

**FIELD HOCKEY CANADA
COMPETITIONS REVIEW**

A REFERENCE MODEL FOR THE ENHANCEMENT OF FHC COMPETITIONS SYSTEM

July 2016



www.lbbstrategies.com

TABLE OF CONTENTS

1. INTRODUCTION AND SCOPE OF COMPETITIONS REVIEW	3
2. PROCESS AND METHODOLOGY	5
3. WHY IS IT RELEVANT AND IMPORTANT TO CONDUCT A COMPETITIONS SYSTEM REVIEW	6
4. THE KEY CHALLENGES AND ISSUES OF FHC COMPETITIONS SYSTEM	9
5. GENERAL AND SPECIFIC RECOMMENDATIONS	12
6. IMPLEMENTATION STRATEGY	32

1. INTRODUCTION AND SCOPE OF COMPETITIONS REVIEW

In collaboration with its provincial partners, Field Hockey Canada (FHC) decided to perform an independent review and evaluation of its competitions in order to ensure optimal athlete development and growth of field hockey in Canada. LBB Strategies was selected and mandated to assist FHC in performing this mandate. LBB Strategies is an international consultancy firm based in Montreal with offices in Ottawa and Annecy, France, that provides strategic consultancy services for sport, private and public organisations. Over the years, LBB has performed LTAD related mandates, competitions and hosting reviews and developed strategic and high performance plans for both team and individual sports in Canada. Benoit Girardin led the project for LBB Strategies with the valuable support and guidance of a task force composed of PSOs and FHC. The task force was very instrumental in bringing the sport specific analysis and recommendations described in this report. The members of the task force were Mark Saunders, (FHBC), Dou-Hee Hong (FHO), Burgundy Biletski (FHA), Paul Bundy (FHC), Stef Sloboda (FHC). In addition to the involvement of the task force, Diane Huneault (FHO), Sharon Rajaraman (FHNS), Barb Carmichael (FHPEI), Ian Bird (Quebec) and Paula Parks (Official) were consulted and brought very valuable inputs and contribution to this review.

LBB's approach to competitions system review is quite straight forward. Through the collection and analysis of relevant information on the competitions and sport systems and qualitative inputs from FHC stakeholders, LBB was looking at answering the following questions:

- 1) What is the reality of field hockey in Canada? What does the environment scan of field hockey reveal and how does it impact FH competitions system?
- 2) How relevant and meaningful is the competitions system regarding players' experience, participation, talent identification, player development, high performance, LTFHD relevance?
- 3) Taking into consideration the national and provincial realities, how can the competitions system be improved going forward?
- 4) What should be the key implementation strategies to successfully deploy the competitions system improvements?

Based on comparable reviews that we have performed or analysed in team sports like rugby, soccer, basketball and water polo, the analysis of FHC documents such as the FHC Long-Term Field Hockey Development (LTFHD) strategic framing document, the LTFHD implementation resource paper and the inputs obtained from PSOs and FHC, LBB was able to determine the key challenges and make recommendations on the improvement of the Canadian field hockey competitions system.

The scope of this review is to provide recommendations aimed at improving the competitions system at each LTFHD stage of development including the national championships structure. The review focuses on the competitions system and is not, by any mean, a revision of the LTFHD or a strategic or high performance reviews for field hockey in Canada even if it refers to these issues throughout this report. That being said, the consultation clearly revealed that the time might have come for FHC to bring the key stakeholders together to develop a strong and impactful long term vision and a strategic roadmap to achieve such collective vision of success. The competitions review process started in November 2015 and was completed in June 2016. This report was presented at FHC AGM in July 2016.

As it is the case in many Olympic sports, FHC received a financial grant from the Canadian Olympic Committee (COC) through the NSF enhancement initiative to perform this review. FHC wishes to thank the COC for the contribution towards field hockey in Canada.

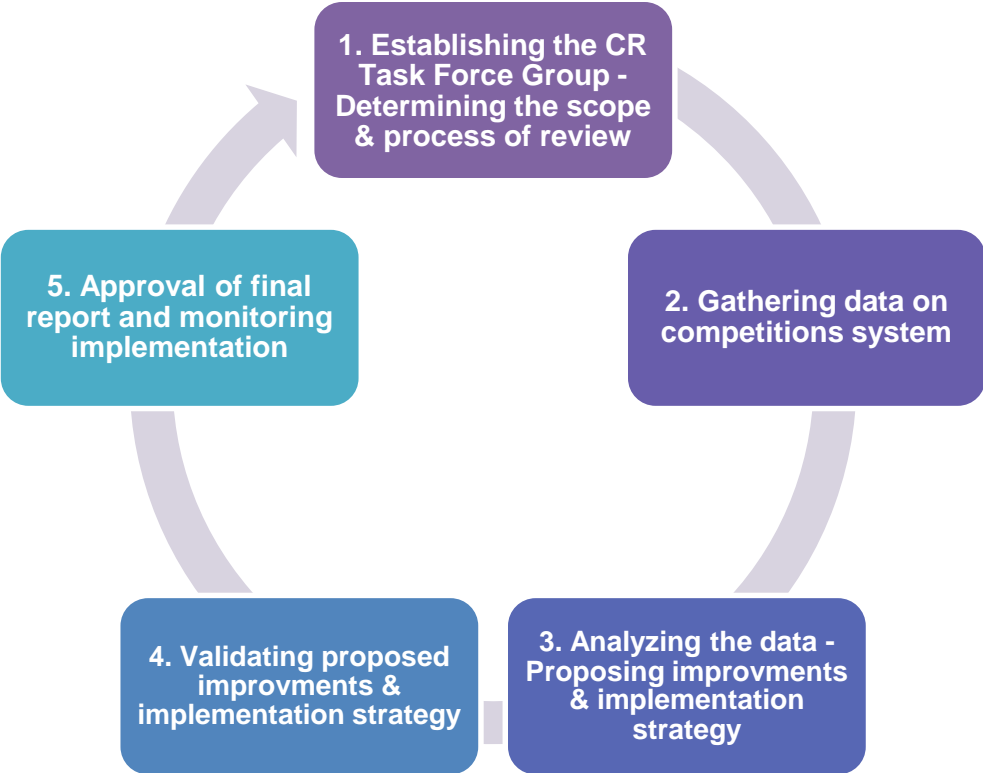
In order for the LTFHD to take effect on field hockey in Canada, partnerships and cooperation between field hockey facility owners, clubs, PSOs and FHC will need to occur. System alignment and stage/age appropriate training and competition for all streams and levels of field hockey athletes (recreational, developmental, performance) will need to occur in order to create an effective and sustainable pathway of development from grass root to international excellence. Developing a common language among all stakeholders and understanding of what competitions system improvements are required are vital to ensure the long-term sustainability of field hockey in Canada.

It is imperative for field hockey in Canada to embrace the principles and philosophies of the LTFHD framework. The quality and meaningfulness of the competitions system is at the core of LTFHD implementation since it is through a meaningful competitive environment that field hockey players will be optimally developed. For field hockey in Canada to grow and flourish the training and competitions structure, coaching, officiating, system alignment, cooperation and succession planning must be highly effective and encouraged.

2. PROCESS AND METHODOLOGY

To guide LBB in this review, a task force was struck to provide inputs on the field hockey competitions system and its relevance to LTFHD guiding principles. The members of the task force were: Mark Saunders (FHBC). Dou-Hee Hong (FH Ontario), Diane Huneault (FHO), Burgundy Biletski (FH Alberta), Stef Sloboda (FHC) and Paul Bundy (FHC) and Jeff Sauvé (CEO-FHC) as observer. In addition to the involvement of the task force, Sharon Rajaraman (FHNS), Barb Carmichael (FHPEI), Ian Bird (Quebec) and Paula Parks (FHMB) were consulted and involved in the process.

The process’s key milestones were as follow:



This report is the result of months of discovery, work meetings and analysis by LBB and the FHC Competitions review task force, FHC and the PSOs. This report provides a strong reference and model to implement by FHC and the PSOs

3. WHY IS IT IMPORTANT AND RELEVANT TO PERFORM A COMPETITIONS REVIEW?

Traditionally, sports have the tendency of often applying adult format competitions to younger participants. With the development of the sport specific LTAD guiding principles, sports have adjusted their competitions system by improving and adapting rules, format and structure to ensure a positive experience, better active time and skills acquisition and an optimal development of players at all levels. The key reason why national sport organizations (NSO) perform competitions reviews is to ensure that their national level competitions offer meaningful opportunities for athlete development, talent identification and selection for national teams. A competitions review also allows the NSO to increase the quality and quantity of national events and ensures optimal alignment with its PSOs. In addition to reviewing its national competitions system, FHC decided to expand the review to all levels of competitions and thus ensuring a full system review.

Over the years, we, at LBB Strategies, have worked with other NSOs to help them improve their competitions system. In all projects, the key question remained the same: *Are competitions providing the best possible competitive environment to develop athletes and eventually produce world class athletes?*

To achieve long term athlete development (LTAD), NSOs must develop and implement a meaningful competitions system. As a result, a number of guiding principles for an effective competitions system have emerged. Those principles are as follow:

GUIDING PRINCIPLES FOR AN EFFECTIVE AND MEANINGFULL COMPETITIONS SYSTEM

- **MEANINGFUL COMPETITIONS**

Competitions shall provide optimal active time, be adapted to the level of the competitors and allow optimal and fair participation by all regions and provinces. Each competition serves a well-defined and clear purpose and is associated with a stage of athlete development (LTAD). The review provides recommendations on FH competitions system for each LTFHD stage. It is essential that FHC and its PSOs follow this key principle and adapt their competitions accordingly in order to optimally implement the LTFHD guiding principles.

- **ENHANCED EXPERIENCE IN QUALITY COMPETITIONS**

The competitions shall be well organized and offer a positive experience to participants. In addition to organizing the competitions, other activities shall be organized to make the competition an event, a happening. This is a principle that reminds FHC stakeholders that they are competing with other sports for the same clients. Therefore, in addition to aligning the competitions with LTFHD guidelines, the experience at the competition has to be very positive thus reminding the importance of organizing quality competition and events.

- **PROPER PERIODIZATION FOR OPTIMAL DEVELOPMENT, TRAINING & PERFORMANCE**

Calendars of competitions are planned in order to allow optimal athlete development, peaking and recuperation. It is important that all competitions in the development and performance streams be aligned with FHC nationals and that FHC national competitions be as closely aligned as strategically viable to the international competitions governed by the FIH or other major games organizers. Should FHC decide to host international FIH events, these events shall be optimally aligned with FHC competitions system and procure optimal legacies and impact on field hockey in Canada. We are of the view that FHC should develop an effective international event bidding and hosting strategy.

- **ACCESSIBLE EVENTS & COMPETITIONS**

Participating at national competitions should be accessible and affordable. It is strategically important to develop an organizational and business model that allows optimal participation. In terms of level of playing field or balanced competitiveness, the competitions shall provide meaningful competitions for all the participating teams and be, when necessary, offering a tailored competitions format (for example: pool system with cross over instead of one draw, consolation draw). That being said, it is our view that weaker provinces shall do their utmost to improve their development and performance programs to bring more competitive players to nationals.

- **BALANCING THE SELECTION OF HOSTS ACROSS CANADA**

Hosting national competitions across Canada enables growth and visibility of the sport nationwide. In terms of allocating the national championships, several factors are to be considered. First and foremost, the type of turf might be a “*go no go*” consideration depending on the stage/age LTFHD level. The other factor may be the quality of organizing committee and the bid proposal put forward to FHC. Therefore, instead of pre-assigning the national championships, FHC should reconsider the manner it allocates its events. If FHC would open bids for the hosting of national events, interested PSOs should be required to present robust and innovative proposals related to the organization, financial model, sport legacy and promotion of the event. Allocating national championships on a rotational basis is fine as long as all PSOs who meet the playing surface and organisational requirements have a chance to host and leverage the opportunity of hosting national competitions.

- **EVENTS THAT GENERATE SPORT & INFRASTRUCTURE LEGACIES**

Competitions should generate sport and infrastructure legacies for the host milieu. It is well recognized that hosting national or international events generates returns on investment such as financial benefits and impact, sport development opportunities, upgrade or construction of field hockey facilities and venues, enhanced visibility for the sport in the host community or province, enhanced capacity and expertise in event management.

- **EFFECTIVE IMPLEMENTATION STRATEGIES (NSO & PSOs)**

NSO and PSOs shall align to offer the best possible meaningful competitions. With this report providing a reference model for an improved competitions system, the commitment of all PSOs and FHC to join their efforts and resources is essential in order to implement these changes.

Therefore, based on those guiding principles, the goals of the competitions review are as follows:

1. Develop, deploy and offer meaningful and relevant competitions for each LTFHD stage
2. Ensure that FH domestic and national competitions system provides the best possible daily competitive environment for all levels of players including the next generation of national team players (next gen)
3. Develop and offer competitions that provide an optimal positive experience to all levels of participants in field hockey
4. Grow participation and retention of competitors to improve the depth and quality of our feeder system
5. Ensure that our competitions system is aligned with FHC high performance plans and competitive player development pathways
6. Ensure that FHC and stronger PSOs support less developed PSOs to enhance their daily training environment and programs and to implement competitions system changes
7. Enhance the event execution and organizational standards

4. THE KEY CHALLENGES AND ISSUES OF FHC COMPETITIONS SPORT SYSTEM

The analysis of FHC documents and our interviews revealed the following key strategic challenges and issues. Issues that were identified in the LTAD documents can be found in appendix A of the report. Many of those issues can be addressed and resolved by the competitions system improvements but other strategic actions and investments will need to occur simultaneously. **We believe that a comprehensive strategic plan for the sport should be developed to complement this competitions review.**

The strategic competitions system challenges and issues are as follow:

- **Current game formats, leagues, and tournaments in Canada are often unsuitable for the players and regions they serve.**
 - *This issue is addressed in the LTFHD stage by stage recommendations. It should be reminded that the proposed competitions model is an ideal model that each PSO shall strive to attain. That being said, it is recognized that PSOs have different realities and capacity to implement those proposed improvements and that a robust transition plan and support from FHC and stronger PSOs will be necessary.*
- **The level of participation in field hockey varies significantly from one province to another.**
 - *Not enough resources are being invested to recruit participants in the sport. It is therefore difficult, in certain regions and provinces, to have enough players involved in the different LTFHD stages and competitions streams. Like many other sports in Canada, especially team sports, keeping athletes engaged in the sport after high school is a key challenge, especially if colleges or universities don't offer an adequate or accessible competitions system. We have learned that in certain provinces, there are more players in the school system than outside of it. FHC and PSOs need to find innovative ways to work more effectively with both the school and civil or federated systems.*
- **The competition structure is not integrated or rationalized at all levels across Canada.**
 - *This review proposes that competitions be structured and identified by LTFHD stages. The names or branding of the competitions may change in order to be more marketable. Naming a competition by LTAD stages is not necessary the best marketing or branding approach. That being said, it is also recognized that the LTFHD reference is important in enhancing community wide acceptance and understanding as implementation gains traction.*
- **No periodization guidelines exist for player training, competition, and recovery.**
 - *This review does not address this issue although some guidelines and baseline information are proposed.*
- **Varying playing surfaces, climates and extreme weather hamper training and playing outdoor field hockey.**
 - *The recommendations on the competitions system, unless prescribed by FIH, allow for the use of various playing fields. FHC and its provincial partners shall align to develop and deploy a facility strategy to improve the situation of playing fields across the country.*
- **Length of season varies (e.g. BC is longer, rest of Canada is too short).**
- **Adult game structure is imposed on children (e.g. 11v11 on a full field).**
 - *This issue is addressed in this report in the LTFHD stage by stage competitions system recommendations.*

- **Many programs do not distinguish between recreational and competitive players.**
 - *This issue is addressed in the LTFHD stage by stage competitions system recommendations. Recommendations are made for recreational, development and performance streams players.*
- **Travel costs for teams are high due to lack of players in certain regions of Canada.**
- **Government funding to FHC is mainly tied to high performance and national teams.**
 - *There is limited investment towards the domestic development of the sport.*
- **Many PSOs have limited capacity and are solely driven by volunteers or a few employees.**
 - *This is a limiting factor to the effective and timely implementation of the competitions system recommendations, which is why the proposed competitions system allows for flexibility in decision making (especially by smaller PSOs)*
- **Seasons overlap with other sports, resulting in over-competition.**
- **National team program exposes a relative few players to international competition.**
 - *This issue needs to be addressed in the FHC HP strategy not in this review.*
- **Canadian National Team players encounter timing conflicts when playing university field hockey or club hockey (e.g. NCAA, CIS, domestic club).**
 - *This issue needs to be addressed in the FHC HP strategy not in this review.*
- **Some players are committed to international clubs at the expense of national team program or domestic competition.**
 - *This issue needs to be addressed in the FHC HP strategy not in this review. However, if FHC strengthens all its competitions, it will enhance the likelihood of retaining Canadian players in Canada.*
- **Lack of organizational standards for FHC national competitions.**
 - *Even if this review is not meant to provide best practices or event management standards, it is clearly recommended that FHC shall develop and require enhanced event requirements and quality standards for its national competitions.*
- **Coaching and official education pathways are insufficiently valued as an essential tool in delivering an LTFHD competitions strategy.**
 - *The stage by stage recommendations address the coaching and officiating requirements and standards for each LTFHD stages since those two components of FHC sport system are essential for the effective implementation of the LTFHD.*
- **Lack of strategic alignment around a common vision for field hockey in Canada.**
 - *We found that, in addition to the absence of a national strategic plan, most PSOs and FHC work in silos. Field hockey across Canada has a common frame of reference to LTFHD, however, it is our view that this competitions review should act as one catalyst in the further development of a common vision and commit to align on the shared goals and the improvement of the competitions system.*

In order to address these challenges, we must first refer to LTFHD vision (as developed in the FHC-LTFHD documents) which provides the following:

LTFHD Vision

- Existing competition model is reviewed and the recommendations implemented.
- Competition structure is defined at each stage, including training-competition ratios, periodization, season length, standings, playoffs, cup championships, and player statistics.
- Guidelines are established for the purpose of competition (e.g. tournaments).
- In the lower stages competition LTFHD is used as a tool for player development and not its purpose.
- Appropriate levels of competition are defined for each stage.
- International normative data is collected.
- Appropriate age groupings are defined for group training.
- Access to competition is improved, minimizing travel and costs.
- Overlap between field hockey programs is reduced (i.e. schools, clubs, regional, Provincial and National teams).
- Competition guidelines address unique geographical demands of different regions.
- Ongoing campaign promotes positive and supportive field hockey culture among parents and players.
- Year-round facilities (Indoor / outdoor) are available for U14 programs and above.
- Quality umpires work at all levels, communicating standards of conduct to players, coaches, and parents.
- More players participating in regional, provincial, and international competitions at the Training to Train and Training to Compete stages.
- Larger player pool exists for National teams.
- National scheduling plan is established to accommodate competitions.
- Consistent competition structure is established for different age groups across Canada.

5. RECOMMENDATIONS

5.1 GENERAL RECOMMENDATIONS

After analyzing the FHC competitions system and based on our experience in conducting similar reviews with other NSOs, we propose the following general and specific recommendations that, in our view, will make the difference in improving FHC competitions system.

1. DEVELOP AND OFFER MEANINGFUL & BALANCED COMPETITIONS - LTFHD DRIVEN

The first issue noted involves the optimization of the LTFHD framework. It was noted that FHC national and other levels of competitions do not necessarily meet the expectations set out in the LTFHD framework and do not offer an optimal development pathway to excellence. To improve the situation, we recommend that competitions be identified for each of the LTFHD stages. To this end, FHC should put in place a competitions system committee (FHC-PSO) that will be responsible for reviewing the format and purpose of each competition on an ongoing basis. This committee shall also have the mandate to propose a restructuring of the competition format if necessary.

The competitions system should provide fair competitive opportunities and the best possible experience to all players. Currently, FHC national events do not offer parity or a balanced level of competitiveness. To improve this situation, we recommend that FHC reviews event formats and locations to promote optimal and fair participation and a higher level of competition.

2. DEVELOP A MULTI-YEAR PLAN ALIGNED CALENDAR OF COMPETITIONS

Two main issues were identified during the consultation phase. The first issue—planning—involves the lack of long-term planning of national competitions. To improve this aspect, we recommend that FHC develops a 5-year calendar of competitions. The second issue is the fact that provincial and national competitions are not optimally aligned. In order to have an optimal system, we recommend that FHC takes a leadership position and works with the PSOs to align the national and provincial calendars of competitions (respecting LTFHD objectives).

3. ADOPT A NEW AND ENHANCED FINANCIAL MODEL FOR ALL NATIONAL COMPETITIONS

During the consultation, there was extensive discussion about the ongoing challenges associated with the costs of participating in FHC competitions. Therefore, we recommend that FHC develops, in consultation with PSOs and organizers, a realistic but improved financial model for all its national competitions.

4. IMPROVE LEADERSHIP, ORGANIZATIONAL STANDARDS AND FHC & PSO STRATEGIC ALIGNMENT

We also recommend that FHC develops a hosting and bidding policy and processes for each national competition and selects host cities a few years in advance. Furthermore, we recommend that FHC creates a committee to oversee and make host city selections. We also recommend that FHC establishes, promotes and

enforces enhanced organizational standards, rules, policies and guidelines (who does what) and optimally aligns itself with the PSOs and local organizing committees (LOCs) to deliver the best possible event product and experience for all participants.

Another and final element that was observed involves the length of time it takes for decisions to be implemented within the FHC structure. **To improve the situation, we recommend that FHC begins deploying the recommendations as soon as possible, i.e. by the end of August 2016. We also recommend that PSOs and FHC agree on an aggressive implementation plan.**

5.2 SPECIFIC COMPETITIONS SYSTEM RECOMMENDATIONS

The following recommendations provide FHC stakeholders a well detailed reference model or framework to aspire to. Of course, the implementation of that reference model will vary and shall be tailored based on each provincial reality and capacity. That being said, we strongly believe that if PSOs, FHC and clubs or /teams align and work together towards implementing this competition model, the sport of field hockey will significantly improve from grass root to high performance levels. This is a reference model that shall be used by all stakeholders to guide their decisions around the development and delivering of field hockey competitions.

Before addressing each LTFHD stage, we also recommend that the following steps are necessary to address identified challenges to LTFHD competitions strategy:

1. Competition structure needs to be defined at each stage and within each stage (athlete streams: recreational/developmental/performance), including training-competition ratios, periodization, season length, and format (festival/championship)
2. Community wide commitment that the lower stages of competition are used as a tool for player development.
3. Appropriate levels of competition need to be defined for each LTFHD stage
4. Appropriate developmental groupings need to be defined for group training
5. Competition guidelines need to address unique geographical demands of different regions
6. Guidelines need to be established for the purpose of competition (festival/ championship play).
7. Coaches need to be trained within the LTFHD coach education pathway to ensure athletes are prepared appropriately (LTFHD skills matrix with areas of emphasis), and that athletes understand the basis for competition at each stage (outcome/non-outcome related and the associated basis for athlete development and performance)
8. Appropriately trained and educated umpires and technical officials work at appropriate competitive levels, communicating standards of conduct to players, coaches, and parents.

Based on those principles and the LTFHD vision and framework, the following stage by stage competitions system recommendations, including the multi-year national competitions structure are presented in the next few pages. For ease of understanding, the recommendations are made by LTFHD stages and competitions are defined or branded as such. LBB does not recommend naming the different levels of competitions by LTFHD stages but suggests to find better marketable/attractive names for each level of competitions. This branding exercise could take place at the implementation phase. The competitions system recommendations are showing in red in the first left column.

1. STAGE FUNDAMENTALS: TARGETED AGE U10 – RECREATIONAL, DEVELOPMENT and PERFORMANCE STREAMS

STAGE: FUNDAMENTALS (U10)- RECREATIONAL/DEVELOPMENT/PERFORMANCE STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING /PARENTAL/CLUB- PSO-NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>Hockey 5s (adapted as necessary to the reality) or other modified mini-game format (ex: 3v3)</p> <p>Fun – keeping athletes active and engaged</p> <p>Festival – no scoring or ranking</p> <p>Social – opening ceremony, group activities beyond field hockey</p> <p>Baseline Training profile – 60/90 min sessions – engaged bouts of activity 5-10 mins – one or two sessions per week – emphasis on FMS (40%) & skill acquisition (60%)</p>	<p>Coaches are encouraged or required to obtain NCCP COMMUNITY SPORT ‘trained’ status</p> <p>Officials are encouraged or required to obtain a minimum of community status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Fundamentals stage</p>	<p>Identified 6 core technical skills</p> <ul style="list-style-type: none"> → Ball movement and control → Passing and receiving → Scoring → Individual defense → Team defense → Off-ball movement 	<p>Hockey 5S</p> <p>Triangle play –principles of width and depth</p> <p>Push passing – timing, direction, speed</p> <p>Principles of on and off ball movement</p>	<p>Developing fundamental movement skills (FMS)</p>	<p>Creating and reinforcing self-esteem</p>	<p>Fun and inclusive</p> <p>Development of social skills in a team setting</p>	<p>Increasing awareness and emphasis on motor abilities (ABC’s)</p>	<p>Importance placed on the advantages of formal LTFHD education for coaches</p>

2.1 STAGE LEARN TO TRAIN: TARGETED AGE: U13 - RECREATIONAL AND DEVELOPMENT STREAMS

STAGE: LEARN TO TRAIN (U13) - RECREATIONAL/DEVELOPMENT STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>3 v 3 / hockey 5s / 7 v 7 (adapted as necessary) – mini game format</p> <p>Emphasis on FMS (30%) and skill acquisition (70%) aligned to LTHD skills matrix</p> <p>Festival – no scoring or ranking</p> <p>Social – opening ceremony, group activities beyond field hockey</p> <p>Baseline Training profile – 75% practice /25% competition - 60/90 min sessions – 2 sessions per week to include mini-games</p>	<p>Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION ‘trained’ status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Learn to Train stage</p>	<p>Advancement of technical skills → Ball movement and control → Passing and receiving → Receiving → Scoring → Winning the ball → First introduction to goalkeeping</p>	<p>Identify correct decision making</p> <p>Awareness width, depth, space in attack and defense</p> <p>Right skill-right time</p>	<p>Maintain an emphasis on FMS</p> <p>Introduce basic training program – emphasis on speed & flexibility</p>	<p>Importance of positive reinforcement and motivation</p> <p>Basic principles of goal setting</p> <p>Introduction to concept of teamwork</p>	<p>Continued development of social skills in a team setting</p> <p>Introduction to fair play, values, and ethics</p>	<p>More focused emphasis on the ABC’s of field hockey movement</p>	<p>Essential that coaches attend formal LTFHD education</p>

2.2 STAGE LEARN TO TRAIN: TARGETED AGE: U13 - PERFORMANCE STREAM

STAGE: LEARN TO TRAIN - PERFORMANCE STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>3 v 3 / hockey 5s / 7 v 7 (adapted as necessary) – progressional mini game format</p> <p>Emphasis on skill application aligned to LTHD skills matrix</p> <p>Festival – no scoring or ranking</p> <p>Social – opening ceremony, group activities beyond field hockey</p> <p>Training profile – 70% practice /30% competition – 60/90 min sessions – 2 sessions per week to include mini-games in both training and competition</p>	<p>Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION ‘certified’ status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Performance Stream of the L2T stage</p>	<p>Advancement of recreation/ development technical skills</p> <p>plus</p> <p>Maximize application (decision making) and execution</p>	<p>Tactical - rec/dev</p> <p>plus</p> <p>Execution of skills under introductory pressure (time/space/op position)</p>	<p>Physiological - rec/dev</p> <p>plus</p> <p>Introduce principles of recovery and regeneration</p> <p>Concussion workshop</p> <p>Education on testing</p>	<p>Mental fitness- rec/dev</p> <p>plus</p> <p>Introduction to basic imagery & visualization skills</p> <p>Basic understanding of focus & anxiety</p>	<p>Social-emotional & life skills - rec/dev</p> <p>plus</p> <p>Introduction to team building exercises</p> <p>Introductory setting of a team ethos</p>	<p>Physical literacy - rec/dev</p> <p>plus</p> <p>Emphasis on running</p> <p>Variations and balance relative to Body position</p> <p>Emphasis on agility linked to speed of execution</p>	<p>Mandatory that coaches attend formal L2T LTFHD education</p>

3.1 STAGE TRAIN TO TRAIN: TARGETED AGE: U15 - RECREATIONAL STREAM

STAGE: TRAIN TO TRAIN (U15)- RECREATIONAL STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – championship play Emphasis on introduction to competition through organized league play – not necessarily an emphasis on involvement with competitive peaks (provincial club championships)</p> <p>Championship – pool play, playoffs, and ranking (adapted to environmental reality)</p> <p>Baseline Training profile – 70% practice / 30%, comp– 90 min sessions – two practices per week and one full league game</p>	<p>Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'trained' status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Train to Train stage</p>	<p>Refine previous fundamentals and L2T skills</p> <p>Basic introduction to 3D skills</p>	<p>Tactical – recap on fundamentals and L2T</p> <p>plus</p> <p>Introduction to set-plays</p> <p>Understanding rules and how to use them</p> <p>Implementation of principles of play</p>	<p>Basic training program in place – Emphasis on speed, flexibility, and aerobic endurance</p> <p>Introduction to strategies for injury prevention</p>	<p>Introduction to basic imagery & visualization skills</p> <p>Basic understanding of focus & anxiety</p>	<p>Introduction to team building exercises</p> <p>Introductory setting of a team ethos</p> <p>Appreciation and understanding as to the principle of 'we vs me'</p>	<p>Emphasis on running variations and balance relative to body position</p> <p>Emphasis on agility linked to speed of execution</p>	<p>Essential that coaches attend formal L2T and T2T LTFHD education</p>

3.2 STAGE TRAIN TO TRAIN: TARGETED AGE: U15 - DEVELOPMENT STREAM

STAGE: TRAIN TO TRAIN - DEVELOPMENT STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – championship play Emphasis on introduction to competition through organized league play with introduction to the involvement in competitive peaks (provincial club championships)</p> <p>Championship – pool play, playoffs, and ranking (adapted to environmental reality)</p> <p>Baseline Training profile – 60% practice / 40% competition – 120 min sessions – two practices per week to include competitive game based time allocation plus one full league game</p>	<p>Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'trained' status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with a stage specific outline (areas of emphasis)</p>	<p>Advancement of fundamentals and L2T recreational/ development technical skills</p> <p>plus</p> <p>Application of previous skills under physical intensity (testing the skills)</p> <p>Development of 3D skills</p> <p>Begin to develop specialist and positional skills</p> <p>Proficiencies: scale, quality and quantity of execution</p>	<p>Tactical – recap on fundamentals and L2T recreational/ development</p> <p>plus</p> <p>Introduction to positional play</p> <p>Introduction to systems of play</p> <p>Execution of set-plays</p>	<p>Basic training program in place – emphasis on speed, flexibility, and aerobic endurance</p> <p>Introduction to strategies for injury prevention</p>	<p>Introduction to basic imagery & visualization skills</p> <p>Basic understanding of focus & anxiety</p>	<p>Introduction to team building exercises</p> <p>Setting of a team ethos</p> <p>Understanding the principle of 'we vs me'</p>	<p>Emphasis on running variations and balance relative to body position</p> <p>Emphasis on agility linked to speed of execution</p>	<p>Essential that coaches attend formal L2T and T2T LTFHD education</p>

3.3 STAGE TRAIN TO TRAIN: TARGETED AGE: U15 - PERFORMANCE STREAM

STAGE: TRAIN TO TRAIN (U15) - PERFORMANCE STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – championship play Emphasis on skill application in a competitive environment - league play with expected involvement in competitive peaks (provincial club/regional/national championships)</p> <p>Championship – pool play, playoffs, and ranking (adapted to environmental reality)</p> <p>Baseline Training profile – 60% practice / 40% competition – 120 min sessions – two practices per week to include competitive game based time allocation plus a minimum of one full league game</p>	<p>Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'certified' status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with a stage specific outline (areas of emphasis)</p>	<p>Advancement of all previous technical skill with specific emphasis on execution under pressure</p> <p>Proficiencies: scale, quality and quantity of execution</p>	<p>Cement previous application and understanding</p> <p>plus</p> <p>Introduce advanced systems of play</p> <p>Transitioning outcomes - application to execution</p>	<p>Set standards for both aerobic and anaerobic performance (align with national protocol e.g. Yo-yo)</p> <p>Mandatory concussion workshop</p> <p>Greater emphasis on strength, stamina, and speed</p> <p>Strategies in place for injury prevention</p> <p>Testing</p>	<p>L2T performance</p> <p>plus</p> <p>Emphasis on managing the competitive environment</p> <p>Goal setting, focus, visualization, and managing anxiety within the competitive environment</p> <p>Applied 'we vs me'</p>	<p>L2T performance</p> <p>plus</p> <p>Introduction to specific off-field team building exercises</p>	<p>L2T performance</p> <p>plus</p> <p>Introduction to individual movement screening aligned to field hockey environment</p>	<p>Mandatory that Coaches are 'Certified' at competition introduction and trained for T2T LTFHD NCCP Levels, become certified in 6 years</p>

4.1 STAGE TRAIN TO COMPETE: TARGETED AGE: U18 – RECREATIONAL STREAM

STAGE: TRAIN TO COMPETE (U18)- RECREATIONAL STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – championship play Emphasis on introduction to competition through both organized league play and competitive peaks (provincial club championships)</p> <p>Championship – pool play, playoffs, and ranking (adapted to environmental reality)</p> <p>Baseline Training profile – 40% practice / 60% competition – 120 min sessions – one practice per week to incorporate training environment competition and one full match per week</p>	<p>Coaches are encouraged or required to obtain NCCP COMPETITION DEVELOPMENT ‘trained’ status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the train to compete stage</p>	<p>Continued development of core skills to maintain enthusiasm for the game (fun/social/ inherently competitive environment)</p>	<p>Recap on L2T/T2T</p> <p>plus</p> <p>Advance decision-making and understanding of systems of play, set plays and positional play</p>	<p>Recap on T2T</p> <p>plus</p> <p>Maintenance of</p> <p>Training program in place – awareness of emphasis on strength training</p> <p>Strategies for injury prevention</p>	<p>Recap on T2T</p> <p>plus</p> <p>Refine imagery & visualization skills</p> <p>Importance in regulating emotions (anxiety/fear/ anger)</p>	<p>Recap on T2T</p> <p>plus</p> <p>Refine team building exercises to emphasize ‘reflection’</p> <p>Cement team ethos</p> <p>Application of the principle of ‘we vs me’</p>	<p>Recap on T2T</p> <p>Plus</p> <p>Maintenance of</p> <p>Running variations and balance relative to body position</p> <p>Agility linked to speed of execution</p>	<p>Essential that coaches attend formal competition introduction and at competition development) LTFHD education</p>

4.2 STAGE TRAIN TO COMPETE: TARGETED AGE: U18 – DEVELOPMENT AND PERFORMANCE STREAMS

STAGE: TRAIN TO COMPETE (U18)- DEVELOPMENT AND PERFORMANCE STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – Championship Play Emphasis on Skill Execution in Training Environment, League play and Targeted Competitive Peaks (Provincial Club/Regional/National Championships)</p> <p>Championship – Pool Play, Playoffs, and Ranking (adapted to environmental reality)</p> <p>Baseline Training Profile – 40% Practice / 60% Competition – 120 min sessions – Minimum Two Practices per week to incorporate training environment competition (e.g. Practices are 50% modified game-based play) and a minimum of one full match per week</p>	<p>Coaches are encouraged or required to obtain NCCP competition development ‘certified’ status</p> <p>Officials are required to obtain a minimum of provincial status and encouraged to obtain regional status</p> <p>Parents are provided with a stage specific outline (areas of emphasis)</p>	<p>Advancement of all previous technical skills</p> <p>plus</p> <p>Execution of positional specific skills under pressure</p> <p>3D skills</p> <p>Automatic</p> <p>Emphasis on speed/power of execution</p>	<p>Cement previous application and understanding</p> <p>plus</p> <p>Transition between different systems of play</p> <p>Assessment of individual and collective Decision making</p> <p>Full understanding of all positional requirements</p>	<p>Recap on T2T Development/ Performance</p> <p>plus</p> <p>Application to the strength training window</p> <p>Strength and conditioning program for performance stream</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Introduction to distraction management skills</p> <p>Introduction to post-performance analysis</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Expanding boundaries of individuals’ comfort zone</p> <p>Greater emphasis on coping skills</p> <p>Athlete journaling becomes standard practice</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Ability to fully conceptualize Areas of emphasis (eg. Change of pace etc)</p>	<p>Mandatory that Coaches are ‘Certified’ at competition introduction (and Educated at competition development) LTFHD NCCP Levels</p>

5. STAGE LEARN TO WIN: TARGETED AGE: 19 AND BEYOND – RECREATIONAL AND DEVELOPMENT STREAMS

STAGE: LEARN TO WIN - RECREATIONAL AND DEVELOPMENT STREAMS								
PROPOSED COMPETITIONS STRUCTURE (REC/DEV ONLY)	COACHING/OFFICIATING /PARENTAL/CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY						
		AREAS OF EMPHASIS (RECREATIONAL AND DEVELOPMENT STREAMS) <i>*Learn to win performance stream to be linked with FHC HP plan and interuniversity sports</i>						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – championship play Emphasis on skill execution through both organized league play and competitive peaks</p> <p>Championship – pool play, playoffs, and ranking (adapted to environmental reality)</p> <p>Baseline Training profile - 40% practice / 60% competition – 120 min sessions – one practice per week to incorporate training environment competition (eg practices are 50% modified game-based play) and one full match per week</p>	<p>Coaches are encouraged or required to obtain NCCP competition development community ‘trained’ status when it exists</p> <p>Officials are required to obtain a minimum of provincial status and encouraged to obtain regional status</p>	<p>Advancement of all previous technical skills</p> <p>plus</p> <p>Execution of positional specific skills under pressure 3D skills automatic</p> <p>Emphasis on speed/power of execution</p>	<p>Cement previous application and understanding</p> <p>plus</p> <p>Transition between different systems of play</p> <p>Assessment of individual and collective decision making</p> <p>Full understanding of all positional requirements</p>	<p>Recap on T2T Development/ Performance</p> <p>plus</p> <p>Application to the strength training window</p> <p>Strength and conditioning program for performance stream</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Introduction to distraction management skills</p> <p>Introduction to post-performance analysis</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Expanding boundaries of individuals’ comfort zone</p> <p>Greater emphasis on coping skills</p> <p>Athlete journaling becomes standard practice</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Ability to fully conceptualize areas of emphasis (eg. change of pace etc)</p>	<p>Mandatory that Coaches are ‘competition introduction (and Educated at competition development) LTFHD NCCP Levels</p>

6. STAGE ACTIVE FOR LIFE: TARGETED AGE: ADULT – RECREATIONAL AND DEVELOPMENT STREAMS

STAGE: ACTIVE FOR LIFE - RECREATIONAL AND DEVELOPMENT STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/OFFICIATING/PARENTAL/CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>11 v 11 (adapted as necessary) – Championship Play Emphasis on Social participation through both organized League play and Events</p> <p>Championship – Pool Play, Playoffs, and Ranking (adapted to environmental reality)</p> <p>Baseline Training Profile - 30% Practice / 70% Competition – 90min sessions – One Practice per week to incorporate game based training environment and one full match per week</p>	<p>Coaches are encouraged or required to obtain an NCCP ‘trained’ status (comp intro or comp dev) at one LTFHD stage</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p>							

7. RECOMMENDED NATIONAL COMPETITIONS STRUCTURE

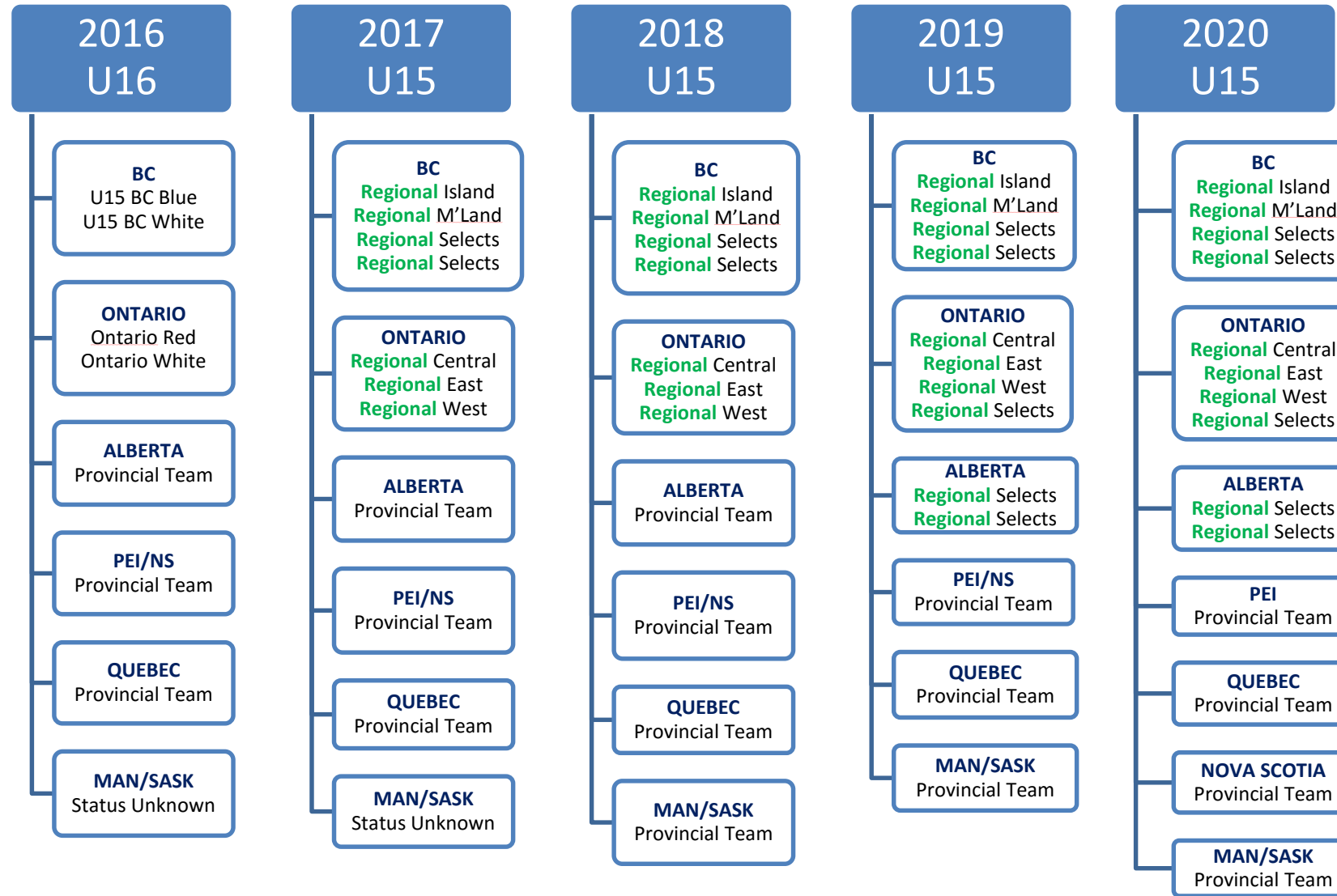
As recommended in this report, the proposed national competitions structure is described in this section.

NATIONAL CHAMPIONSHIPS MULTI-YEAR PLAN- 2016-2022

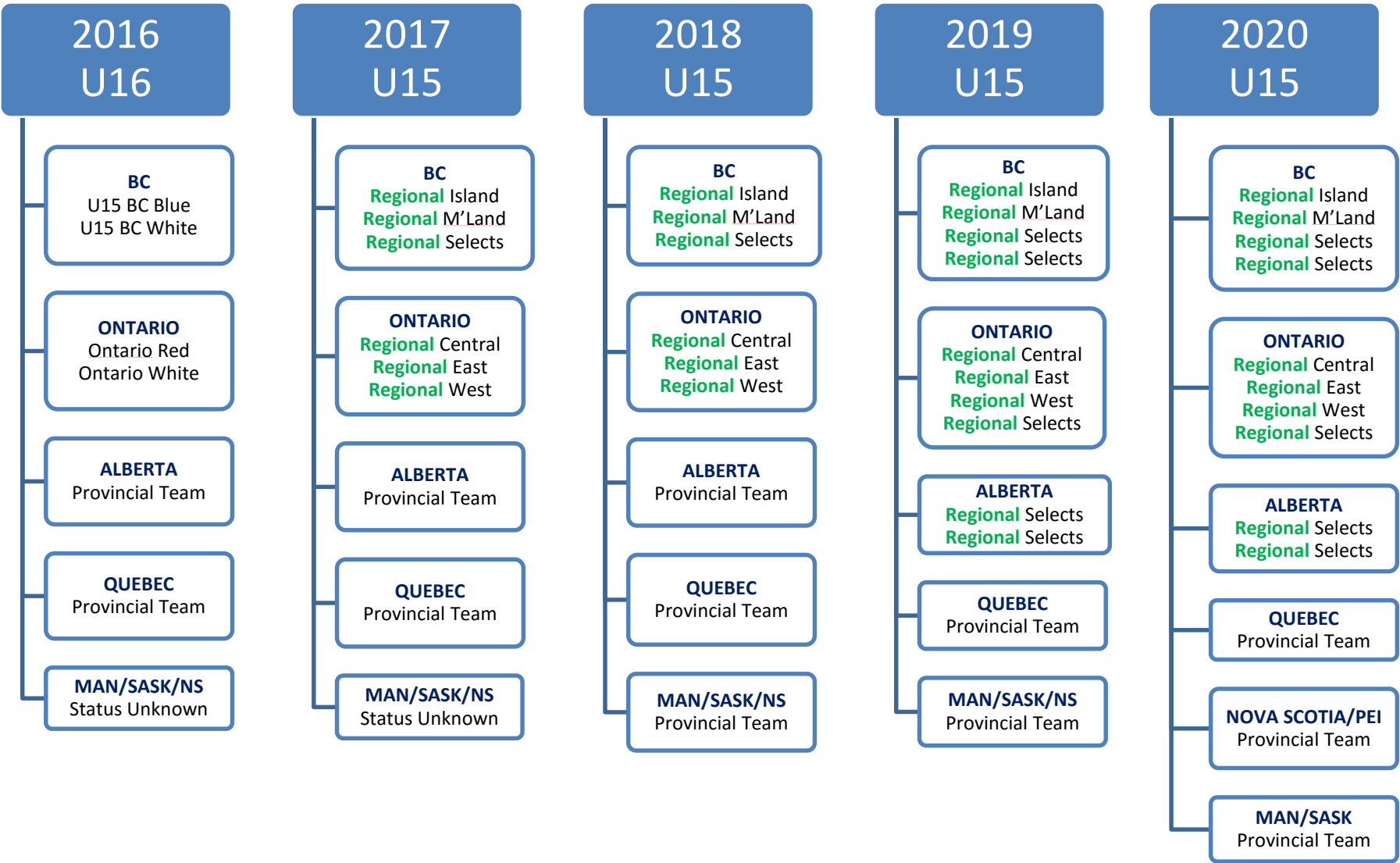
YEAR/ STAGE	2016	2017	2018	2019	2020	2021	2022
TRAIN TO TRAIN	U16	U15	U15	U15	U15	U15	U15
TRAIN TO COMPETE	U18	U18	U18	U18	U18	U18	U18
LEARN TO WIN	U21	U23	U23	U23	U23	U21	U21
TRAIN TO WIN						SNRS	SNRS

For each LTFHD stage we recommend the following participating team structure. PSOs will be expected to go through a strategic planning process in the next few months to ensure they are both able and willing to commit to such progression and declaration.

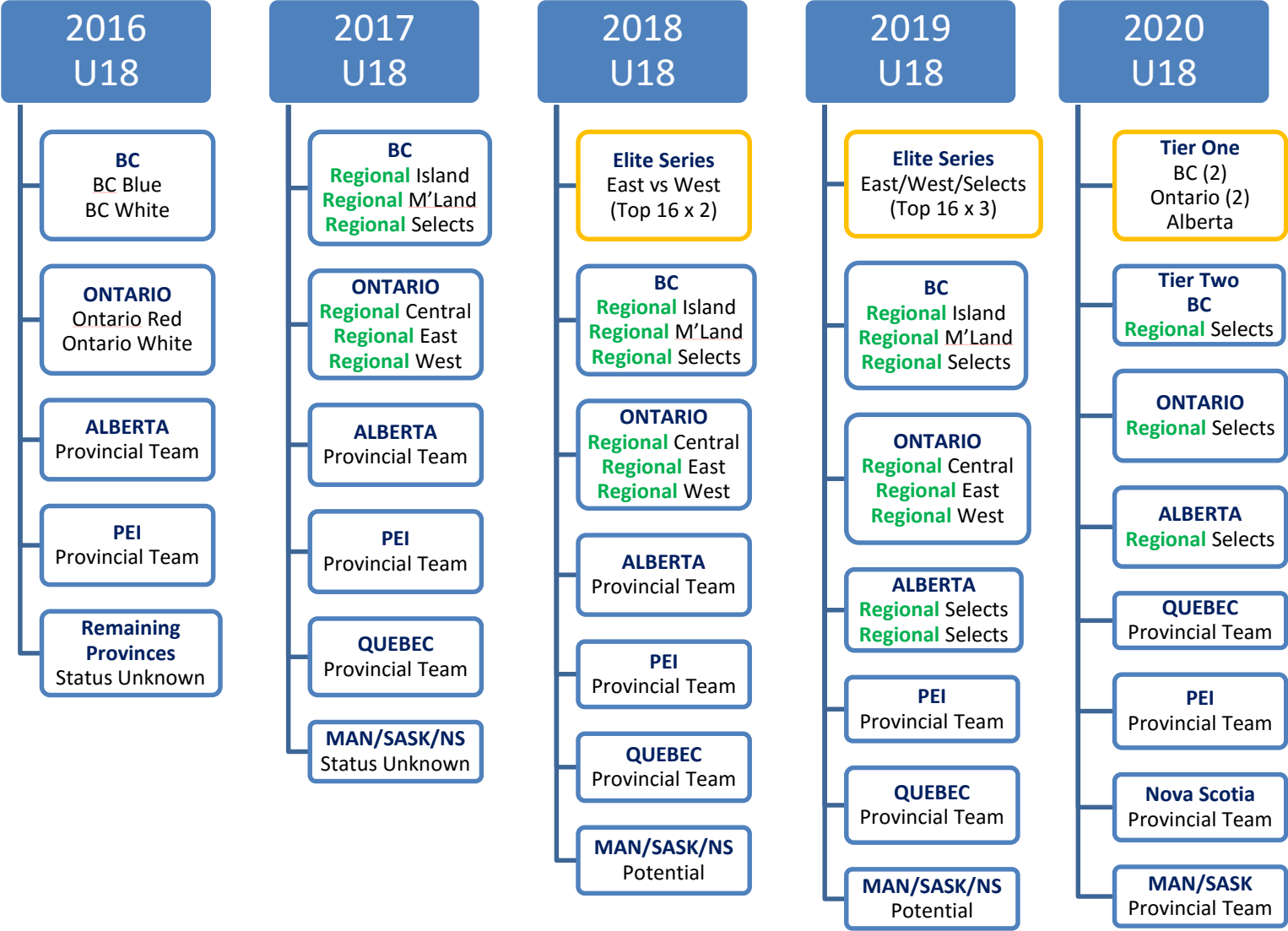
1. Recommended participating team structure – Multi-Year Progression - **Train to Train** Teams (Female)



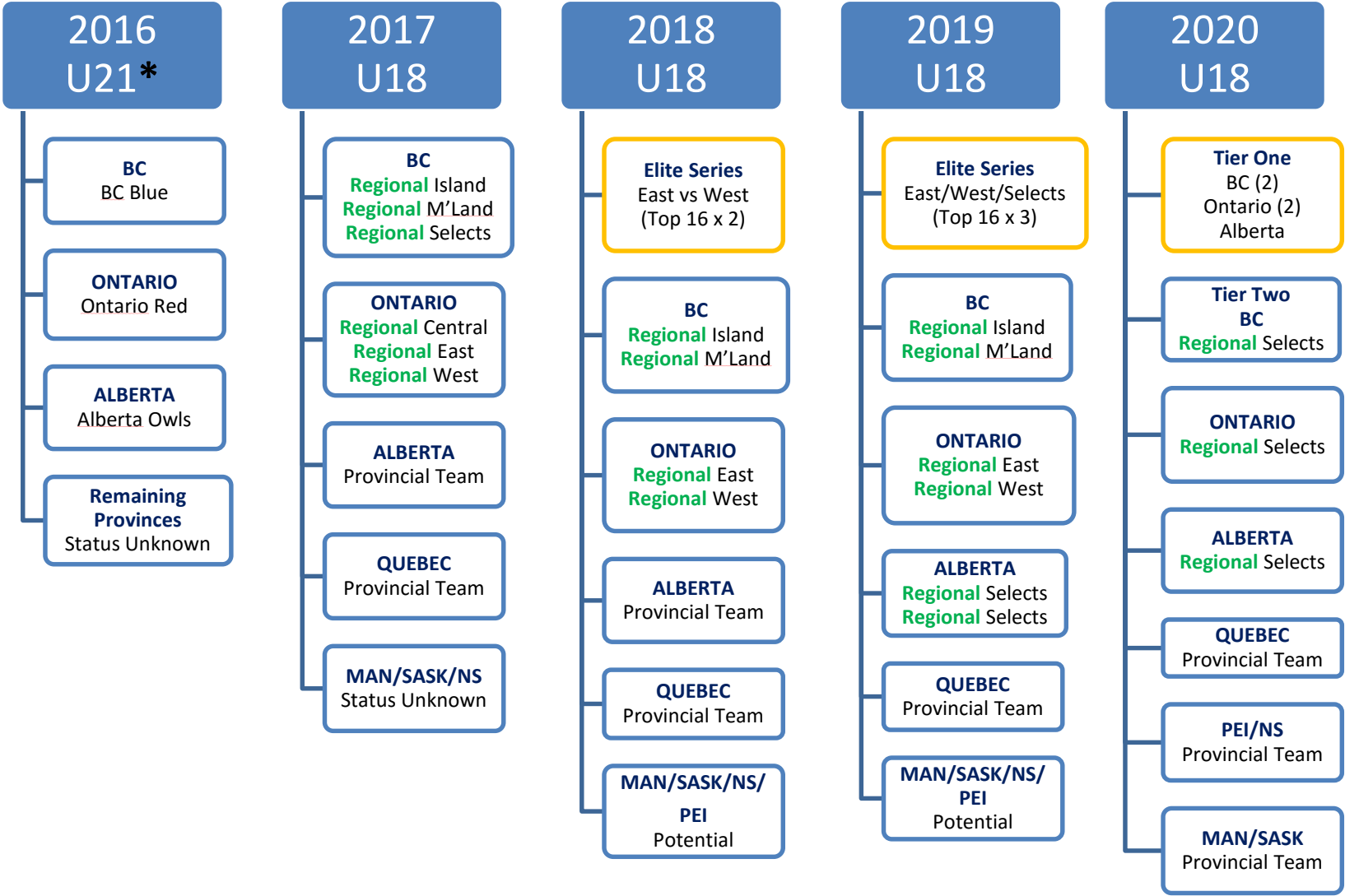
2. **Recommended participating Team structure – Multi-Year Progression - Train to Train Teams (Male).** PSOs will be expected to go through a strategic planning process in the next few months to ensure they are both able and willing to commit to such progression and declaration.



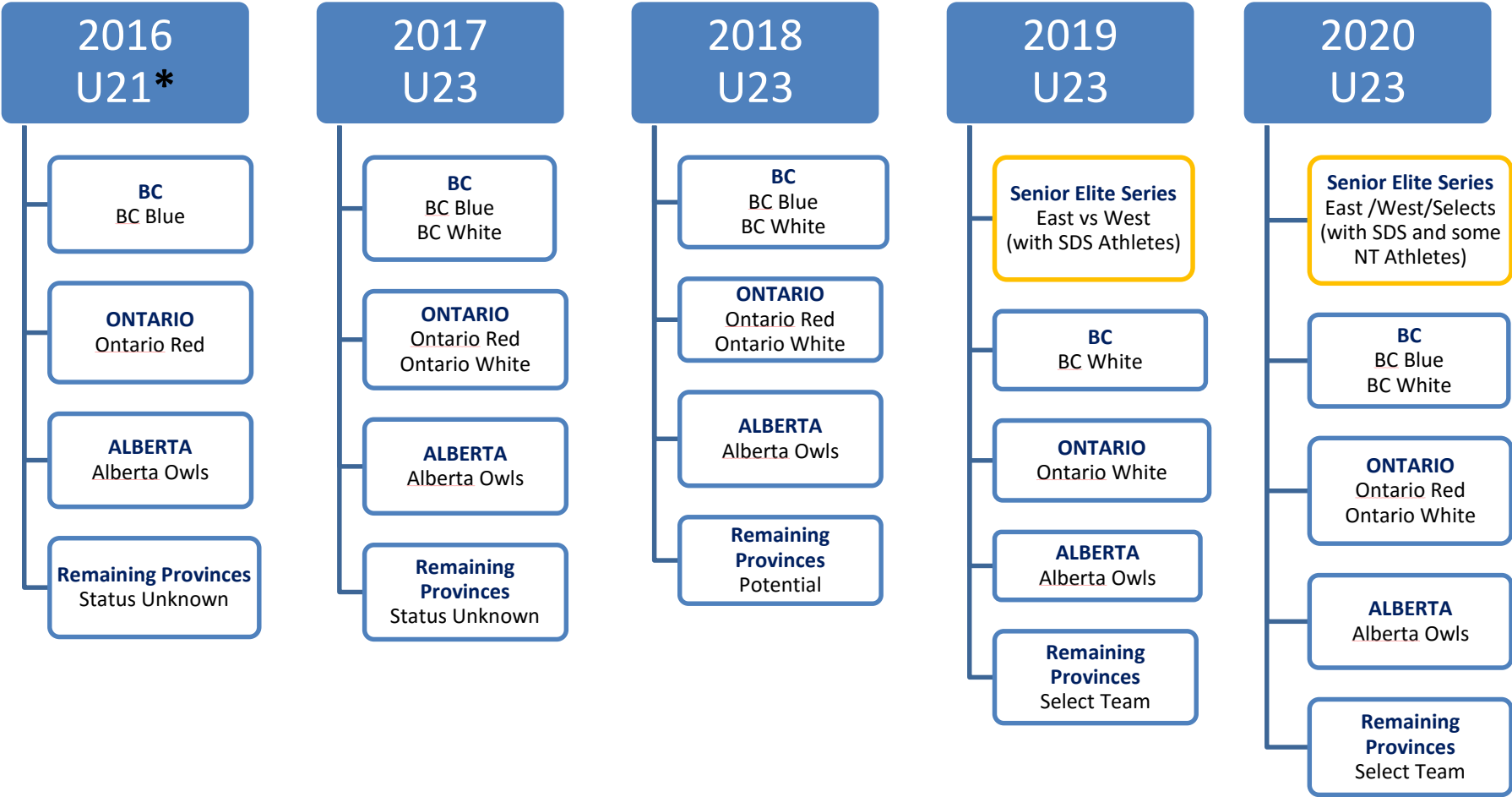
3. Recommended participating Team structure – Multi-Year Progression - Train to Compete Teams (Female). PSOs will be expected to go through a strategic planning process in the next few months to ensure they are both able and willing to commit to such progression and declaration.



4. Recommended participating Team structure – Multi-Year Progression - **Train to Compete Teams (Male)**. PSOs will be expected to go through a strategic planning process in the next few months to ensure they are both able and willing to commit to such progression and declaration.



5. **Recommended participating Team structure – Learn to Win Teams (Female and Male).** PSOs will be expected to go through a strategic planning process in the next few months to ensure they are both able and willing to commit to such progression and declaration.



6. National Championship Program - Proposed and recommended **Hosting/Allocation** Plan 2016-2021



8. IMPLEMENTATION STRATEGY

In order to effectively implement these competitions system recommendations and model, the following implementation strategies are proposed. The key strategic drivers to the LTFHD competitions review are:

1. Coach Education – Coaches need to understand the appropriate skills matrix outcomes and associated competition structures for each LTFHD stage – skills matrix outcomes need to be aligned to the NCCP and professional development pathway
2. Athlete Education – Coaches need to educate their athletes on expectations aligned to skills matrix outcomes and applied within the context of the competitive structure
3. Parent Education – Parents need to understand the LTFHD commitment to the most appropriate and meaningful environment for which their child can develop
4. Decision Makers/Competition Planners – Need to make a collective community wide commitment to align both league play and event based competition to the LTFHD plan
5. NSO and PSOs need to provide the strategic leadership and develop standards and expectations for recognized community based clubs and leagues

The critical success factors to achieve the implementation of the competitions review recommendations are the following:

1. **Grow participation in field hockey.** To implement this competitions model with optimal effectiveness and meaningfulness, competitions need more players. Field hockey organizations need to partner together to generate interest and grow participation in field hockey. We have not seen, to date, an effective national strategy to grow participation in field hockey. A strategic plan would address that issue.
2. **Enhanced financial and human capacity at all levels.** We found that field hockey organizations operate their programs and competitions with limited resources and capacity. Field hockey organizations need to partner together to enhance their respective capacities to better invest in the sport and in the competitions system. An enhanced capacity strategy could be developed as part of a national strategic plan. We also found that there is lot of turnover in the leadership within the national and provincial organizations. A good succession leadership plan can address with that issue.
3. **Access to quality playing fields.** This plan should generate the development of a facility strategy to improve access to adequate training and competitive playing fields. Again the strategic plan could address this issue.

4. **Strong communication practices at all levels.** We found that some of issues raised by the interviews came to light because of a lack of quality communication practices. It is imperative that the competitions review report be supported by an engagement and communication strategy and plan. Typically, a strategic plan addresses the issue or communication and alignment.
5. **A collective commitment towards improving the competitions system and the sport as a whole.** FHC, acting as the leader of this project, along with PSOs, teams, clubs, leagues and the individuals involved in these organizations shall align and work towards implementing the proposed recommendations and improving the situation of field hockey in Canada. As such, roles and responsibilities shall be clearly defined and all stakeholders shall commit to accepting and embracing changes. A strategic plan for the sport is everybody's plan not just FHC plan. That's why we believe that if all field hockey stakeholders work together to develop a vision for field hockey in Canada, it will be much easier for them to buy in and embrace changes.
6. **A tailored approach to implementation.** Each PSO has different realities in terms of competitions, participation, number of players per LTFHD streams and capacity. To be successful, the implementation strategies will need to be customized for each PSO. More developed PSOs should mentor smaller PSOs in sharing best practices, providing existing tools and, generally speaking, enhancing their capacity to implement the competitions system recommendations.

On that basis, the proposed implementation strategies are as follow:

STRATEGIES, EXPECTED DESIRED OUTCOMES & KEY TIMELINES

STRATEGY/ACTION	DESIRED OUTCOMES	TENTATIVE TIMELINES	NOTES
A. Approve the competitions review report	FHC & PSOs to formally approve the report at AGM (Motion)	July 10 th 2016	
B. Creation of FH Competitions system implementation committee (CSIC)	FHC to lead the implementation of the competitions review recommendations and struck the CSIC at AGM or shortly thereafter	July 10 th or by the end of August 2016	CSIC terms of references to be developed by FHC FHC to lead/support the activities of the CSIC

STAGE BY STAGE COMPETITIONS STRUCTURE (NOT INCLUDING THE NATIONAL CHAMPIONSHIPS)

1. Each PSO to provide their Competitions system improvement (CSI) plans (as per the approved recommendations)	PSOs to provide their CSI implementation plan	By November 1 st 2016	CSIC to assist PSOs in developing their implementation plans (provincial competitions review, process, tools, mentoring between PSOs) and when necessary, in performing their competitive environmental scan
2. CSIC to review PSO plans and propose revisions	CSIC endorses PSOs' plans	By December 31, 2016	
3. CSIC to assist/support in the implementation/planning of the new CS	Support and facilitation (progress on KPIs)	Between January 1 st and March 31 st 2017	PSOs and CSIS to work together on CS implementation
C. FH competitions system /LTFHD summit	FHC organizes the summit, all PSOs participate	January-March 2017	
D. Start delivering phase 1 of new competitions system	Phase 1 New competitions in place	Summer 2017	
E. Start delivering phase 2 of new competitions system	Phase 2 New competitions in place	Fall -Winter-Spring 2017-2018	
F. Competitions system is fully aligned	All PSOs have optimally implemented the competitions review recommendations	In 3 years	
FHC NATIONAL CHAMPIONSHIPS			
G. FHC to develop a national championships policy and organizational standards (in consultation with PSOs and LOCs who organize FHC competitions)	NC policy finalised and communicated	Fall 2016	Policy includes FHC's position on allocation of FHC national competitions, organizational standards around event management, governance, risk management, competitions rules and format, venue requirements, logistics, financial, model, legacies, branding and presentation, etc...
H. FHC to create a NC advisory committee	NCAC created before August 2016		

<p>I. PSOs to formally commit to the proposed national championships 5-year calendar</p>	<p>Formal written commitment from PSOs</p>	<p>Before October 1st 2016</p> <p>Dates for 2017 calendar shall be set before August 31st 2016</p>	
<p>FIELD HOCKEY STRATEGIC PLAN</p>			
<p>J. FHC to work with PSOs and other FH stakeholders to develop FH vision 2024: <i>Field hockey in Canada strategic plan</i></p>	<p>FHC to initiate and facilitate the strategic planning process and engage its members</p> <p>National FH strategy is adopted by FHC and members PSO's plans aligned their plans with national sport strategy</p>	<p>Summer – Fall 2017</p> <p>The strategic planning process shall not delay the implementation of the competitions review recommendations.</p> <p>2017-2018</p>	

APPENDIX A: IMPLEMENTATION RECOMMENDATIONS IDENTIFIED IN THE FHC - LTFHD DOCUMENTS

- Revise the competition structure to match the needs of players at each developmental stage.
- Technical experts design and lead Canadian competition system.
- Eliminate adult game formats in children's programs.
- Establish recommended game formats for all development stages
- Refine and expand leagues across Canada
- Create a National Club Championship – schedule when University teams can play
- Establish annual Regional Championships
- Establish appropriate national championship structures both practically appropriate and in line with LTFHD.
- Implement appropriate recognition policy (ie. Tournament XI, trophies etc.)
- National Talent identification takes place at appropriate events
- Create opportunity for both indoor and outdoor competitions where demand dictates.
- Define plans for periodized training, competition, and recovery at all levels.
- Differentiate between recreation players and performance players in programming.
- Establish programs based on biological age (physical maturation) rather than chronological age.
- Try and reduce overlapping seasons between schools, clubs, and district select teams.
- Work with other sports to reduce overlapping seasons.
- Clearly define the role of the different competition structures (University, etc...).
- Develop a guide for player development during games for every stage of development.
- Create an environment to ensure sustained success for National teams in international competition.
- Host international competitions annually.