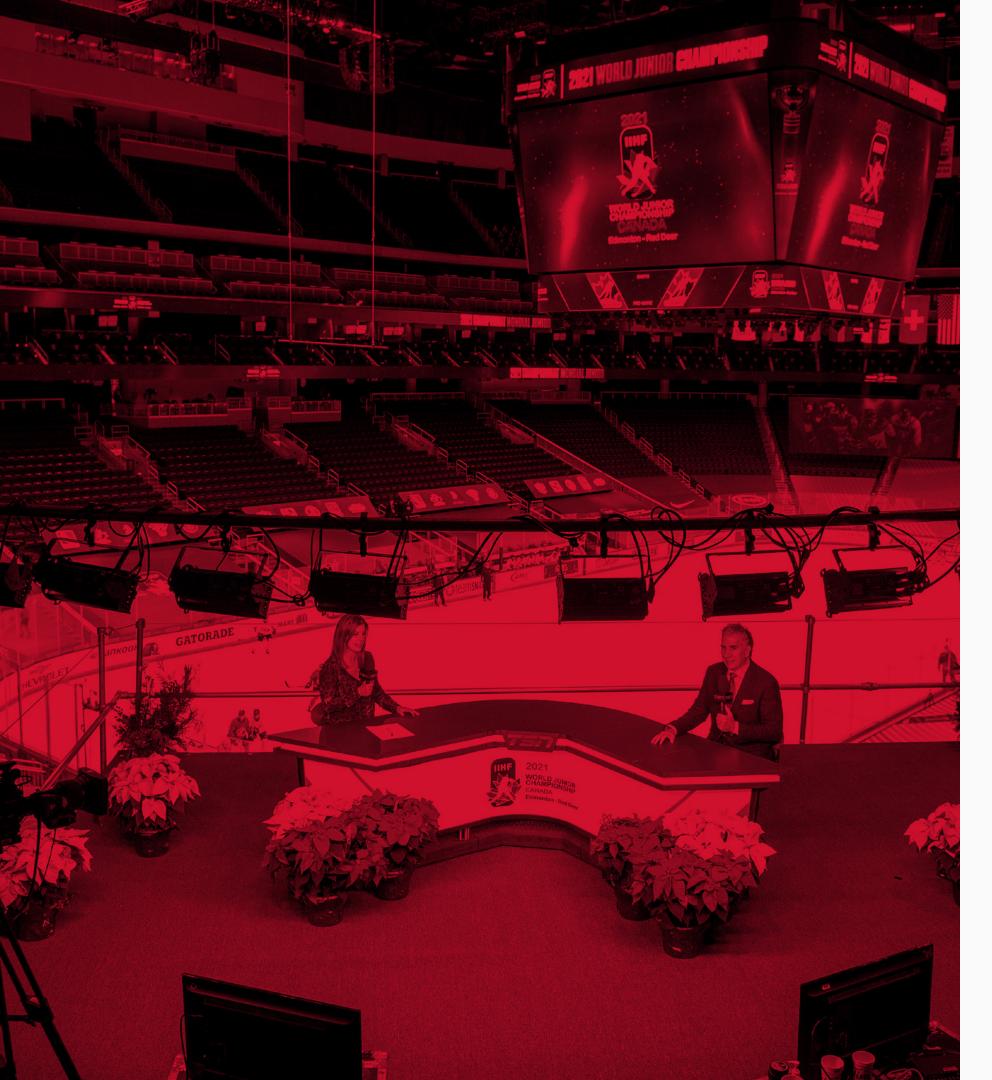
In response to the pandemic, the Hockey Canada Board formed task teams to tackle the biggest challenges the game faced as it returned. This included the following task team:

- · Return to Hockey Regulations Review Task Team
- Return to Hockey Protocols/Safety Task Team
- Rules Review Task Team
- Equity, Diversity and Inclusion Task Team
- Coaching Task Team
- Officiating Task Team
- Canadian Development Model Minor Task Team
- · Canadian Development Model Female Task Team
- Canadian Development Model Junior Task Team
- · Financial Accessibility Task Team
- Gender Expression & Gender Identity Task Team
- Officiating Curriculum Development Ad Hoc Task Team
- · Return to Hockey Marketing, Communication & PR Workgroup
- · Return to Hockey Customer Engagement Workgroup
- Return to Hockey Seasonal Structure, Delivery Model Workgroup
- · Return to Hockey Events, High Performance/National Teams Workgroup
- · Return to Hockey Private/Non Sanctioned Hockey Workgroup



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EVENTS

Hockey Canada events felt the brunt of COVID-19 during the 2020-21 season, with all seven annual national and international tournaments cancelled due to the effects of the pandemic.

Hockey Canada was able to successfully host the 2021 IIHF World Junior Championship, with 10 teams from around the world gathering in Edmonton, Alta. While there were no fans in the building, the tournament was able to provide a sense of tradition in a most untraditional holiday season through TSN and RDS broadcasts.



DEC. 25, 2020-JAN. 5, 2021 - EDMONTON, ALTA.

GOLD: United States | SILVER: Canada | BRONZE: Finland

12 countries broadcast at least one game

1.1M average audience for all games

2.5M average audience for Canada games

3.7M average audience for gold medal game

14.1M unique Canadian viewers

38M in total 50/50 sales

100M+ worldwide viewers

EVENTS CANCELLED due to COVID-19 pandemic:

NATIONAL WOMEN'S U18 CHAMPIONSHIP

WORLD U17 HOCKEY CHALLENGE

CANADIAN TIRE PARA HOCKEY CUP

WORLD JUNIOR A CHALLENGE

ESSO CUP - CANADA'S NATIONAL

TELUS CUP – CANADA'S NATIONAL

CENTENNIAL CUP, PRESENTED BY TIM HORTONS - CANADA'S NATIONAL JUNIOR A CHAMPIONSHIP





HOCKEY OPERATIONS

While the COVID-19 pandemic wreaked havoc on the hockey world during the 2020-21 season, resulting in the cancellation of a number of events, Canadian athletes were still able to represent their country at four world championships, with tremendous results. The Maple Leaf appeared in all four gold medal games, and two world titles made their way to the Great White North; Canada's National Men's Under-18 Team won gold with a perfect record at the

IIHF U18 World Championship, Canada's National Men's Team put together a storybook run to a 27th crown at the IIHF World Championship. Perhaps most importantly, the 87 players who wore red and white were tremendous ambassadors for Canada's game, a testament to the work done by Hockey Canada's 13 Members and thousands of local hockey associations from coast to coast.

RESULTS

2021 IIHF World Junior Championship
2021 IIHF U18 World Championship
2021 IIHF World Championship
2021 IPC World Para Hockey Championship
TOTAL

RESULT	RECORD	GF	GA
SILVER MEDAL	6-1	41	6
GOLD MEDAL	7-0	51	12
GOLD MEDAL	6-4	28	23
SILVER MEDAL	4-1	23	7
	23-6	143	48

CANADA'S IIHF RANKING

MEN - 1ST WOMEN - 2ND





HOCKEY OPERATIONS

2020-21 NATIONAL TEAM PARTICIPATION | BY MEMBER



B.C. HOCKEY | 8

Connor Bedard, Bowen Byram, Dylan Cozens, Dylan Garand, Adam Kingsmill, Thomas Milic, Logan Stankoven, Troy Stecher



HOCKEY ALBERTA | 15

Jaret Anderson-Dolan, Jacob Bernard-Docker, Corson Ceulemans, Kirby Dach, Taylor Gauthier, Dylan Guenther, Kaiden Guhle, Brandon Hagel, Auren Halbert, Adin Hill, Dylan Holloway, Peyton Krebs, Emerance Maschmeyer, Branden Sison, Olen Zellweger



HOCKEY SASKATCHEWAN | 6

Nolan Allan, Emily Clark, Kaedan Korczak, Darcy Kuemper, Braden Schneider, Connor Zary



HOCKEY MANITOBA 6

Ashton Bell, Tyler Brennan, Kristen Campbell, Jocelyne Larocque, Denton Mateychuk, Conner Roulette



ONTARIO HOCKEY FEDERATION | 53

Erin Ambrose, Rob Armstrong, Victoria Bach, Jaime Bourbonnais, Connor Brown, Michael Bunting, Quinton Byfield,
Dominic Cozzolino, Rod Crane, Justin Danforth, Ethan Del Mastro, Michael DiPietro, Jamie Drysdale, James Dunn, Renata Fast,
Mario Ferraro, Sarah Fillier, Liam Foudy, Benjamin Gaudreau, Brett Harrison, Adam Henrique, Brianne Jenner, Rebecca Johnston,
Wyatt Johnston, Zach Lavin, Emma Maltais, Andrew Mangiapane, Jack Matier, Tyler McGregor, Connor McMichael, Colin Miller,
Sarah Nurse, Kristin O'Neill, Brennan Othmann, Nick Paul, Cole Perfetti, Francesco Pinelli, Brandon Pirri, Owen Power, Ella Shelton,
Corbyn Smith, Natalie Spooner, Laura Stacey, Chase Stillman, Ryan Suzuki, Claire Thompson, Philip Tomasino, Gabe Vilardi, Sean
Walker, Greg Westlake, Ryan Winterton, Shane Wright, Danny Zhilkin



HOCKEY EASTERN ONTARIO | 5

Brandt Clarke, Tyrone Henry, Mason McTavish, Jack Quinn, Jamie Lee Rattray



HOCKEY QUÉBEC | 11

Nicolas Beaudin, Maxime Comtois, Mélodie Daoust, Ann-Renée Desbiens, Anton Jacobs-Webb, Dominic Larocque, Antoine Lehoux, Devon Levi, Jakob Pelletier, Marie-Philip Poulin, Guillaume Richard



HOCKEY NOVA SCOTIA | 3

Justin Barron, Jill Saulnier, Blayre Turnbull



HOCKEY P.E.I. 2

Billy Bridges, Jordan Spence



HOCKEY NEWFOUNDLAND & LABRADOR | 3

Liam Hickey, Dawson Mercer, Alex Newhook





HOCKEY DEVELOPMENT

The local hockey associations across the country are comprised of players, coaches, officials, safety personnel and administrators who combine to make up a rich and diverse hockey development system in Canada. Hockey Canada development programs including players skills camps, the Hockey Canada Officiating Program, Hockey Canada Safety Program

and the National Coach Certification Program all continue to serve as a catalyst for growing the game. Although the COVID-19 pandemic continues to have an effect on the game at every level, Hockey Canada strives to maintain its position as a world hockey leader with the goal of ensuring a safe, positive and meaningful experience for all involved.



HOCKEY UNIVERSITY

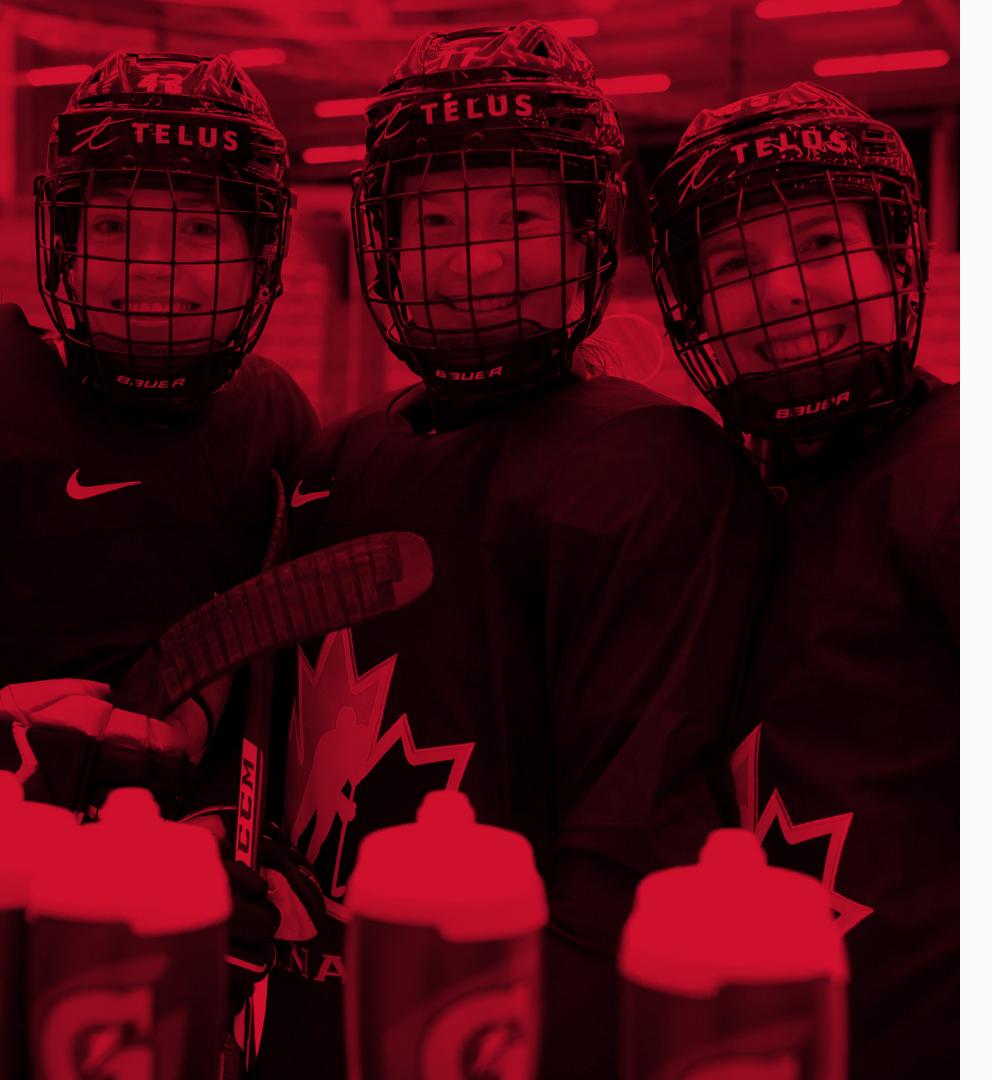
This online education program continues to serve as an excellent educational resource for more than 30,000 volunteers on an annual basis. Coaches, officials and safety personnel rely on this platform to equip them with the skills and resources to be the best they can be.

MEMBER	COACHING	OFFICIATING	SAFETY	CHECKING	TOTAL
BCH	1,094	886	3,289	551	5,820
HA	1,419	788	2,332	976	5,515
HS	927	1,411	633	601	3,572
НМ	734	337	392	359	1,822
HN	11	4	109	10	134
HNO	89	16	0	71	176
OHF	4,011	42	0	3,270	7,323
HEO	475	16	0	0	491
HQ	535	499	326	293	1,653
HNB	598	100	333	32	1,063
HNL	209	255	96	32	592
HNS	599	215	1,158	0	1,972
HPEI	77	103	125	0	305
TOTAL	10,778	4,672	8,793	6,195	30,438

COACHING CLINICS

Close to 1,000 coaching clinics were conducted – both virtually and in person – by Hockey Canada's 13 Members.

# OF COACHING CLINICS HOST	ED TOTAL
Coach 1 - Intro to Coach	238
Coach 2 – Coach Level	219
Development 1	95
High Performance 1	3
Instructional Stream	288
Professional Development	146
TOTAL	989



HOCKEY DEVELOPMENT

RESPECT IN SPORT – ACTIVITY LEADER & PARENT PROGRAMS

More than 43,000 Canadians completed the Respect in Sport Activity Leader and Respect in Sport Parent programs, and the results continue to be overwhelmingly positive.

IEMBER	ACTIVITY LEADER	PARENT	TOTAL
BCH	5,014	1,438	6,156
HA	5,413	9,097	18,457
HS	1,572	508	2,125
НМ	0	1,382	1,959
HN	26	0	24
HN0	147	167	682
OHF	3,994	5,338	23,405
HE0	617	839	3,584
HQ	2,051	175	5,576
HNB	865	1,365	2,167
HNL	337	621	1,281
HNS	767	357	1,662
HPEI	304	133	294
TOTAL	21,586	21,420	43,006

SKILLS ACADEMY

The Hockey Canada Skills Academy program celebrated its 21st anniversary in 2020-21. With Hockey Canada Skills Academies offered within nine Member regions, Hockey Canada continues to provide schools with resources and training to offer hockey skills programs during the school day.

MEMBER	ACADEMIES
ВСН	15
HA	23
HS	7
НМ	12
HN	0
HNO	0
OHF	32
HEO	4
HQ*	0
HNB	1
HNL	0
HNS	1
HPEI	4
TOTAL	99

^{*} The Hockey Québec Sports School/Skills Academy model has been in place for more than 20 years in the Québec school system. Along with the Sport Etude and Midget Espoir programs through Hockey Québec, Hockey Canada Skills Academy programs continue to demonstrate an excellent example of academic and athletic pursuits within the school system.



RESOURCES

ROVINCE	HOCKEY CANADA NETWO
B.C.	2,906
Alta.	1,856
Sask.	1,657
Man.	1,787
Ont.	4,407
Que.	1,157
N.B.	700
N.S.	679
P.E.I.	137
N.L.	447
N.W.T.	39
Y.T.	47
Nvt.	12
TOTAL	16,861





MEMBER ENGAGEMENT

Member Engagement serves as the primary liaison between Hockey Canada and its 13 Members regarding the development and delivery of the strategic and operational plans. Through four regional directors and four managers, the department ensures a streamlined flow of communication on national programs, initiatives and opportunities, which leads to a consistent delivery from coast to coast to coast.

During the 2020-21 season, the growth and retention, and coach and official certification programs moved to the Member Engagement department. This provided a more direct link between Hockey Canada and its Members on very

important areas at the grassroots level. There were two virtual Member operations meetings – in October 2020 and January 2021 as everyone involved in the game found new ways to connect and continue to deliver hockey across the country. The Department was busy with three key initiatives which started in 2020-21 and that will carry into 2021-22: 1) the development of, and planning for implementation of a new Maltreatment rule and tracking system, 2) the framework for a growth and retention strategy, and 3) working with the Hockey Canada Operations department and Members on the roll out of the Hockey Canada Registry (HCR) 3.0

GROW THE GAME

Using research and data to support strategic initiatives in collaboration with Members, Hockey Canada focuses on the recruitment and retention of grassroots hockey players from coast to coast to coast. Working with existing audiences, new

audiences and audiences representing diversity and inclusion, the goal is to create opportunities to ensure hockey is a fun and lifelong passion for everyone.





MEMBER ENGAGEMENT

GROW THE GAME INITIATIVES & PROGRAMS

ESSO FUN DAYS

Established in 1998, 755 Esso Fun Day programs have seen 21,611 participants. Events create a free, safe and fun environment for new players to learn the basic skills and rules, and give females the skills and confidence to register in a hockey program.

2020-21 EVENTS | **84 events** were cancelled due to COVID-19 affecting 450 participants

IIHF WORLD GIRLS' ICE HOCKEY WEEKEND

The goal of this annual grassroots initiative is to host events from coast to coast to coast that recruit, retain and engage female players, coaches, officials and fans. Since 2011, Canada has connected with over 106,000 participants through more than 1,400 events.

2020-21 EVENTS | 0 events held due to COVID-19

IIHF GLOBAL GIRLS' GAME

Over two-and-a-half days, 40 countries across six continents host one-hour games.

2020-21 EVENTS | 0 events held due to COVID-19

DREAMS COME TRUE

In partnership with the Hockey Canada Foundation, Dreams Come True helps families with financial needs so a child's involvement in the game doesn't have to be compromised. Since 2007, there have been 36 unique programs supporting more than 1,300 players.

2020-21 EVENTS | 3 events were postponed and rescheduled for the 2021-22 season due to COVID-19

NHL/NHLPA FIRST SHIFT

Designed to ensure an accessible, affordable, safe and, most importantly, fun experience for new-to-hockey families, the program has welcomed more than 31,000 children to a six-week on-ice trial with expertly fitted head-to-toe Bauer equipment since 2014.

2020-21 EVENTS | 60 events 2020-21 PARTICIPANTS | 1,614 (661 F /952 M)

NOTES: Originally, 225 events were planned – but the number was reduced to 125 in the summer of 2020, with the remainder of the budget being used for the Hockey Equipment Relief Program which provided 7,000 sets of gear to children across the country.

In the end, 60 events were executed while the other 65 had to be postponed and finally cancelled due to COVID-19 restrictions.

TRY HOCKEY

Established in 2016, Try Hockey offers students in grades 2 - 5 a one-day school-based floorball program. In addition, teachers are provided with a 10-week floorball lesson plan and students are offered an on-ice opportunity, supported by a local hockey association.

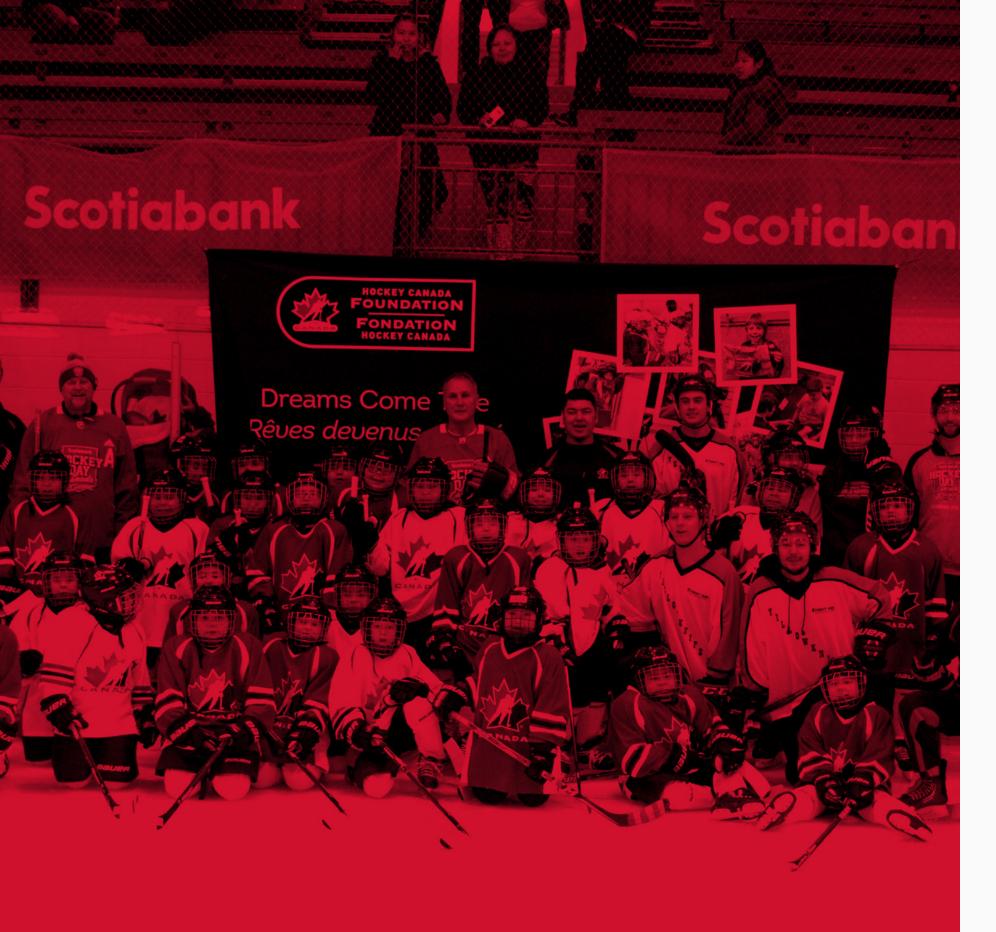
2020-21 EVENTS | 0



PLAYER REGISTRATION NUMBERS

	BRANCH	ADULT	HIGH SCHOOL	HOUSE LEAGUE	JUNIOR A	JUNIOR OTHER	MAJOR JUNIOR	NA	SENIOR AA/AAA	SENIOR OTHER	PARA HOCKEY	SPECIAL NEEDS	UNDER-7	UNDER-9	UNDER-11	UNDER-13	UNDER-15	UNDER-18	UNDER-21	FIRST SHIFT*	UNIVERSITY	TOTAL
	BC HOCKEY	710	0	0	406	1,136	0	0	40	39	0	0	3,988	6,106	6,315	6,617	5,997	6,532	718	452	0	39,056
	HOCKEY ALBERTA	3,485	0	0	475	1,986	0	0	140	196	130	0	8,528	9,516	10,300	10,566	8,459	8,672	53	272	0	62,778
	HOCKEY SASKATCHEWAN	120	0	0	0	731	0	0	0	1,888	20	0	4,521	4,356	4,591	4,324	3,343	3,240	0	0	0	27,134
	HOCKEY MANITOBA	0	514	0	234	791	0	14	61	466	0	0	2,724	3,315	3,647	3,609	2,975	2,560	0	0	0	20,910
	HOCKEY NORTHWESTERN ONTARIO	13	0	83	131	86	0	10	0	0	0	0	671	647	749	783	516	459	0	0	0	4,148
	ONTARIO HOCKEY FEDERATION	1,359	0	0	754	1,808	0	3,249	0	471	0	74	11,276	17,692	20,731	22,182	20,020	17,986	4,396	385	0	122,383
	HOCKEY EASTERN ONTARIO	155	0	0	276	339	0	0	0	0	0	0	2,541	2,311	3,526	2,974	3,109	3,457	569	28	0	19,285
	HOCKEY QUÉBEC	0	0	0	295	0	0	0	0	8	0	0	3,834	3,934	6,459	7,731	7,388	7,767	1,700	149	0	39,265
	HOCKEY NEW BRUNSWICK	0	1,205	0	120	153	0	479	0	188	18	0	1,938	1,974	2,200	2,265	2,176	1,582	120	0	0	14,418
	HOCKEY P.E.I.	0	0	0	23	213	0	81	0	0	0	0	787	820	851	931	781	927	0	120	23	5,557
	HOCKEY NOVA SCOTIA	26	0	0	165	500	0	120	0	0	9	21	2,406	2,395	2,599	2,766	2,396	2,096	137	115	0	15,751
HOCKEY	NEWFOUNDLAND AND LABRADOR	0	159	405	0	191	0	289	0	0	17	0	1,332	1,624	1,392	1,668	1,422	1,441	19	93	0	10,052
	HOCKEY NORTH	1,562	0	0	0	0	0	58	0	0	0	0	337	322	373	318	226	225	53	0	0	3,474
	CANADIAN HOCKEY LEAGUE	0	0	0	0	0	979	0	0	0	0	0	0	0	0	0	0	0	0	0	0	979
	TOTAL:	7,430	1,878	488	2,879	7,934	979	4,300	241	3,256	194	95	44,883	55,012	63,733	66,734	58,808	56,944	7,765	1,614	23	385,190

^{*} As a result of COVID-19, some Members were severely impacted and in some cases were not able to offer regular programs due to local health restrictions. While some Members were able to offer close-to-normal programming, the impact of COVID-19 was significant overall, which led to player registration being negatively affected in 2020-21.



HOCKEY CANADA FOUNDATION

The Hockey Canada Foundation is a registered non-profit that operates hand-in-hand with Hockey Canada to provide secure, sustainable, long-term funding to support the future development of the game. In partnership with its generous donors, the Hockey Canada Foundation has raised more than \$11 million, including \$4.8 million in Gala & Golf legacy funding since 2009.

The Hockey Canada Foundation understands the dynamic role hockey plays in teaching important life lessons and instilling the values that make Canadians truly unique. Canada is becoming increasingly

diverse and many new Canadians are not naturally drawn to the game. As technology pervades our lives, Canadians are becoming more sedentary and having fewer interpersonal interactions – giving kids the opportunity to play will get them active and allow them to be part of a team.

The Hockey Canada Foundation understands the vital role of hockey in our country and believes that anyone who wants to play hockey should be able to. With that in mind, that the Foundation supports programs that eliminate barriers preventing many from getting into the game.



Uniting Canadians through hockey – one person, one community, one country.



Preserve, nurture and strengthen the bond between Canadians and hockey.



OUR STRATEGIC PRIORITIES

The Hockey Canada Foundation is committed to three strategic priorities:

ENABLE:

EDUCATE:

Removing barriers to the game.

Providing resources and tools to better equip kids, parents and coaches.

ENGAGE:

Promoting nation-building, citizenship, mentorship and community involvement.





HOCKEY CANADA FOUNDATION

2021 Virtual Hockey Canada Foundation Virtual Gala Major Gifts eBay Jersey Auctions **FUNDS RAISED**

\$498,544 \$1,010,949 \$80,580 \$1,590,073

AMOUNT
\$300,000
\$ 220,000
\$180,000
\$75,000
\$75,000
\$65,000
\$60,000
\$60,000
\$46,500
\$41,000
\$40,000
\$31,000
\$30,500
\$30,000
\$30,000
\$30,000
\$25,000
\$25,000
\$20,000
\$813,249

*Unaudited Financial Data

ASSIST FUND

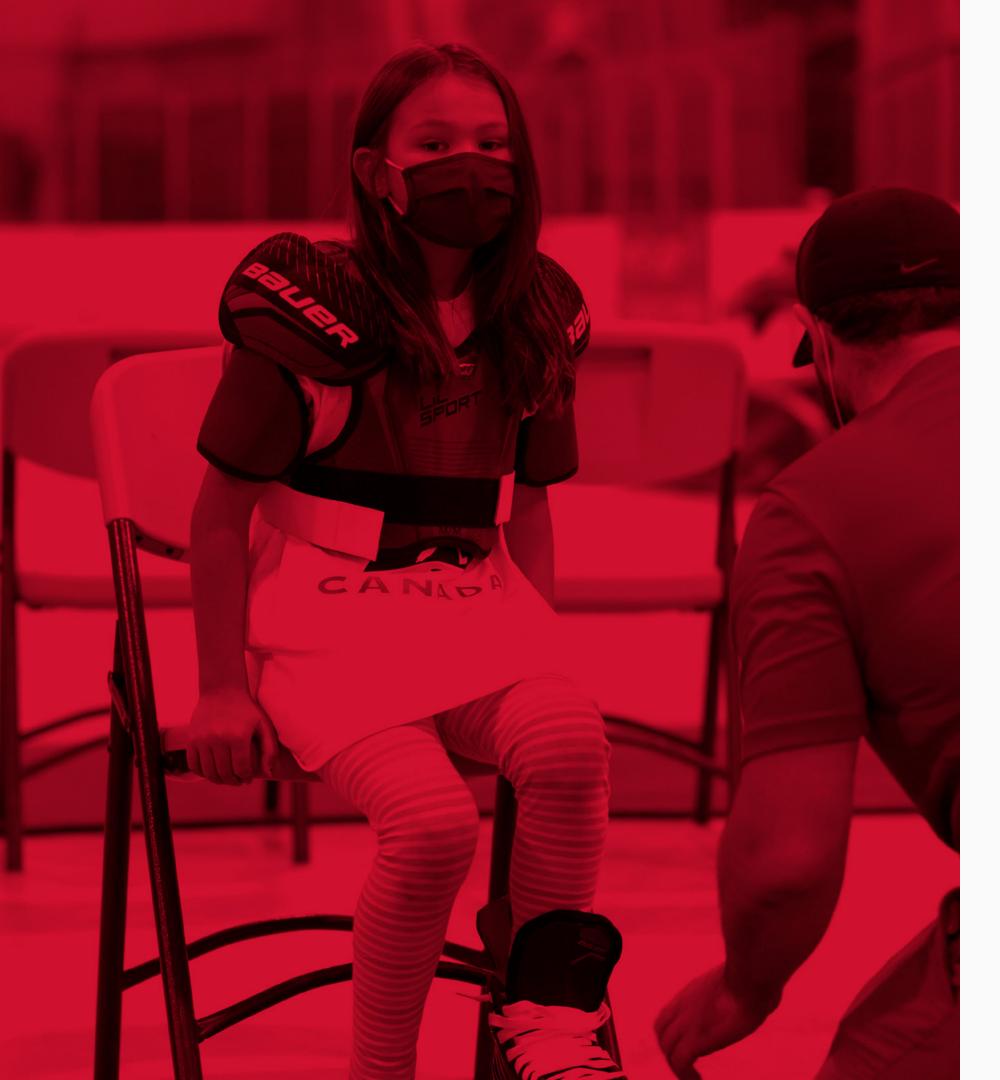
In response to COVID-19, the Hockey Canada Foundation launched the Assist Fund, a \$1 million commitment to provide help to Canadians experiencing financial challenges as a result of the pandemic. As of January 2021, it has provided 1,032 assists to Canadian kids from coast to coast to coast.

The Foundation will continue to make funds available through the Assist Fund and continue to provide up to \$500 per player in registration fee subsidies to approved applicants who are registered with a Hockey Canada-sanctioned association, helping young Canadians get back on the ice.

Canadians can apply to the Assist Fund – or make a donation in support – at HockeyCanada.ca/AssistFund.







BRAND & COMMUNITY ENGAGEMENT

MAKE HOCKEY MORE

Hockey Canada believes in providing more opportunities, creating more friendships, inspiring more diversity, having more fun, making more memories and providing more ways to play. With COVID-19 limiting many Canadians from playing this past year, there was no better time to focus on the positive aspects of hockey outside of actual game play. The ongoing pandemic has reminded all participants of the simplicity and joy in picking up a stick for the sake of fun, friendship and physical activity.

As part of an ongoing commitment to make hockey more throughout the pandemic and beyond, Hockey Canada is...



Driving the narrative of its brand promise by creating content to celebrate diversity, promote inclusivity, improve accessibility and ensure a return to the ice that is both safe and fun.



Collaborating with Members on the celebration of stories from within the community to highlight Black History Month, International Women's Day, Volunteer Week, Asian Heritage Month, Indigenous History Month and



Continuing to tap into the imagination of boys and girls, men and women from coast to coast to coast, to inspire them to pick up a stick or strap into a sled and keep connected to our game in whatever form possible—from shinny on the pond or an outdoor rink, to road hockey on the driveway or in the streets and/or a game of mini sticks in the family room.



Leading the way in hosting international events, like the 2021 IIHF World Junior Championship, and planning for the 2021 IIHF Women's World Championship, in a pandemic-bubble environment while ensuring safety is the top priority.



Continuously evolving how the game is delivered through an ongoing Return to Hockey plan that emphasizes safety throughout its structure, coaching, regulations and officiating guidelines.

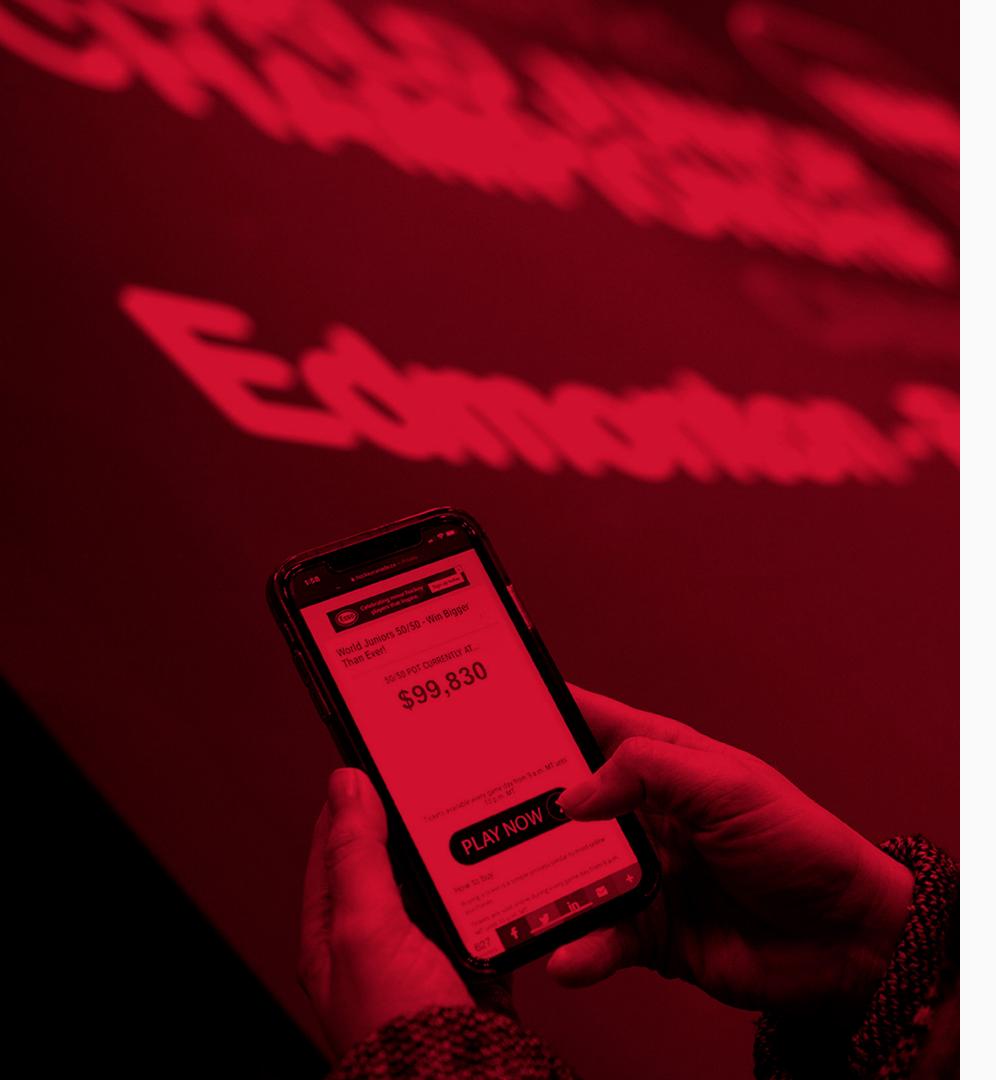


Continuing to make strides in areas of equity diversity and inclusion - including ongoing training for the Board of Directors, Team Canada athletes and staff, and a more multicultural diverse Board of Directors that better reflects Canadian society with the election of three women.

Hockey Canada is Canada's largest team, where we play, teach, plan, promote, coach, cheer, celebrate and work every day for one reason: to make hockey more.







BRAND & COMMUNITY ENGAGEMENT

HOCKEYCANADA.CA & INSIDER (E-NEWSLETTER)

WEBSITE OVERVIEW

NEW USERS PAGEVIEWS AVERAGE TIME ON PAGE **4,731,500** / 3.48% increase from previous year 18,084,169 / 1.26% decrease from previous year **0:02:44** / 01:03 longer than previous year



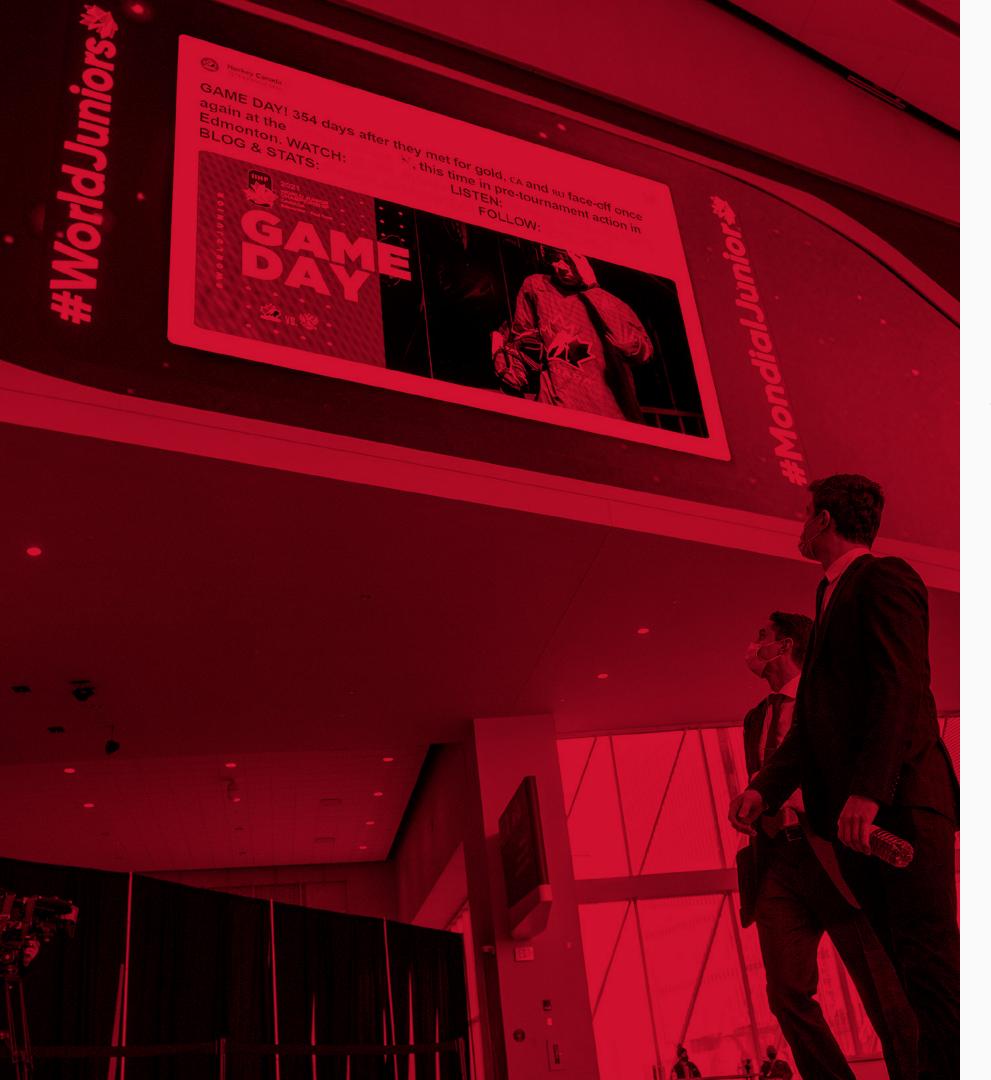
64.60% **ORGANIC SEARCH** 17.63% DIRECT **SOCIAL MEDIA** 10.13%

TOP 5 MOST VIEWED PAGES

2020-21 World Juniors 50/50 Page 2020-21 World Juniors Schedule 2020-21 World Juniors Home 2020-21 World Juniors Roster 2019-20 World Juniors Schedule **5,737,781** pageviews / 31.73% of all traffic 1,991,805 pageviews / 11.01% of all traffic 877,047 pageviews / 4.85% of all traffic 573,414 pageviews / 3.17% of all traffic 486,556 pageviews / 2.69% of all traffic

EMAIL OVERVIEW & STATS

Hockey Canada Insider emails sent Hockey Canada Insider subscribers Deliveries 0pens Clicks 38 / 245.45% increase from previous year 87,667 / EN + FR **2,322,411** / 77.85% increase from previous year **2,319,636** / 475.3% increase from previous year **415,729** / 245.45% increase from previous year



BRAND & COMMUNITY ENGAGEMENT

SOCIAL MEDIA

SOCIAL MEDIA OVERVIEW

TOTAL FANS TOTAL IMPRESSIONS TOTAL ENGAGEMENTS

1,717,003 / 8.27% increase 222,497,261 / 59.32% increase **7,908,991** / 46.60% increase

626,871 / 0.6% decrease 42,305,915 / 22.5% increase

Impressions Video Views Engagements Average Engagement Rate Posts

FACEBOOK

Fans

3.15% **1,158** / 58.6% increase

2,284,323 / 17.8% decrease

1,445,827 / 9.2% increase

TWITTER

Fans **Impressions** Video Views Engagements Average **Engagement Rate** Posts **403,572** / 4% increase 74,082,450 / 79.2% increase 2,535,932 / 24.5% decrease **1,714,750** / 31.2% increase

1.72% 2,662 / 93.3% increase

INSTAGRAM

Fans Impressions Video Views Engagements Average **Engagement Rate** Posts

LINKEDIN

Fans **Impressions** Engagements Average **Engagement Rate** Posts

YOUTUBE

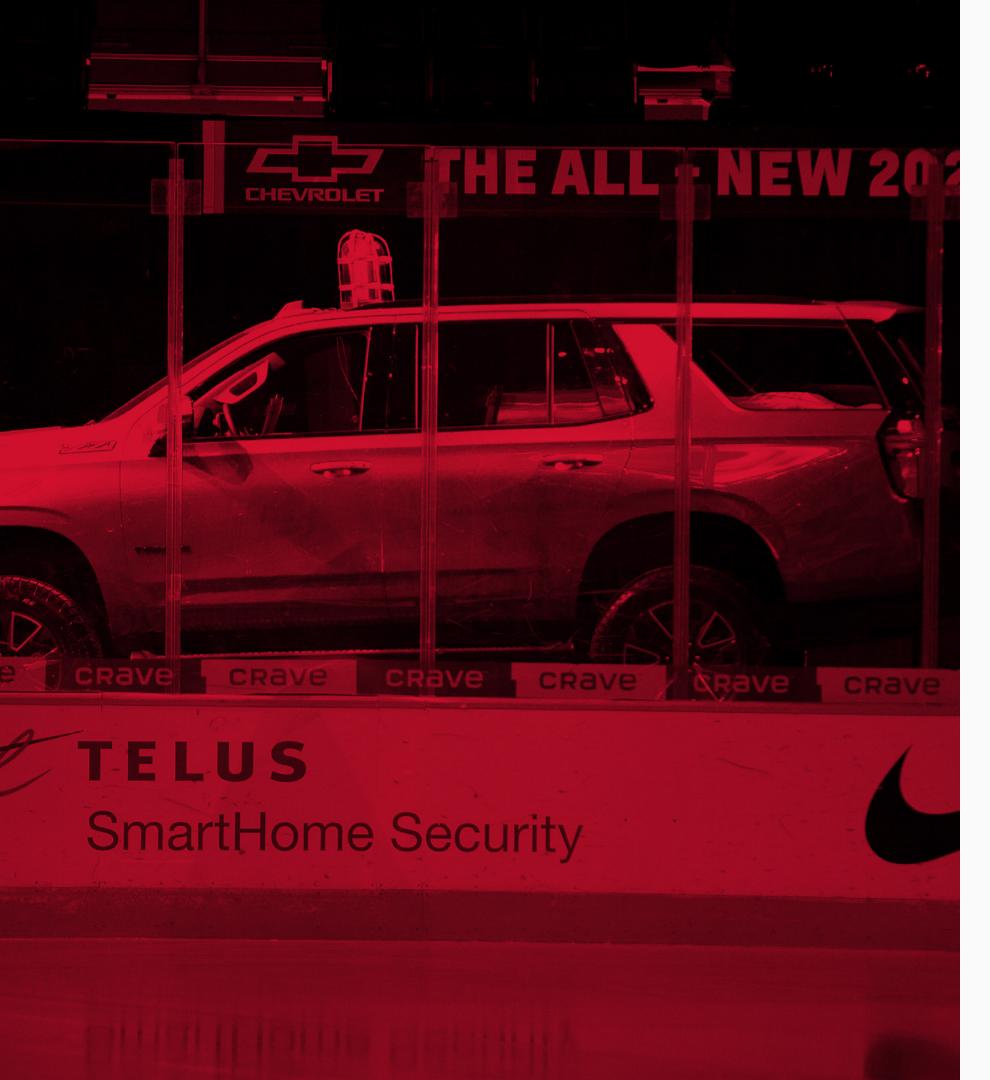
Subscribers **Impressions** Views **642,233** / 13.2% increase 104,193,953 / 65.9% increase 7,401,256 / 0.02% decrease **4,727,508** / 73.2% increase

5.45% 1,254 / 35.3% increase

33,503 500,280 / 20.2% decrease **20,906** / 5.9% increase 3.95%

58 / 1,833.3% increase

10,824 / 432% increase 1,414,663 / 19.69% decrease 135,623 / 84.37% decrease



BUSINESS DEVELOPMENT & PARTNERSHIPS

Hockey Canada's outstanding family of loyal and committed partners continued to activate and support the game and the organization despite the impact of COVID-19.

Premier partners Esso and TELUS adapted and delivered their signature grassroots programs, Esso Medals of Achievement and TELUS The Code, while Tim Hortons raised \$250,000 for the Hockey Canada Foundation's "Hockey is Hers"

campaign and Nike released a new Team Canada heritage jersey. Longstanding programs like the Chevrolet Good Deeds Cup, BFL Female Coach of the Year and BDO Goals for Kids all successfully pivoted and added to their legacy of community support. New programs like Canadian Tire's Operation Puck Drop, Scotiabank's Rising Teammates and Janes "All In" created new ways to engage, excel and celebrate.



2020-21 HOCKEY CANADA PARTNERSHIP FAMILY

PREMIER PARTNERS



























































LICENSING/MERCHANDISING

There were a number of challenges for the Hockey Canada licensing program through the 2020-21 season due to the impact of COVID-19 on retail channels, the cancellation of national events and hosting an IIHF World Junior Championship with no spectators.

Despite the challenges, there were a number of highlights. Weekly sales on shop. Hockey Canada. <u>ca</u> increased through the holiday season by as much as 400% year-over-year due to the appeal of the new Team Canada heritage jersey, which launched in the fall of 2020, combined with the strong performance of Canada's National Junior Team. Total annual sales via Hockey Canada's online store were up 150% over 2019-20. Other licensees who had successful sales seasons were Winnwell in the street hockey net category and Innovative Concepts in the bubble hockey business. Fanatics sales remained strong in the mass merchant retail channel, a vital and essential consumer touchpoint.

Hockey Canada was privileged to partner with more than 28 licensees who supported the retail trade with high-quality items across 14 primary product categories - apparel, collectibles, cresting, electronics and accessories, equipment, eyewear, footwear, headwear, household products, luggage, media, novelties, timepieces and jewelry, and toys and games. Hockey Canada's partnership with the Canadian Tire Corporation, including Canadian Tire, Sport Chek, Pro Hockey Life and Sports Experts, remains strong despite the pandemic's impact on brick-and-mortar businesses, alongside other retail channels including sport specialty, department store, mass-merchant, tourism/ travel, grocery/pharmacy and online shops.

TOP LICENSING PARTNERS















FINANCE

Hockey Canada finances its operations primarily through national and international events, sponsorship, government and nongovernmental funding, and donations. For the year ending June 30, 2021, Hockey Canada continued to practice sound financial management throughout the COVID-19 pandemic. This included the successful hosting of the IIHF World Junior Championship in Edmonton, Alta. Unfortunately, the pandemic required the cancellation of numerous programs and events including the IIHF Women's World Championship in Halifax and Truro, N.S. Despite this, strong partnerships were maintained with international and national sponsors, Sport Canada, Own the Podium, various funding agencies, the National Hockey League and other supporters of the game. Funding received from these groups allows Hockey Canada to facilitate grassroots programming, develop athletes and participate in and host national and international events.

SOURCE OF FUNDS

Business Development & Partnerships	43%
Funding Agencies	14%
Insurance Premiums	13%
Interest Revenue	10%
Government Assistance	6%
National Teams	5%
Events & Properties	3%
Member Engagement	3%
Member Assessments & Fees	2%
Operations	1%
TOTAL	100%

USE OF FUNDS

Administrative	40%
Insurance Costs	21%
National Teams	16%
Operations	8%
Business Development & Partnerships	4%
Technology	4%
Events & Properties	4%
Member Engagement	3%
TOTAL	100%





FINANCE

Hockey Canada's funding partners and Sport Canada continue to provide enormous support. These agencies generously fund Hockey Canada, helping to realize the goal of developing the game across the country and internationally, through programs like Own the Podium,

which enhances Hockey Canada's success at the Olympic and Paralympic Winter Games, or by providing support for the development of players, coaches and officials at the local, provincial and national levels.







Sport Canada







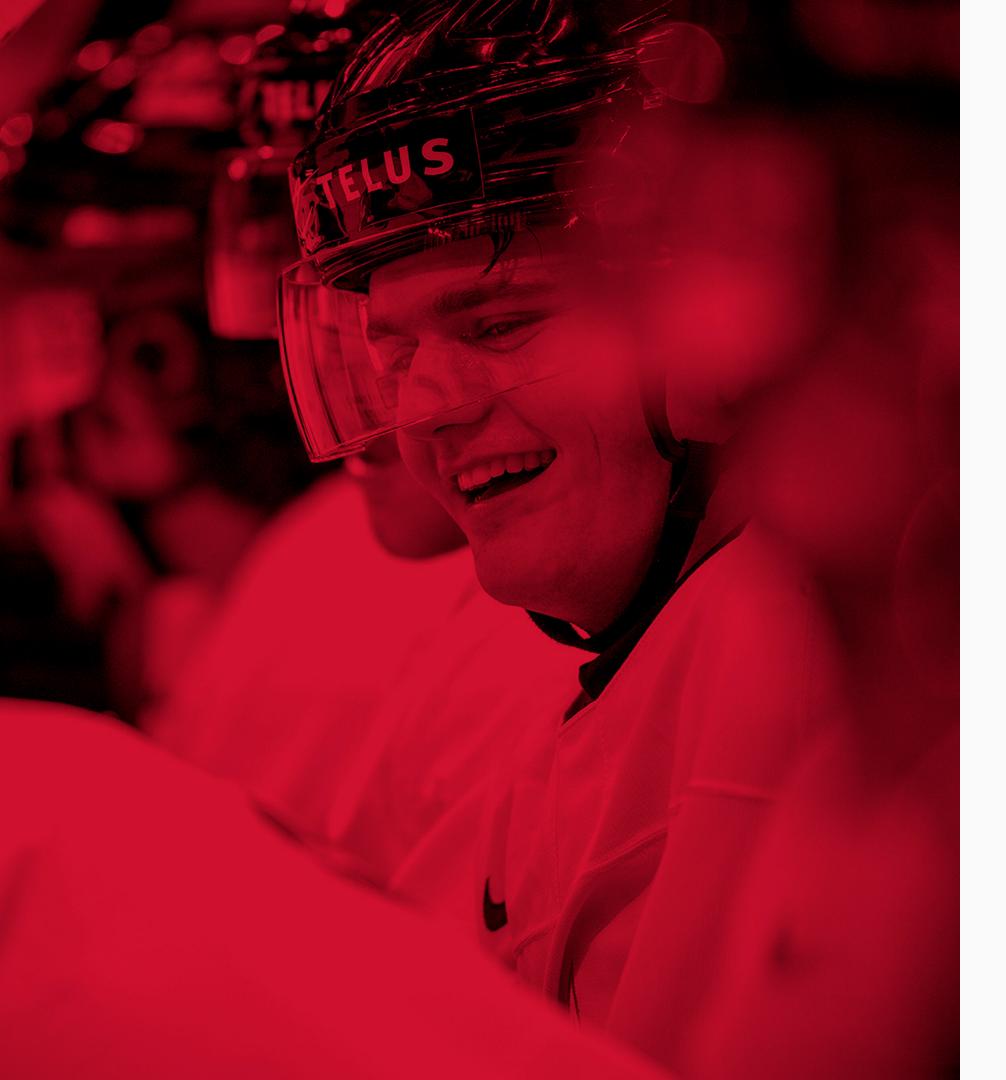












INSURANCE

Hockey Canada continues to place emphasis on creating a safe environment for all of those involved with the game through education, injury prevention, effective playing rules and emphasizing respect in the game.

In addition, Hockey Canada knows the importance of having effective insurance coverages in place for all participants and volunteers, and through the work of the

Hockey Canada Risk Management Committee and Hockey Canada Board of Directors, the organization offers an insurance program that is one of the best in sport. Hockey Canada consistently reviews its ongoing safety and risk management practices and the coverages that all participants benefit from, allowing it to put effective affordable insurance in place on an annual basis.

INSURANCE PROGRAM STRUCTURE

HOCKEY CANADA BOARD OF DIRECTORS

HOCKEY CANADA RISK MANAGEMENT COMMITTEE

HOCKEY CANADA ACCIDENTAL MEDICAL/ **DENTAL COVERAGE MANAGED BY HOCKEY CANADA**

SECONDARY PROGRAM

HOCKEY CANADA INSURANCE BROKERS B.F. LORENZETTI

THIRD-PARTY COVERAGE

Comprehensive General Liability Sexual Misconduct Liability **Directors and Officers Liability** Accidental Death and





INSURANCE

RISK MANAGEMENT AND INSURANCE FEES

Each Hockey Canada participant pays into the Hockey Canada Insurance Program, or has a fee paid on his/her behalf. The \$21.30 fee covers the following:

LIABILITY INSURANCE*

The Hockey Canada liability coverage is a General Liability Insurance Policy designed to respond on behalf of any of the registered participants in the game including players, coaches, managers, trainers, on- and off-ice officials and volunteers. The policy is a personal injury and property damage policy.

ACCIDENTAL DEATH & DISMEMBERMENT INSURANCE

AD&D insurance covers very serious, permanent injuries that might occur while participating in a Hockey Canada or membersanctioned activity. This coverage is in addition to any other valid and collectable insurance policy.

MAJOR MEDICAL & DENTAL INSURANCE

This insurance augments provincial, medical and hospital plans. It covers players, coaches, trainers/safety people, referees and other designated volunteers against accidents which occur during participation in a Hockey Canada or member-sanctioned activity.

RISK MANAGEMENT & ADMINISTRATION

This covers administration of the Hockey Canada Insurance Program, including risk management-related programming.

DIRECTORS & OFFICERS LIABILITY INSURANCE

This policy covers the directors and officers of all minor hockey associations, junior teams, Members and Major Junior teams and leagues for their exposure to legal action arising from alleged wrongful acts, which they are believed to have committed while on the board of directors of one or more of these organizations.

*COVID-19/HOCKEY CANADA LIABILITY POLICY

In 2020-21 as Members, leagues and teams went through a variety of re-opening structures the question of liability coverage was one of importance for all those involved. Many insurance companies began implementing Communicable Disease/COVID-19 exclusions on all policies either immediately, or upon renewal. Hockey Canada was able to reassure their membership that Hockey Canada's primary General Liability insurer agreed to waive this exclusion in the General Liability policy until Sept. 1, 2023. Hockey Canada will NOT have this exclusion in its policy until that date, at the earliest. This is a reflection of the strong relationship Hockey Canada has with its insurers and the strength of Hockey Canada's national insurance program.







THANK YOU