

HOCKEY



HOCKEY NL
CRISIS MANAGEMENT PLAN

Organization: Hockey NL

Version: 1.0

Effective Date: June 2026

Review Date: [Date + 12 months]

1. INTRODUCTION, PURPOSE and SCOPE

Every organization can experience a crisis.

This Crisis Management Plan ("Plan") establishes the framework, roles, responsibilities and procedures for responding to a crisis event that could significantly impact the organization's operations, reputation, personnel, participants, Members or stakeholders.

Any crisis event involving activities governed by Hockey NL will have a potential impact on Hockey NL. As a result, this Plan applies to all activities governed by Hockey NL, specifically all employees, contractors, Members, Participants, volunteers and third parties acting on behalf of Hockey NL.

The Hockey NL crisis management plan is designed to define specific responsibilities and provide guidelines for the proper management of a crisis affecting Hockey NL and its Members.

Effective communication and management of a crisis event is critical to ensure:

- Hockey NL is the main and trusted source of timely information for accurate information to stakeholders; and
- The crisis event is appropriate and adequately supported such that risks are managed and mitigated to the extent possible.

2. DEFINITION OF A CRISIS

A crisis is any event or circumstance that:

- Threatens the safety, health, or well-being of employees, a participant or the public;
- Causes significant disruption to Hockey NL's operations;
- Creates material reputational, legal, or financial risk; or
- Requires an immediate, coordinated organizational response.

Examples of crisis events include:

- Serious injury or fatality (or near miss), including a mental health crisis
- Cybersecurity breach or data loss (including ransomware)
- Natural disaster (flood, earthquake, fire) requiring repositioning of staff/services
- Allegations of executive misconduct or fraud
- Regulatory investigation or other legal action

- Public relations crisis or media escalation
- Pandemic or public health emergency
- Hazing/initiation occurrence
- Volunteer working with minors (such as a coach) charged with a criminal offence

The following checklist can be used to determine if an occurrence could be a crisis event warranting engagement of this Plan:

- Does the occurrence involve a serious injury or loss of life (or a near miss)?
- Is the occurrence potentially criminal in nature?
- Does the occurrence involve minors being in imminent danger?
- Does the occurrence have a high risk in resulting in a material negative financial impact to Hockey NL?
- Has the occurrence escalated (or does it have the potential to quickly escalate) on social media (for example, is there a strong emotional impact)?
- Does the occurrence have province wide impact?

3. CRISIS MANAGEMENT TEAM (CMT)

3.1 Team Composition

Role	Name	Primary Contact	Backup Contact
Crisis Lead (Executive Director)	Craig Tulk	709-486-0442	709-489-5512
Legal Counsel	Ben Blackmore	709-489-1334	
President Hockey NL	Dr. Jared Butler	709-486-0432	
Chair, Risk Committee	Twila Reid	709-685-7535	709-237-8828

The CMT will be assembled by the Executive Director, or their designate, and will review the situation and determine next steps. The CMT collectively will take responsibility for all major actions taken before, during and after the crisis event has occurred.

The CMT may engage other members with subject area expertise as required (for example Chief Medical Officer, Finance, IT, Communications). The CMT will designate a person as Communications Lead.

3.2 Roles and Responsibilities

Crisis Lead

- Activates the Plan and convenes the CMT
- Has final decision-making authority
- Approves all external communications
- Provides updates to the Board of Directors
- Maintains an updated list of emergency contact information for all Members
- Coordinates counseling and support services
- Handles employment-related legal obligations
- Communicates with, or provides support to, any involved Member
- Notifies insurer

Legal Counsel

- Advises on legal obligations, liability, and privilege, including:
 - Privacy/data breach notification regulatory requirements
 - Regulatory reporting requirements, including OHS
- Coordinates with external counsel and regulators
- Reviews all communications for legal risk
- Manages document preservation and litigation holds
- Engages technical assistance if a cyber or data incident

Communications Lead

- Drafts and manages all internal and external messaging
- Coordinates with media and public relations
- Manages social media monitoring and response
- Maintains a log of all communications issued
- Manages workforce communications
- Communicates with Hockey Canada

All Members

- Notify Crisis Lead immediately if there is a suspected crisis event

4. CRISIS RESPONSE PROCEDURES FOR CMT

These tasks and timelines are for general guidance only. These may be adjusted based on the specific crisis event.

Phase 1: Identification and Notification (0–2 Hours)

- [] Identify immediate risks to life and safety (call 911)
- [] Identify and confirm the occurrence constitutes a crisis event
- [] Notify the Crisis Lead immediately
- [] Crisis Lead determines whether to activate the Plan
- [] Convene CMT (in person or virtually)
- [] Report any potential criminal occurrence to the police
- [] Implement document and evidence preservation protocols

Phase 2: Assessment and Management (2–12 Hours)

- [] CMT to conduct a full situational assessment
- [] CMT to identify affected parties (employees, customers, regulators, public)
- [] Legal Counsel to advise on legal notification obligations (e.g., data breach notification, regulatory reporting)

- CMT to implement containment measures to limit further harm
- Communications Lead to prepare initial internal communication
- Communications Lead to prepare holding statement for external communication
- Assign task owners and set decision-making timelines
- Establish a CMT meeting cadence (e.g., every 4 hours)

Phase 3: Response and Communication (12–72 Hours)

- Execute communication strategy across all stakeholder groups
- Notify regulators, insurers, and affected third parties as required
- Manage media inquiries through Communications Lead only
- Provide regular updates to employees and leadership
- Monitor media and social media for developments
- Track all decisions made and actions taken
- Assess business continuity

Phase 4: Recovery and Review (72 Hours Onward)

- Shift from crisis response to stabilization and recovery
- Implement remediation measures
- Continue stakeholder communications until matter is resolved
- Conduct a formal post-crisis review
- Update the Plan based on lessons learned

5. COMMUNICATIONS FRAMEWORK

5.1 Key Principles

- **Speed:** Issue an initial response quickly, even if information is incomplete
- **Accuracy:** Do not speculate; confirm facts before communicating
- **Consistency:** All communications must be approved by Legal and Communications Lead

- **Empathy:** Acknowledge the impact on those affected
- **Legal Privilege:** Sensitive communications involving legal advice should be prepared under legal privilege where possible

5.2 Stakeholder Communication Matrix

Stakeholder	Method	Timing	Owner
Board of Directors	Direct briefing	Within 2 hours (Level 3-4)	Crisis Lead
Employees	Email / Town Hall	Within 4 hours	Comms Lead
Member/Participant	Email / Direct contact	As legally required	Comms Lead
Regulators	Formal written notice	Per statutory deadlines	Legal Counsel
Media	Press statement / spokesperson	As required	Comms Lead
Insurers	Written notification	Within 24 hours	Legal + Crisis Lead

5.3 Media Protocol

- Only the designated Communications Lead may speak to media
- All media inquiries must be logged and directed to the Communications Lead
- No employee may comment on the crisis on personal social media accounts
- A holding statement must be issued within [2] hours of media inquiry

6. POST-CRISIS REVIEW

Within 90 days of the conclusion of a crisis event, the CMT will conduct a formal post-crisis review covering:

- **Timeline:** What happened and when?

- **Response Effectiveness:** What worked well? What did not?
- **Communication Assessment:** Were stakeholders informed appropriately and on time?
- **Legal and Regulatory Compliance:** Were all obligations met?
- **Lessons Learned:** What should be changed or improved?
- **Plan Updates:** What amendments are required to this Plan?

A written review report will be prepared and retained for future reference.

7. TRAINING AND TESTING

- This Plan will be reviewed and updated at least **annually**
- Members will be assisted to develop and adopt their own Plan
- A tabletop exercise simulating a crisis scenario will be conducted **at least once every two years**
- All CMT members will be briefed on this Plan upon appointment and following any material update
- New employees will receive crisis management orientation as part of onboarding
- This Plan will be reviewed with Members annually