



INTEGRATING INCLUSION FOR ORGANIZATIONAL EXCELLENCE

HOCKEY CANADA'S INCLUSION INITIATIVES

2025 TO 2030



Hockey Canada's Purpose, Vision & Path Forward

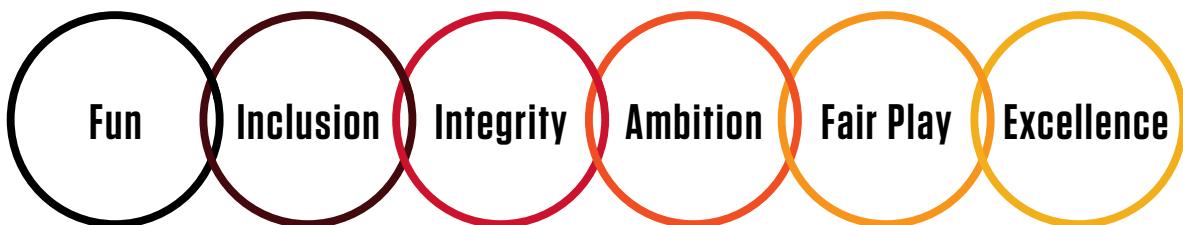
PURPOSE *To unite generations of Canadians around a shared love of hockey*

VISION *Set the global standard for sport, both on ice and off the ice*

MISSION *By enabling a world-class hockey ecosystem and culture that inspire greatness in Canadians*

BRAND PROMISE *Redefining Gold*

Our Values



Our Goals

ECOSYSTEM ALIGNMENT

Our hockey ecosystem partners receive & recognize the value that Hockey Canada provides in delivering hockey at all levels, abilities and skillsets

GRASSROOTS HOCKEY

Be the registered sport of choice for all Canadian families

HIGH-PERFORMANCE HOCKEY

Consistently rank as the #1 federation in international hockey

UNITE CANADIANS

Be the most engaged with sport in Canada

Emerging Priorities



Canadian Hockey Development Model



Women's and Girls' Hockey



Hockey Experience & Healthy Culture



Hockey Excellence



Financial Stability



Facilities

The WHY – By 2030, What Do We Want to See?

By 2030, we envision a hockey ecosystem where inclusion is not an initiative, but a lived reality—woven into every aspect of the game, from grassroots to governance. Hockey Canada will be recognized nationally and globally as a leader in inclusive sport, where every participant—regardless of background, identity, or ability—feels safe, valued, and empowered to thrive.

We've succeeded when...

Representation is Reflective:

Leadership, staff, and participants across all levels reflect the diversity of Canada's population.

Belonging is Measurable:

Surveys and feedback consistently show that individuals from equity-deserving groups feel a strong sense of belonging and safety in hockey environments.

Partnerships are Deep and Sustained:

Long-term, mutually beneficial relationships with Indigenous communities and equity-deserving organizations helps inform our programs and services.

Learning is Embedded:

Inclusion and values education is not a one-off but a continuous, expected part of professional development across the organization.

Reconciliation is Actioned:

Tangible progress is evident on TRC Calls to Action (87-91), with Indigenous voices guiding policy, programming, and celebration.

Transparency is Standard:

Public dashboards and reports clearly show progress, challenges, and accountability.

Hockey Culture is Celebrated:

Hockey stories across Canada reflect a rich tapestry of identities, experiences, and contributions—shared proudly and widely.



Hockey Experience and Healthy Culture:

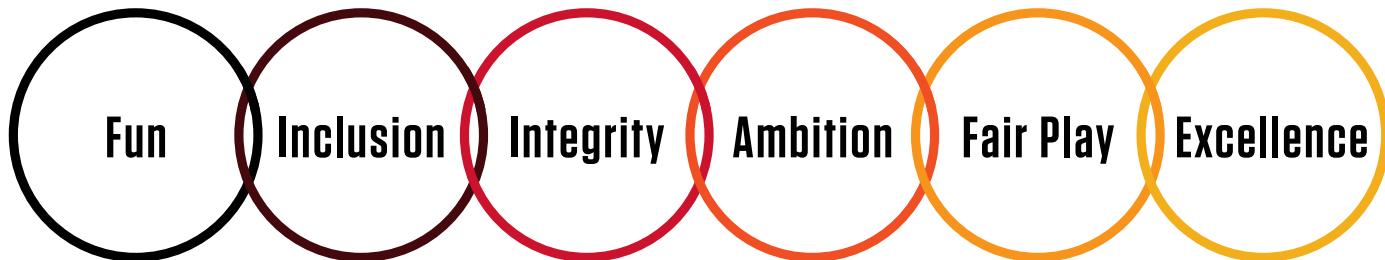
Fostering a safe, productive, inclusive, and welcoming hockey environment and player experience, that builds role models within and outside the hockey community.

Community and Member Connection

Learning & Development

TRC Calls to Action in Sport

Inclusive Culture



Executive Summary

Community and Member Connection

Advance the Community Partners Expression of Interest (EOI) process to strengthen collaboration with organizations defined as community partners under Hockey Canada bylaws to advance goals related to growth and retention.

Build on the Beyond the Boards Summit by strengthening the Members Inclusion Working Group through the creation of focused Pillars and a shared Playbook that supports consistent and adaptable practices across Member organizations.

Integrate key learnings from the 2024 Grassroots Para Ice Hockey Workshop to support inclusive participation related to adaptive hockey, aligning efforts with the Player Pathways Steering Committee.

Strengthen Hockey Canada's brand and community connection through year-round inclusive storytelling that celebrates the diversity of hockey experiences across roles, identities, and regions.

Advance implementation of the "10 Actions for Inclusion" across Hockey Canada and its Member Organizations to foster safe, inclusive, and affirming environments.

Learning and Development

Enhance internal capacity and accountability by implementing learning opportunities through Hockey Canada's Employee Resource Group (ERG), in partnership with PC&l and the Learning & Development Steering Committee. This includes bias awareness training for staff involved in recruitment, with a focus on strengthening equitable hiring practices and evaluating impact.

Ensure consistency, quality, and inclusion across coach, official, and safety person certification programs through a comprehensive review and recommendation process.

Evolve the development of new courses—through consultation with Members—to address discrimination and maltreatment, and present them to the Learning & Development Steering Committee.

TRC Calls to Action in Sport

Establish and support an Indigenous Advisory Circle (IAC) to guide Hockey Canada's reconciliation efforts, inform inclusive policy and programming, and ensure alignment with the Truth and Reconciliation Commission (TRC) Calls to Action (87-91), as well as Commonwealth Sport Lək'wənən Declaration on Reconciliation and Partnership with Indigenous Peoples.

Celebrate and amplify Indigenous athletes, cultures, languages, and histories through Hockey Canada events, campaigns, and communication platforms. Increase visibility and recognition of Indigenous excellence in hockey while fostering education and cultural awareness across the organization and broader hockey community.

Develop inclusive and sustainable sport policies, programs, and projects that integrate Indigenous-led sport development and reflect principles of reconciliation and partnership.

Strengthen internal leadership capacity in advancing the Truth and Reconciliation Calls to Action by building understanding and action, in consultation with the Indigenous Advisory Circle.

Inclusive Culture

Support the organization in incorporating consideration for diversity as part of resource planning for staff and function with the intent to demonstrate an increase in diversity within leadership roles.

Expand recruitment efforts to reach equity deserving groups.

Ensure gender equity in relation to promotion and leadership advancement.

Enhance transparency and accountability by publicly reporting progress through an accessible dashboard.

Foster meaningful community involvement by connecting Hockey Canada staff with external networks that align with HC values.

Advancing and reporting on actions identified in Hockey Canada's Environmental, Social, and Governance (ESG) Strategy, linked to integrating inclusion.

Advancing and reporting on actions related to Hockey Canada's Community and Social Impact (CSI) Strategy initiatives at Hockey Canada Events.

Hockey Experience and Healthy Culture

Community and Member Connection

Objective

Advance the Community Partners Expression of Interest (EOI) process to strengthen collaboration with organizations defined as community partners under Hockey Canada bylaws to advance goals related to growth and retention.

Key Results

Launch and complete the Community Partner Expression of Interest (EOI) process.

Secure a minimum of four new formal partnerships with organizations representing equity-deserving groups.

Achieve representation from at least three distinct equity-deserving communities (e.g., Indigenous, racialized, 2SLGBTQ+, newcomers, adaptive) among selected partners.

Increase registration rates of coaches, players, and administrators from equity-deserving groups by 5%, as measured through the Hockey Canada Registry (HCR).

Create a structured process for equity-deserving group members to access coach certification, which could include financial support and/or mentorship programming.

Develop and document at least two collaborative initiatives with community partners that directly support growth and retention outcomes.

Objective

Build on the Beyond the Boards Summit by strengthening the Members Inclusion Working Group through the creation of focused Pillars and a shared Playbook that supports consistent and adaptable practices across Member organizations.

With Member support, evolve the Beyond the Boards Summit to an ongoing, grassroots-focused initiative that translates key findings into tangible mitigation strategies at the community level.

Key Results

Identify and formalize at least three Pillars informed by recommendations from the Beyond the Boards Summit.

Establish sub-committees for each pillar, with appointed chairs and regular meeting cadence.

Host ongoing grassroots level 'Beyond the Board type' summits, with the intent on developing a Playbook for Members, incorporating tools, guidance, and promising practices from across the membership.

Conduct an annual feedback survey with Member organizations, with a target of 80% indicating the Playbook is useful for local implementation.



Hockey Experience and Healthy Culture

Community and Member Connection

Objective

Integrate key learnings from the 2024 Grassroots Para Ice Hockey Workshop to support inclusive participation related to adaptive hockey, aligning efforts with the Player Pathways Steering Committee.

Key Results

Establish a network of practitioners involved in adaptive hockey to share learnings and opportunities.

Develop a unified strategy document outlining Hockey Canada's role in supporting adaptive hockey disciplines.

Ensure alignment of selected recommendations with the Player Pathways Steering Committee's goals.

Objective

Advance implementation of the "10 Actions for Inclusion" across Hockey Canada and its Member Organizations to foster safe, inclusive, and affirming environments.

Key Results

Initiate all 10 actions for inclusion internally within Hockey Canada and begin rollout to Member Organizations.

Track and report on the number of Member Organizations that have initiated implementation of one or more actions.

Develop and share support tools or templates (e.g., training materials, policy guidance) to aid Members in local implementation.

Establish an annual check-in mechanism to monitor progress and identify gaps in implementation.

Objective

Strengthen Hockey Canada's brand and community connection through year-round inclusive storytelling that celebrates the diversity of hockey experiences across roles, identities, and regions.

Key Results

Social Impressions

- Total number of posts
- Impressions
- Engagement/Engagement rate
- Sentiment

Digital (website)

- Page views
- Unique users
- Average time on page

You Tube

- Total views
- Average watch time (optional)

Hockey Experience and Healthy Culture

Learning & Development

Objective

Enhance internal capacity and accountability by implementing learning opportunities through Hockey Canada's Employee Resource Group (ERG), in partnership with People, Culture, and Inclusion (PC&I) and the Learning & Development Steering Committee. This includes bias awareness training for staff involved in recruitment, with a focus on strengthening equitable hiring practices and evaluating impact.

Key Results

Deliver bias awareness training to 100% of recruitment panel members.

Track and report annual participation rates and percentage of trained panel members.

Achieve 80%+ satisfaction or relevance rating in post-training evaluations.

Achieve 70% participation of Hockey Canada staff and leaders in learning sessions hosted by the ERG.

Attain an average engagement score of 80%+ in post-session evaluations (e.g., confidence, relevance, knowledge gained).

Achieve 80%+ favorable views on Hockey Canada's inclusion efforts in the annual staff survey.



Objective

Ensure consistency, quality, and inclusion across coach, official, and safety person certification programs through a comprehensive review and recommendation process.

Key Results

Develop and present a recommendation plan to the Learning and Development Steering Committee with clear, actionable steps.

Identify and flag any gaps or inconsistencies related to inclusion, accessibility, or safety content within the reviewed materials.

Objective

Evolve the development of new courses—through consultation with Members—to address discrimination and maltreatment, and present them to the Learning & Development Steering Committee.

Key Results

Develop at least 3 new training courses focused on discrimination, maltreatment, and inclusive practices.

Engage at least 500 individuals across the hockey ecosystem in the new training programs.

Achieve 80% positive feedback on course relevance and impact from participants.

Establish a continuous improvement process for course content based on participant feedback and emerging need.

Hockey Experience and Healthy Culture

TRC Calls to Action in Sport

Objective

Establish and support an Indigenous Advisory Circle (IAC) to guide Hockey Canada's reconciliation efforts, inform inclusive policy and programming, and ensure alignment with the Truth and Reconciliation Commission (TRC) Calls to Action (87-91), as well as Commonwealth Sport Lək'wəqən Declaration on Reconciliation and Partnership with Indigenous Peoples.

Key Results

Formally establish the Indigenous Advisory Circle (IAC).

Hold at least four IAC meetings annually and produce documented recommendations after each meeting.

Design and implement a Reconciliation Action Tracker to monitor organizational progress on TRC Calls to Action (87-91).

Deliver an annual report or presentation to the Board of Directors' People and Culture Committee, summarizing progress, insights, and recommendations.

Objective

Celebrate and amplify Indigenous athletes, cultures, languages, and histories through Hockey Canada events, campaigns, and communication platforms. Increase visibility and recognition of Indigenous excellence in hockey while fostering education and cultural awareness across the organization and broader hockey community.

Key Results

Integrate cultural celebration components (e.g., land acknowledgements, Indigenous language use, ceremonial openings, etc.) at all Hockey Canada domestic events.

Track audience engagement metrics (e.g., views, shares, comments) on Indigenous-focused content to assess reach and impact.

Partner with Indigenous groups to co-create event elements (e.g., jerseys, ceremonies, displays) that reflect local Nations and cultural protocols.

Include educational elements on Indigenous history and reconciliation (e.g., Calls to Action, UNDRIP) at events and in digital storytelling.



Hockey Experience and Healthy Culture

TRC Calls to Action in Sport

Objective

Develop inclusive and sustainable sport policies, programs, and projects that integrate Indigenous-led sport development and reflect principles of reconciliation and partnership.

Key Results

Alignment of actions with both the TRC Calls to Action in Sport, as well as the Commonwealth Sport Lək'wənən Declaration on Reconciliation and Partnership with Indigenous Peoples.



Objective

Support and invest in Indigenous-led sport development, with a focus on coaching, youth mentorship, and culturally rooted community engagement.

Key Results

of programs supported

of Indigenous youth Involved

Objective

Strengthen internal leadership capacity in advancing the Truth and Reconciliation Calls to Action by building understanding and action, in consultation with the Indigenous Advisory Circle.

Key Results

Facilitate a session with Hockey Canada leadership annually with the Indigenous Advisory Circle to deepen understanding of Indigenous perspectives, priorities, and pathways to leadership.

Achieve 80%+ of senior leaders reporting increased awareness and confidence in supporting Indigenous leadership, as measured through post-engagement surveys or reflections.

Publish a summary of actions taken and lessons learned annually to demonstrate accountability and transparency in advancing this work.

Hockey Experience and Healthy Culture

Inclusive Culture

Objective

Support the organization in incorporating consideration for diversity as part of resource planning for staff and function with the intent to demonstrate an increase in diversity within leadership roles.

Key Results

Identifying a percentage increase from our established baseline from which to identify target increases in 2026.

Objective

Expand recruitment efforts to reach equity deserving groups.

Key Results

Implement voluntary self-identification (self-ID) on HC's recruitment platform.

Track and report the number and percentage of applicants who voluntarily self-identify.

Achieve a candidate pool that reflects national census benchmarks for equity-deserving groups.

Increase outreach to equity-deserving communities by partnering with community organizations or networks.



Hockey Experience and Healthy Culture

Inclusive Culture

Objective

Ensure gender equity in relation to promotion and leadership advancement.

Key Results

Tracking and reporting on gender ratio of promoted individuals, gender by pay classification, gender by leadership group, and average length of service to promotion by gender.



Objective

Enhance transparency and accountability by publicly reporting progress through an accessible dashboard.

Key Results

Development of a public facing dashboard.

Engagement with internal and external groups in reviewing and providing feedback on the dashboard.

Annual reporting through Hockey Canada's People and Inclusion Committee of the Board

Objective

Foster meaningful community involvement by connecting Hockey Canada staff with external networks that align with organizational values.

Key Results

Achieve participation from at least 25% of staff in one or more community initiatives.

Track and report the number of staff engagements in community initiatives annually.

Gather feedback from 80% of participating staff on the value and impact of their involvement to improve future involvement.

Hockey Experience and Healthy Culture

Inclusive Culture

Objective

Advancing and reporting on actions identified in Hockey Canada's Environmental, Social, and Governance (ESG) Strategy, linked to integrating inclusion.

Key Results

Hockey Canada will report on key ESG metrics publicly via Hockey Canada's Annual Report.

Categories will include:

- **Environmental** (sustainability)
- **Social** (community and athlete engagement, belongingness and inclusiveness, safety and sport integrity)
- **Governance** (Board diversity; TRC Calls to Action)

Objective

Advancing and reporting on actions related to Hockey Canada's Community and Social Impact (CSI) Strategy initiatives at Hockey Canada Events.

Key Results

Hockey Canada will report on key CSI metrics publicly via Hockey Canada's Annual Report.

Categories will include:

- Indigenous Engagement and TRC Calls to Action in Sport
- Newcomer Engagement
- Access, Equity, and Inclusive Spaces (at events)
- Sustainability (in alignment with ESG strategy)

