



HOCKEY CANADA'S STRATEGIC PLAN: 2026-2030

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 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

FUN

INCLUSION

INTEGRITY

AMBITION

FAIR PLAY

EXCELLENCE

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

STRATEGIC PRIORITIES



**CANADIAN HOCKEY
DEVELOPMENT MODEL**



**WOMEN'S & GIRLS'
HOCKEY**



**HOCKEY EXPERIENCE
& HEALTHY CULTURE**



HOCKEY EXCELLENCE



FINANCIAL STABILITY



FACILITIES

**EXPAND HOCKEY
FANDOM IN CANADA**

**STRENGTHEN CANADIAN PRIDE,
UNITY AND MOTIVATION TO
ENGAGE WITH HOCKEY**

INSPIRE CANADIANS

- WIN GOLD MEDALS
- DEMONSTRATE CANADIAN VALUES

**WIN
(ELITE)**

**DEVELOP
COMPETITIVE**

GROW THE BASE

MORE ENTRY POINTS

STAY LONGER

**GROW ENTRY
TO HOCKEY**

- MORE ENTRY POINTS
THROUGH CDM
- SAFE AND
WELCOMING
ENVIRONMENT

**ALIGNED HIGH
PERFORMANCE
HOCKEY**

- CONSISTENT HIGH
PERFORMANCE
PATHWAYS
- HEALTHY EXPERIENCES

**ENHANCE CANADIAN
DEVELOPMENT FOR MEN'S,
WOMEN'S AND PARA HOCKEY**

RETAIN PLAYERS AND VOLUNTEERS

- CDM FOR ALL PARTICIPANTS
- APPROPRIATE INFRASTRUCTURE

**DELIVER WORLD-CLASS
HOCKEY ECOSYSTEM
WITH HEALTHY CULTURE**

GROW HOCKEY

**MORE CANADIAN
PLAYERS**

**DEVELOP MORE CANADIAN
PLAYERS, PLAYING BETTER**

**GAIN AND ATTRACT
MORE CANADIAN FANS**

MEASURES OF SUCCESS



#1 registered winter sport for Canadian youth



Highest engaged winter sport in Canada



Top ranked global hockey federation



Deliver a significant value proposition for Members and participants

MESSAGE FROM HOCKEY CANADA

We are excited to publish Hockey Canada's 2026-2030 Strategic Plan at a time when our National Winter Sport continues to build incredible momentum, as we have experienced five consecutive seasons of player registration growth, including record-setting years for women's and girls' participants.

Our plan focuses on six strategic priorities, each of which will be critical to help us achieve our objectives and provide Canadians with a sport that is safe, welcoming, inclusive and inspires greatness through its world-class ecosystem and culture:



CANADIAN HOCKEY
DEVELOPMENT MODEL



WOMEN'S & GIRLS'
HOCKEY



HOCKEY EXPERIENCE
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HOCKEY EXCELLENCE



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FACILITIES

With an emphasis on growth, we anticipate having broader entry points to hockey with places for all Canadians in a sport that retains participants longer, builds player pathways and sustainable development and high-performance systems, which helps build national unity through hockey.

Thank you for your support of Hockey Canada and hockey in Canada, and we look forward to continuing to strengthen our National Winter Sport together.

KATHERINE HENDERSON
President and Chief Executive Officer

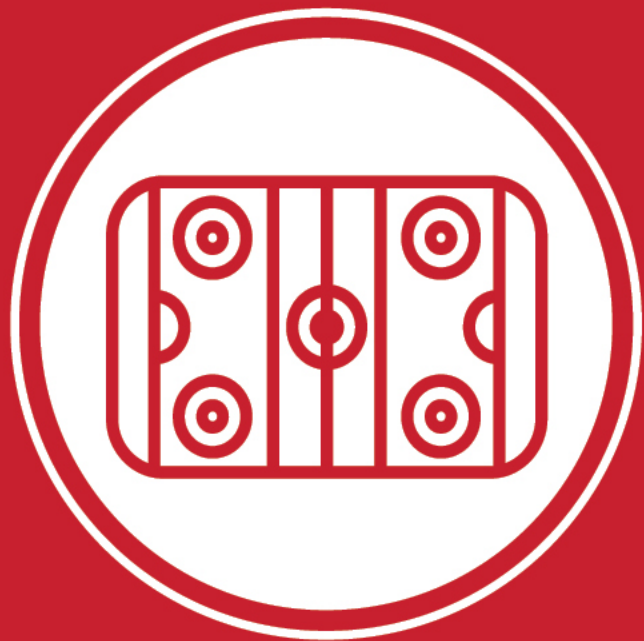


Cement our position as the #1 hockey nation by establishing the most innovative, modern and comprehensive development system that includes defined pathways for more Canadians and serves them in the best way.

HOCKEY FOR HER: WOMEN'S AND GIRLS' HOCKEY



Drive growth to 170,000 players by 2030 through programs and national development standards that deliver more opportunities for women and girls to play, celebrate and compete, cementing Canada's place as the global leader for women's and girls' sport.



Address one of the major barriers to growth and retention, specifically the aging infrastructure and availability of ice for all those who want to play hockey in Canada.



Hockey Canada is ranked number one in men's, women's and para hockey on average from 2026-2030, and competes in a medal game at every international tournament.



Deliver prudent financial and operating standards, processes and policies to ensure Hockey Canada remains the leading NSO with the resources necessary to provide world championship teams, best-in-class programming and leading sport safety standards, while making the game more affordable and accessible.



Redefine the culture of hockey and be a national leader in healthy, values-driven sport delivery for all Canadians.

Be the leader in Canada for our commitment and approach to make hockey the safest and most accountable of all sports.

STRATEGIC ENABLERS

- 1** BOLD AND INNOVATIVE MINDSET
- 2** ROBUST AND LEADING GOVERNANCE MODEL
- 3** HIGH-QUALITY AND CONSISTENT MEMBER AND STAKEHOLDER ENGAGEMENT
- 4** UNRIVALED AND VALUABLE CONSUMER EXPERIENCE
- 5** HEALTHY AND RESILIENT ORGANIZATION

1

Strengthen Hockey Canada's digital offerings to be the best in class of national sport organizations and determine how emerging technologies can drive efficiencies in all aspects of the organization's operations, while seeking out new sources of revenue and partnerships that offer value to participants, Members, partners and Hockey Canada.

2

Operate an integrated and aligned Member model built around governance excellence and player-centric delivery, with consistent governance standards across all Hockey Canada-sanctioned programs in Canada.

3

Grow hockey through an athlete-first approach that is commensurate with capacity and deliverable throughout the system, and continually demonstrating qualitative and monetary value to Members with all new initiatives.

4

Leading with our values, demonstrate unrivaled value to all stakeholders as we deliver consistent and engaging content, events and programs that are approached from the perspective of the customer.

5

Operate responsibly inside of a framework driven by our values to recruit and retain talented staff, deliver education and mentorship opportunities at all levels and manage the organization's finances with the utmost integrity and responsibility.



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