

FIELD HOCKEY CANADA STRATEGIC PLAN

2020-2025



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MESSAGE FROM THE BOARD OF DIRECTORS

IAN BAGGOTT
BOARD CHAIR

Field Hockey Canada is responsible for the growth and development of our sport from grassroots to high performance. Known throughout the rest of the world as simply 'hockey,' Canada has a strong World Cup and Olympic hockey tradition. At home, Field Hockey Canada is proud of our diverse and inclusive community - one comprised of strong clubs and provinces throughout and across the country.

This year Field Hockey Canada begins a new era with a new Strategic Plan, a changing Board of Directors and under new staff leadership. With an eye on long term growth of our sport and continued international success, we are well positioned and more motivated than ever to deliver at all levels.

As Board Chair, I look forward to leading and providing the governance required to bring success at all levels and in all areas of our sport. This Strategic Plan is based on our collective community input and I believe it will bring the organization and our sport the stability, growth and performances we all desire.

MESSAGE FROM THE CEO

SUSAN AHRENS
CEO

I believe in the power of sport to positively influence growth and change on an individual level, at a community level and on a deeper social and cultural level. Hockey is a fantastic exponent of these broader benefits of sport: it embodies teamwork and team spirit, is founded in a strong history and is a truly global sport. It is fast, fun, exciting and a sport willing to adapt and change in line with the world around as we look to appeal to growing and changing audiences. What better a sport to capture the Canadian spirit than one rooted in inclusion, openness, with global appeal and diverse ethnic and cultural engagement.

This is an exciting time for Field Hockey Canada. Our national teams are strongly positioned for future international success and masters and juniors hockey is growing nation-wide. The organization and community are re-orientating towards a new Olympic cycle and the growth and development of our whole system is in focus. We are committed to building a strong organization and a strong system, one which is connected to and embedded in each and every local community. We are aiming to deliver excellence and quality in all areas. We will achieve this through living this strategic plan and truly becoming “One Team” embedded in “One System.”

While change and growth inevitably come with challenges of their own, this Strategic Plan will ensure we keep on track. It outlines three key strategic priorities to ensure that we grow our sport as one community and in a sustainable way. Our community exists across the nation and we need your support as valued members of Field Hockey Canada’s team, to deliver our priorities. As a team sport we know the value of working together to achieve more as a collective than we might as individuals. Field Hockey Canada looks forward to working with everyone throughout our community and across Canada.

We are excited to share this plan with you and look forward to delivering excellence at all levels.

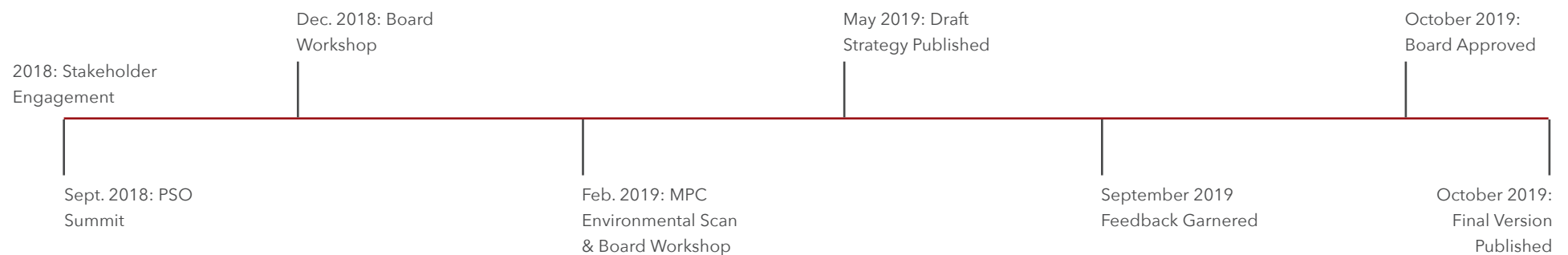
PROCESS AND TIMELINE

This Strategic Plan is the result of extended stakeholder engagement, Board retreats and a series of stakeholder meetings which took place over an 18-month period.

In December 2018, the FHC Board of Directors held a two day retreat to further develop many of the elements essential to re-orientating an organization. This was followed by another Board retreat in February 2019, facilitated by Marilyn Payne Consulting (MPC) who also performed a provincial environmental scan on our behalf.

Field Hockey Canada has approached this process as we mean to proceed; with openness, inclusion and in an attempt to work with and listen to our stakeholders.

Continued engagement with our stakeholders to gather feedback will take place so we can continue to refine our strategy. This plan will be approved by the Board of Directors of Field Hockey Canada in October 2019.



ABOUT FIELD HOCKEY CANADA

Our Mandate

From grass roots to high performance, Field Hockey Canada governs and leads work to develop and strengthen field hockey across the country and to position our national teams for podium contention in 2020 and beyond.

Our History

Field Hockey is one of the oldest games on earth, with roots in the hard-scrabbling villages and hamlets of 18th century Britain. Not for the faint of heart, this gritty, physically-challenging game tested each player's endurance and courage to persevere in the quest for victory and bragging rights. The camaraderie closely bonded each village creating proud, passionate communities.

While the game has evolved over time, its gutsy spirit and sense of community pride has endured. Traveling throughout the Commonwealth with the British Army provided the game a unique blend of global culture, arriving in Canada in the late 19th century. Here, men's and women's programs were pioneered by a group of dedicated athletes, coaches and supporters. Their commitment and tenacity placed Canada on the international stage.

In 1991, the Canadian men's and women's programs united under the national umbrella of Field Hockey Canada to share funding and infrastructure, and to unite leadership – ultimately transitioning two programs, which had worked hard independently to succeed, into one national entity.

Our Global Game

Hockey is played at the Pan American Games, Commonwealth Games, FIH World Cup and the Olympic Games. One of the oldest events, it has been part of the Olympic Games for over 100 years, making its first appearance at the 1908 Games in London.

ABOUT FIELD HOCKEY CANADA

Performance

During the 1980s, the Women's National Team were a formidable force, qualifying for every major international games. During these golden years, Canada qualified for three olympic games (1984, 1988 and 1992) with 5th place in 1984 being their highest placing. Six world cup appearances at consecutive tournaments between 1978 and 1994 meant the Canadian women were among the most steady and competitive teams of the time. In winning World Cup Silver in 1983 and World Cup Bronze in 1986 they demonstrated their prowess at the forefront of women's hockey during this period. Currently ranked 15th, this ranking belies their recent on-field success, with our modern day women's team proving capable of emulating past success. They are currently tracking well and aiming for qualification for the 2020 Tokyo Olympic Games.

Canada's Men's National Team, meanwhile, are currently ranked 10th in the FIH world rankings and have consistently qualified for major games during the last 30 years. In this time they have qualified for seven Olympic Games, finishing at a high of 10th place on three occasions. They have also qualified for six world cups and their 8th place in 1998 remains their highest finish to date.



VISION AND MISSION

Vision

Field Hockey Canada aspires to grow our sport, build our system and perform at all levels and in all environments.

Mission

To inspire, develop, perform, promote and govern exceptional positive and fun field hockey experiences in Canada and to create and lead a world class field hockey system that reaches all our communities across the country.



OUR VALUES & GUIDING PRINCIPLES

VALUES

INTEGRITY	FUN	ACCOUNTABILITY	TEAMWORK	RESPECT	TRANSPARENCY
We conduct ourselves with integrity through ethical decision making, honesty and fairness to earn the trust of all of our participants.	We are aligned to this COC value: sport should be fun - for everyone involved. We are committed to creating a fun, safe, inclusive and positive environment for all, in line with the principles of Canadian Sport for Life and True Sport Canada.	We accept responsibility for our actions and hold others accountable to act in accordance with our core values.	We are a team sport and committed to the values that team sport enable us to foster: teamwork, cohesion, collaboration, cooperation through a growing and supportive collective community. Our sport unites us in our values, beliefs and actions. We are united behind shared team goals and will work with our community to achieve these.	We respect each other and the best of values which can be exhibited in and through our sport. We are respectful to everyone at all levels in our community and are committed to conducting ourselves in a respectful manner at all times and to all people.	We act with transparency and openness and are willing to make difficult decisions for the best interests of our participants at all levels and for our sport.

OUR VALUES & GUIDING PRINCIPLES

GUIDING PRINCIPLES

WHAT WE BELIEVE

Decisions are driven by vision and strategy, not funding and politics.

We collectively commit to Long Term Field Hockey Development as the central philosophy behind how we develop and play the game.

We play the long game, having the patience and courage to pursue long term goals ahead of short term wins.

We recognize regional uniqueness and local idiosyncrasies in the Canadian sport-scape.

HOW WE WILL BEHAVE

We will be honest (even if the truth is tough).

We acknowledge that we cannot do everything at once (sometimes it's about what we don't do, as much as what we do).

We commit to being realistic about our capabilities and honest about what we are capable of, and what we are not.

WE WILL TALK THE TALK & WALK THE WALK

We will do what we say we will do.

We will make sure our own backyard is in order before criticizing someone else's.

Have each other's back (even if we privately disagree).

Consultation is expected; decisions are respected.



STRATEGIC PRIORITIES



GOVERNANCE AND HUMAN
RESOURCES

MEMBERSHIP MANAGEMENT

FINANCIAL STABILITY

**STRATEGIC PRIORITY 1:
A STRONGER ORGANIZATION**

ENGAGEMENT, GROWTH AND
PARTICIPATION

CLEAR AND ALIGNED PATHWAYS
FOR PLAYING, COACHING,
UMPIRING AND OFFICIATING

ALIGNED COMPETITION
STRUCTURE

**STRATEGIC PRIORITY 2:
A STRONGER SYSTEM**

HIGH PERFORMANCE LEADERSHIP
DRIVING SYSTEMIC DEVELOPMENT

NEXTGEN ALIGNMENT

JUNIOR NATIONAL TEAMS

**STRATEGIC PRIORITY 3:
STRONGER INTERNATIONAL PERFORMANCE**



STRATEGIC PRIORITY 1: STRONGER ORGANIZATION



STRATEGIC PRIORITY 1: A STRONGER ORGANIZATION

KEY OUTCOMES	STRATEGIC INITIATIVES	MILESTONES
A Financially Strong Organization	Business Plan to support implementation of Strategic Plan Strong financial management practices	<ul style="list-style-type: none"> • FHC to maintain a cash reserve to fund three months of operations • Diversify portfolio of revenue streams • Develop strong multi-year funding partnerships • Enhance status and optimize funding from public funding partners
Membership Management	Membership and Registration National database	<ul style="list-style-type: none"> • Alignment between FHC and Provincial members through membership database • FHC has access to every hockey participant in the country
Strong Governance	Board Leadership and Development Plan Updated and Extended Policies Risk Management Plan	<ul style="list-style-type: none"> • Safe Sport Policies and practice implemented • Bi-annual Board Training Retreats
Increased and Aligned Human Capacity	Human Resources: Development Plan for retention, support and succession planning	<ul style="list-style-type: none"> • Align HR to funding and restructure to evolving needs • Increased capacity through partnership positions • Multi-tiered HR Plan and Organizational Structure

STRATEGIC PRIORITY 1: A STRONGER ORGANIZATION

KEY OUTCOMES		KEY PERFORMANCE INDICATORS				
	2020	2021	2022	2023	2024	2025
A Financially Strong Organization	Revenue streams built in conjunction with the system	Multi-year partnerships in place			Diverse revenue streams in place - sustainability built	Cash reserve in place
Membership Management	Introduction of FHC membership registration system	Membership growth by 10%	Aligned nationwide membership and registration system in place			Membership grown 25% in past 4 years
Strong Governance	Safe Sport implemented	Review and Update Policies				Board lead build-out of new Strategic Plan
Increased and aligned human capacity	New organizational structure in place - 1 FT operational manager in place	Grow capacity through provincial partnerships				Growing capacity through partnerships in place with all provinces

STRATEGIC PRIORITY 2: STRONGER SYSTEM



STRATEGIC PRIORITY 2: A STRONGER SYSTEM

KEY OUTCOMES	STRATEGIC INITIATIVES	MILESTONES
Increased participation in all forms of hockey and at all levels of play	School Program Indoor Program Masters Hockey Walking Hockey Para Hockey Summer Development Camps	<ul style="list-style-type: none"> Increased the number of people playing hockey by 25% School program activated in all provinces Masters Hockey promoted and developed as part of our national vision Walking Hockey promoted and developed as part of our national vision Develop a para-hockey program and annual event to drive para-hockey participation Summer Development Camps in all provinces
Clear pathways for players, coaches, umpires and officials	Athlete Pathway Coach Pathway Umpires Pathway Officiating Pathway	<ul style="list-style-type: none"> Aligned pathways articulated to our community Pathways clearly show interface between school, club, provincial and national organizations
Increased number of NCCP and professionally qualified coaches	Coach Education Delivery Framework.	<ul style="list-style-type: none"> NCCP Coach Education framework and work programmes established Increase number of trained coaches at Community Coach stage by 25% Increase number of trained coaches at Competition Introduction stage by 15% Increase Number of Competition Development Coaches by 10% Increase number of Certified Coaches by 10% Host International education seminars connected to FIH and PAHF courses and training
Increased number of trained officials	Officials Education Delivery Framework	<ul style="list-style-type: none"> Develop Umpiring Courses for all levels Develop Officiating Courses for all levels Host international education seminars connected to FIH and PAHF courses and training
An aligned competition structure	FHC Competition Strategy University Sport Strategy	<ul style="list-style-type: none"> Tiered regional and national competitive opportunities created FHC leagues across the country Thriving university sport environment - 20% growth in participating schools

STRATEGIC PRIORITY 2: A STRONGER SYSTEM

KEY OUTCOMES		KEY PERFORMANCE INDICATORS				
	2020	2021	2022	2023	2024	2025
Increased Participation	Develop schools program and summer camps	Develop para-hockey program	Develop walking hockey and masters			Schools program in every province 25% increase in participation
Clear Pathways	Launch pathways					Update pathways and branding
NCCP Delivery	Establish baseline and targets for each province	Increase number of competition development coaches by 10%	Increase number of trained coaches at competition introduction stage by 15%	Increase number of certified coaches by 10%		Increase number of trained coaches at community coach stage by 25%
Officials Education	Develop courses Map implementation	Establish baseline and targets for each province	10% growth in number of trained officials		10% growth in number of trained officials	
Aligned Competition Structure	University Sport Strategy in place	Streamed regional and national championships	Develop walking hockey and masters into national championships		20% growth in participation in competitive opportunities	

STRATEGIC PRIORITY 3: **STRONGER INTERNATIONAL** **PERFORMANCE**



STRATEGIC PRIORITY 3: STRONGER INTERNATIONAL PERFORMANCE

KEY OUTCOMES	STRATEGIC INITIATIVES	MILESTONES
High Performance leadership driving systemic development at all level	Human Resources Development Plan	<ul style="list-style-type: none"> High Performance Manager appointed Functional and aligned HP system spans MNT, WNT, NextGEN & junior development pathway
A tiered NextGen system led by Field Hockey Canada	Aligned NextGen HP Strategy Aligned NextGen Staff	<ul style="list-style-type: none"> Aligned Men's and Women's NextGEN programming NextGen group feeds senior national teams and provides daily training environment to junior athletes
Junior national teams compete internationally on an annual basis	Quadrennial Junior National Squad Competitive Plan	<ul style="list-style-type: none"> Junior National Squad players gain International experience prior to joining Senior National Team Junior women's and junior men's national teams qualify for every Junior World Cup
Hosting international events on an annual basis to inspire the next generation and build our sport profile and expertise	Quadrennial Hosting Strategy	<ul style="list-style-type: none"> Annual international hosting in east and west of Canada
Senior national teams as consistent podium contenders at world level events.	High Performance Plan	<ul style="list-style-type: none"> FHC's WNT and MNT in top eight of FIH World Rankings FHC's WNT and MNT qualify for the World Cup and Olympic Games in every cycle

STRATEGIC PRIORITY 3: STRONGER INTERNATIONAL PERFORMANCE

KEY OUTCOMES		KEY PERFORMANCE INDICATORS				
	2020	2021	2022	2023	2024	2025
HP Leadership Driving System	Appoint High Performance Manager/Director		HP Summit Held		HPD/HPM lead HP review process	New HP plan developed
Aligned NextGen Development System	Implement aligned and tiered NextGen strategy for boys and girls	Growth number of hubs by 4				NextGen producing prepared athletes for Senior National Teams
Junior National Program	Quadrennial Plan established JWNT and JMNT qualify for JWC	Junior National Teams top-12 at JWC	JWNT and JMNT qualify for JWC Youth Team qualify and performs at YOG. (Top 8)	Junior National Teams top-10 at JWC	JWNT and JMNT qualify for JWC	Junior National Teams top-8 at JWC
International Hosting	Quadrennial Hosting Strategy developed	Host an international series	Host major competition	Host two International Series (1 East coast / 1 West coast)	Host two International Series (1 East coast / 1 West coast)	Host major competition
International Competition	MNT and WNT in top 10 at Olympic Games		FIH World Cup: MNT and WNT both qualify. Top 10 finishes.		MNT and WNT in top 8 at Olympic Games	

FIELD HOCKEY IN CANADA: A STRONGER FUTURE



<p>We will be living our values to build trust, unite our community, develop strong partnerships and a solid organizational and operational foundation on which to build.</p>	<p>A year of rapid growth of our aligned system. Our pathways and structure will be built, our aligned development program will be flourishing and communities alive with new hockey programming. Our National teams will be challenging the worlds best and inspiring communities back home.</p>	<p>Our pathways will be growing in reach and quality, feeding an inclusive and fully comprehensive regionalized domestic competitive structure.</p>	<p>An Olympic year where both our national teams are competing for podium positions. We are demonstrating excellence across all areas. We are building on the Olympics to inspire the new generation and feed our system with a new cohort of players fuelled by fun, driven by dreams and supported by an outstanding community.</p>	<p>This is a time to review and evaluate our work. A point of re-set where we will re-engage our communities to map out our next plan as well as to celebrate our collective successes on and off the field.</p>
2020-2021	2021-2022	2022-2023	2023-2024	2024-2025



ACKNOWLEDGEMENTS

PROVINCIAL MEMBERS	CONSULTANTS	PARTNERS	FIELD HOCKEY CANADA
Field Hockey Alberta	Capitis Consulting	Sport Canada	FHC Staff
Field Hockey British Columbia	Donna Atkinson	Own The Podium	FHC National Team Athletes
Field Hockey Ontario	Marilyn Payne Consultancy	94 Forward	FHC Board of Directors
Field Hockey Nova Scotia			
Field Hockey Prince Edward Island			
Field Hockey Quebec			

