



**FIELD HOCKEY
CANADA**

Annual Report Against Strategic Priorities

A Stronger Organization

A Stronger System

Stronger International Performances

Summary: A Stronger Organization

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
Management of Membership and Registered participants	Introduction of FHC membership registration system	10% Growth in the number of registered participants	Aligned nationwide membership and registration system in place			25% Growth in the number of registered participants 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

Summary: A Stronger Organization

Key Outcome

Progress Report

A Financially Strong Organization

Added additional COF Trust Fund ‘ FHC Operational’ . This means there are now 3 funds (Men’s Trust Fund, Women’s Trust Fund and FHC Operational Trust Fund) - all managed on our behalf by COF

Continued growth in number of sponsors, partners – including IM ‘one-stop hockey shop’ with 20% back to FHC; OPRO; The Cove and Net World Sports bringing benefit to our athletes and registered participants.

Continued expansion of the fundraising and donor network to support organization, teams and individual athletic journeys

Management of Members and Registered Participants

All members and registered participants accessing F-RED – also used across all programs as effective and efficient database

Monthly PSO member meetings and a series of ‘Collaborative Conversations’

Close collaborative working with members, including MOU and joint PAHF hosting with FHA, operational and governance support to FHO

Welcomed New Brunswick back into the FHC membership family

Increasing value add to members – from F-RED to partnership discounts to events - FHC as a visible, present and engaged leader and partner

Strong Governance

FHC onboarded into ‘Abuse Free Sport’ and into independent OSIC

Continued focus on strengthening governance through board development, policy build out, application of strong operational processes and committee efficacy

Board as governance board – with strong oversight and annual review of management

Increased and aligned human capacity

Joint NG Director appointed to align NG standards

Director of Performance Sciences appointed to lead across national teams

Increase to 4 Canada Summer Jobs supported intern positions

All national teams under HPD – increased ability to govern across all programs and inclusive of East-West, Indoor and Outdoor

Summary: A Stronger System

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	

Summary: A Stronger System

Key Outcome	Progress Report
Increased Participation	<p>Masters Festival added to domestic calendar</p> <p>FHC lead delivery of National Championships</p> <p>FHC's successful application for CSAI grant resulted enabled FHC to provide \$65,000 of grant support direct to community initiatives</p>
Clear Pathways	<p>Athlete, Coaching, Officiating Pathways clear. Active committee and oversight of these.</p>
NCCP Delivery	<p>Competition-Introduction course approved in both official languages. Both Community Coach and Competition Introduction NCCP courses activated</p> <p>FIH Level 3 course in person delivered in Toronto. FHC seeking equivalency with CAC/FIH for Level 3 to be the Competition Development course</p>
Officials Education	<p>Succession Planning: Expanded membership of the Officials Committee</p> <p>Education: Worked with PSO's to support umpire education</p> <p>Domestic Pathways: Updated umpire assessment forms</p> <p>International Pathways: Nominated four TO's for PAHF panels</p> <p>National Programs: Provided umpires to NT DTE and rules update to JNT's</p> <p>Appointments: Appointed all officials for all domestic events, inclusive Usports, National Championships and CANAM indoor series</p>
Aligned Competition Structure	<p>Masters National Festival 2022 and 2023</p> <p>Usports – new model begins September 2024</p> <p>Competition review took place in 2023 – new National Competition Structure to build on this work</p>

Summary: Stronger International Performances

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	

Summary: Stronger International Performances

Key Outcome	Progress Report
HP Leadership driving system	HPD and high-performance leadership spine – HPD – NGD – PM - in place leading system build out and international team performance.
Aligned NextGen Development System	<p>Gender aligned NG leadership in place with one NG Director leading NG system</p> <p>Alberta hub added to NTC network in 2022</p> <p>Pathway Manager leading build out of international competition opportunities for FHC’s Talent Pathway. This included u16 and u18 inaugural international tours to Europe</p>
Junior National Team Program	<p>2021 JWNT Continental Champions – first ever junior continental championship</p> <p>2021 and 2023: JWC qualification achieved in both genders – first time ever both genders have qualified for back-to-back JWC’s</p> <p>2022 Junior World Cup results: JWWC Finished 16th. JMWC Finished 13th</p> <p>2023 JMNT and JWNT qualified for JWC from JPAC.</p>
International Hosting	<p>Hosting Strategy in place 2023 - 2028</p> <p>Canada hosting the Indoor Pan American Championship in Calgary in March 2024</p> <p>Canada hosting the Junior Pan American Championship in Surrey in June 2024</p>
International Competition	<p>2021 Men finished 12th at Tokyo Olympics Games. 8 new Olympians transitioned into Olympic team, including 3 juniors.</p> <p>2022 Women qualified for World Cup for first time in 28 years</p> <p>2022: Commonwealth Games performances – MNT finished in the same position as last event - 7th, but this time with a very young and inexperienced team (6 new caps); WNT finished in same position as last event – 5th – but this time with younger team</p> <p>2023: Pan American Games – both MNT and WNT will attend with relatively inexperienced squads. WNT will be without starting players due to NCAA commitments. 2024 Paris qualification a tough ask – in line with our strategy, the focus has been on the pathway build out for a sustainable future. That said, in Olympic Gold medal and Continental Championship winning Coaches, we are well placed to find ways to win.</p> <p>Note: women have only made 3 appearance at Olympics (1984, 1988 and 1992) , finishing 5th, 6th and 7th, men meanwhile have qualified for the Olympics on eight occasions, with 10th their highest placing</p>

Strategic Overview: The Year Ahead

Strategic Priority	Key Outcome	2023-24 Focus
A Stronger Organization	A Financially Strong Organization	Grow revenue through system development and events management Grow revenue through increasing the number of partners Grow revenue through increasing business to existing partners
	Effective Management of Member and Registered Participants	Support to FHQ unification and application to Sport Quebec for provincial funding Continued monthly member meetings and collaborative conversations
	Strong Governance of our Sport and Organization	Strategic Review – led by Board Full adherence to Canadian Governance Code by March 2024
	Increased and Aligned HR Capacity	Scale business and capacity in unison. Movement of membership and engagement officer into Events lead.
A Stronger System	Increased Participation	Extend Masters Festival through East and West opportunities
	Clear Pathways	Streamline Athlete Pathway for clarity and articulate roles and responsibilities
	NCCP Pathways	Finalize Competition Development – FIH Level 3 course alignment and deliver trained coaches
	Officials Education	Deliver trained officials
	Aligned Competition Structure	Implement new competition structure and new USports competitive structure
Stronger International Performances	Aligned NextGen System	Build out of system – rebooting Eastern Canada through focus on Ontario, Quebec and Atlantic’s Extension of international youth tours to include u16 and u18 boys and girls, indoor and outdoor
	Junior National Teams	Focus on JPAC performances in June 2024 – moving from qualifying for majors to performing in majors
	International Hosting	Full activation of Events Strategy with IPAC in Calgary in March 2024 and JPAC in Surrey in June 2024
	International Competition – WNT and MNT	Retain coaching staff, build stability and depth in the DTE towards 2028 goals - moving from qualifying for majors to performing in majors