



Ontario Hockey Federation

Strategic Plan

# More than Hockey.

2026 – 2029



Ontario Hockey Federation

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# Creating Change With Intention

Phillip McKee, CEO

“To truly be **More Than Hockey**, we must lead with values, set clear expectations, and hold ourselves accountable to the culture we want to build.”

## About the Ontario Hockey Federation

Together, the Ontario Hockey Federation works alongside its seven Members to deliver safe, inclusive, and meaningful hockey experiences for participants.

You will find the OHF supporting player development pathways, championship events, officiating programs, coaching education, and initiatives that promote equity, safety, and positive culture in the game

Behind every program are dedicated volunteers, leaders, and staff working collaboratively across seven Member organizations to grow the game at every level.

The 2026–2029 Strategic Plan reinforces the Ontario Hockey Federation’s commitment to being **More Than Hockey** by formally elevating Culture of Hockey as a standalone strategic priority. This addition reflects clear stakeholder feedback and growing recognition that long-term sustainability, trust, and participation in hockey are directly tied to behaviour, values, and the day-to-day experiences of participants and families across the system.

The Culture pillar is designed to break cycles of negative behaviour and establish a consistent, respectful, and values-driven environment—from player to parent to administrator. It places accountability and education at the core of cultural change, focusing on clear expectations, consistent enforcement, and visible leadership across all levels of the game.

By explicitly recognizing culture as a strategic priority, the Plan acknowledges that policies, programs, and growth initiatives will only succeed if the environment in which hockey is delivered is safe, respectful, and aligned with shared values. This focus positions the OHF to lead meaningful cultural change across the province and strengthen public trust in the game well beyond the current planning cycle.

# Leading the Future of Hockey

Jeff Turner, Chair, OHF

**"Growth, collaboration, communication, and culture will be the foundation of how we continue to serve participants across Ontario."**



## OUR BLUEPRINT



The **2026 - 2029 OHF Strategic Plan** is our blueprint for **delivering hockey programming** for our participants.



## BUILT TOGETHER

Developed in **collaboration** with our **seven Member Partners**.



## FOCUS ON UNITY

Six **pillars** that **guide our work** and **strengthen hockey** across the OHF over the next four years.

## A Message From the Chair

"Of course, delivering value for participants requires many moving parts behind the scenes. Much of this is invisible to participants but is critical nonetheless. The pillars of the Plan including Stakeholder Support, Organizational Alignment and Communication largely go hand in hand. There is a great deal of collaboration between OHF Member Partners. We have worked hard and will continue to communicate and cooperate for the greater good of the game. Many of the modern realities of society and the game of hockey within it, make policy alignment more important than it ever has been.

Things like maltreatment and Freedom of Movement are prime examples of that. Communication is the backbone of the collaboration. We have a very good group of leaders in the OHF at this time. Our Senior Leadership Team is talented, committed and professional. Communication is proactive and effective. We will not take that for granted. It must be continuously nurtured.

Finally, we have added Culture as the 6th Pillar to our Strategic Plan. Suffice to say, this is a critical area of focus. We want to examine what being a hockey player in Ontario means, what behaviours we will and will not tolerate, what we want to encourage, and what we as administrators can do to lead the process."



Ontario Hockey Federation

# Enrich **Life** and **Community** Through Hockey.

Use Hockey as a positive catalyst for growth and shared experiences for all.

The Ontario Hockey Federation, the largest Member of Hockey Canada, is a collective of some of the best hockey organizations in the world that recognize that reliance on size alone does not guarantee success or ensure a great reputation. The power to work as a collective and maximize the benefits of a networked organization are the path to being a world class sports leader.

We are committed to quality experience for every person in our game regardless of ability. Every player, coach, official, staff and volunteer has a role and responsibility in ensuring the overall experience is fun. With an athlete centred focus, hockey is the activity of choice, creating the desire in each athlete to play hockey and stay in hockey throughout their life.

The rink reflects the faces of the people of Ontario, enabled by an organization that is safe, engaging and accessible, that derives continuous and meaningful change. We do that with a clear understanding of how that environment is achieved for the player lacing up for the first time, or the 10,000 time. Our purpose is to enrich life and community through hockey by being a highly effective and empowered and efficient network organization.





## Our 2026 - 2029 Strategic Plan

More than Hockey: developing people first—using the game to teach values, strengthen community, and make a lasting difference on and off the ice.

### VISION

To Enrich Life and Community  
Through Hockey.

### VALUES

Safe | Fun | Accessible | Integrity | Progressive

#### Stakeholder Support

To provide unparalleled support to the organizations and volunteers that deliver unparalleled experiences to participants through the networked structure.

- Strengthening Member Engagement and Collaboration
- Enhancing Technology To Improve Support
- Improving Efficiency and Timely Decision-Making
- Supporting Specialty Groups with Targeted Resources

#### Policy/Organizational Alignment

To provide a transparent and clear experience for the participant no matter which Member or Association they are registered with.

- Standardizing Process to Create Consistency
- Strengthening Governance through Consolidation
- Delivering a Standardized Curriculum
- Aligning Strategic and Operational Planning

#### Events

To ensure every event participant walks away with a positive experience to share with others.

- Delivering Exceptional Experiences
- Streamlining Event Administration
- Strengthening Continued Engagement with Hosts, Partners and Members
- Planning with a Long-Term Vision

#### Growth & Retention

To ensure continued operation into the next decade.

- Strengthening Facility Management and Ice Access
- Leveraging Secure and Actionable Data
- Stabilizing and Growing Participation Province-wide
- Building Functional Partnerships for Support

#### Business Development & Communication

To be the best communicators within the hockey community for our participants.

- Expanding Revenue Generation
- Elevating Internal Communication
- Strengthening Clear & Accessible External Communication
- Communication Alignment Across the Organization

#### Culture of Hockey

Breaking the chain of behaviour to create an outstanding and respected culture from participant to parent to administrator for the game of hockey.

- Promoting & Enforcing Positive Behaviour Standards
- Strengthening Integrity & Transparency Across the Game
- Ensuring a Strong Approach to Maltreatment
- Delivering Exceptional Education with Clear Expectations





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# Stakeholder Support

We will provide unparalleled support to the organizations and volunteers who deliver exceptional hockey experiences across Ontario.

## 1. Strengthening Member Engagement & Collaboration

We will deepen our connection with Members by actively seeking input, listening to diverse perspectives, and creating meaningful opportunities for collaboration.

Through structured engagement, transparent dialogue, and shared planning, we will ensure that decisions reflect the realities of those delivering hockey on the front lines.

## 2. Enhancing Technology to Improve Experience

We will invest in technology that simplifies processes, reduces administrative burden, and enhances the participant experience.

By ensuring that digital systems are secure, reliable, and user-friendly, we will help Members operate more efficiently while improving communication and service delivery across the network.

## 3. Improving Efficiency and Timely Decision-Making

We will streamline processes and clarify responsibilities to ensure decisions are made effectively and communicated clearly.

By reducing duplication, eliminating unnecessary complexity, and strengthening governance alignment, we will support a more responsive and agile organization.

## 4. Supporting Specialty Groups With Targeted Resources

We will provide focused support to organizations and groups that require additional resources to deliver high-quality programming.

Through tailored guidance, operational assistance, and shared best practices, we will ensure that all parts of the network have the capacity to succeed.



# Policy/Organizational Alignment

We will provide a transparent and clear experience for the participant, no matter which Member or Association they are registered with.

## 1. Standardizing Processes to Create Consistency

We will remove unnecessary variation and reduce uncertainty by establishing consistent, province-wide processes.

By clarifying timelines, expectations, and procedures, we will ensure participants and administrators understand what to expect at every stage of the hockey journey.

## 2. Strengthening Governance Through Consolidation

We will reduce policy gaps and inconsistencies by aligning regulations and governance frameworks across the network.

Through thoughtful consolidation and clear accountability structures, we will create a stronger more unified system that supports fairness and integrity.

## 3. Delivering a Standardized Curriculum

We will ensure that education and development programming provides a consistent experience regardless of geographic location.

By aligning curriculum standards, training expectations, and development pathways, we will promote equity and quality across Ontario.

## 4. Aligning Strategic and Operational Planning

We will ensure that strategic direction and day-to-day operations are full aligned across the organization and its Members.

By coordinating long-term vision with operational execution, we will move forward together with shared priorities and measurable outcomes.





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# Events

We will ensure that every event participant walks away with a positive experience to share with others.

## 1. Delivering Exceptional Experiences

We will elevate the standard of all OHF events to ensure they are organized, inclusive, memorable, and leave a lasting impact on every participant.

Through thoughtful planning, consistent branding, and participant-focused delivery, we will create experiences that celebrate achievement, sportsmanship, and community pride.

## 2. Streamlining Event Administration

We will simplify event processes to support hosts, volunteers, and participants, at all regions across the province.

By clarifying roles, standardizing procedures, and leveraging technology, we will reduce complexity and improve operational efficiency across all Championships and Programs.

## 3. Strengthening Continued Engagement with Hosts, Partners and Members

We will extend the impact of events beyond competition through storytelling, recognition, and follow-up communication.

By highlighting participants, promoting host communities, and sharing success stories, we will deepen connection and reinforce the value of participation.

## 4. Planning with a Long-Term Vision

We will design events with sustainability and future growth in mind.

By continuously evaluating delivery models, host partnerships, and participant feedback, we will ensure our events remain relevant, impactful, and aligned with the evolving needs of the hockey community.





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# Growth & Retention

We will ensure the continued strength, relevance, and sustainability of hockey in Ontario well into the next decade and beyond.

## 1. Strengthening Facility Management and Ice Access

We will work proactively with facility operators, municipalities, and partners to ensure sustainable access to ice for current and future participants.

By supporting long-term infrastructure planning, advocating for facility investment, and aligning scheduling efficiencies, we will help protect capacity and availability for the hockey community.

## 2. Leveraging Secure & Actionable Data

We will enhance the collection, protection, and responsible use of accurate data to support informed decision-making and participant engagement.

By improving data systems and analytics capabilities, we will identify trends, anticipate challenges, and develop targeted strategies that strengthen participant and retention.

## 3. Stabilizing and Growing Participation Province-wide

We will implement strategies that maintain strong registration numbers while identifying opportunities for sustainable growth in emerging and underserved markets.

Through retention initiatives, targeted outreach, and participant-focused programming, we will support lifelong involvement in hockey at all levels.

## 4. Building Functional Partnerships for Support

We will cultivate strategic partnerships that provide tangible value to participants, Members, and the broader hockey ecosystem.

By aligning with the organizations that share our vision and values, we will create new opportunities, diversify revenue streams, and strengthen the overall foundation of the game.



# Business Development & Communication

We will strengthen our financial sustainability and elevate our communication standards to become the most effective voice within the hockey community.

## 1. Expanding Revenue Generation

We will develop diversified and sustainable revenue streams by building partnerships that align with our values and deliver measurable value to the hockey community.

By strengthening sponsorship relationships, identifying new commercial opportunities, and enhancing activation strategies, we will generate resources that directly support programs, events, and participant experiences.

## 2. Elevating Internal Communication

We will create a cohesive and effective internal communication structure that connects Hockey Canada, the OHF, Members, Associations, and front-line volunteers.

By clarifying messaging pathways and standardizing communication protocols, we will ensure information flows efficiently throughout the network.

## 3. Strengthening Clear & Accessible External Communication.

We will ensure that all external communication is transparent, easy to understand, and accessible to participants, families, and partners.

By prioritizing clarity, plain language, and modern digital delivery, we will improve trust, reduce confusion, and enhance the overall participant experience.

## 4. Communication Alignment Across the Organization

We will align messaging, timing, and tone across all levels of the organization to eliminate mixed signals and strengthen credibility.

Through coordinated planning, shared communication calendars, and unified strategic priorities, we will present a consistent and professional voice throughout Ontario hockey.



# Culture of Hockey

Breaking the chain of behaviour to create an outstanding and respected culture from participant to parent to administrator for the game of hockey.

## 1. Promoting & Enforcing Positive Behaviour Standards

We will clearly define behavioural expectations and hold participants, parents, coaches, and administrators accountable to them.

Through consistent enforcement, proactive communication, and visible leadership, we will cultivate respectful environments that prioritize sportsmanship and community pride.

## 2. Strengthening Integrity & Transparency Across the Game

We will embed openness and transparency into governance, policy development, financial oversight, and participant experience standards.

By communicating clearly and operating with accountability, we will build trust and confidence throughout the hockey community.

## 3. Ensuring a Strong Approach to Maltreatment

We will maintain a fair, efficient, and morally grounded process for addressing conduct concerns and maltreatment in all forms.

By prioritizing participant safety, timely resolution, and clear reporting pathways, we will reinforce our commitment to a safe and respectful game.

## 4. Delivering Exceptional Education/Clear Expectations

We will provide high-quality education and training that equips participants and leaders with the knowledge needed to uphold standards and navigate the game responsibly.

Through structured programming and consistent curriculum delivery, we will ensure clarity of expectations and promote continuous development across all roles.





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# Moving Forward

**"More Than Hockey"** is our **commitment** to the communities we serve and ensuring that impact is visible, measurable, and meaningful. We are focused on delivering real outcomes that enrich lives both on and off the ice, and we will share our progress openly as we continue to strengthen the game and the people within it.

**This commitment means investing with purpose:** prioritizing programs, partnerships, and initiatives that create the greatest value for participants, families, and Members across Ontario. It means being responsible with our resources, working collaboratively across the hockey system, and holding ourselves accountable to the communities who trust us to lead the game forward.



We will share our **progress with you** through **stories, reports, online data, and other various formats** at **[www.ohf.on.ca](http://www.ohf.on.ca)**.



Learn more about the  
Ontario Hockey Federation's Strategic Plan at:  
<https://ohf.on.ca/about-us/>

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