

FIELD HOCKEY CANADA
ANNUAL REPORT TO MEMBERS ON PROGRESS AGAINST STRATEGIC PRIORITIES AND IDENTIFIED KPI's
September 2024



Executive Summary

Dear Members and Registered Participants,

I am pleased to present this report which summarizes our organizational performance relative to our three core strategic objectives. We are committed to:

- building a stronger organization;
- creating a stronger system to support our sport across the country; and,
- achieving stronger international performances.

As we conclude the current annual reporting period, we look forward to the final year of our [strategic plan and the creation of Strat Plan 2025-2030](#). For further detail, see the FHC [governance page](#).

Annual General Meeting

Earlier this month, FHC hosted its annual meeting of members. At the [AGM, we shared updates on](#) progress over the past year and commitments to our path forward.

This summary report has previously been available on FHC's website and through our regular communication channels, but we want to connect with a broader audience to highlight our commitment to accountability and transparency. Individually and as a group, the CEO, Board, FHC's staff and athlete group are focused on progress towards achieving key performance indicators (KPI's) outlined in our strategic plan and our ongoing work to adopt the recommendations of the [Weise Report](#) to achieve sustained high performance and improved world standings for our WNT and MNT teams.

Strategic Vision and Philosophy

Our strategic plan is anchored in the belief that decisions must be driven by vision and strategy. Our shared interests – local, provincial, and national – are best achieved through alignment of efforts to maximize success at all levels. As an organization, Field Hockey Canada is focused on long-term field hockey development in a *Team of Teams environment*. That is how we will develop, grow, and play the game. Our Board prioritizes long-term

goals over short-term gains and is resolved to stay focused on our mission. We continue to address complex challenges in allocating resources, balancing the immediate needs and the longer-term system build from which growth at all levels, including international successes, will be achieved.

Since 2020, we have made significant strides toward our three key commitments.

Highlights and Achievements include:

Substantial progress toward Strategic Objective 1: A Stronger Organization

STRATEGIC PLAN 2020-2025

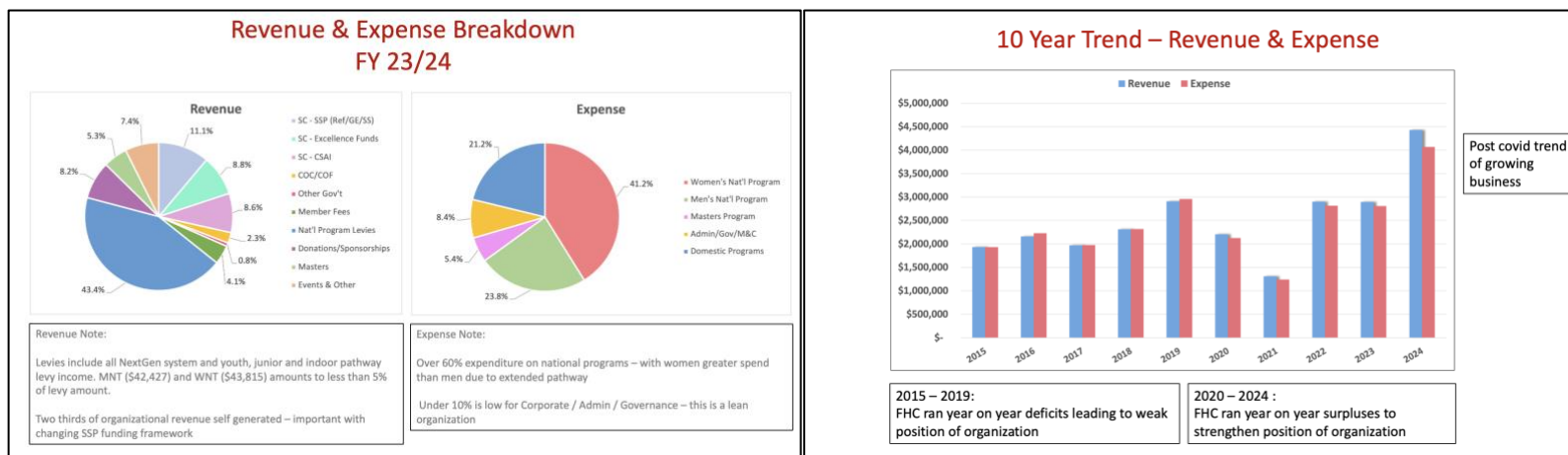
STRATEGIC PRIORITY 1: A STRONGER ORGANIZATION

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

Developing a Strong and Stable Organization

- Increased financial self-sufficiency and strengthening sport-business model – FHC’s budget has grown by over \$1M in this cycle
- A Board commitment to create small annual surpluses so that accumulated net assets can be used to support emerging priorities identified in the new strategic cycle
- Diversified revenue streams which included building an online shop, an event hosting portfolio, expanded domestic presence and national assets, a fundraising platform, and multi-year supplier / partner agreements for major expenditures including facilities, travel, and clothing. Expanded athlete pathway opportunities from youth to masters and onboarding of over 40 event and tour-based sponsors in this period

have also contributed to this fiscal health.



A Stronger Organization - Other Highlights

- Broadcasting Agreement to support domestic and international hockey build and promote field hockey over the long term
- Expanded Membership and Membership Support – increase to 7 provincial members and greater overall alignment of effort toward shared successes
- Creation of National Database to ensure programs, events and membership can be recorded, monitored, and analyzed over time to support a more efficient and safer sport system
- Governance and Safe Sport to align with the requirements for Safe Sport in all aspects. Field Hockey Canada is a signatory to the Office of the Independent Sport Commissioner (OSIC) and active advocate to ensure Abuse Free Sport. Our progress in this area will be foundational as we build the new strategic cycle.

Strategic Objective 2: 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	

To achieve a stronger system for field hockey across Canada, FHC relies on strong collaboration with members (Provincial Sport Organizations) and participants (the club system and community groups). Much of the progress to date is the result of alignment of effort in areas including coaching, officials, and event hosting. There is more to be done in this area including further attention to:

Development Initiatives: Serving Underserved Communities

- Thanks to grants such as Community Sport for All Initiative (CSAI), we have been able to work with schools and community groups across Canada to support groups which are otherwise underserved. Our "Stick Together" initiative has invested over half a million dollars in grassroots and community development over the past two years. These efforts are critical to ensuring that hockey remains accessible and inclusive at all levels

National Pathways

- The national coaching certification program is more accessible than ever with an online format accessible in all regions
- We are pursuing equivalency with the FIH international standards for coach education courses
- Our focus is now on supporting provincial members in achieving standards to support a safer, better-quality sports system, including the development of enhanced umpire and officials' education
- FHC's athlete pathway has extended to include youth, junior, masters and indoor, all working alongside FHC's senior national team focus. This Fall alone, FHC is supporting 7 masters teams competing in the Masters World Cup and Youth tours to Asia and Europe for boys and girls. Progress in the pathway has been rapid and FHC remains committed to continuing to extend opportunities for all within national pathways

Overall, the growth of the national talent pathway and inclusion of youth national teams at under 16 and under 18, bode well for future international results where this incremental experience and expanded approach to talent development will fuel the national teams of the future and FHC's ambition to be a world top 10 nation.

Atlantic Region Expansion

- FHC has expanded delivery and outreach in the performance development sphere to the Atlantic provinces. For the first time in over 12 years, all three Atlantic provinces participated in the 2024 National Championships, with PEI making the podium. The member regions are growing and embracing the pathway opportunities, indicating a bright future ahead.

Competition Review & USports Partnership

- In addition to enhanced domestic training strategies, FHC's competition framework has worked with Sport for Life to identify several priorities to achieve sustainable international success, including the USports National Championship now directly connected to FHC. This creates a 4-team championship which will be crucial for elevating the profile and standard of national competitions leading to stronger player development.

Strategic Objective 3: 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	

International results:

The 2020-2024 quadrennial's notable achievements have included:

- The Men's National Team home qualification for the Tokyo 2020 Olympic Games
- The Junior Women's National Team winning the Pan American Championship
- The Women's National Team qualifying for the 2022 World Cup for the first time in 28 years
- Back-to-back qualification of both JWNT and JMNT for Junior World Cup

FHC's focus going forward prioritizes:

- Enhancing the Junior National Team and Youth Pathway through collaborative talent system development and competition including annual tours for youth national teams at under 16 and 18.

Support for senior international performance includes securing resources for enhanced training and competitive games as well as home hosting opportunities. FHC's national team leadership recognizes the importance of balancing the need for vital game experience with securing points in the world ranking system. Despite fielding some of the youngest and least experienced teams at the 2024 Nations Cup, our national squads achieved 5th and 6th place finishes, with the MNT beating 14th ranked Korea to secure 5th and the WNT beating 15th ranked Korea in their cross over.

Implementation of the international hosting strategy started in earnest in 2024 thanks to strong partnerships with local communities, clubs, and provinces. Building on successful hosting of major international competitions in Alberta and British Columbia, our Events Strategy through to 2030 will continue to deliver international hockey across the nation and Canada's reputation as a world class host of world class events.

Looking Ahead: Final Year of the Strategic Plan

Achieving our Key Performance Indicator targets in the final year of our current strategic plan will require continued commitment from all stakeholders—our athletes, staff, partners, and the broader field hockey community. FHC is committed to continuing to collaborate and work in communities, for communities to deliver.

While our progress thus far has been encouraging, we acknowledge that much remains to be done. Our Board and staff teams are committed to sustaining the development of the field hockey system across Canada, ensuring we provide athletes with the tools and opportunities needed to excel on the international stage, and building a stronger, more resilient organization.

FHC priorities for the year ahead include:

- Positioning FHC well within the new support to sport funding model which will be launched by Government of Canada
- Building collaborative partnerships to strengthen sport governance at all levels
- Sustained focus on Equity, Diversity, and Inclusion, in particular delivery of the sport to underserved communities and of inclusive national pathways, accessible to all
- Strategic review of evidence to inform the development of a new Strategic Plan 2025-2030 – our path forward
- Implementation of the new competition strategy and competitive model, starting with FHC USports National Championships in Fall 2024 and moving into building a national professional league and extended National Championship portfolio in 2025
- Continued work to valuing clubs and community hockey, implementing our national talent strategy, maximizing home hosting opportunities and building Canada-wide capacity in umpires, officials, coaches, and leaders
- Support International performance outcomes through increased exposure to international competition for our senior national teams, international hosting partnerships delivered across Canada. Qualification to 2026 World Cup for WNT and MNT

We look forward to continuing our collaborative work with you, as we stay on course to deliver on our long-term goals and uphold the principles outlined in our strategic vision.

Susan Ahrens
Chief Executive Officer
Field Hockey Canada