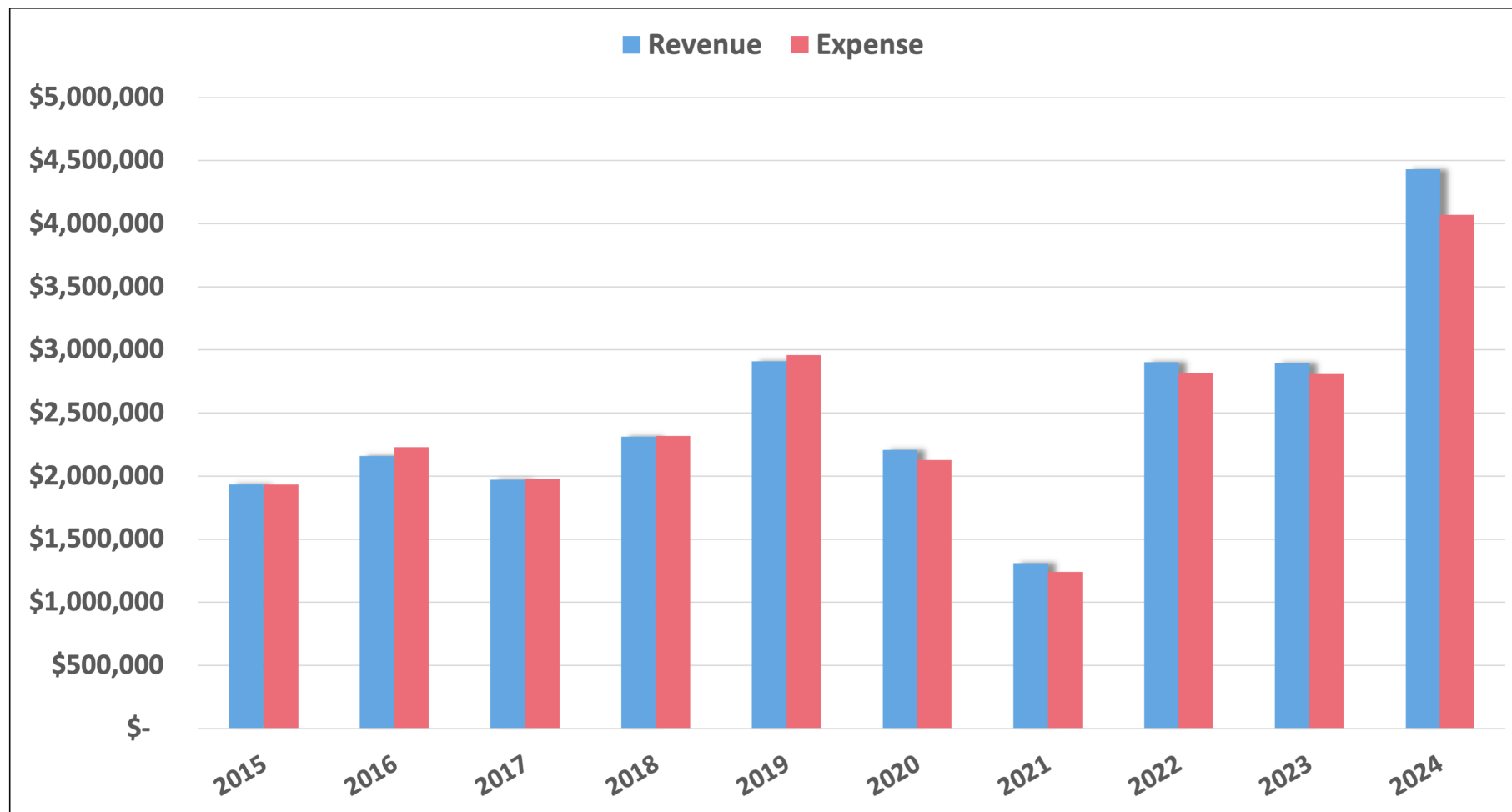


AGM 2024 Reporting

2023-24 Highlights

- Successful International Hosting (in Alberta and in BC)
- Sponsorship and Partners
- Competition review – bringing USport in as FHC asset
- Broadcasting deal for longer term promotion of the game
- National teams – 5th and 6th at Nations cup with youngest / least experienced roasters in event – true world standing not reflected in world ranking
- NG system extending to Atlantic's
- All three Atlantic provinces at National Championships for first time in over 12 years
- Community Sport for All – Stick Together – over half a million into community development over past 2 years

10 Year Trend – Revenue & Expense

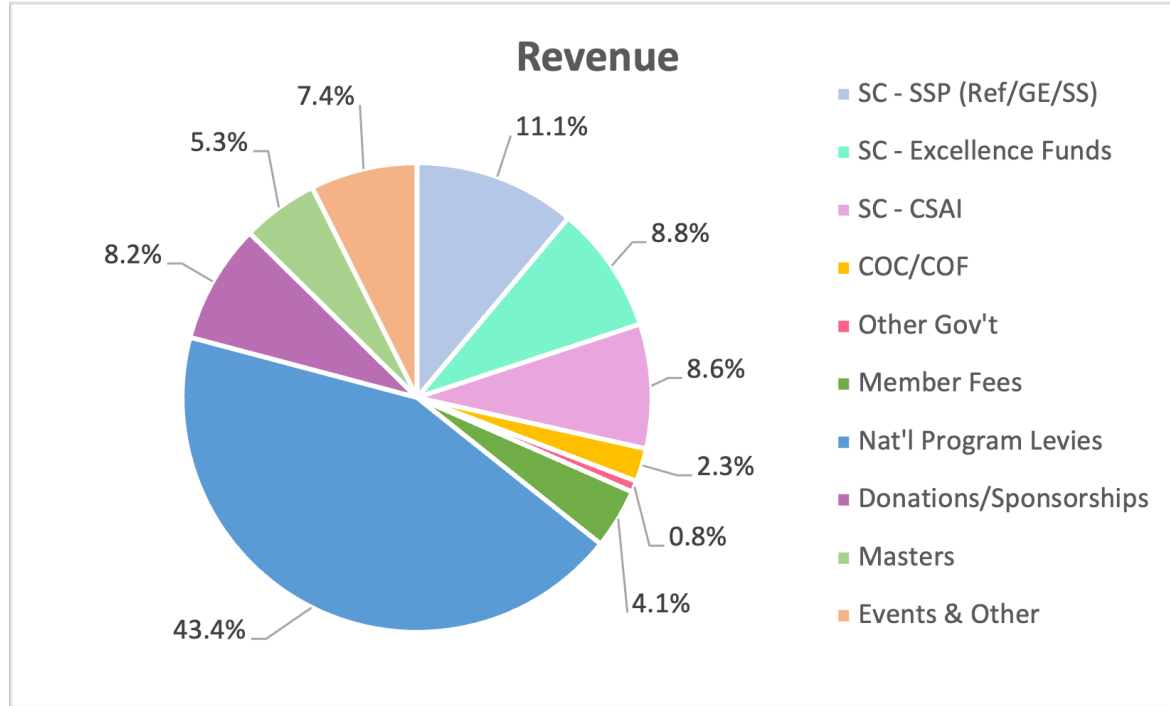


Post covid trend
of growing
business

2015 – 2019:
FHC ran year on year deficits leading to weak
position of organization

2020 – 2024 :
FHC ran year on year surpluses to
strengthen position of organization

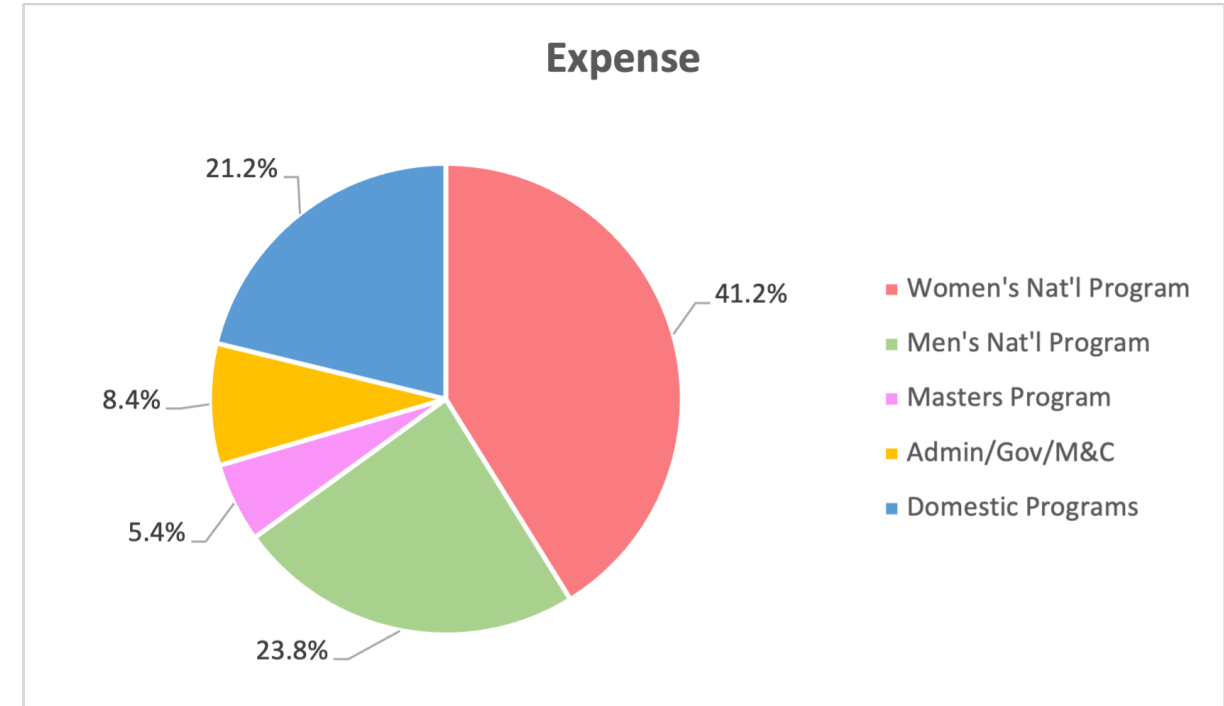
Revenue & Expense Breakdown FY 23/24



Revenue Note:

Levies include all NextGen system and youth, junior and indoor pathway levy income. MNT (\$42,427) and WNT (\$43,815) amounts to less than 5% of levy amount.

Two thirds of organizational revenue self generated – important with changing SSP funding framework



Expense Note:

Over 60% expenditure on national programs – with women greater spend than men due to extended pathway

Under 10% is low for Corporate / Admin / Governance – this is a lean organization

Annual Report to Members Against Strategic Priorities

Strategic Priority 1:	Stronger Organization
Strategic Priority 2:	Stronger System
Strategic Priority 3:	Stronger International Performances
Additional Reporting:	Progress against 2020 Weise Report commitments

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

Progress Report: A Stronger Organization

Outcome / Year	2021 - 22	2022 - 23	2023 -24
A Financially Strong Organization	- Global pandemic demands further prudence - continued need to build reserves - Emergency funding (additional government support) supported delivery of key elements - Secured multi-year facility use partnerships with WVFHC and TFHS which provides \$20,000 total value into WNT and MNT programs - Build Adopt and Athlete / Canada Helps donation portal to increase accessibility and traction within fund development	- Return to international action gives with challenges and constraints. Costs have increased significantly since prior to pandemic. A single international cap now costs c.\$20,000. - Adherence to policy of no deficit budgets. Slowly building financial platform and reserves for a strong financial position - Added additional COF Trust Fund ‘ FHC Operational’ . This means there are 3 trust funds now managed on our behalf by COF - Launched Targeted Athlete Strategy and TAP – a key part of sustainable future through sport/business model - Built new partnerships to serve the sport / athletes: IM shop – OPRO – The Cove – Net World Sports, VW Vancouver, The Coast	- Continued financial prudence through key measures – fully costed and ring-fenced program funding allocations, continued build of reserves, continued access to grants - Partnerships: extended to add Match Vue streaming of all FHC domestic events - Built strong event-based partnerships with GTR Turf, BC Dairy, Organika, Eau Vivre Winery, Amex, Prudential Transport, GAD school, DelEx Printing, Sandman Hotels, Aloft, Big Mountain, Wood Auto Group, Tsuut’ina Nation, Overseas Horses, Mountain View, International Animal Lounge, Vestopia Realty, Sky Flair, CTS Transportation, Boulevard Travel
Membership and Registered Participant Management	- Monthly meetings provide regular engagement with PSO members to work collaboration and partnership - Started consultation with members for new membership / registrations system. Following RSP for system and lengthy process, F-RED is now live - Annual digital conference introduced	- Members and registered participants onboarded into F-RED – national database in place - Collaborative conversations with members and community during year will continue into 2023 - Annual digital conference	- Engaged large member and RP group in collaborative process for the competition review. Working with CS4L group on new competition strategy - Continued monthly meetings – connecting committee / operations to members - Expansion of offerings for members – masters programs, events across provinces and NG expansion to Atlantics
Strong Governance	- Full review of policy suite – focus on and living our policies ‘walking the talk’ - Build out safe sport resources + built into all pathways - Member community wide collaboration on a safe return to play	- Continued focus on board development. Work on skills matrix and recruitment - Board moved fully away from operational board into role as a policy / oversight board - OSIC and FHC’s safe sport commitment – onboarding into Abuse Free Sport	- With support from NSF Enhancement funding through COC – focus has been on updating risk registry through extended and collaborative process, continuing board training and emerging work on strategic review - With support through Own the Podium, FHC has engaged in culture work - again with extended input and through collaborative approach - Onboarding into Abuse Free Sport new national portal
Increased and aligned human capacity	- Appointment of HPD and HPM to align all HP programs under clear leadership - Appointment of True Sport Manager	- Joint NG Director appointed to align NG standards across genders - Director of Performance Operations to lead across HP and support HPD in delivery of strategic objective 3 – stronger international performances - MOU with FHA to align capacity and support pathway	- Supported FHO in administration / governance - Adapted to reduced enhanced excellence funding with reduced HP staff with minimal negative program impact

Stronger Organization: Key Performance Indicators

Outcome: Finance – Key Performance Indicators	Specific outputs related to KPI's	RAG
Build diverse revenue streams	Programming – Extended NextGen program into talent pathway and increased numbers, reach - and potentially future revenue	
	Built Adopt an Athlete / Canada Helps platform for use by athlete network to grow network support into the organization. Provide annual onboarding and support for this. FHC's runs campaign-based approach for teams and / or events	
	Event based – Increased FHC's domestic and international event hosting as assets to increase overall reach and exposure and attract new sponsors into the sport	
	Increased access to, and leverage of, government grant programs, including tourism, hosting and community sport funding	
	Online Shop – Extended sponsorship agreement with IM from solely apparel to include sticks and hard wear with percentage of shop sales back to FHC	
Create Multi-Year Partnerships	Club Based Partnerships – VIK in place for WNT and MNT through partnership agreements with West Vancouver FHC and Tamanawis Society.	
	Supplier based partnerships established to provide apparel, equipment and other essential elements to programs and members – IM, OPRO, Net World Sports, Boulevard Travel, The Cove	
	Funding Partner based connections - WNT back to the OTP table in 2020, 94F, expanded Sport Canada funding beyond SSP into \$475,000 CSAI	
	Event based – Partnership with USports for FHC USports National Championship, partnership with provinces and clubs to deliver domestic and international events	
Build Cash Reserves	Built from organizational deficit 5-years ago to position compliant with policy – 3 months operational reserves and \$50,000 protected legal fund in place at all times	
	Added Operational Trust Fund to existing WNT and MNT Trusts (all managed by the Canadian Olympic Foundation). These trust funds continue to demonstrate solid growth and reliable annual returns.	

Stronger Organization: Key Performance Indicators

Membership– Key Performance Indicators	Specific outputs related to KPI's	RAG
Introduce nationally aligned membership registration system	Completed with the introduction of national membership system and onboarded provinces over first 3 years of quad. This is a vital piece of sport infrastructure to build memberships, programs and make clothing orders and payment plans through	
	Onboarded FHC into Office of Sport Integrity Officer – Abuse Free Sport	
25% growth in participation over quad	Field Hockey New Brunswick back as new member of FHC – bringing provincial membership from 6 to 7	
	Awarded Community Sport for All Initiative funding support – enabling programming from coast to coast to coast to serve underserved communities who may otherwise not have access to the sport	
	Field Hockey Quebec registered with Government of Quebec – to unlock local government support for athletes and the sport in Quebec – bringing all 7 member provinces into formal alignment with provincial government and national standards	
	Development of USport – FHC partnership to deliver new National Championship competition model for university hockey	
	Growth of masters and youth programming – formalizing new pathways for the sport	

Stronger Organization: Key Performance Indicators

Governance – Key Performance Indicators	Specific outputs related to KPI's	RAG
Safe Sport Implemented	Safe Sport – Resources developed and added to website, shared with members. Safe sport as included in contracts, policy, onboarding and work of the NSO	
	OSIC / Abuse Free Sport – onboarding into OSIC and the new Abuse Free sport body. Adherence to national standards	
	Culture work – working on development of a safer environment and better culture for everyone involved in the sport	
Policy Review	Full review of policy suite completed	
	Additional safe sport and program related policies added as needs and gaps emerged	
	Board shift into policy board	
	Risk Registry review and update through collaborative process	
Strategic Review / New Strategy 2025 – 30	2024 – 2025 work for the governance committee	

Stronger Organization: Key Performance Indicators

Increased and Aligned Human Capacity – Key Performance Indicators	Specific outputs related to KPI's	RAG
New organizational structure in place to create equity and efficiencies across programs	High Performance re-structured with single HPD overseeing all HP teams performance elements (WNT, MNT, JMNT, JWNT, IWNT, IMNT) and HP Manager overseeing logistical elements to ensure alignment and efficiencies in coherent pathways.	
	NextGen and Pathway growth supported through contracted positions with efficiencies created across programs where possible.	
Grow Capacity – partnerships with provinces	FHA – successful partnership for interim position / professional development	
	Partnerships with all members for delivery of domestic and international events	

A Stronger System

STRATEGIC PLAN 2020-2025

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	

Progress Report: A Stronger System

Outcome / Year	2021 - 22	2022 - 23	2023 -24
Increased Participation	- Program development through team of teams approach and collaboratively meeting with members and exploring return to sport to inspire participation - National Masters Festival introduced - Pandemic adversely affected participation - Tiered National Championships for Youth introduced	- Awarded Community Sport for All funding through Sport Canada – targeted for increased access to underserved communities. - Targeted Athlete Strategy launched, and program piloted – to keep youth in sport	- CSAI \$400,000 into nationwide Stick Together project - Continued Masters growth – enough for 7 teams at masters World Cup - All 3 Atlantic provinces at under 18 National Championships for first time in over a decade
Clear Pathways	- Revisiting and assessing pathway needs within the system. Mindful of the streams / tiers within system and different needs they demand. - Weise Report developed into HP and system plan – consultation with community by led by HPD throughout 2021	- Clear pathways in place for all pillars of development – officials, coach education, athletes - In HP - Youth Pathway emerging.	- Youth Pathway and Talent Identification - entry / exit points for athletes focus of the work this year.
NCCP Delivery	- Baseline and Targets: The NCCP Minimum Standards drafted - Comp Intro Coach Course newly updated for digital delivery format - Four new master Coach developers (total of 6 MCD’s)	- Course Coach Developer training continues in other geographic areas - 6 new coaches in BC certified at the Comp Intro Level - Coach Evaluators and Learning Facilitators trained in BC to deliver the Comp Intro	- 25 coaches are currently in the process of evaluation for Competition Development - Competition Development FH course has been updated and re-formatted for digital delivery
Officials Education	- Updated policies pertaining to officials and appointments - Created depth chart and ranking for officials and umpires - Supported PSO's in delivery of umpire education - Made USport and National Championship appointments	- Updated the following the Community, Provincial, Regional and Umpire Assessor courses - Provided a train-the-educator for all umpire educators - Created documents to support development of Technical Officials - Made USport and National Championship appointments	- Made recommendations to PAHF for TO and Umpire appointments to 2024 events - Supported PSO's in delivery of umpire education - Made USport and National Championship appointments - Updated Umpire Development Model
Aligned Competition Structure	- USports committee created - Masters Festival launched - Tiered National Championships for Youth introduced	- Competition Review committee created - Competition Strategy to be developed and launched in 2022-23	- Competition review completed and new Strategy in development. FHC working with Sport for Life in this - USports – FHC partnership and delivery of new National Championship format under FHC’s leadership

Stronger System: Key Performance Indicators

Increased Participation – Key Performance Indicators	Specific outputs related to KPI's	RAG
Develop Summer Camps	Summer Camps occurred as pilots early in the quadrennial but due to capacity and other annual priorities, these have yet to become regular features in every province and territory. An area to consider for the next strategic cycle.	
Develop Para-Hockey / Hockey ID	Unable to apply resources and capacity to this outcome. An area to consider for the next strategic cycle.	
Develop walking / Master's hockey	Masters Hockey has grown over the past quadrennial and continues to flourish under committee governance and volunteer work, coordinated with staff resources. Seven Canadian Masters Teams identified for the 2024 World Cup	
Have schools program in every province and 25% increase in participation	Through the Community Sport for All Initiative, this area of accessible sport and especially for youth was developed in schools, clubs and communities across Canada.	
	Due to the school system sitting out with the membership structure, we are lacking the quantitative data to accurately state a 25% increase over the period of the strategic plan, however schools and CSAI initiative work did without doubt support return to play in the challenging years post pandemic	

The system is an area where FHC has not invested into full time staff to drive all areas. Much of the progress is coaching, officials, hosting and system structures etc. has been through committees with limited FHC staff leadership connecting the work to other areas of FHC's work to ensure all elements stay together in one strategic direction.

Investing in school's program and other development areas has come through the availability of grants such as Community Sport for All Initiative which enabled FHC to work with community groups across Canada to serve otherwise underserved groups.

Stronger System: Key Performance Indicators

Clear Pathways– Key Performance Indicators	Specific outputs related to KPI's	RAG
Launch Pathways for all pillars (athlete, coach, umpires, officials, volunteers) and across all performance streams (grassroots, development, performance, high performance)	Clear pathways in place for all pillars of development – officials, coach education, athletes	Green
	Youth Pathway and Talent Identification - entry / exit points for athletes focus of the work this year	Yellow
Brand pathways	In progress	Yellow

Stronger System: Key Performance Indicators

NCCP Delivery – Key Performance Indicators	Specific outputs related to KPI's	RAG
Establish baseline and targets for all provinces	Baseline and Targets: The NCCP Minimum Standards drafted Four new master Coach developers (total of 6 MCD's)	
Increase number of Competition Development coaches by 10%	25 coaches are currently in the process of evaluation for Competition Development	
Increase number of trained Competition Introduction coaches by 10%	Coach Evaluators and Learning Facilitators trained to deliver the Comp Intro Comp Intro Coach Course newly updated for digital delivery format	
	Coach training needs to be delivered	
Increase number of certified coaches by 10%	6 new coaches in BC certified at the Comp Intro Level	
Increase number of coaches trained at Community Coach level by 25%	In progress	

Stronger System: Key Performance Indicators

Officials Education– Key Performance Indicators	Specific outputs related to KPI's	RAG
Develop courses and map implementation	Revised and updated courses in place. Clear national pathway in place. Officials Committee oversees national implementation	Green
Establish baseline targets with each province	Depth chart in place for umpires and officials. Managed by Officials Committee with the support of provinces and staff	Green
10% increase in number of trained officials	In progress. Actively training officials across country. Mentorship at National Championships and major events.	Yellow

Stronger System: Key Performance Indicators

Aligned Competition Structure – Key Performance Indicators	Specific outputs related to KPI’s	RAG
Streamed performance tiers in regional and national championships	Tiered National Championships for Youth successfully introduced and helped facilitate a return to play post pandemic and grow provincial representation in national championships	
	Regional and local competition alignment not yet delivered – should be part of Competition Strategy to be launched in 2024	
Create masters and walking hockey national championships	Masters Festival launched and now an annual fixture (with Eastern and Western Canada presence)	
20% increase competitive opportunities and nationally aligned structure	USports – FHC partnership and delivery of new National Championship format under FHC’s leadership	
	Competition review completed and new Strategy in development. FHC working with Sport for Life in this	

A Stronger System: Building our Team of Teams – In gratitude

Sponsors and Donors

PSO Partnerships

Committees - building our teams

Club partners

Board of Directors

Staff Team

Stronger International Performances

STRATEGIC PLAN 2020-2025

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	

Progress Report: Stronger International Performances

Outcome / Year	2020 - 2021	2022 - 2023	2023 - 2024
HP Leadership driving system	HPD recruited and appointed HP Review provides evidence-based foundation of future decisions	HPD leading alignment of flagship national team’s(MNT, WNT, JMNT, JWNT, Indoor WNT and Indoor MNT) operational standards and program policies Focus on bringing world class coaching and technical leadership (CTL) into the system for benefit of athlete groups and support to existing CTL	HP strategy for LA 2028 in consultation phase Leadership building from the operational / logistical base which is now successfully in place toward building momentum in high performance outcomes with young, 2028 focused groups.
Aligned NG system	This is key part of HP plan to 2028 and beyond. Extended and aligned NG delivered locally through RTC and NTC hubs will begin in earnest in Fall 2021, This is the sport and the business plan	Appointment of aligned NG leadership in place with one NG Director across MNG and WNG Original NTC hubs expanded to include Alberta	Extended to Atlantic’s Focus on national technical curriculum and standards
Junior National Program	Now operating under HDP leadership – more connected to FHC Junior women’s national team made history as first ever junior or woman's team to win the Pan Ams.	Both teams podium at JPAC JWWC Finished 16th JMWC Finished 13th U18 and u16 girls USA series.	2024 JPAC: JMNT repeat finalists in JPAC, JWNT outside top 4 JMNT ranked 14th JWNT ranked 15th
International Hosting	Pandemic – No games	Hosted USA Youth Series in BC Strategy to be developed in 2022-23 Hosting in conjunction with existing events CAN-AM Indoor Series multi-year partnership in place with home hosting included	Hosted Indoor Pan American Championships and Junior Pan American Championships. Both in strong partnership to provinces and associated clubs
International Competition	Men finished 12 th at Olympics Games. Team had an eye towards future with new coaches, new style of play and 8 new Olympians transitioned into Olympic team, including 3 juniors.	Women qualified for World Cup for first time in 28 years 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	MNT ranked 20th – beat 14th ranked Korea in Nations Cup – squad young and relatively inexperienced WNT ranked 17th – finished Nations Cup strongly

Stronger International Performances: Key Performance Indicators

HP leader driving system– Key Performance Indicators	Specific outputs related to KPI's	RAG
High Performance Leadership appointed	HPD appointed 2020 – Leadership and oversight of flagship national teams. Owns the implementation of the HP Strategy, budget and annual planning with National team Head Coaches all working to same direction and plan	
	High Performance Manager working across flagship National Teams implementing aligned logistical standards and level of professionalism across all programs	
High Performance Summit held	National Championships – WNT Head Coach held education session with provincial leads. This can be built on year on year at Nationals as meaningful value add	
Annual High Performance Planning and Reporting (2021-24 HP plan)	HPD leads the on annual basis with the high performance staff group and closely with OTP / COC consultant	
Development of new high performance plan 2024-2028 (LA Olympic cycle)	(Summer 2024) Draft plan to Brisbane 2032 under development – consultative process with Head Coaches complete. Athlete and team consultation coming in Fall.	

Stronger International Performances: Key Performance Indicators

Aligned NG development system – Key Performance Indicators	Specific outputs related to KPI's	RAG
Implement aligned and tiered NextGen development system for girls and boys	One system for females and males is in place under leadership of the NextGen Director. Tiered approach within system implemented with camp based and periodized daily training environments in place across different regions and abilities	
	Youth pathway – u16 and u18 national opportunities in place for 4 years now with year on year growth of opportunities. 2024 - building meaningful competitive opportunities for SDS squad athletes (those out of u21 age but not yet in NT to keep them in system). Earlier exposure to international competition to raise awareness of gaps.	
Growth number of NTC hubs to 4	Victoria, Vancouver, Brampton, NTC hubs has now grown to include Calgary and camp based approach for the Atlantic provinces and Quebec	
	Increased to 8 local national training centers operating models adjusted to local environment – some in weekly DTE, others in camp style approaches and others in training blocks. Growing numbers within the tiered system is now the focus of work	
NextGen system producing athletes ready for National Teams	Numbers transitioning from juniors into senior ranks has increased in 2023/24 as senior national teams focus towards 2028 and beyond, however still work to be done to close 'readiness' gap to top 10 nations – both technically, physically and psychologically. Steps being taken to close this include coaching development in conjunction with the athlete development. There is coach development / succession planning implemented with NTC hub coaches involved in youth pathway and 'coaching up' in teams to be mentored by senior NT coaching leadership.	

Stronger International Performances: Key Performance Indicators

Junior National Program – Key Performance Indicators	Specific outputs related to KPI's	RAG
Quadrennial plans in place for JWNT and JMNT towards JWC cycles	Under HPD leadership and as part of the HP 2024 – 2028 Strategy	Green
JNT's top 12 at JWC (first 2-year cycle) and top 8 at JWC (second 2-year cycle)	JWNT Pan American Champions in 2021	Green
	JWC results in first 2-year cycle: JMNT - 13 th and JWNT - 16 th	Red
	Current world rankings: JMNT - 14 th and JWNT - 15 th	Red

Notable that JWNT won the continental championship during the pandemic when they were able to train as a single small team in a focused daily training environment. No other programs were able to run at this time but the benefit of a small, focused group having time together to train are clear.

Junior national performances will only come through a stronger system and more contact points together as junior teams. This involves system change within the talent system and in the youth competitive system (both domestically and internationally outside of the major tournaments themselves) – both of which are underway, and we hope members will support these changes to help grow a stronger system.

Stronger International Performances: Key Performance Indicators

International Hosting– Key Performance Indicators	Specific outputs related to KPI's	RAG
Quadrennial Hosting Strategy	Hosting Strategy developed an in place through to 2028. This outlines domestic and international hosting and target events for FHC to bid for	
Host International Series	Hosted Youth National Team Series (girls) v USA	
Host International Competition	Hosted Indoor Pan American Championship	
	Hosted Junior Pan American Championship	

Stronger International Performances: Key Performance Indicators

International Competition – Key Performance Indicators	Specific outputs related to KPI's	RAG
MNT and WNT Top 10 in 2020 Olympic Games	Men finished 12 th at Olympics Games. Team had an eye towards future with new coaches, new style of play and 8 new Olympians transitioned into Olympic team, including 3 juniors	
MNT and WNT Top 10 in 2022 World Cup	Women qualified for World Cup for first time in 28 years Commonwealth Games performances – MNT finished in the same position as last event - 7 th , but this time with a very young and inexperienced team (6 new caps); WNT finished in same position as last event – 5 th – but this time with younger team	
MNT and WNT Top 10 in 2024 Olympic Games	Neither team qualified for Paris 2024 so immediate focus onto 2028 and beyond shaped remainder of the year MNT ranked 20 th – beat 14 th ranked Korea in Nations Cup – squad young and relatively inexperienced WNT ranked 17 th – finished Nations Cup strongly – as with MNT, WNT in 2023/24 one of least experienced international teams and outperforming the average cap / age expectations relative to other nations.	

Difficult area to achieve progress without either increased funding support (which is contingent upon international results) and / or the growth of the domestic environment. Training and competitive games plus home hosting all key to domestic progress to build long term sustainable success.

The reality is that the introduction of Pro-League 5 years ago has increased gulf between top 8 teams and rest of world. This challenge is exacerbated by two additional factors:

- (i) post pandemic cost increases which make achieving the number of games of international hockey required each year (30) increasingly difficult. Each international game costs almost \$20,000 (per game) and our WNT and MNT need to play 30 games per year. This is a bill of \$1,200,000 for international competition alone (excluding daily training environment, staffing and support services like strength and conditioning). A sustainable model and steady build remains the only viable route
- (ii) FIH's changed to a new world ranking system (introduced in 2020) which makes it challenging for teams from outside of Europe to gain caps and experience

Stronger International Performances: 2024 Squads transitioning to younger and less experienced squads

WNT:

	Olympic Qualifier	FIH Nations Cup
Average Number of Caps:	64	31.25
Average Age:	26	24.5
New Caps	1 player	4 players

MNT:

	Olympic Qualifier	Sultan Azlan Shar Cup	FIH Nations Cup
Average Number of Caps:	87	27	20
Average Age:	29	25	24
New Caps	0	6 players	4 players

Balancing gaining experience with world ranking and its implications

World ranking doesn't necessarily reflect performances – if Pro League is worlds top 8 and Nations Cup for those ranked 9 – 16, then men's 5th place Nations Cup finish (with average of 20 caps) would put them in 13th world ranking (noting they beat 14th Korea to claim 5th place). Yet men are ranked 20th as it stands.

Women's side, the 6th place finish would put them 14th in world rankings, when in actual fact they are currently 17th.

HP leadership must balance the need for vital game experience with world ranking points. In the first couple of years of the new ranking system, it paid dividends not to play too many capped games as the squads were more experienced. However, in the past 18 months, the need to gain experience was paramount and so world ranking fell, but as Nations Cup rankings demonstrate, the course is strong, and performances demonstrate that both teams are able to be close to top 10 at this stage and that top 10 in LA 2028 is realistic for both teams.

TOTAL CAPS AT THE END OF NATIONS CUP 2024

TOTAL TEAM CAPS	FINAL STANDINGS
NEW ZEALAND - 1876	1
FRANCE - 1750	2
SOUTH AFRICA - 1139	3
PAKISTAN - 768	4
CANADA - 467	5
KOREA - 647	6
MALAYSIA - 1530	7
AUSTRIA - 504	8
POLAND - 718	9

LEAST CAPS AT THE END OF NATIONS CUP 2024

TOTAL TEAM CAPS	FINAL STANDINGS
CANADA - 467	5
AUSTRIA - 504	8
KOREA - 647	6
POLAND - 718	9
PAKISTAN - 768	4
SOUTH AFRICA - 1139	3
MALAYSIA - 1530	7
FRANCE - 1750	2
NEW ZEALAND - 1876	1

Celebrating our Athletes – 2023-24

Athlete Milestones

<u>Athlete Name</u>	<u>Highlight</u>
Elise Wong	50 caps [Nations Cup]
Anna Mollenhauer	50 caps [Olympic Qualifier]
Jordyn Faiczak	50 caps [Olympic Qualifier]
Dani Husar	1 st Cap [Olympic Qualifier]
Nora Goddard-Desport	1 st Cap [Nations Cup]
Julia Ross	1 st Cap [Nations Cup]
Nicole Poulakis	1 st Cap [unofficial – Scotland Test Series]
Libby Hogg	1 st Cap [unofficial – Scotland Test Series]
Sara McManus	Retirement

<u>Athlete Name</u>	<u>Highlight</u>
Gordan Johnston	200 caps [Pan Am Games]
Matt Sarmento	150 caps [Olympic Qualifiers]
Oliver Scholfield	100 caps [Pan Am Games]
Balraj Panesar	150 caps [Nations Cups]
Fin Boothroyd	50 caps [Olympic Qualifiers]
Avjot Buttar	1 st Cap [Sultan Azlan Shah]
Rowan Childs	1 st Cap [Sultan Azlan Shah]
Jude Nicholson	1 st Cap [Sultan Azlan Shah]
Flynn McCulloch	1 st Cap [Sultan Azlan Shah]
Jyoth Sidhu	1 st Cap [Sultan Azlan Shah]
Keifer McNaughton	1 st Cap [Sultan Azlan Shah]
Hudson Loh	1 st Cap [Nations Cup]
Maan Sidhu	1 st Cap [Nations Cup]
Leighton De Souza	1 st Cap [Nations Cup]
Manna Sohota	1 st Cap [Nations Cup]
Gordan Johnston	Retirement
James Kirkpatrick	Retirement
Oliver Scholfield	Retirement
Keegan Pereira	Retirement
Taylor Curran	Retirement
Floris Van Son	Retirement
Brendan Bisset	Time Off
Fin Boothroyd	Time Off



July 20, 2020

To: All Canadian field hockey enthusiasts

We would like to share with you the attached report on a review of High Performance field hockey in Canada, which is a major component of our Strategic Plan. With a view to enabling high performance field hockey in Canada to be sustainable as a world-class presence, we commissioned this extensive review in April of this year. Following a detailed process, we engaged the services of Markus Weise, a three-time Olympic gold medal winning coach, to lead this review. Markus has not only achieved unparalleled success in our sport, he is also an acknowledged expert in building world-leading multi-sport talent development systems.

We find this report to be thorough, robust, open and candid about what we all need to do as a field hockey nation to set realistic goals and successfully achieve them. The report is hard-hitting in terms of the deficiencies in our system and highlights the need for urgent and major change in several areas. The report also acknowledges our strengths and underlines untapped potential and provides all of us with key recommendations to address our gaps. Most importantly, the report emphasizes that all of us must move from a "me" to a "we" culture if we aspire for overall success for all athletes, from the grassroots level all the way to international achievements.

We recognize that systemic transformation is a reality and that this must occur at every level within our sport and we all play a part. We need to change our collective culture, building stronger systems and structures that are more cohesive and interconnected. Silos must be eliminated and we need to focus on common growth pathways across the country.

As your Board of Directors at Field Hockey Canada, we are committed to leading this transformation of High Performance across the country as outlined in this report. We fully support the implementation plan developed by our Chief Executive Officer to put key recommendations in place over the next few months. At the same time, we are looking forward to having greater involvement of all of you to ensure that we all work together to enhance our inter-connectedness and build a stronger field hockey community.

Together, we can work towards our strategy of reaching the international podium in the next eight years. Let us all work together at all levels, with a single common purpose: To make Canada one of the best field hockey nations in the world!

On behalf of the Board of Directors, Field Hockey Canada

Ann Doggett, Chair
Ian Baggott, Director
Rhonda Lewis, Director

Peadar O'Riain, Treasurer
Derm Coombs, Director
Nancy Mollenhauer, Director

Gordon Plottel, Secretary
Adam Froese, Director
Deb Whitten, Director

Ann Doggett, Chair

<https://fieldhockey.ca/wp-content/uploads/2022/09/HP-System-Review-2020.pdf>

Progress Against Weise Report

AREA	WHAT THE WEISE REPORT SAID	RAG	ACTION / PROGRESS REPORT
Business / Finance	HP budget sits with HPD who reports to CEO		Continued accountability and monitoring
	50% of budget must be toward competition		Need to grow total budgets for our NTs
	Shared positions in system should be sought – partnership funding		FHC will continue to seek partnerships
	Create a FHC Foundation		Created a COF Operational Fund for FHC – need to continue to invest each year to build reserves
Governance	Operational leadership of HP under the HPD		Continue current good practice
	Parents support but cannot run national teams		Delineate ways they can help – they are a fantastic resource – fundraising and sponsorship space plus event capacity
	Ensure self-interest is kept at arms length		Transparent, open FHC and sport will ensure strong governance. By-law review aligns to COC governance standards.
	All top nations have leagues overseen by the federations responsible for the sport. This allows standards to be set and policed. It makes the competition better not only for athletes and coaches but for officials too.		Competition Review Committee met during early 2023 – proposed new competitive structure for Field Hockey in Canada being presented for consideration. Solutions need found to jurisdictional and capacity issues to enable leagues across the country.

AREA	WHAT THE WEISE REPORT SAID	RAG	ACTION	PROGRESS REPORT
Culture	Me to We		This all speaks to a willingness to work together and put individual, club or provincial interests aside to the greater need to build a system which works for a better sport. Build talent system, competition system, events system etc where all provinces and clubs buy-in and work as one towards common goal FHC transparent, accountable, open and collaborative. Trust takes a long time to build.	Culture work with organization through OTP started in 2024 and will continue into 2025 and beyond Continued monthly member meetings Continued collaboration with community and members around key items such as competition review and NG roll out
	Why Canada unites and matters			
	Everyone into same boat and rowing same way			
	Create accountability – and deliver to build trust			Reporting for AGM to remain on website and be distributed to stakeholders
Structure	Build a strong spine as command and control		Strong and aligned organizational structure – in place	HPD – NDG – Pathway and Provinces all connected in structure and operational set up.
	Team of teams activated in all areas and connected into spine		Strong committees & collaboration – more ownership on delivery of FHC strategy	Committees continue to support delivery of strategy Through monthly meetings and ongoing engagement, we connect members at all levels into this ownership too
	A tiered system. Three tiers - all equally important		HPD – leading flagship teams and ‘true’ HP space. NGD – leading system and Youth Pathway leadership	Development of talent system ready for national roll out. Need to grow the numbers to > 2000 in system over next quad
Pathway and Competition	Strong developmentally appropriate FHC leagues led by provinces – need to build strong competitive and local club opportunities.		Attempted pilot in Spring ‘21 did not take place – jurisdictional and capacity issues	Competition Review completed in 2023 with implementation of change starting 2024. Usports Nationals and extended and amended national Championships model will begin 2025.
	Create a hybrid model incorporating Canadian and European development opportunities for NT athletes		hybrid operational only on an ad-hoc basis	Formal off-shore partnerships to be developed by HPD to create formal hybrid model for bridging through next quad
	FHC must develop the talent pathway. Recommend at: U12, u14, u16, u18 and u21		U14 – u21 pathway to come in Fall 21	Talent pathway built from under 16 up and with younger age groups and national talent identification strategy being rolled out 2024/25
	Players must be exposed to appropriate and regular competition		FHC has built the Talent Pathway in under 16 and under 18	Under 16 and under 18 international tours will be supported by formal domestic youth competition for development and performance athletes
	Indoor hockey should form part of our DNA and used along with outdoor for development and competition purposes across Canada		RTC and NTC network will utilize both forms of the game – This is a key finding of the competition review group – that every province should be prioritizing indoor hockey at a set time of year. Build regional and national championships for it.	Indoor leadership under HPD / NGD and formally part of system – this work continues and is as important for governance as it is for performance.

A look to the Year Ahead

Sport Canada – A new funding model

Continued strengthening of sport governance at all levels. EDI strategy

A new strategic cycle – strategic review coming and a chance to chart the course of the sport to 2030

Implementation of new competition strategy and competitive model, starting with USports in Fall 2024

System growth - roll out of national talent strategy, home hosting partnerships and through work with provinces: building capacity in umpires and officials, coaches and leaders

International performances – more exposure to international competition for our senior national teams. International hosting partnerships delivered across Canada