



# Diversity & Inclusion Task Force

## Final Report & Recommendations



**A FUNDAMENTAL SHIFT**

The Hockey Nova Scotia Diversity & Inclusion Task Force acknowledges that all hockey in this province takes place in Mi'kma'ki, the ancestral and unceded territory of the Mi'kmaq.

**We are all Treaty people.**

April 2021

**To Hockey Nova Scotia Board of Directors:**

I never expected it. When I was invited to join the Diversity & Inclusion Task Force, of course I said yes right away. After all, I've spent most of my life involved in hockey. I've coached and continue to coach many teams and I've been involved in the Black Youth Ice Hockey Initiative since its inception 12 years ago. But as a player, a dad and a coach, I've always been amazed and frustrated by how singular the culture is. Growing up and often being the only person of colour on the ice, I found myself on the receiving end of racist and discriminatory behaviour. It is still so difficult, even as an adult, to convey to those who have never experienced it how racism and discrimination impacts young players. In fact, all of the Nova Scotia players of African descent that I know have experienced incidents of racism and discrimination without exception. This is why I am steadfast in my resolve to ensure my kids and other traditionally underrepresented kids never have to experience the same. So when the call came in for this Task Force, and the goal was making the game I love more inclusive, I was all in.

What I didn't realize was how transformative the experience would be. Groups like this (task forces, committees, coalitions, etc.) are established every day. And while they have great intentions and sound good when they're announced, they can fall victim to many pitfalls. They can be unclear on their mandate, all talk and no action, lacking support from leadership, overwhelmed by a loud minority, or just plain ineffective.

None of that was the case here. From the get-go, it was clear to me that this was an A-team. Most of us had never met, we all come from very different backgrounds, we have different strengths and abilities, there are even a couple who had no particular affinity for hockey! But what we shared – and the two things that galvanized our bond – was a vision of equity and an appetite for action.

In this 16-month-long learning journey we took together, we have learned an incredible amount: Why colour contrast is important in bathroom facilities, why doors to ice surfaces should be glass, how microaggressions cause harm, how there are countless communities within communities, the role of our ancestors, what 'systems of oppression' mean, where we ourselves are unconsciously biased, and so much more. We made friendships that may never have been forged otherwise, and modeled the diversity and inclusion that we hope to see one day in hockey. Not only did we achieve the mandate that was so carefully created, but we have set the conditions going forward for the work to thrive and outlast us. As a board you have supported us every step of the way. That's huge.

We're incredibly proud of this work, in particular the participation from hundreds of Nova Scotians whose input is reflected in these pages. We hope you continue moving forward with us as we strive to make the game more diverse, inclusive and welcoming for all.

W. Dean Smith  
Chair, Diversity & Inclusion Task Force

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*Note: This report is written and designed using best practices in accessibility. A plain text copy of Appendix B is available upon request by calling the Hockey Nova Scotia office.*

# I. TASK FORCE MEMBERS

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**Levi Denny**



**Nicole Durand**



**Kendrick Douglas**



**Steven Googoo**



**Crystal Watson**



**Dean Smith**



**Chuck Dauphinee**



**Carolyn Townsend**



**Amy Walsh**



**Elana Liberman**

## II. EXECUTIVE SUMMARY

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Go to a local library, grocery store or park and take a look around. Who do you see? There are people from every walk of life. Young and old, all skin colours, many backgrounds, different socioeconomic groups, marital and family status, different values, skills, languages, and abilities.

Now pop in to a local hockey rink. Who do you see?

The sport of hockey is often cited as the pride of our nation. Canadians also embrace multiculturalism. With one out of five people in Canada being foreign-born, Canada is one of the most diverse countries in the world. Yet curiously, participation in the game is not reflective of our population's demographics.

Hockey Nova Scotia's Diversity & Inclusion Task Force is determined to change this.

Struck in December 2019, the Task Force set out to make recommendations to Hockey Nova Scotia's board of directors around **what can be done** to make the game welcoming and inclusive for all. For the Task Force itself, great care was taken to ensure broad diversity of membership. This is more than ethnic diversity, it's diversity of thought and experience as well. In our work, right down to how we ran our meetings and how leadership was distributed, this group strived to model the equity and inclusion we hope to one day see in rinks everywhere.

An early action was around governance. The Task Force recommended the board of Hockey Nova Scotia establish a permanent seat at the board table for a member dedicated to diversity and inclusion. This was approved unanimously and that position is now filled.

Another key priority was to listen. In September of 2020 the Task Force launched a provincewide public engagement initiative to gather stories and input from hockey families, but also from the people who have left because of a negative experience, as well as people who have never experienced the sport. These are the individuals who have the most experience about what needs to change.

***"There are reasons why Black, Indigenous, people of colour, persons with disabilities, 2SLGBTQ+ and new Canadians are not picking hockey, and we really needed to hear from these individuals in order to inform and effect positive change."***

 **Dean Smith,**  
Task Force Chair

That public engagement process yielded an overwhelming response. More than 800 Nova Scotians took the time to share heartfelt and often vulnerable stories and offer nearly 1,000 recommendations. You will find a summary of those recommendations in Appendix B.

The Task Force knew that forwarding hundreds of recommendations to the board would not be helpful. The board is made up of 12 community leaders who dedicate endless volunteer hours to govern the game of hockey in this province. It is arduous volunteerism carried out by individuals who are driven by a love of the game. Despite a genuine desire to change, how could they possibly find the additional capacity to move forward with this massive collection of ideas?

The Task Force decided to do three things:

1. Seek board approval to establish a separate body as a structure to spearhead these recommendations. The Future of Hockey Lab is described on page 13.
2. Extract a manageable number of **key** recommendations that the board itself must lead. There are nine such recommendations and they are described on page 15.
3. Recommend the board make the Task Force a permanent board committee designed to provide support and collaboration on these nine change initiatives.

It is our hope that those who completed the survey and provided valuable input can “see themselves” in this report. It is also our hope that we have structured the path forward in such a way that allows this important work to thrive. Finally, we hope to see valuable learning created around achieving greater equity, diversity and inclusion so that, ultimately, every single person has the opportunity to feel at home in hockey.

***“There’s a big difference between ‘you’re allowed to be here’ and ‘we value you.’ The goal here is for each person to be recognized accepted and celebrated for their differences.”***

 **Steven Googoo,**  
Task Force Member

### III. BACKGROUND

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It is well known that Nova Scotia “punches above its weight” in hockey. For Nova Scotians of European descent, names such as Sidney Crosby, Brad Marchand, and Nathan MacKinnon will stand out. Those who champion women’s hockey will know the names Jill Saulnier and Blayne Turnbull. And in the coaching ranks Lisa Haley and Troy Ryan continue to impact the game worldwide. What many might not realize is that Nova Scotia produced the first Black player to sign a pro deal (Art Dorrington), the first Black professional coach (John Paris Jr.), the third Black NHLer (Bill Riley), and several other Black NHLers such as Pokey Reddick and Craig Martin. Nova Scotia also developed the first NHLer of Lebanese descent in Sydney’s John Hanna. Many more great hockey players in Nova Scotia excelled in the Colored Hockey League of the Maritimes (1895-1930).

Despite this rich and proud hockey history, there is a darker side to the sport for many as it is also interlaced with the impacts of racism and discrimination, from segregated hockey leagues to what we’re seeing recently with more local and national incidents coming to the surface. We know these behaviours manifest on the ice and off (e.g. dressing rooms, etc.) and throughout the ranks of hockey management and administration across this country and beyond. We also know hockey is a microcosm of society.

***“Sports often reflect and simplify outside problems and positives in the world, but they can also be a place to offer solutions for meaningful change and engagement of issues beyond sport.”***



**Howard Ramos, Professor**  
Chair, Department of Sociology  
University of Western Ontario

The Task Force believed from the outset that there is an enormous opportunity to use hockey to model equity in sport. After all, hockey is the pride of a great many Canadians. A sport that is powerful, brimming with devotion, and expected to lead. Further, Canadians are known to embrace diversity.

And so it was very important for Hockey Nova Scotia to be bold in conveying their official position with respect to racism and discrimination in the game and to have a plan for how to address these issues.



On December 12, 2019, the Board of Hockey Nova Scotia issued the following public statement:

## **HOCKEY NOVA SCOTIA STATEMENT ON RACISM & DISCRIMINATION IN HOCKEY**

*The last few weeks have been difficult ones for our game. Recent incidents of discrimination in hockey, both internationally and here at home, are shining a light on some disturbing behaviour. The victims of these incidents have demonstrated courage in coming forward with their stories. It is through these stories that we will see change. At Hockey Nova Scotia, we believe that the rink should be a welcoming place for everyone. We believe that racism and discrimination have no place in our game. While that is our belief, it is clear to us that racism and discrimination continue to exist in our sport. This is a complex issue with deep and ugly historical roots. There are no easy solutions. But that is no excuse for inaction. We are setting an example and taking action. We recognize that solutions will only be found if we work together, particularly with those who are and who have been most affected.*

*That is why we are forming a task force, made up of individuals from under-represented communities in our game, that will help inform our policies and procedures to ensure that the rink is safe and welcoming for everyone.*

The Task Force commends Hockey Nova Scotia for acknowledging the impacts of racism and discrimination in our game, and we recognize that the appointment of this Task Force indicates Hockey Nova Scotia's desire to move towards a more diverse, inclusive and equitable game for all.

It is also important to recognize the current work Hockey Nova Scotia is doing to build diversity and inclusion in the game through their Black Youth Ice Hockey Program, New to Hockey Program (for New Canadians), Indigenous Girls Hockey Program, and Para Hockey Programs. These programs introduce the game of hockey to historically underrepresented communities with the hopes that participants will transition to minor and other organized hockey, or simply make hockey part of their healthy and active life choices. Beyond programs, other efforts include the expansion of the Risk Management Committee. This is truly admirable work and although commendable, the Task Force wants to make clear that much more is needed to combat racism and discrimination in the sport. Rather, we believe a fundamental cultural shift is required to address racism and discrimination in hockey and to grow the game in this province.

***"We must realize that discrimination in hockey represents more than unsportsmanlike conduct, it represents a key reason why players leave the game they love, and others choose never to try it in the first place."***



**Chuck Dauphinee,**  
Task Force Member

Though the original mandate of the Task Force has now been met with the release of this report, the work has only just begun. The last 16 months has resulted in hundreds of recommendations on how to make the game more safe, welcoming and inclusive.

This report signals a transition of that mandate to supporting the board in activating the recommendations.

There is now a collective and shared responsibility for the work to be led by those responsible for delivering hockey to Nova Scotians.

## IV. DIVERSITY AND INCLUSION TASK FORCE MANDATE

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The Task Force modeled its Terms of Reference (see Appendix C) on the Restorative Inquiry into the Nova Scotia Home for Colored Children. This was important because that model placed *first voice* at the centre of its work, which we believed was essential for examining difficult issues such as racism and discrimination in hockey.

The mandate of the Task Force was to produce a set of recommendations to eliminate racism, discrimination and abuse in hockey, as well as suggestions for making the sport more diverse and inclusive. These recommendations would be presented to the board of directors for Hockey Nova Scotia, the governing body for amateur hockey in the province.

***"In launching the Diversity & Inclusion Task Force, Hockey Nova Scotia is recognizing two important points: that the growth of the sport is tied to cultural and demographic change, and that change must come from within. There is tremendous power when communities come together. I would not underestimate the potential Hockey Nova Scotia now has – through its leadership, youth and families, the coaches, officials and volunteers – to not only improve experiences for underrepresented groups in their province, but to ignite a movement across the country."***



**Kim Davis,**  
Senior Executive Vice President  
at National Hockey League (NHL)

## V. RECOMMENDATIONS IN REAL-TIME

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One of the first orders of business for the Task Force was to conduct an examination of the immediate needs. It quickly became apparent there was an absence of *first voice* from historically underrepresented communities at important regulatory decision-making levels of Hockey Nova Scotia. The Task Force also examined the representative diversity of the current Hockey Nova Scotia regulatory body and determined additional representation of diverse voices was an immediate need.

At the same time, the urgency and validity of the collective forces such as Black Lives Matter were inspiring us to “move more than our mouths”. So, as the Task Force worked towards its mandate of a set of forward-facing recommendation, we also drafted our first recommendation in real-time.

The taskforce drafted a letter to the board requesting the creation of an appointed board position dedicated to diversity and inclusion. This position would be aligned with the new fiscal year or the start of the 2020/2021 season. Structurally, this board position would act as the liaison between the board and the task force as per other councils and committees. This recommendation was presented to the board in July 2020 and received unanimous consent.

For the first time ever, there is now a platform from which racism, discrimination, and inclusion issues can be championed at the regulatory decision-making level.

### Previous Recommendation #1

Hockey Nova Scotia Board of Directors move to create a permanent seat at the board leadership level to be occupied by the chair of the Diversity and Inclusion Task Force.

In August 2020, a second real-time recommendation was made to launch an innovative provincewide engagement process to gather input from Nova Scotians. This would be done by developing a short but comprehensive online survey with anonymous participation and offering a number of ways to participate, including filling out a paper version or calling the Hockey Nova Scotia office.

Objectives of the engagement were to: identify the ways in which racism, discrimination, abuse, and maltreatment have impacted the experience of current and former participants in hockey, and; collect recommendations, suggestions, and ideas on how to make hockey more friendly, inclusive and welcoming. Board approval for the engagement process was received in August 2020 and the survey was launched the following month.

## Previous Recommendation #2

Hockey Nova Scotia Board of Directors move to support a provincewide public engagement to gather stories, input and ideas on how to make the game inclusive and welcoming.

Another recommendation in real-time included board support for the establishment of the Future of Hockey Lab. This is a separate, arm's-length structure designed to bring together many stakeholders (from within and outside the current hockey system) to create, experiment, and test existing and new ideas that make the sport of hockey more inclusive, diverse and welcoming.

For instance, the public engagement survey revealed that the most significant challenge to hockey is cost. In fact, many respondents felt the game has become reserved for families who can afford the high costs of registration, hockey gear, and transportation. Exploring ideas and strategies to address this barrier is a significant body of work in and of itself. The mandate and timeline for the current Task Force is not adequate to undertake this work fully; however, the Future of Hockey Lab is where we can prototype existing and new ideas on how to address this barrier.

## Previous Recommendation #3

Hockey Nova Scotia Board of Directors move to support the creation of the Future of Hockey Lab, a separate, arms-length structure to operationalize the bulk of the recommendations.

These types of recommendations in real-time represent important foundational steps and begin to create the structural conditions so this work can thrive.

***"The significance of the Task Force's work cannot be understated. Other sporting and recreation organizations from within Nova Scotia and likely across Canada will be watching and learning, and perhaps in turn, asking themselves some of the same questions. We are proud of HNS for being brave enough to identify racism and discrimination as a problem in hockey and we are confident in our process, our research and design, and conveying the recommendations we received from Nova Scotians regarding the future of hockey in our province"***



**Elana Liberman,**  
Task Force Member

## VI. TIMELINE

December 2019	Task Force struck
December 2019	Hockey Nova Scotia issues statement on racism
December 2019	Media coverage
May 2020	Task Force develops Terms of Reference
June 2020	Board approves Task Force's Terms of Reference
July 2020	Task Force engages research expert to design public engagement
July 2020	Task Force makes first real-time recommendation: see page 8
July 2020	Hockey Nova Scotia Board of Directors unanimously approves recommendation
July – September 2020	Develop innovative strategy and design for seeking meaningful input from public
July 2020	Task Force makes second real-time recommendation: see page 8-9
August 2020	Hockey Nova Scotia Board of Directors unanimously approves recommendation
September 2020	Task Force launches provincewide public engagement
September 2020	Co-learning with Howard Ramos, Professor & Chair, Department of Sociology, University of Western Ontario*
September – October 2020	Media coverage
September – November 2020	Targeted recruitment with equity-seeking groups
November - January 2021	Making sense of the survey data
November 2020	Task Force makes third real-time recommendation: see page 9
December 2020	Hockey Nova Scotia Board of Directors unanimously approves recommendation
January 2021	Co-learning with Bobby Sahni , Partner & Co-founder, Ethnicity Matters*
February 2021	Task Force begins drafting report
February 2021	Co-learning with Abhi Ahluwalia and Lakhdeep Singh Dhaliwal of Unlearn*
February 2021	Co-learning with Melanie Clarke, Diversity & Inclusion Consultant*
March 2021	Co-learning with Dr. Késa Munroe-Anderson, Deputy Minister of Communities, Culture and Heritage, Government of Nova Scotia*
March 2021	Co-learning with Dawn Stegen and Gerry Post of the Accessibility Directorate, Government of Nova Scotia*
March – April 2021	Finalize report
April 2021	Task Force presents to Hockey Nova Scotia Board
April/May 2021	Report is made public

*\*Continuous learning around equity, diversity and inclusion was a commitment made by the Task Force.*

## VII. DATA TO SUPPORT THE DIRECTION AND RECOMMENDATIONS

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The Task Force was continually guided by the *first voice* experiences generously shared with us throughout our mandate. The 841 responses to the survey came from a diverse group of respondents with varying degrees of involvement in the game (see Appendix A). We believe this innovative process was a 'first' in the province in terms of subject-matter and reach. You will see many quotes throughout this report which are taken directly from what respondents and others shared with us through the process. The survey was not long (designed to take five minutes or less) but participants dedicated an average of **13 minutes** in providing their feedback. This was notable, demonstrating a great level of care and thoughtfulness.

In terms of barriers and impediments to participation in the sport, respondents overwhelmingly agreed that costs, and time commitment and scheduling were significant barriers. However, the next most significant barrier or impediment to participation was a sense of belonging. Many respondents indicated they left the game or chose not to participate in the game because they did not feel a sense of belonging and that the culture of hockey was not accepting. This data is significant for the Task Force because if the culture of hockey is not addressed, we will not be able to build diversity, inclusion or equity into the game. Failure to address a sense of belonging in the game will also have a negative impact on growth of the game.

***"Hockey has given me everything and it carries a powerful sense of belonging. But as a leader I must ask, why is that sense of belonging only attainable for certain people? We can do better than that."***



**Amy Walsh,**  
Task Force Member

### **Co-learning**

Throughout our mandate, the Task Force was intentional about engaging numerous folks on equity, racism, discrimination, diversity and inclusion. These opportunities provided the benefits of perspective as experienced by subject-matter experts, equity-seeking groups, researchers and academics. Both the timeline (page 10) and the Resources (Appendix D) list some of these contributors.

Key learnings include the importance of building authentic relationships (“friendraising”), ensuring we consider the mission, vision and values of our organization through the lens of equity groups, the significance of data for advocating and advancing change, and the value in today’s leaders showing vulnerability.

It was a rich learning journey where each of us left with more insight, empathy and understanding than when we started.

***“There exists a great deal of fatigue among equity groups who are increasingly tasked with educating white people. This inequity is the air we breathe, the water we swim in, every single day. If white folks wish to help, go and learn. Read, observe, watch documentaries, listen to podcasts... And if you’re truly committed to change, the learning never ends.”***



**Dr. Késa Munroe-Anderson,**  
Deputy Minister of Communities  
Culture and Heritage  
Province of Nova Scotia



## VIII. FUTURE OF HOCKEY LAB

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The Future of Hockey Lab was established in December 2020, not long after the public engagement process was wrapped. Co-created by Amy Walsh and Carolyn Townsend, it is no different than any other lab in the world: it's all about experimentation. This concept is also not new to the game of hockey; over the past decade we have seen innovation in many pockets designed to incubate technologies to improve the experience for fans or measure and track athlete performance, for example. The Future of Hockey Lab, however, is unique in that it's laser-focused on equity, diversity and inclusion and making the culture of hockey more welcoming.

The Future of Hockey Lab is also a structure to "operationalize" the hundreds of recommendations we've received from the community on how to grow the game in a safe and welcoming way.

***"Hockey can be a place where we teach our kids not only hockey skills, but how to be great humans. Imagine the army of future leaders we'd produce – on and off the ice - if there was an opportunity for everyone."***



**Carolyn Townsend,**  
Task Force Member

The premise is that what we've been doing all these years is no longer working. Participation in organized minor hockey is on the decline. Furthermore, the folks you see in rinks are not representative of the diversity we boast of in Canadian society. We need to learn a new way. But learning in this case doesn't happen from reading a book or a manual. **Because we're creating new, no such thing exists.** This learning comes from trying.

Hosted in Nova Scotia, the Future of Hockey Lab brings together many stakeholders to create, experiment, and test existing and new ideas that make the sport of hockey more inclusive, diverse and welcoming. In doing so, hockey creates better futures for its participants.

**The Future of Hockey Lab has three specific areas of focus:**

### **1. Identifying new approaches to address existing problems.**

Sport leaders have known for decades about barriers such as the cost of the sport, parental behaviour, racial slurs, and an over-emphasis on the elite to name a few. The Task Force's engagement process further validated these concerns. These are complex problems to solve, which is why they still exist, but the Future of Hockey Lab is where we generate new ideas to address them.

## **2. Scaling local solutions so their impact is deeper by affecting a broader range of people.**

There are many examples of amazing hockey programs in Nova Scotia. The Black Youth Ice Hockey Program, Jump Into Hockey, and Halifax Mussels are a few examples. But these are all stand-alone. The Future of Hockey Lab is where we can learn the best ways to scale these programs for broader impact locally and provincially.

## **3. Prototyping existing ideas that have never been tried.**

Hockey has a wealth of impassioned leaders whose dedication to the game is unmatched. One of the benefits of this is the constant source of new ideas. Many of these ideas were suggested as part of the engagement process initiated by the Task Force. But it can be hard to try new things in a system that is comfortably predictable. The Future of Hockey Lab is a place where we can revisit those ideas, test them out and learn.

## **The Future of Hockey Lab is where we turn TALK into ACTION.**

The Future of Hockey Lab is believed to be the only work of its kind in the world. Here are a few things that make this work different:

1. This work is community led. It is not top down.
2. The Future of Hockey Lab is a separate structure. It is not work that will be piled on top of an already tapped and entrenched system. It will be about working alongside.
3. The lab is employing emerging methodologies at the forefront of social innovation.
4. The emphasis will be on data. Developmental evaluation will allow us to learn and iterate more quickly. And all the learning will be open source for anyone to access.
5. There is strong intentionality about engaging those who are NOT part of the current system. A new way must be found with leadership and co-creation together with those who haven't felt included.

## IX. RECOMMENDATIONS SPECIFIC TO THE BOARD OF DIRECTORS

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The Task Force drafted a list of nine (9) recommendations to be actioned specifically by the Hockey Nova Scotia Board of Directors. These recommendations are to be actioned under the Board’s authority to regulate amateur hockey in the province.

***“Making accommodations is not a ‘nice thing to do’. Accessibility is a fundamental human right.”***



**Nicole Durand,**  
Task Force Member

The Diversity and Inclusion Task Force recommends that the Hockey Nova Scotia Board of Directors approves **the establishment of a permanent Diversity & Inclusion Task Force** (including a dedicated annual budget) **to support the board’s activation** of the following actions:

- 1) Develop a Member Code of Conduct that reflects our recommendation for **ZERO** tolerance as it relates to racism and discrimination. This involves pairing punitive and restorative measures with education to seize any and all opportunities to teach personal and social responsibility. It also includes continuous evaluation to ensure the policy is current and appropriate for all. One priority is to show that “chirping” etc. is simply not tolerated. This could include the institution of a “duty to report” and/or “whistleblower” policy in relation to all incidents of suspected racism in the sport, on or off the ice. It would also include a process to ensure timely reporting back to the parent of the victim so that proper supports can be put in place.
- 2) Develop and institute an Equity, Diversity & Inclusion training module for Hockey Nova Scotia Board of Directors and staff, and all hockey associations including board members, coaches, officials, volunteers, and closely connected partners. Training would address anti-racism, cultural sensitivity, anti-discrimination, unconscious bias and anti-oppression training. This is a key lever to kickstart a fundamental change in hockey culture which will enhance Hockey Nova Scotia’s efforts to make the game more inclusive, friendly and welcoming.

***"Those who do not have the 'lived experience' often fail to understand the significant negative and long-lasting impact racism and discrimination have on an individual's mental and emotional well-being. It is not the same as a physical injury that heals with the passage of time. Injuries stemming from racism and discrimination are always present despite the passage of time."***



**Kendrick Douglas,**  
Task Force Member

- 3) Diligently pursue more diversity on boards, councils, committees and staff with the objective of achieving two goals within five years:
  - a) Gender parity ("50%"); and
  - b) Significant representation ("30%") of other under-represented groups, including racialized persons, people living with disabilities and members of the 2SLGBTQ+ community.
- 4) Develop a five-year growth strategy for participants with a disability. A disability is defined as "a physical, mental, intellectual, learning or sensory impairment, including an episodic disability that, in interaction with a barrier, hinders an individual's full and effective participation in society." A barrier can be individual or systemic. It can be a physical, technological, attitudinal barrier, or a limiting policy or practice.

It is in the removal of those barriers, where accessibility will be achieved.

***"Many people don't realize that Nova Scotia has a higher percentage (30.4%) of disabled citizens than any province in Canada, and that gap is growing due to our aging population."***



**Dawn Stegen,**  
Interim Executive Director,  
Accessibility Directorate at Department of Justice  
Province of Nova Scotia

- 5) Data on purpose: Ensure necessary resources (human and financial) to support the collection of data for the purpose of measuring progress on all diversity and inclusion initiatives. Make all data publicly available.

- 6) Commit to finding ways to share stories and honour past AND current participants from historically marginalized populations (e.g. players, coaches, officials, volunteers, etc.).
- 7) Collaborate with Recreation Facilities Association of Nova Scotia to create and distribute new, uniform signage for all hockey facilities that signals the organization's intentionality around equity, diversity and inclusion.
- 8) Review, revise and modernize the constitution, bylaws and regulations with a diversity and inclusion lens. For example, currently Female Hockey Associations are only able to offer U9 and up so changing the regulation to allow U7 (IP Timbits) should be considered. Another example would be equitable ice allocation policies. It is important to note that, in the spirit of our guiding mantra of "nothing about us without us", any changes made should be done so with the full participation and leadership of those impacted.
- 9) Support the Future of Hockey Lab as the structure to carry out the balance of the recommendations, including an annual financial contribution for a minimum of three years. The lab is designed to generate learning through experimentation so, in the spirit of data-driven decision-making, the board commits to drawing on this learning as much as possible.

## X. NEXT STEPS

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The Task Force has completed a heavy lift. With an appetite for action, it has been strategic with its mandate. It has made real-time recommendations to address key governance barriers. It has engaged with community on a large scale to ensure *first voice* is reflected in the broader recommendations. It has established an arm's-length hockey lab – believed to be the first of its kind in the world – where many of these recommendations can be operationalized. Of the hundreds of recommendations, we have thoughtfully extracted nine to be led specifically by the board. And recognizing Hockey Nova Scotia has a working board as opposed to a governing board and these volunteers are already at maximum capacity, it has offered a support structure in the form of a renewed mandate for the Task Force to help carry out these nine recommendations.

That heavy lift is just the beginning. Progressive leadership will require a strategic vision, planning and proactivity to grow the game, and to address the many impediments that far too often inhibit that growth. Long-term sustainable change in Nova Scotia demands we address, among other things, the elephant in the room with respect to hockey in this province. The elephant is the lack of diversity in the sport at all levels of the game.

The task force does not for a minute intend to diminish the significant work put in over the years by those administering the game of hockey in this province. In fact, we acknowledge the work and commitments made by so many to this game that brings much enjoyment to many Nova Scotian families. The task force is saying, however, that it is healthy for the growth of the game to identify some of the shortcomings when it comes to including traditionally underrepresented communities.

The Hockey Nova Scotia Board of Directors has worked intentionally as of late toward building a more diverse regulatory body, which is encouraging, but more proactive work is needed. We must proactively recruit and welcome traditionally underrepresented community members to the hockey family in Nova Scotia. In some cases, the game's culture will need to be redefined or reimaged so it's not centered in any one group. We must all take the initiative to ensure proactive and progressive changes reflect our society's demography.

***"When people say, 'we want more diversity', who exactly is the 'we'? If we're serious about inclusion, be careful about centering any one particular group. Inclusion is about everyone feeling at the centre."***



**Levi Denny,**  
Task Force Member

The Task Force sees gaps in representation at all levels of the game in this province. For instance, to effectively advance and address impediments to the game experienced by BIPOC, 2SLGBTQ+ and persons with disabilities, we need leadership and engagement from these folks at the board level and throughout all levels in the administration of the game. Although there are some successes coming from 'grow the game' programs, Nova Scotia's regulatory body must make cultural and structural changes in the game of hockey in order for diversity and inclusion to flourish. Once these difficult but necessary changes take place, hockey will truly be welcoming for all.

This is not a matter of political correctness, it's the key to growth. When we listen and celebrate what is both common and different, we become a better organization.

***"The work of this team was about more than promoting diversity and inclusion in hockey. This team was about learning and bringing into awareness the disproportionalities and disparities in the sport of hockey and finding ways to dismantle them. This was true equity work and it's just getting started."***



**Crystal Watson,**  
Task Force Member



## APPENDICES



# APPENDIX A: PUBLIC ENGAGEMENT: PARTICIPATION



## Diversity & Inclusion Task Force

Quick Stats

Total Responses (at survey close)  
November 5, 2020: **841**

### Gender

Identify as Female 44.83%

### Black, Indigenous, People of Colour

Identifying as BIPOC 19.98%

Identifying as Indigenous 6.18%

Identifying as Person of African Descent (Black) 8.56%

BIPOC calculation includes any respondents who identified as a Person of African Descent (Black), Indigenous, East Asian, Multiracial, South Asian, South East Asian, or West Asian/Arab)

### 2SLGBTQ+

Identifying as a 2SLGBTQ+ 10.34%

### Persons with a Disability

Identifying as a person with a disability 7.25%

### Responses outside HRM

Outside Halifax Regional Municipality 44.35%

# APPENDIX B: SUMMARY REPORT OF RECOMMENDATIONS



## DIVERSITY & INCLUSION TASK FORCE

Recommendations Data Summary



PREPARED BY BINGO IMPACT MANAGEMENT CONSULTING INC. | MARCH 2021  
Dr. CAITLIN PENTIFALLO GADD PhD.



## RECOMMENDATIONS DATA SUMMARY

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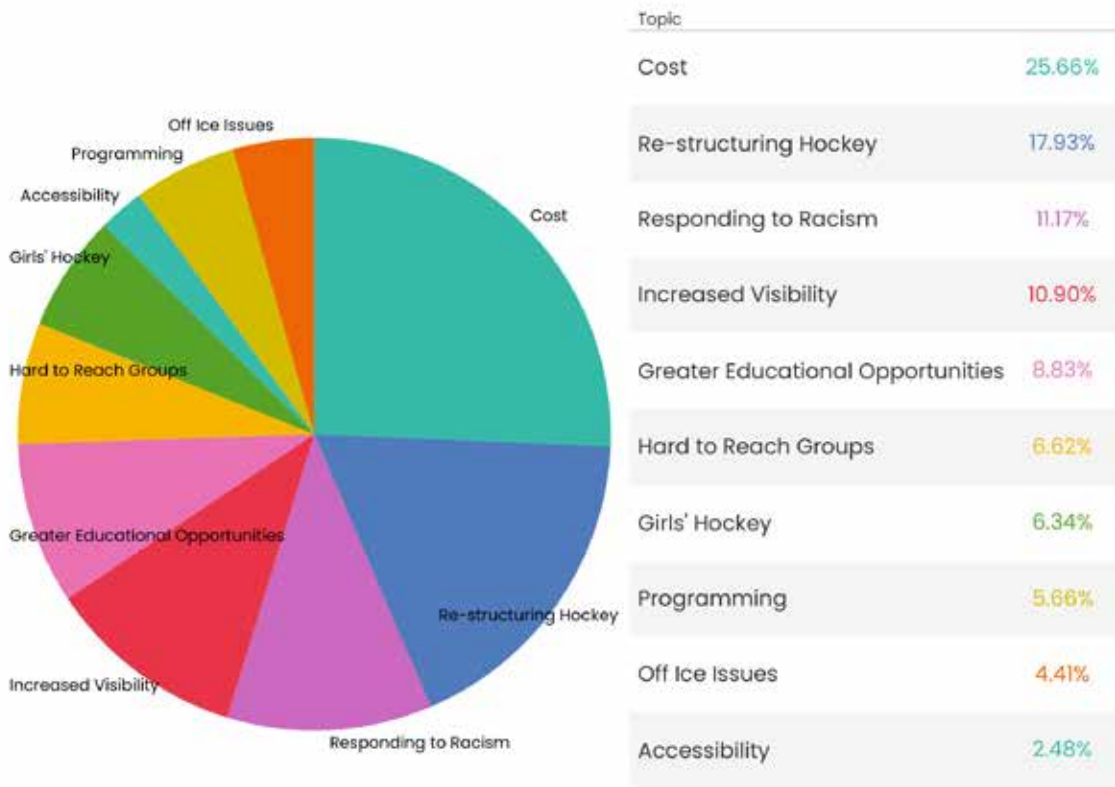
As part of this survey engagement, we asked respondents what they recommend to make the sport more inclusive, equitable, and diverse.

# WHAT WOULD YOU RECOMMEND?



# OVERVIEW

In total, 725 recommendations were considered for analysis. Each recommendation was qualitatively analysed using an inductive coding process, whereby a label or phrase was attached to each recommendation based on the main theme identified. This process yielded 10 topic areas, as demonstrated in the graphic below.

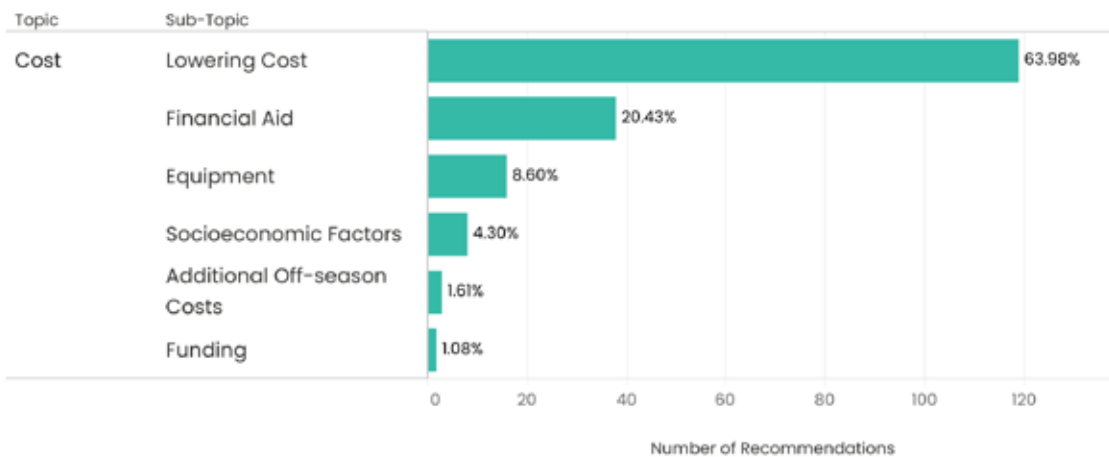


This process helped identify the predominant themes, while also helping to guide and steer further analysis of the recommendations. After topics were identified, another round of coding followed, breaking each topic into sub-topics. The graphics also show which sub-topics were identified most frequently. In the write-up, we have provided brief analysis and interpretation of the data. We have also selected a few key direct quotes from our recommendation submissions that are indicative of the topics and sub-topics identified.

# COST

25.66% Percent of all recommendations

Percentage of recommendations, by sub-topic:



Cost represents the topic area with the greatest number of recommendations submitted. Among these recommendations, most spoke to the need to lower costs in general. Some recommendations mentioned the need for grants and subsidy programs, which are captured by the sub-topic financial aid.

The high costs of equipment and socioeconomic factors were also mentioned frequently as a barrier to participation.

Overwhelmingly, when asked what they would recommend to make hockey more inclusive and equitable, cost was the topic that survey respondents highlighted the most.

## Financial Aid

"Make the game more affordable to low income families. Create funding to assist low income households. Grow the game in communities of colour by holding events there. Encourage leaders in the hockey community to be visible in communities of colour."

# COST

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## Financial Aid

"My understanding is that hockey requires a lot of equipment that can be financially burdening to families. Even with more affordable options, youth can develop feelings of shame and inferiority if their equipment is not as nice as their teammates. One way around this could be by setting standard team fees and having the team provide identical equipment for each player."

## Lowering Cost

"When you are short on food to feed yourself, you make every effort to secure more food. If you have identified a problem as lack of diversity in the sport, then make every effort to find more diversity. Small incremental and proactive changes lead to larger momentous changes and soon you are looking back at the issue because the changes you made are making a difference."

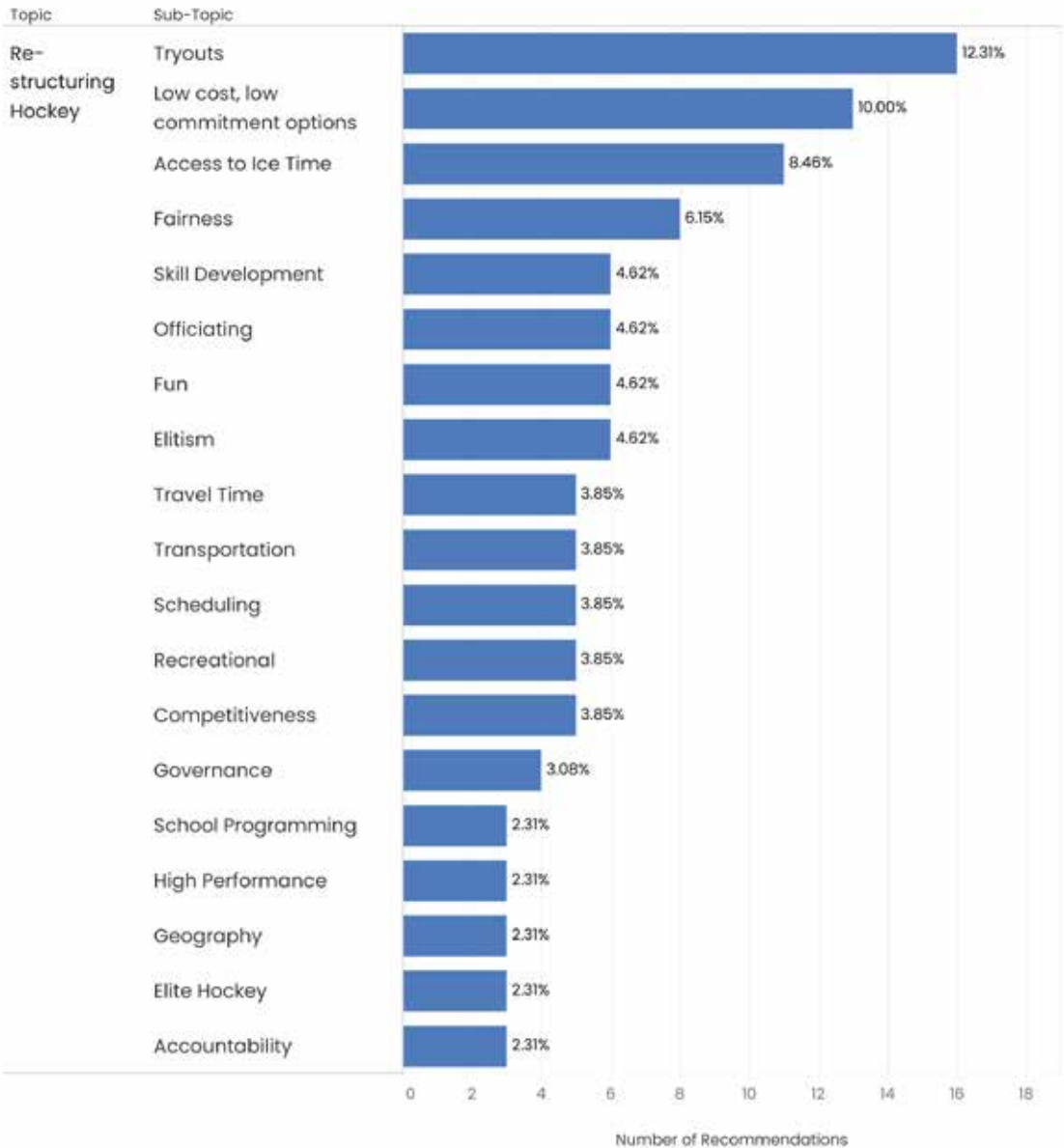
## Lowering Cost

"Definitely the cost is a lot. I honestly didn't want my son to play because of the costs associated with the sport, which isn't fair to him. He actually wants to be a goalie but I won't even let him try it because I know the costs involved with that position. Anything that could be done to lower the costs would remove some barriers in the sport."

# RE-STRUCTURING HOCKEY

17.93% Percent of all recommendations

Percentage of recommendations, by sub-topic:



# RE-STRUCTURING HOCKEY

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## Low-cost, low-commitment

The topic area re-structuring hockey captures many recommendations that seek to change how hockey is delivered and organized.

From the stress of tryouts to the growing sense of elitism across young age groups, respondents in this topic area are telling us that the way the game is structured needs to change in order to become more inclusive.

Tryouts were the most frequently mentioned sub-topic area. Concerns over ethical behaviour in tryouts, the exclusionary nature of how they are run, and the overly competitive aspect of tryouts are some of the considerations brought up by survey respondents.

Recommendations also capture a re-imagined hockey that promotes low-cost, low-commitment options. Strengthening the recreational system and promoting developmental programs were mentioned in this topic area. Having opportunities to try hockey without needing to commit, having short seasons, and scaling down the time commitment required were also mentioned.

Access to ice time was the third most popular sub-topic. Inequities in how ice is allocated, and a lack of policies on how to determine ice access fairly were included in recommendations.

"An opportunity for a lower cost, lower weekly time commitment recreational league for kids who just want to have fun.... I understand the association's desire for skill development but it generates a level of stress amongst players and parents. And rather than kids dropping out because of the pressure or not entering because they are 10 years old and are just learning to skate, this could allow more participation amongst less competitive players. The hockey "culture" scares many people away and I think it's... partially the push for players to achieve and excel rather than be who they are and have fun."



# RE-STRUCTURING HOCKEY

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## Access to Ice Time

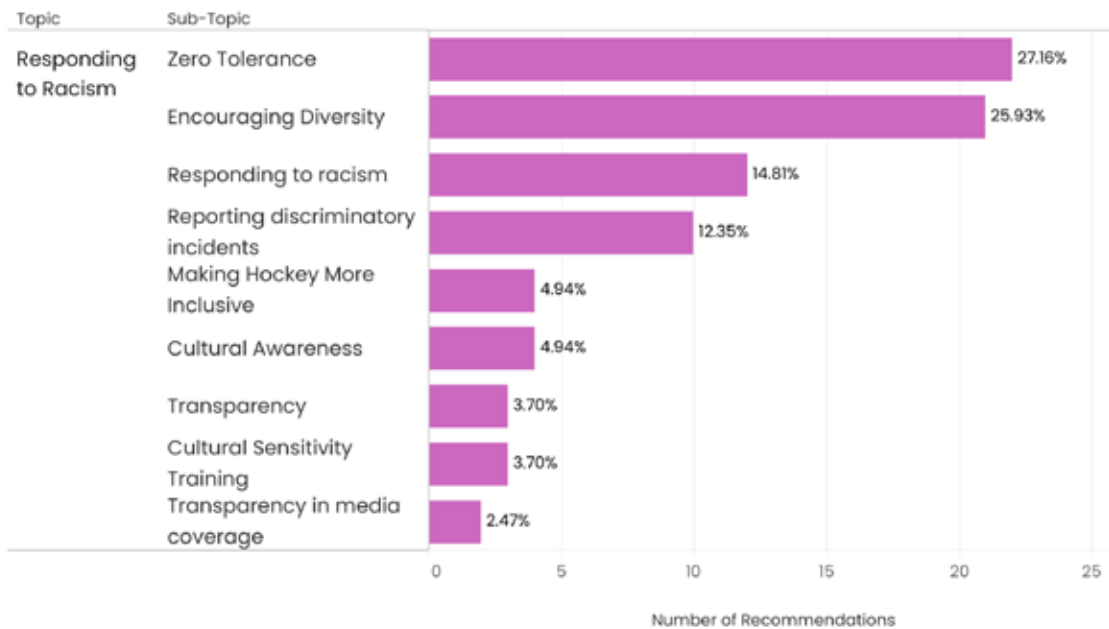
This topic area is broad, and captures the greatest number of sub-topic areas. Not pictured in the graphic on the previous page were sub-topics with less than 3 recommendations: accountability, time commitment, system development, age, school schedule, rep teams, registration, parents as officials, facilities, cross training, communication, and awareness.

"Review access to ice time in partnership with RFANS (Recreation Facility Association of Nova Scotia). With the exception of city-owned arenas in Halifax, almost none have inclusion or equity policies. The best ice times are given to male dominated organizations. They continue to use the term "grandfathered" as an excuse to give preferential access to men's and minor hockey. This amounts to ongoing discrimination against smaller minority groups in publicly funded facilities. This is happening everywhere."

# RESPONDING TO RACISM

11.17% Percent of all recommendations

Percentage of recommendations, by sub-topic:



Zero tolerance was mentioned in 22 responses, which suggests a growing awareness of the success of zero tolerance policies in other areas and a desire to see more stringently applied processes and penalties to those who violate behavioural norms. Survey respondents in this sub-topic area mentioned discipline for infractions, taking action against offensive language, and combatting intolerance from the top down.

## Zero Tolerance

"Zero tolerance for racism on the ice, in the locker rooms or on social media for all players."

# RESPONDING TO RACISM

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After zero tolerance, the next most popular sub-topic for recommendations was in terms of encouraging diversity. Actively promoting and reaching out to minority communities, generating exposure in diverse communities, and growing the game where historically participation has been low were among the recommendations.

## Zero Tolerance

"Encourage officials to crack down on offensive language. It's heard on the ice all the time, but often falls upon deaf ears. I had an experience where a teammate last season was racially discriminated [against] and officials did nothing, and ultimately left my teammate in tears at the end of the game."

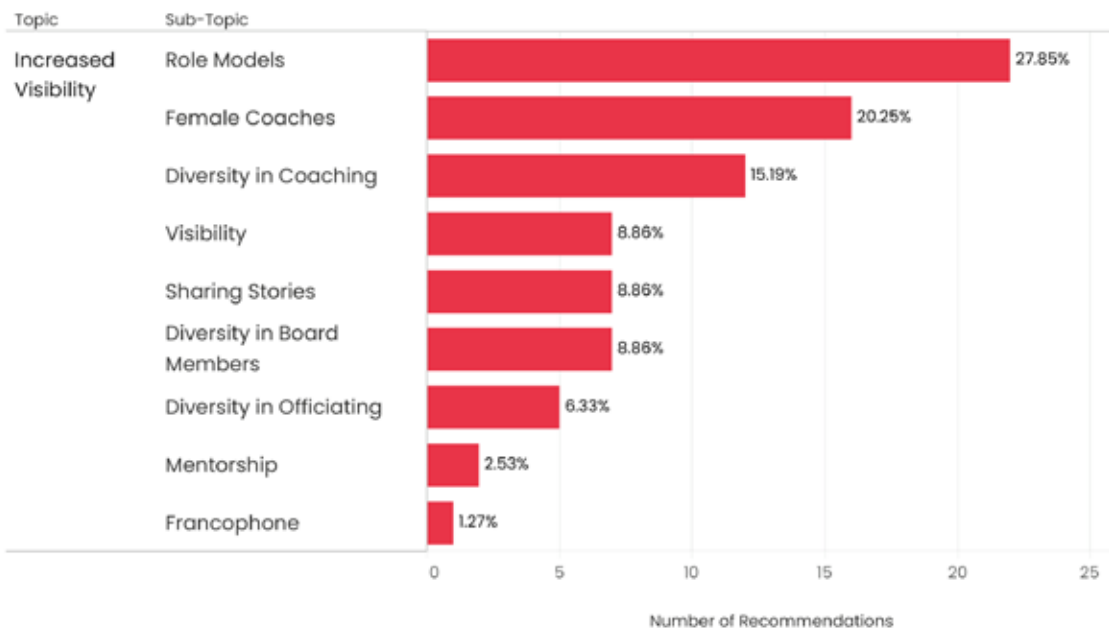
## Encouraging Diversity

"We need to actively provide outreach to the minorities, whether it is creating programs similar to the First Shift to get interest and expose the idea that "yes you can play!" Also training, be it sensitivity training for players and coaches, or a open forum course that's a requirement. Sometimes we as coaches do not realize the impact our words have on our players, simple "locker room" conversations or comments are not ok. But the biggest issue, is as an assistant coach, you feel as though you don't have a leg to stand on when it comes to "calling out" a head coach's behaviour."

# INCREASED VISIBILITY

10.90% Percent of all recommendations

Percentage of recommendations, by sub-topic:



Recommendations relating to increased visibility address the need to have greater representation in coaching, officiating, and hockey leadership.

There is also a desire to share stories with other families that might be having a similar experience.

## Diversity in Coaching

**"Hire black coaches."**

## Sharing stories

**"I think you should talk to families like ours and listen to the stories that we have to tell. Hockey will continue losing hard-working, athletic and coachable kids if you don't get to the actual root of the problems and address them."**

# INCREASED VISIBILITY

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## Role Models

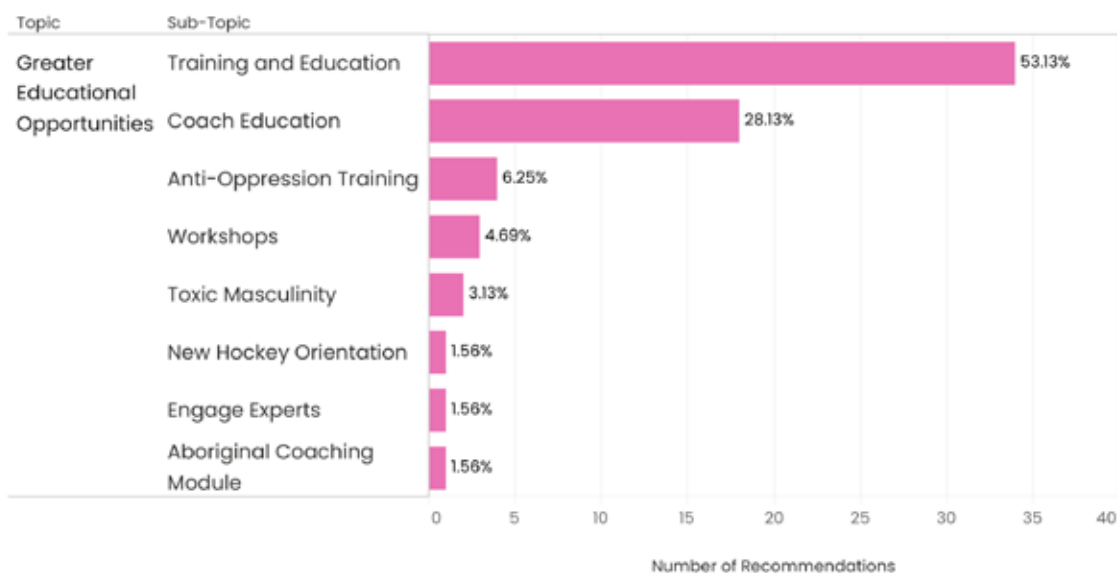
"There should be more Black female hockey role models, like Sarah Nurse. When it comes to pre-season practice and tryout groupings, Black girls and other girls and Black players should not be automatically put in the small groups with the newer or younger players... Hockey Nova Scotia should widely publicize and celebrate the history of the Coloured Hockey League and current Black hockey players. The Black Ice Hockey program should provide free hockey equipment and that funding should be provided before the First Shift funding. Black players and coaches should be invited, encouraged and supported to become involved as team and league officials - including coaches. That involves being welcomed and included in informal social circles - not assumptions being made about who is and isn't a real hockey player or hockey family - not looked at and treated as if we don't belong in a hockey rink."

Within the increased visibility category, recommendations relating to the importance of role models were most common. Respondents want to see more role models, celebrate the rich history of underrepresented populations in the sport, and find a way to highlight the achievements of communities that have been critical to the development of the game. Of the 22 role model recommendations received, two expressly mention women's national team athlete Sarah Nurse. Sarah Nurse has been visible in recent media campaigns and with the upcoming IIHF Women's World Ice Hockey Championship. That she is being directly mentioned in these recommendations likely shows that these campaigns have been successful, are working, and that more role models could be similarly elevated.

# GREATER EDUCATIONAL OPPORTUNITIES

8.83% Percent of all recommendations

Percentage of recommendations, by sub-topic:



Within the recommendations submitted in terms of educational opportunities, many respondents had ideas for the types of training that could be implemented. The types of existing training that were listed include the Aboriginal Coaching Module, Anti-oppression training, cultural sensitivity training, diversity training, bias training, and homophobia awareness training.

In other responses, respondents spoke more personally about how they have felt excluded in the past because of difference.

## Training and Education

"Mandatory educational sessions for participants in understanding our unconscious biases. Encourage us to speak up for diversity and inclusion and training on how to deal with situations that do not support a diverse community."

# GREATER EDUCATIONAL OPPORTUNITIES

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## Training and Education

"Implementing education on intercultural competency, conflict resolution, and anti-racism in the sport for coaches and administration within Hockey Nova Scotia."

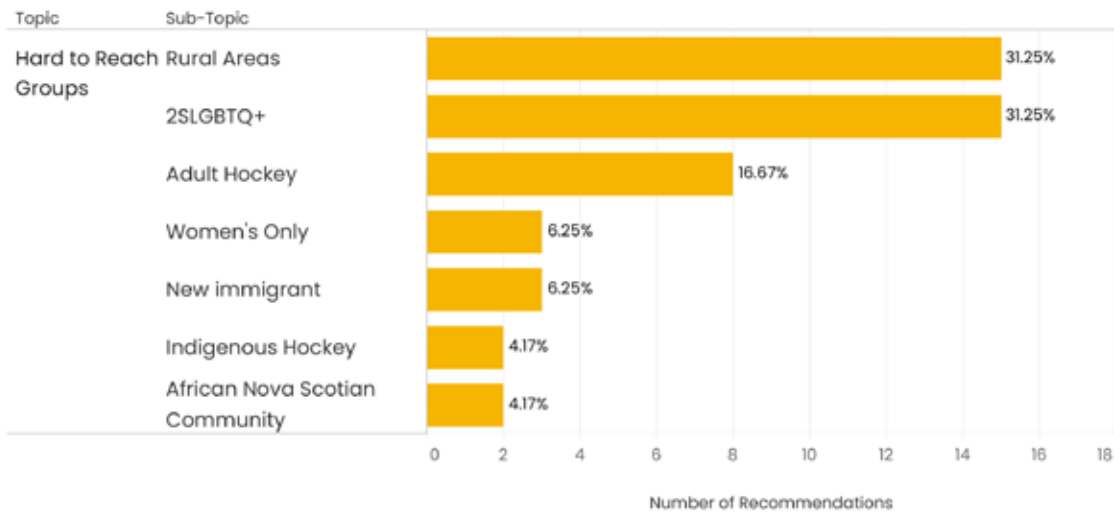
## Coach Education

"Develop a coaching program that educates the existing coaches on the importance of inclusiveness and methods that encourage enjoyment of the sport rather than having kids shut down because of yelling behind the bench."

# HARD TO REACH GROUPS

6.62% Percent of all recommendations

Percentage of recommendations, by sub-topic:



Within this category, analysis captured specific under-represented populations within hockey and how to reach out to those communities. There were many ideas shared on how to reach groups that are often left out of the game. While under-represented populations and racialized communities were mentioned in many other topics and sub-topics, this category captures specific advice on how to address and reach those communities specifically. Examples of success were also provided, with a desire to expand those opportunities elsewhere, such as the Halifax Mussels LGBTQ+ hockey association.

## Indigenous

**"Indigenous players should be allowed to play in indigenous tournaments outside of minor hockey without penalty."**

## African Nova Scotian Community

**"Reach out to local black churches (AUBA) and other organizations."**



# HARD TO REACH GROUPS

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## 2SLGBTQ+

"More teams for LGBTQ women and non-binary folks. More teams for BIPOC people. Keep games at one location--a person without a car and with limited time might be able to play if all games are at a rink close to them. Lower costs to entry via bursaries, equipment exchanges, shorter commitments, and more outdoor refrigerated rinks."

## New Immigrant

"Give new immigrant community a chance to learn about hockey. Due to language barrier, most immigrants don't understand how great hockey is as a sport."

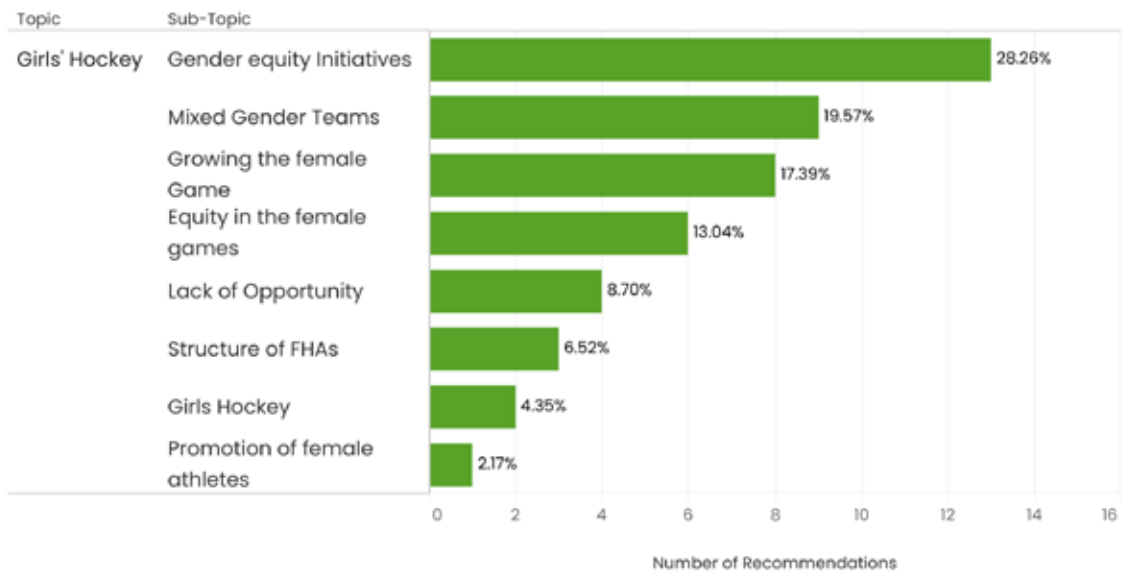
## Adult Hockey

"Provide a program for 20+ year old individuals who would like to learn hockey for the first time. As a 26 y/o this will allow me to participate in more winter activities with my friends. I can also imagine how immigrants' parents would love to learn so they can teach their children or relate to their children whom will identify as Canadians. Parents play a large role in their children's activity habits so this will increase equity and opportunities."

# GIRLS' HOCKEY

6.34% Percent of all recommendations

Percentage of recommendations, by sub-topic:



In terms of recommendations specifically made to address girls' hockey, we heard a broad range of commentary and insight to the current state of female hockey in Nova Scotia. From being treated as less than, to having to use broom closets and maintenance rooms as lockers, or the sense that female hockey is not treated equally, there were many comments that point towards inequality in terms of how the sport is managed.

Having fewer participants and limited competitive playing opportunities can contribute to girls playing co-ed hockey. This experience on mixed gender teams (as based on these submitted recommendations) seems to be both positive and negative for female athletes.

The upcoming IIHF Women's World Championship provides a great opportunity to draw attention to these inequities, and to use the event to push for the development of the female game.

# GIRLS' HOCKEY

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## Equity in the Female Game

"Ensuring girls have same amenities and resources not referee broom closets and maintenance rooms. Not separation from team while coaches give ra ra ra speeches to the boys. Stop making girls feel like they should not be part of Co-ed hockey."

## Equity in the Female Game

"My daughter had four friends that left the sport last year at age nine due to a negative experience. That is 4 too many. I'm sharing this so that hockey thrives. I am not attacking those volunteer that work hard to make it happen. They just need additional support."

## Gender Equity Initiatives

"Reduce the stigma around girls hockey. It's impossible to not be subject as a female in the sport, to the sense that boys hockey is "better"."

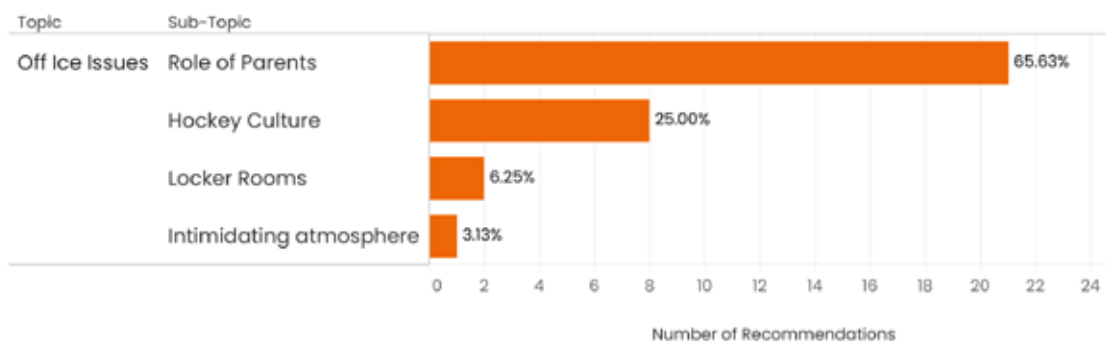
## Growing the Female Game

"Female leagues should be run by or at least consulted with females for how the leagues are run....There are many new to hockey players for the female game, even in PeeWee and Bantam but there is nowhere developed for these girls to play.... We need to find a way to have a place for new to hockey females but also to develop new female coaches and prioritize their importance."

# OFF-ICE ISSUES

4.41% Percent of all recommendations

Percentage of recommendations, by sub-topic:



The role of parents in the sport came up as the most frequent sub-topic when analysing off-ice issues in hockey. From unruly parents making the stands uncomfortable, to parents-as-coaches interfering, or bad behaviour on display, these recommendations mention the worst of the sport off the ice.

The culture of hockey was also mentioned within the recommendations, pointing towards the change that needs to happen in the sport. While there were not very many recommendations categorized in this topic area, the sub-topics identified are important issues in their own right.

## Hockey Culture

"The culture of hockey and "chirping" has to change. The comments that are made between players and by player and coaches to officials are deplorable. This won't change without support from HNS."

# OFF-ICE ISSUES

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## Intimidating Atmosphere

"My son had tryouts in the locker room he was bullied [and] intimidated, made to feel like he doesn't belong. Then during game they never passed to him the entire game no matter how open he was. Parents weren't allowed in tryouts so he felt all alone with people who didn't want him there and keeping parents out was to have that excuse to make teams with their friends which leave really good kids out for kids not on the same level."

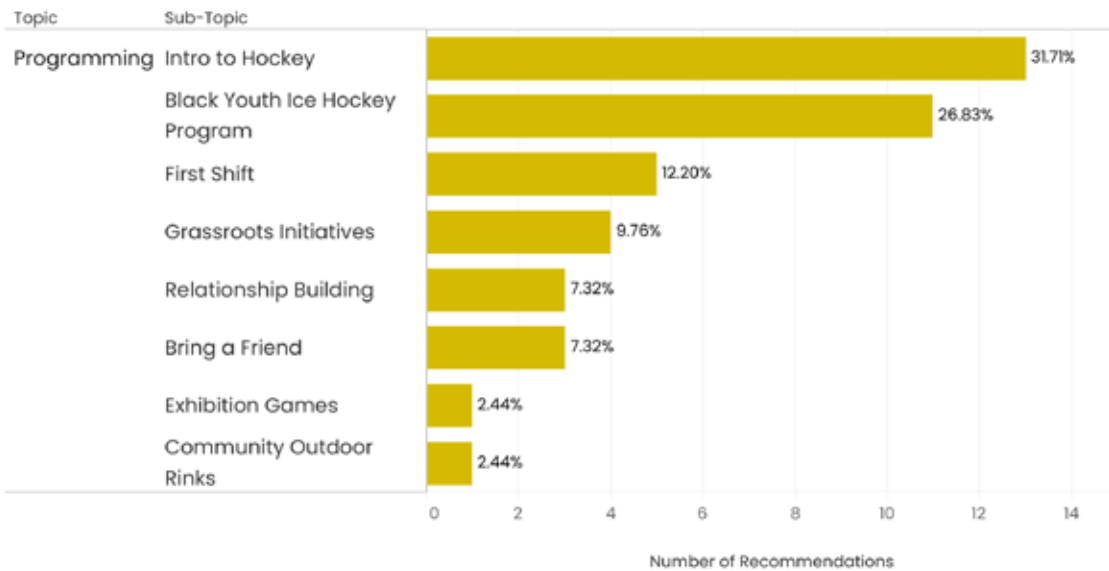
## Role of Parents

"Less dad coaches - more representation from the community. The exclusivity and "seniority" in the high performance program was extremely frustrating and made me not want to get involved with the sport."

# PROGRAMMING

5.66% Percent of all recommendations

Percentage of recommendations, by sub-topic:



The programming topic area is one of the most hopeful areas of data collected as respondents identified programs that work and the success they have had with them. Many respondents identified the need to support more introductory hockey experiences with a non-intimidating atmosphere, especially ones that can work for kids that start hockey later than others. Creating the space for more people to try hockey in a way that is safe and can create a meaningful experience is something that we can see through the recommendations in this area. The existing programs mentioned by name - primarily, the Black Youth Ice Hockey Program and First Shift - are known successes that could be expanded and replicated.

# PROGRAMMING

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## Black Youth Ice Hockey Program

"The Black Youth Ice Hockey program for 5-10 year old boys & girls is on the right track. The kids see players on the ice who look like them. The Coaches are sensitive. The \$100 fee and free hockey gear is accessible to families of colour. There are celebrations & awards for all kids & the parents are encouraged to try Minor hockey, as the next step."

## Black Youth Ice Hockey Program

"I love the Black Youth Hockey initiative, and continuing to make this available would be wonderful for many kids to come."

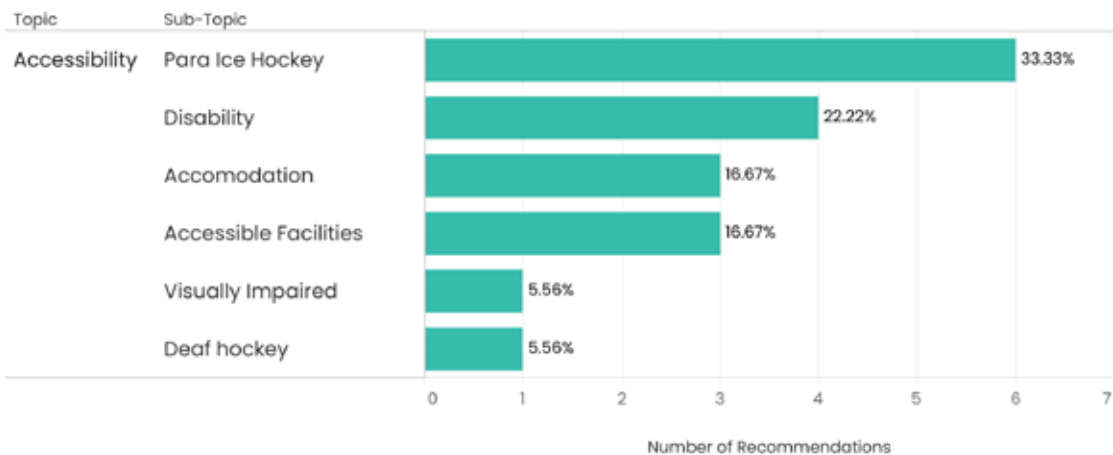
## First Shift

"Programs like the Bauer First Shift program seem like a great way to be introduced to the game at relatively low cost, and without a huge commitment. Maybe gear swaps or loan programs could help with this, letting kids try the sport out. The barriers to entry are pretty significant versus other sports that just need a pair of sneakers."

# ACCESSIBILITY

2.48% Percent of all recommendations

Percentage of recommendations, by sub-topic:



Within this topic area, recommendations submitted point to the challenges faced by those with visible and invisible disabilities. Recommendations on accessibility highlight individuals' struggles to secure appropriate accommodation for their needs. From athletes with disabilities feeling like they need to work twice as hard to prove themselves, or dealing with inaccessible facilities, there are many suggestions on what could be improved to make the game more accessible.

## Disability

"Talk more about Para ice hockey, Blind Hockey, Special Needs hockey, etc. Try to work with the associations to host come-and-try-it sessions or learn-to-skate programs."



# ACCESSIBILITY

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## Accommodation

"Minor changes to help make unusual situations like tryouts more accommodating to someone like me who knows the game of hockey but who struggles when thrown into new or unusual situations so I am at a big disadvantage. This lack of understanding of my issues makes me try to hide my disability and not be me. Sometimes if I let people know my disability then they think I can't play hockey when I can. I have had discrimination since I started hockey."

## Disability

"Make situations more individualized. Hockey is so competitive that my child has to be able to compete like everyone else and not be different or basically get out of hockey as they cannot fit in as hockey currently is where we live. Also, because my child has an intellectual disability they are a year behind their age group in school so in grade 12 they have no place to play hockey in the minor hockey system..."

## Para Ice Hockey

"I organize para ice (sledge) hockey. Our biggest challenge is not being able to demo the sport to a wider audience... Every player should have the opportunity to try sledge even once and be able to play for a nominal additional fee if their schedule allows. There are a lot of kids who give up on the stand up game and don't realize that sledge might have been their passion."

# APPENDIX C: DIVERSITY AND INCLUSION TASK FORCE TERMS OF REFERENCE

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## **PURPOSE:**

Hockey Nova Scotia, the governing body for amateur hockey in the province, committed to form a Task Force as part of a comprehensive response to past and present incidents of racism, discrimination and abuse in hockey. Hockey Nova Scotia acknowledges the need for hockey to be more diverse and inclusive. Therefore, the Task Force will make recommendations to the Board of Directors with respect to addressing racism, discrimination and abuse in hockey as well as suggestions for making the sport more diverse and inclusive. These recommendations may come in real-time as our work unfolds and/or as part of a more comprehensive list per the mandate.

## **MANDATE:**

The Diversity and Inclusion Task Force will:

- a) **EMPOWER** those involved in, and affected by, the history and legacy of racism, discrimination and abuse in hockey to share their stories including the contexts, causes, circumstances and the harms.
- b) **INQUIRE** into how the **history** and legacy of racism, discrimination and abuse has impacted not only African Nova Scotian, Mi'Kmaq, and First Nation communities but all peoples in Nova Scotia and consider how to address this harm.
- c) **EXAMINE** the experience of players of underrepresented groups and marginalized communities as part of the history and legacy of systemic and institutionalized discrimination, both historic and current, in Nova Scotia.
- d) **SEEK** to understand the experiences of former and current players within hockey as well as those who were reluctant to play the sport due to the culture, perceived and/or real racism, abuse and discrimination.
- e) **ENGAGE** affected parties and all Nova Scotians in collaborative planning and action to address this negative history and its legacy and create change to secure a better future for all players and their families and respective communities so the rink is safe and welcoming for all.
- f) **PUBLICLY SHARE** our findings and the actions taken, planned and recommended to address racism (systemic and institutional) and discrimination in hockey.
- g) **EDUCATE** the public about the history of racism, discrimination and abuse in hockey and the need to address it whenever it surfaces.

- h) **CONTRIBUTE** to the goal of social change by creating meaningful policies and procedures to effectively address the harms resulting from racism, discrimination and abuse.
- i) **MODEL** a restorative approach to conflict resolution.

**GOAL:**

To produce recommendations, both in real-time (as appropriate) as well as part of a more comprehensive list per mandate. In both cases, to be formally presented to the Hockey Nova Scotia board of directors.

**GUIDING PRINCIPLES:**

- Commit to listening to *first voice*
- Build trust and foster relationships
- Be respectful and inclusive
- Operate within a safe and welcoming environment
- Recognize work is provincial in scope
- Understand principles of diversity and inclusion
- Provide practical and realistic solutions
- Utilize hockey as a vehicle of sport for social change

**MEMBERSHIP:**

Amy Walsh (Hockey Nova Scotia Executive Director) will serve as the facilitator and Elana Liberman (Sport Nova Scotia Safe Sport Officer) will serve in a note-taking and content knowledge support role. The chair (Dean Smith) will manage and provide leadership to the Task Force and act as a direct liaison between the Task Force and the board, in partnership with the executive director.

Shared responsibilities include:

- Call and facilitate meetings
- Develop the meeting agenda
- Communicate with and coordinate with content experts as needed
- Represent and speak on behalf of the Diversity and Inclusion Task Force

## **SELECTION:**

Selection of Task Force members will be by appointment and will be based on regional community representation of underrepresented groups in the game of hockey (African Nova Scotian, 2SLGBTQ+, Indigenous, Female, individuals with Disabilities, and visible minorities). The Task Force members must also be committed to following the guiding principles stated within these terms. Should a vacancy occur on the task force, for whatever reason, the chair may appoint a qualified person to fill that vacancy.

Members of the Task Force will bring their own experience but also the voices of those of the communities that they represent. The member will bring a mix of hockey knowledge, legal expertise, sport & recreation development, and subject matter knowledge from across Nova Scotia and will include 8-10 members. All members are expected to:

- Participate in monthly meetings
- Meetings will be on average three hours in length and will be held in person or via web conferencing
- As needed, there will be additional full-day meetings
- Serve from appointment to the end of the Task Force mandate
- Participate in projects, follow-up, or preparation between meetings

## **REIMBURSEMENT:**

This is a volunteer position, but any reasonable travel costs will be reimbursed using per diem rates as per Hockey Nova Scotia travel policies.

## **RESOURCES:**

The Task Force will receive the necessary resources from Hockey Nova Scotia to fulfill its mandate and may, from time to time, have staff persons at Hockey Nova Scotia or Hockey Canada assist the Task Force with its work.

## **MEETINGS:**

- **Frequency:** Participate in monthly three-hour Task Force meetings from January 2020 to December 2020. Meetings will be set one month in advance by the facilitator.
- **Decision-making:** The Task Force will strive for consensus when making decisions.
- **Minutes:** Minutes will be taken at each meeting and will be provided in draft to all members of the Task Force within two weeks of each meeting. Minutes will be sent by email.

## APPENDIX D: ADDITIONAL RESOURCES

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- Access by Design 2030: Achieving an Accessible Nova Scotia
- Multicultural Common Spaces: Hockey Arenas and Social Integration by Dr. Lloyd Wong and Howard Ramos
- WinSport Welcomes Newcomers Initiative (WWNI) Preliminary Report —Simon Barrick, Cape Breton University/University of Calgary
- The Rally Report: Encouraging Action to Improve Sport for Women and Girls
- Policy Paper for Anti-Racism in Canadian Hockey
- Truth and Reconciliation Commission of Canada (specifically Calls to Action 87 to 91)
- 2021 IIHF Women’s Worlds Legacy Development Plan
- Let’s Talk About Race: Understanding Anti-Black Racism through an Anti-Racism lens by Dr. Késa Munroe-Anderson
- Accessibility Resources: <https://novascotia.ca/accessibility/resources/>

*Note: All images in this document were captured pre-Covid 19.*

