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RESEARCH NOTE

#PARG 2023-21RN

Hockey in Canada

Existing and proposed organizational structure

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This research note presents the existing organizational structure and proposed changes to the organizational structure of hockey in Canada, which is not limited to Hockey Canada, but includes all members, associations, leagues, clubs, divisions, teams, players, coaches, referees, other team officials and all volunteers and paid employees.

This research note was finalized on January 15, 2023.

Introduction

In the context of Hockey Canada's recent sexual assault and transparency scandal (see Brouard, Pilon and Webb, 2022a; Pilon, Webb and Brouard, 2022), more scrutiny is placed on the National governing body, and its 13 members. Appendix A lists Hockey Canada's thirteen (13) members. The two reports prepared by Thomas Cromwell (2022a; 2022b) looks at the Hockey Canada governance. However, no recent analysis was found on the organizational structure of hockey in Canada.

This research note is written at the same time as other PARG notes on Hockey Canada members and hockey in Canada distinguishing the statistics on membership (#PARG 2023-18), the governance at Hockey Canada (#PARG 2023-19), the governance at Hockey Canada members (Canadian provinces and territories) (#PARG 2023-20) and the organizational structure of hockey in Canada (#PARG 2023-21).

The objective here is to describe the existing organizational structure of hockey in Canada, to reflect on challenges faced by Hockey Canada and its members, and to proposed organizational restructuring efforts of Hockey Canada and hockey in Canada.



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This research note doesn't address "the toxic culture of the sport and the requirements for broader culture change", which is a very important challenge (Cromwell, 2022b, p.13). Therefore, it is not addressing the effort of Hockey Canada (2022c, 2022d) regarding toxic behaviour and discrimination.

Methodology

The methodology used to prepare this research note comprises an examination of public website content of Hockey Canada and its various provincial, regional and territorial members (see Appendix A). More specifically, archival documentation was examined, such as constitutions, by laws, regulations, handbooks, financial statements, annual reports and other documents publicly available. Reasonable effort was given to find information, but it is possible that documents were overlooked due to information that might not have been readily available. Information should be easily available and not hidden in the website structure.

Based on publicly available information, this research note may not reflect all the nuances that should be taken into consideration. However, one of the objectives is to put some challenges on the table and proposed new organizational structure to consider for the restructuring effort.

Existing Situation of Hockey in Canada

Being outside the scope of the Cromwell (2022b) report, there are no specific analysis of the provincial / territorial / regional governance or regarding the organizational structure of hockey in Canada. As the new Board of Directors of Hockey Canada will reflect on the governance of their own organization, it is a good opportunity to examine and review the organizational structures of hockey in Canada at the national, provincial, regional and local levels.

Even if outside the scope of the Cromwell (2022a, 2022b) reports, stakeholders raised several issues regarding hockey in Canada. Some of them noted by Cromwell (2022b, p.13) include: "the toxic culture of the sport and the requirements for broader culture change, the additional support required for women's hockey, the eligibility criteria for Hockey Canada Members, the support, or lack thereof, afforded to para hockey, the relationship between Hockey Canada and the Canadian Hockey League/Canadian Junior Hockey League and the challenges with respect to the 'Residential Restriction Rule' as well as the Major Junior path (also referred to as the 'Canadian Development Model') versus the NCAA path".

There is a call to reflect on the situation. "It is also time for other entities and stakeholders to reflect on their own roles and responsibilities. Some who have been quick to announce their loss of confidence in Hockey Canada have been slow to acknowledge their own past contributions to its troubles." (Cromwell, 2022b, p.12)



Governance at Hockey Canada and in Canadian provinces / territories

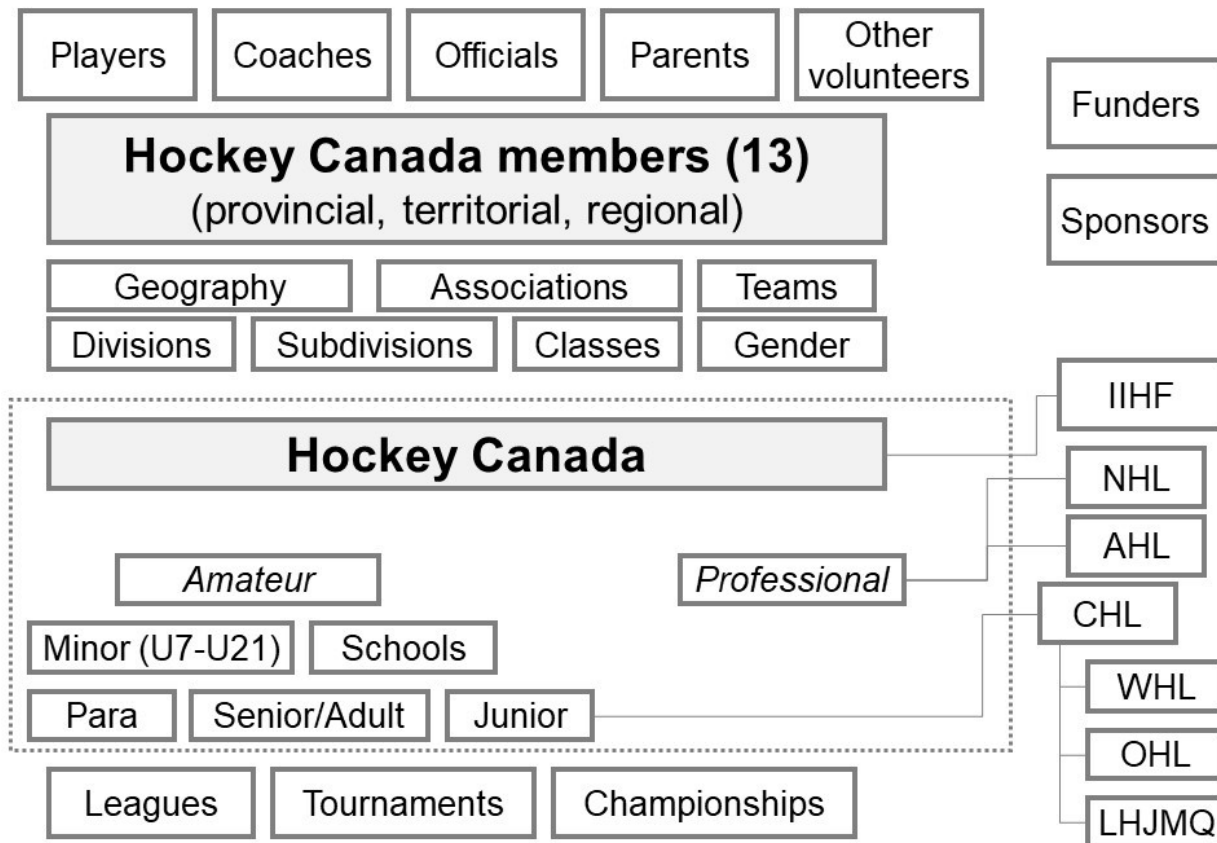
“Hockey Canada’s operations essentially deal with all aspects of ‘organized hockey’.” [...] “Hockey Canada oversees hockey in Canada at all levels: it oversees a complex vertical and horizontal structure of Members, clubs, associations, leagues and teams, all involved in amateur hockey across the country.” (Cromwell, 2022b, p.24)

Membership in hockey was examined by Brouard, Pilon and Webb (2023a). Governance was examined by Brouard, Pilon and Webb (2023b, 2023c) at the national and members level, including the Cromwell (2022a; 2022b) reports.

Description of existing structures

Figure A depicts the existing organizational structures of hockey in Canada and the various components and stakeholders. The foundation of hockey is the numerous players, coaches, officials, parents and other volunteers. Funders, such as the Government of Canada, provincial governments, municipalities, and sponsors, such as Imperial Oil, Nike, Telus, Tim Hortons, Bauer, and the withdrawals of some of them following Hockey Canada’s recent sexual assault and transparency scandal (Brouard, Pilon and Webb, 2022).

Figure A – Existing Structure of Hockey in Canada



In addition to Hockey Canada, Hockey Canada members represent the provincial / territorial regions within Canada. The complex vertical and horizontal structure was described by Brouard, Pilon and Webb (2023a), with definitions of the various terms and elements of the classification used in hockey, such as the distinction between amateur and professional and the divisions (Minor, Schools, Junior, Senior, Para), subdivisions (U7-U21), classes (AAA, AA, BB, A, B, C, D) and gender (Male and Female). The various regional or local associations organize teams and leagues, and those eventually participate in tournaments and championships.

“For the 2020-2021 season, there were 1,645 MHAs across the country (which include Minor Hockey Associations [MHA], Female Hockey Associations, and Para Hockey organizations), for a total of 423,891 players” plus “for all the other categories that are not considered ‘associations’ from an organization standpoint (e.g. Major Junior, Junior A, Senior Hockey, etc.)” there were 1,217 teams and clubs for a total of 105,354 players. (Cromwell, 2022b, p.31 based on statistics provided by Hockey Canada on August 31, 2022).

The professional level listed is the main professional hockey Leagues located in North America, namely the National Hockey League (NHL) and the American Hockey League (AHL). Table 1 presents the NHL and AHL teams in Canada. The NHL counts 32 teams in two conferences and four divisions. The AHL counts 32 teams in four divisions.

Table 1 - Main Professional Hockey Leagues and Teams in Canada

NHL - National Hockey League	Ottawa Senators Canadiens de Montréal Toronto Maple Leafs Edmonton Oilers Vancouver Canucks Calgary Flames Winnipeg Jets
AHL - American Hockey League	Toronto Marlies Rockets de Laval Belleville Senators Manitoba Moose

The Major Junior group is managed by the Canadian Hockey League (CHL) and three leagues are present across Canada, namely Western Hockey League (WHL), Ontario Hockey League (OHL) and Ligue de hockey junior majeur du Québec (LHJMQ) / Québec Major Junior Hockey League (QMJHL). Appendix B presents the various teams for the three Major Junior leagues (WHL, OHL and LHJMQ / QMJHL). These leagues also include some teams from the United States.

In addition, Hockey Canada (2022b, reg. A 11) represents Canada within the International Ice Hockey Federation (IIHF). IIHF (2021, p.5-6) “is the governing body for ice hockey, recognized by the International Olympic Committee” and “promote ice hockey throughout the world”; the various roles encompass to “govern”, “control”, “formulate” policies, settle disputes, “allocate and organize all IIHF Events and

competitions”, “arrange sponsorship, media coverage, licensing rights, advertising and merchandising”. The “commercial strength of the Olympic brand” [...] “managed to evolve from being an instrument of peace and goodwill to a transnational nongovernmental commercial giant of imposing power and influence” (Oyelade, 2016, p.i). It is possible to see over the years the transition from amateur to professional sport in the Olympic games.

Challenges on the Organizational Structure of Hockey in Canada

Looking at the existing organizational structure and listening to comments over the last months, hockey in Canada faces numerous challenges. Among them, we could mention: the control over all aspects of hockey by Hockey Canada (in essence a monopoly), the existence of myriad of organizations, associations, leagues, teams and participants, the need for more emphasis and involvement on development and grassroots hockey, the emphasis on national teams at the national level, the financial richness of Hockey Canada and an appearance of few financial transfers from Hockey Canada to local teams, the lack of importance and support for women’s hockey and para hockey, and the junior hockey in Canada with close relationship between NHL / AHL and Junior players.

Hockey Canada control over all aspects of hockey

“Hockey Canada’s operations essentially deal with all aspects of ‘organized hockey’.” (Cromwell, 2022b, p.24) While Hockey Canada is involved in all aspects, a lot of hockey operations occurs at the provincial / territorial, regional and grassroots levels, with teams and local associations at the forefront.

A clear distinction should be drawn between the roles and responsibilities at the national level (e.g. rules of the games, training standards / programs development, guiding principles, national sponsorships), at the provincial / territorial level (e.g. coordination, training programs delivery, provincial sponsorships), and at the regional / local (e.g. scheduling, teams operations, local fundraising) dealing directly with players, coaches, officials, parents and volunteers. Some responsibilities may be shared, for example promotion of the sport, but with clear roles and responsibilities.

Myriad of organizations, associations, leagues, teams and participants

“This myriad of organizations, associations, leagues, teams, and Participants, of varying sizes, with different resources and in different regions, results in a variety of ways of operating, but it also means that the responsibility for developing the sport of hockey in accordance with good governance principles lies with multiple parties. Moreover, a lack of clarity around organizational structure and authority can result in uncertainty.” (Cromwell, 2022b, p.31-32) There is a need to instill formalized governance practices and policies at all levels and at the same time leave flexibility to the local associations. It is a delicate balance. Canada Soccer (2021) provides examples of organizational charts for clubs with different levels of players.



Need more emphasis and involvement on development and grassroots hockey

“Hockey Canada needs to get more involved with grassroots hockey” (Cromwell, 2022b, p.25). Even if “Hockey Canada coordinates a vast array of development programs, aimed at recruiting and retaining new players, shaping the next generation, and developing talent” (Cromwell, 2022b, p.25), it is the way to go. Grassroots hockey should be central. Funding should go from Hockey Canada to local associations and teams. Grassroots hockey is not as successful as it could be due to financial constraints. Recruitment is located more at the local level than at the national level.

Too much emphasis on competitions and national teams at national level

Cromwell (2022b, p.25) reports that “Hockey Canada is responsible for Canada’s national teams, competing at international levels”; “There was also a recognition that Hockey Canada’s focus on high-performance responds to external constraints (such as government funding requirements)” (Cromwell, 2022b, p.25). There is too much emphasis on national teams. For example, a lot of efforts are placed on the Junior hockey championship. Fun should be back at the early ages in hockey. After all, hockey is a game, not a money making machine or a place to focus mainly on developing the next elite players. Would it be better for the sport if more players are enjoying hockey on a weekly basis (without earning a living by playing)?

Financial richness of Hockey Canada

“Hockey Canada has a complex and a large budget.” (Cromwell, 2022b, p.12) On June 30, 2021, the total assets of Hockey Canada is equal to \$153,330,483, including \$24,996,172 in cash and \$118,512,953 in long-term investments for a sub-total of \$143,509,125 representing 93.6% of all assets; liabilities equals \$34,209,552 (Brouard, Pilon and Webb, 2022; Hockey Canada, 2021a).

On June 30, 2022, the total assets of Hockey Canada is equal to \$119,047,023, including \$5,074,570 in cash and \$101,236,949 in long-term investments for a sub-total of \$106,311,519 representing 89.3% of all assets; liabilities equals \$33,253,971 (Hockey Canada, 2022h).

Hockey Canada “raises money through its organization of various events and competitions, as well as through the sale of merchandise” (Cromwell, 2022b, p.26). There is also a Hockey Canada Foundation has total assets of \$28,341,884 as at June 30, 2021, including \$23,379,066 in cash; and liabilities of \$958,858 (Brouard, Pilon and Webb, 2022). (Hockey Canada, 2023). For example, during the last 2023 IIHF World Junior Championship, more than \$1 million of 50/50 tickets has been sold in Alberta, British Columbia, New Brunswick, Nova Scotia, Ontario and Saskatchewan, and proceeds will be used for provincial initiatives (Hockey Canada, 2023).



No appearance of financial transfer from Hockey Canada to local teams

Cromwell (2022b, p.26) states that: “Through sponsorship and licensing partnerships, Hockey Canada promotes the sport of hockey in Canada and raises a significant amount of money to finance Hockey Canada’s operations.” Cromwell (2022b, p.25) also reports “that high-performance hockey is what funds grassroots hockey.”

From public documents, it is not clear how much are profits from high-performance operations. Despite the claim, it is not clear how much funds are transferred back to grassroots local associations. The last Hockey Canada audited financial statements (June 30, 2022) and the Cromwell (2022b) report does not provide information on transfer amounts to provincial members and to local associations. The flow of funds appears to be more from players to Hockey Canada through registration and insurance fees of \$23.80 per player per year (Brouard, Pilon and Webb, 2022; Cairo, 2022; Cromwell, 2022b).

Lack of importance and support for women’s hockey and para hockey

Cromwell (2022b, p.13) raises the issues of “additional support required for women’s hockey” and “the support, or lack thereof, afforded to para hockey”. More effort is needed to reach equality between men’s and women’s hockey. Development of para hockey is also an important aspect of inclusivity in hockey (Hockey Canada, 2022d).

Junior Hockey in Canada

Cromwell (2022b, p.13) raises the issue of “the relationship between Hockey Canada and the Canadian Hockey League/Canadian Junior Hockey League”. The Canadian Hockey League (CHL) is “a League of major junior Teams/Players, divided into three (3) separate divisions” (Hockey Canada, 2022b, reg. Appendix H2, p.113).

The relationship between Hockey Canada and Junior leagues is not well known and is complex. The financial interest of both main organizations and all entities involved is complex. More information is needed on that relationships and more transparency is needed. However, most organizations are mainly private for-profit organizations.

Table 2 presents the three Canadian Major Hockey Leagues and Teams by Provinces / States and Appendix B presents the various teams for the three Junior Major leagues (Western Hockey League (WHL), Ontario Hockey League (OHL) and Ligue de hockey junior majeur du Québec (LHJMQ) / Québec Major Junior Hockey League (QMJHL)).

Appendix B (B1, B2, B3) presents some information on the various 60 teams of the three leagues of the Canadian Hockey League (CHL). Similar to the professional leagues, the Major Junior leagues involved Canadian and American teams, which could posed questions on the sole responsibility by Hockey Canada. Appendix C presents the Junior A Leagues by geographic area; Junior A is one level lower than Major Junior.



Table 2 - Canadian Major Hockey Leagues and Teams by Provinces / States

Name	WHL	OHL	LHJMQ	Total
Canadian teams				
British Columbia	5			5
Alberta	5			5
Saskatchewan	5			5
Manitoba	2			2
Ontario		17		17
Québec			12	12
New Brunswick			3	3
Nova Scotia			2	2
Prince Edward Island			1	1
Sub-total Canadian teams	17	17	18	
United States (US) teams				
Washington	4			4
Oregon	1			1
Michigan		2		2
Pennsylvania		1		1
Sub-total US teams	5	3	0	8
Total number of teams	22	20	18	60

Source: website of CHL, WHL, OHL, LHJMQ (See Appendix A)

Close relationship between NHL / AHL and Junior players

Once drafted to the National Hockey League (NHL), Junior hockey players may play in the NHL, in the American Hockey League (AHL), in the CHL or in other teams in other leagues (such as in Europe). For example, the Rockets de Laval is associated with the Canadiens de Montréal and the Belleville Senators is associated with the Ottawa Senators.

Proposed Organizational Structure of Hockey Canada and Hockey in Canada

Considering the numerous challenges previously described, two proposed organizational structure of hockey in Canada is offered. Both involved the distinction between amateur and professional, namely Junior levels.

Better distinction and equality between gender and para levels

Even if historically, hockey have been largely a boys / men sport, it may be appropriate to grow the sport as more equal for girls / women. The excellence and success of the national women's hockey team at the Olympics, World Championships or other series, is impressive, even as women's hockey represents a small fraction of the players. This is done despite the lack of presence between those events, lack of resources and lack of professional leagues for women. The Canadian Women's Hockey League (CWHL) operated between 2007 and 2019 without the same exposure as the National Hockey League. This may change as a new league may be formed in the future in conjunction with the Professional Women's Hockey Players Association (PWHPA, 2022).



For example, Hockey Canada and the National Hockey League (NHL) may put pressures on the networks to include in their deals more exposure for Women's hockey. With substantial network deals between the NHL and Turner Sports and HBO Max (estimated at \$225 million per season until 2028), Walt Disney / ESPN (estimated at \$400 million per season until 2028), NBC, and Canadian deals with Rogers (until 2026), TSN / RDS and TVA, funds exist to help (Shapiro and Deitsch, 2021; Shapiro and the Athletic Staff, 2021).

Similar to soccer, it would be preferable to change the naming of age level. For example, use U15B / U15G (for Boys and Girls) or U15M / U15W (for Men and Women) instead of U15 / U15W. For Para hockey it could be U15P (when mixed) or U15PM / U15PW (when difference in gender).

Cromwell (2022b, p.10) suggested that: "Hockey Canada replace the Director Women & Girls position with a senior leadership position which would be responsible for women's hockey (Vice President Women & Girls)." This would bring Women's hockey at a more equal level.

Different distinction between amateur and professional

On one side, "an Amateur hockey Player is one who is not participating in organized Professional hockey" (Hockey Canada, 2022b, reg. A(4), p.67). On the other side, Professional "refers to a Team or League in which Players older than 21 years of age are eligible to participate and are paid no less than a living wage for their participation" (Hockey Canada, 2022b, reg. A(32), p.69).

There is no definition in the Hockey Canada regulations regarding the expression "paid no less than a living wage for their participation". However, we may distinguish the minimum wage and the living wage (Living Wage for Families, 2022). The rules distinguishing amateur and professional could also be revised.

The minimum wage is "the minimum amount of remuneration that an employer is required to pay wages earners for the work performed during a given period, which cannot be reduced by collective agreement or an individual contract" (ILO, 2022). In Canada, it varies between \$13 and \$16. The living wage could be defined as "a wage that enables workers and their families to meet their basic needs" (United Nations Global Compact, 2022). It is possible to earn the minimum wage but still live below the poverty line.

Major Junior hockey players in Canada as professional

It is proposed to move Major Junior hockey under professional, as the major junior leagues work mostly like professional lucrative leagues. Junior hockey in Canada has a close relationship between NHL / AHL and Junior players. No information, such as financial statements or annual reports, is publicly available for CHL, WHL, OHL and LHJMQ/QMJHL.



Following a lawsuit (Court of Queen’s Bench of Alberta, 2016), three reports were made public (KPMG, 2016a; 2016b; O’Reilly, 2016) lifting some financial information on those junior leagues, which demonstrated some financial health of most teams, even if not strong for many. Between 2021 and 2016, the OHL present an average over 5 years of \$1,851,760 per year of Pre-tax income (KPMG, 2016a) and the WHL present an average over 5 years of \$(213,158) per year of Pre-tax income (loss) (KPMG, 2016b). The WHL average loss is due to 11 on 22 teams; 50% with income and 50% with loss.

The World Association of Ice hockey Players Unions (WAIPU) (2022) refers to a number of lawsuits and class action, such as on remuneration of players, on wage and hour theft and on sexual abuses, hazing, and bullying, against CHL, WHL, OHL, LHJMQ/QMJHL, Hockey Canada, NHL, and/or other stakeholders. Table 3 presents contractual financial information for Junior hockey in Canada (amateur players). CHL (2017) responds to some of them.

Assuming the WAIPU (2022) numbers as correct, if we divide the \$17,400,000 in salary paid by an average 20 players for the 60 teams in the three Major Junior leagues, an average of \$14,500 is paid per player per year. A total of 68 games are played per year in a regular season, plus those in playoffs and pre-season, in addition to the hours spent on travelling between cities. WAIPU (2022) believes that Major Junior players should be considered professionals, not amateurs.

Table 3 – Contractual Information for Junior Hockey in Canada (Amateur Players)

Name	Western Hockey League (WHL)	Ontario Hockey League (OHL)	Ligue de hockey junior majeur du Québec (LHJMQ)*	Total
Number of players who have sign pro contracts	71	27	45	143
Million in salary	\$ 134.3	\$ 59.9	\$ 64.5	\$ 258,700,000
Million in performance bonus	\$ 14.0	\$ 12.7	\$ 4.2	\$ 30,900,000
Million in signing bonus	\$ 10.3	\$ 5.2	\$ 4.2	\$ 19,700,000
Million base minor league salary	\$ 9.1	\$ 4.4	\$ 4.9	\$ 17,400,000

Note *: Québec Major Junior Hockey League (QMJHL)

Source: World Association of Ice hockey Players Unions (WAIPU) (2022, p.2)

Distinction between development (grassroots) and national teams

“From what we have observed, some Members’ understanding of how the roles under the Hockey Canada umbrella are divided appears to differ from its legal mandate. According to them, Hockey Canada’s main focus and mandate remain on high performance athletes, while the Members focus on developing young players with the aim of the player reaching the next level and to instill a lifelong love of the game.” (Cromwell, 2022b, p.25)



There should be a distinction and separation between development / amateur (grassroots) and competitive / professional hockey. Cromwell (2022b, p.10) suggested that: “Hockey Canada divide[s] the Senior Vice President Hockey Operations & Development position in order to have one position responsible for hockey development (Vice President Hockey Development) and one person responsible for national teams (Vice President Hockey Operations).”

More focus and resources for local organizations and groups

Some of the funding from national sponsorship and net income generated by international competitions at the Hockey Canada level should trickle down to provincial / territorial members, local associations and teams. Instead of receiving money from players, Hockey Canada should offer funds to local organizations or assume the insurance costs. More support for women’s hockey and para hockey should also be provided.

Better integration between schools and other organizations

There should be better integration between school programs and other local hockey organizations. Cromwell (2022b, p.13) raises “the challenges with respect to the ‘Residential Restriction Rule’ as well as the Major Junior path (also referred to as the ‘Canadian Development Model’) versus the NCAA path”. School programs at the primary, high school, college and university programs should be aligned with other structures, such as the local associations and teams. Everyone should work in collaboration for the global benefit of the players and the sport.

Propositions and proposed organizational structure

Two proposed organizational structure of hockey in Canada is offered. Both involved the distinction between amateur (not paid) and professional (paid). Women’s hockey and para hockey should get more equality treatment and more resources in those propositions. More attention should be put on development (grassroots) versus national teams and more focus and resources for local organizations in Canada, including relationships and integration with schools.

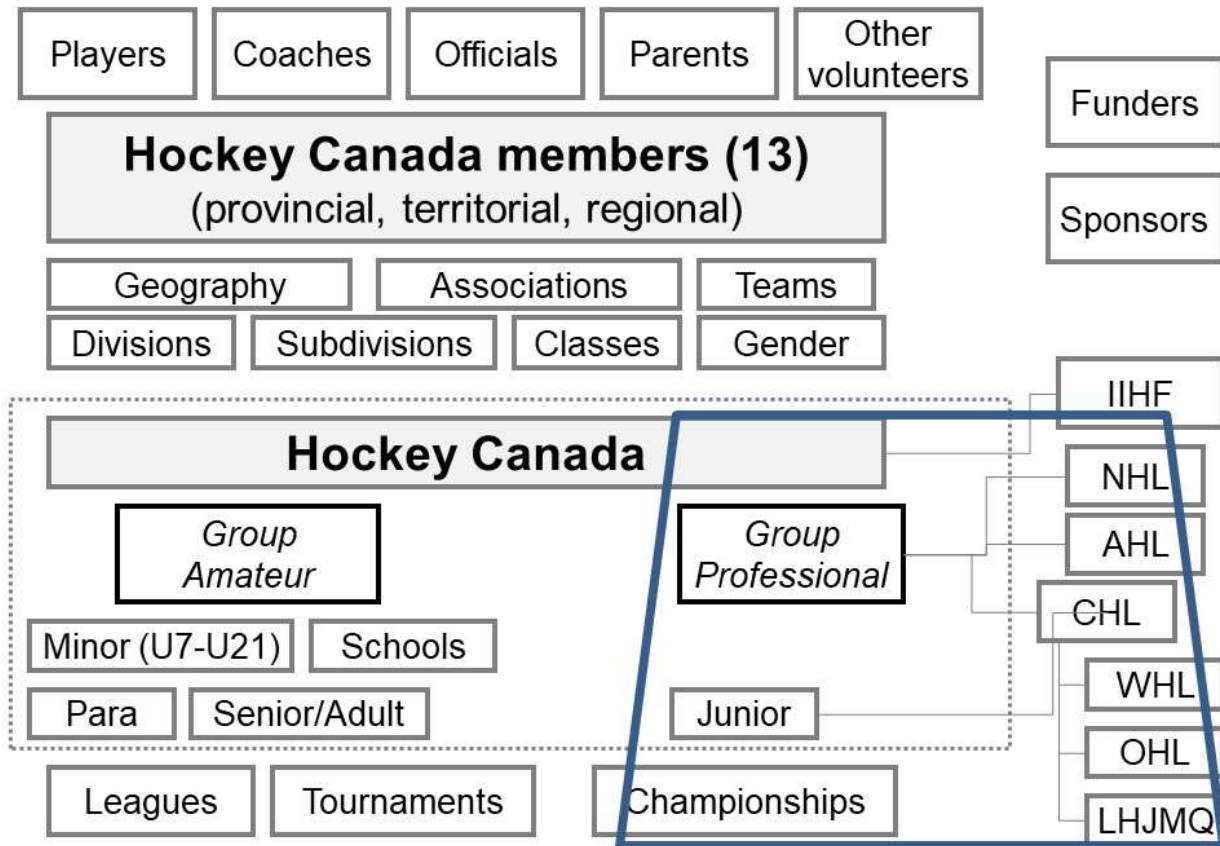
The key is Major Junior hockey. There are more relationships between Junior hockey and the NHL and AHL, but also with the international championship, than with amateur hockey. Amateur and professional don't have the same objectives and don't use funds the same way.

The first proposition is to modify Hockey Canada existing structure to have two main group / business unit within the same legal organization. The group / business unit Amateur will have the responsibilities on amateur and recreational hockey, namely minor (U7-U21), schools (high school, college, university), Para and Senior/Adults. The group / business unit Professional will have the responsibilities on professional hockey, namely Junior hockey (at least Major Junior and CHL, WHL, OHL, LHJMQ), and international tournaments or championships.



Figure B depicts the proposed organizational structure of Hockey Canada and the various components and stakeholders. The difference between Figure A and Figure B is the placement of Junior hockey by moving Major junior hockey and their championships under the professional side.

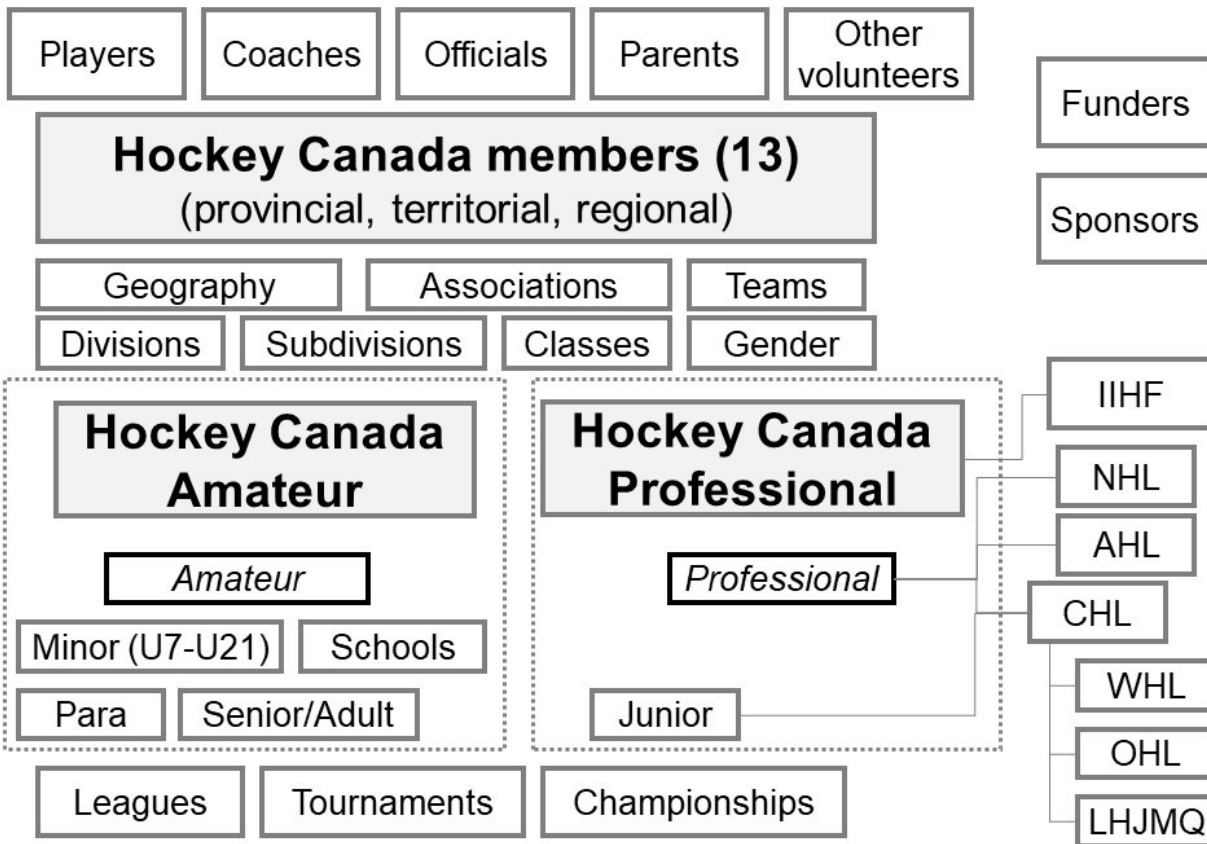
Figure B – Proposed Structure of Hockey Canada



The second proposition is to separate Hockey Canada in two separate legal organization, namely: Hockey Canada Amateur and Hockey Canada Professional. Hockey Canada Amateur will have the responsibilities on amateur and recreational hockey, namely minor (U7-U21), schools (high school, college, university), Para and Senior/Adults. It is the recreational side for hockey. Hockey Canada Professional will have the responsibilities on professional hockey, namely Junior hockey (at least Major Junior and CHL, WHL, OHL, LHJMQ), and international tournaments or championships. It is more the competitive and elite side at a level where payments are received by players.

Figure C depicts the proposed organizational structure of hockey in Canada and the various components and stakeholders. The two legal organizations should collaborate, the same way as the Hockey Canada Foundation is part of the Hockey Canada group (Brouard, Pilon and Webb, 2022).

Figure C – Proposed Structure of Hockey in Canada



Conclusion

After looking at the existing organizational structure and the challenges in Hockey Canada filling its mandate towards amateur hockey, two propositions of organizational structure are proposed. The proposed structures may add to the reflection of restructuring effort of hockey in Canada. The restructuring is not only for Hockey Canada, but for hockey in Canada in general. It includes provincial / territorial members, associations, leagues, clubs, teams, players, coaches, referees, other team officials and all volunteers and paid employees.

A clear distinction should be drawn between the roles and responsibilities at the national level (e.g. rules of the games, training standards / programs development, guiding principles, national sponsorships), at the provincial / territorial level (e.g. coordination, training programs delivery, provincial sponsorships), and at the regional / local (e.g. scheduling, teams operations, local fundraising) dealing directly with players, coaches, officials, parents and volunteers. Some responsibilities may be shared, for example promotion of the sport, but with clear roles and responsibilities.

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Brouard, F., Pilon, M., Webb, A. (2022). *Hockey Canada – Financial Information: Issues about transparency and responsiveness*, #PARG 2022-12RN, October 11, 37p.

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Appendix A Hockey Canada Members and Associate Members

Location	Name	Website
Members / Branches (13)		
Saanichton, BC	BC Hockey (include Yukon)	www.bchockey.ca
Red Deer, AB	Hockey Alberta	www.hockeyalberta.ca
Regina, SK	Hockey Saskatchewan	www.hockeysask.ca
Winnipeg, MB	Hockey Manitoba	www.hockeymanitoba.ca
Thunder Bay, ON	Hockey Northwestern Ontario	www.hockeyhno.com
Ottawa, ON	Hockey Eastern Ontario	www.hockeyeasternontario.ca
Cambridge, ON	Ontario Hockey Federation	www.ohf.on.ca
Saint-Léonard, QC	Hockey Québec	www.hockey.qc.ca
Fredericton, NB	Hockey New Brunswick	www.hnb.ca
Darmouth, NS	Hockey Nova Scotia	www.hockeynovascotia.ca
Charlottetown, PEI	Hockey PEI	www.hockeypei.com
Grand Falls-Windsor, NL	Hockey Newfoundland and Labrador	www.hockeynl.ca
Yellowknife, NWT	Hockey North (include Northwest Territories and Nunavut)	www.hockeynorth.ca
Associate Members (12)		
Ottawa, ON	Aboriginal Sport Circle	www.aboriginalsportcircle.ca
Mississauga, ON	Canadian Deaf Ice Hockey Federation	cdifh.deafhockey.com
Zurich, SW	International Ice Hockey Federation	www.iihf.com
	Canadian Amputee Hockey Committee	www.canadianamputeehockey.ca
Scarborough, ON	Canadian Hockey League	www.chl.ca
New York, US	National Hockey League	www.nhl.com
Ottawa, ON	Canadian Armed Forces	www.forces.gc.ca
Ottawa, ON	U Sports	usports.ca/
Toronto, ON	National Hockey League Players' Association	www.nhlpa.com
Kingston, ON	Canadian Ball Hockey Association	www.canadaballhockey.ca
	Canadian Junior Hockey League	www.cjhlhockey.com
Toronto, ON	Canada Inline	www.canadainline.com
Major Leagues (3)		
	Canadian Hockey League (CHL)	www.chl.ca
	Western Hockey League (WHL)	www.whl.ca
	Ontario Hockey League (OHL)	www.ontariohockeyleague.com
	Ligue de hockey junior majeur du Québec (LHJMQ) / Québec Major Junior Hockey League (QMJHL)	www.lhjmq.qc.ca www.theqmjhl.ca
University Associations		
	Atlantic University Sport (AUS)	www.atlanticuniversitiesport.com
	Canada West (CW)	www.canadawest.org
	Ontario University Athletics (OUA)	www.oua.ca
	Réseau du sport étudiant du Québec (RSEQ)	www.rseqhockey.com



Appendix B

Teams in Junior Major Hockey Leagues in Canada (with United States teams)

B1 – Western Hockey League (WHL) (www.whl.ca)

Province /State	Team name	City / Region	Website
Eastern Conference (12)			
Alberta	Hitmen	Calgary	hitmanhockey.com
	Hurricanes	Lethbridge	lethbridgehurricanes.com
	Oil Kings	Edmonton	oilkings.ca
	Rebels	Red Deer	reddeerrebels.com
	Warriors	Moose Jaw	mjwarriors.ca
Saskatchewan	Blades	Saskatoon	saskatoonblades.com
	Broncos	Swift Current	scbroncos.com
	Raiders	Prince Albert	raiderhockey.com
	Tigers	Medecine Hat	tigershockey.com
	Wheat Kings	Brandon	wheatkings.com
Manitoba	ICE	Winnipeg	winnipegice.ca
	Pats	Regina	reginapats.com
Western Conference (10)			
British Columbia	Blazers	Kamloops	blazerhockey.com
	Cougars	Prince George	pgcougars.com
	Giants	Vancouver	vancouvergiants.com
	Rockets	Kelowna	kelownarockets.com
	Royals	Victoria	victoriaroyals.com
Washington	Chiefs	Spokane	spokanechiefs.com
	Thunderbirds	Seattle	seattlethunderbirds.com
	Silvertips	Everett	everettsilvertips.com
	Tri-City Americans	Kennewick	amshockey.com
Oregon	Winterhawks	Portland	winterhawks.com

Source: websites of CHL and WHL (see Appendix A)



B2 – Ontario Hockey League (OHL) (www.ontariohockeyleague.com)

Province /State	Team name	City / Region	Website
East Division (5)			
Ontario	67'S	Ottawa	ottawa67s.com
	Bulldogs	Hamilton	hamiltonbulldogs.com
	Frontenacs	Kingston	kingstonfrontenacs.com
	Generals	Oshawa	oshawagenerals.com
	Petes	Peterborough	gopetesgo.com
Central Division (5)			
Ontario	Battalion	North Bay	battalionhockey.com
	Colts	Barrie	barriecolts.com
	IceDogs	Niagara	niagaraicedogs.net
	Steelheads	Mississauga	mississaugasteelheads.com
	Wolves	Sudbury	sudburywolves.com
Midwest Division (5)			
Ontario	Attack	Owen Sound	attackhockey.com
	Knights	London	londonknights.com
	Rangers	Kitchener	kitchenerrangers.com
	Storm	Guelph	guelphstorm.com
Pennsylvania	Otters	Erie	ottershockey.com
West Division (5)			
Ontario	Greyhounds Soo	Sault Ste. Marie	soogreyhounds.com
	Spitfires	Windsor	windsorspitfires.com
	Sting	Sarnia	sarniasting.com
Michigan	Firebirds	Flint	flintfirebirds.com
	Spirit	Saginaw	saginawspirit.com

Source: websites of CHL and OHL (see Appendix A)



B3 – Ligue de hockey junior majeur du Québec (LHJMQ) (www.lhjmq.qc.ca)

Province /State	Team name	City / Region	Website
<i>Association Ouest (8)</i>			
Québec	Armada	Blainville-Boisbriand	armadahockey.ca
	Cataractes	Shawinigan	cataractes.qc.ca
	Foreurs	Val d'Or	foreurs.qc.ca
	Huskies	Rouyn-Noranda	huskies.qc.ca
	Olympiques	Gatineau	olympiquesdegatineau.ca
	Phoenix	Sherbrooke	hockeyphoenix.ca
	Tigres	Victoriaville	tigresvictoriaville.com
	Voltigeurs	Drummondville	voltigeurs.ca
<i>Association Est (10)</i>			
Québec	Drakkar	Baie-Comeau	le-drakkar.com
	Océanic	Rimouski	oceanic.qc.ca
	Remparts	Québec	remparts.ca
	Saguenéens	Chicoutimi	sagueneens.com
New Brunswick	Titans	Acadie-Bathurst	letitan.com
	Wildcats	Moncton	moncton-wildcats.com
	Seadogs	Saint John	sjseadogs.com
Nova Scotia	Mooseheads	Halifax	halifaxmooseheads.ca
	Eagles	Cap-Breton	capebretoneagles.com
Prince Edward Island	Islanders	Charlottetown	charlottetownislanders.com

Source: websites of CHL and LHJMQ (see Appendix A)



Appendix C Hockey in Canada – Junior A Leagues and Geographic Area

Name	Level		Number of teams
BC Hockey	Junior A	British Columbia Hockey League (BCHL)	18
Hockey Alberta	Junior A	Alberta Junior Hockey League (AJHL)	16
Hockey Saskatchewan	Junior A	Saskatchewan Junior Hockey League (SJHL)	12
Hockey Manitoba	Junior A	Manitoba Junior Hockey League (MJHL)	13
Hockey Eastern Ontario	Junior A	Central Canada Hockey League (CCHL)	12
Hockey Northwestern Ontario	Junior A	Superior International Junior Hockey League (SIJHL)	7
Hockey Northwestern Ontario	Junior A	Northern Ontario Junior Hockey League (NOJHL)	12
Ontario Hockey Federation	Junior A	Ontario Junior A Hockey League (OJHL)	21
Hockey Québec	Junior AAA	Ligue de hockey junior AAA du Québec (LHJQ) / Québec Junior Hockey League	12
Hockey New Brunswick	Junior A	Maritimes Hockey League (MHL)	12
Hockey Nova Scotia			
Hockey PEI			
Hockey Newfoundland and Labrador		none	
Hockey North		none	

Source: website of various organizations (See Appendix A)

