



CANADA

2026 - 2030

STRATEGIC PLAN

WHO WE ASPIRE TO BE

A High Performing Team of Teams galvanized around a relentless drive to Govern Effectively, Grow Consistently and Excel at All Levels.

FOREWARD



We are honoured and energized to introduce Field Hockey Canada's Strategic Plan 2026–2030 — our guiding North Star for the next four years and beyond. This plan builds on the strong foundation laid during our last strategic cycle, strengthened by system development, philanthropic growth, and a successful events portfolio that delivered national and international competitions.

Looking ahead, this strategy marks the beginning of an exciting new chapter defined by excellence. Its implementation will require our "team of teams" to be more cohesive than ever, driven by innovation, collaboration, and a deep belief in hockey's power to connect and inspire communities across Canada.

Our ambitions are bold and forward-looking. We aim to elevate our national teams — both women's and men's — into the World Top 10, while continuing to expand an inclusive pathway that supports participants from youth to university and masters levels. A cornerstone of this plan is the launch of a national professional league for senior and youth athletes, designed to strengthen domestic competition, enhance development across all roles, and boost the sport's visibility nationwide.

This strategy reflects a collective commitment — from athletes, staff, volunteers, members, and partners — to shape a stronger, more connected future for field hockey in Canada. It is ambitious, evidence-based, and fuelled by belief in what we can achieve together.

With this plan as our guide, we will take bold strides to advance performance, participation, and pride in Canadian hockey. Together, we will write the next great chapter in our story.

Susan Ahrens
Chief Executive Officer
Field Hockey Canada

Field Hockey Canada Board of Directors
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PLAN ON A PAGE

VISION

Grow our sport, build our system, and perform at all levels and in all environments

STRATEGIC PRIORITIES

GOVERN

GROW

EXCEL

MISSION

Inspire, develop, perform, promote, and govern exceptional positive and fun experiences

Lead a world class system which fuels delivery of Canada on the International stage

Deliver world class performances on the World and Olympic stage

OBJECTIVES

A fully safeguarded system which operates with integrity to serve all at all levels

Increase all sources of income across all revenue streams

More people of all ages and clubs serving all communities engaged in field hockey

An inclusive system to serve all Canadians and retain them in pathway from youth to masters

A world-class high-performance system that is empowered to deliver

TACTICS

National database and safe sport standards

A new, aligned membership structure and cost

Increased corporate sponsorship

National sanctioning and leadership of sport pathways

Expanded hosting and events portfolio

Create a national domestic professional league

Increased touring and competition for national teams

A positive, healthy, and safe environment for all

Long-term financial sustainability for the sport

Strong, growing and connected communities

A thriving domestic system serving all Canadians

Podium performances at World and Olympic Games.

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INTRODUCTION

As a National Sport Organization, funded by the Government of Canada, Field Hockey Canada is the national governing body for field hockey in Canada.

The members of Field Hockey Canada are the provincial and territorial sport organizations. All other participants in our hockey nation are considered as Registered Participant within the FHC membership structure.

Field Hockey Canada works to promote, support and include all those interested and involved in the sport, from grassroots to high performance, and in all streams from athletes to coaches, officials, volunteers, and corporate partners. A wide range of stakeholders have been engaged in the development of this strategic plan and around a future vision for our sport.

STRATEGIC PLAN 2026-2030 - FIELD HOCKEY CANADA

Field Hockey Canada is proud to present its new Strategy 2026 – 2030. In this, our organization lays out its clear roadmap for the future of the sport, built around three priority objectives: Govern, Grow and Excel. In delivering these strategic objectives, we will:

- 1) Provide governance and organizational effectiveness focusing on a stable, well-governed, safe sport.
- 2) Build systems and pathways that create an aligned national system with clear and inclusive pathways into our sport, supported by strong and effective relationships with Provincial and Territorial members.
- 3) Support national team performances to grow Canada's international trajectory from qualification to competitive results at the highest level of international competition.

MANDATE

From grass roots to high performance, Field Hockey Canada governs and leads work to develop and strengthen field hockey across the country and to position from which our national teams achieve increasing competitive success at all levels.

VISION

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

MISSION

To inspire, develop, deliver, promote and govern positive and fun field hockey experiences across Canada and to create and lead a world-class field hockey system resulting in world class performances.

AMBITION

That Field Hockey Canada is recognized and respected worldwide as a strong and competitive hockey nation. Our Women's National Team and Men's National Team aim to achieve consistently improving world ranking, supported by a thriving domestic environment.

WHAT WE DO

Field Hockey Canada is funded by Sport Canada, with key responsibilities including:



governing the sport within Canada;
upholding Sport Canada's mandate and requirements;
managing the talent pathway, including all national team programs;
selecting and managing the national teams;
implementing national initiatives to develop and promote the sport;
sanctioning national and international level competitions and tournaments;
providing professional development for coaches and officials in our sport; and,
proposing and supporting bids for international competitions in Canada

* Note that operational details in support of each key area are developed and articulated in Operational Plans which include Key Performance Indicators and specific accountabilities.

OUR VALUES

FHC VALUE	FUN	ACCOUNTABILITY	TEAMWORK	TRANSPARENCY	RESPECT	INTEGRITY
WHAT IT MEANS	Sport should be fun for everyone involved. We are committed to creating fun, safe, inclusive and positive environments for all.	We accept responsibility for our actions and hold others accountable to act in accordance with our core values and within Safe Sport requirements.	We are a team sport and committed to the values that team sport enables us to foster: teamwork, cohesion, collaboration, cooperation through a growing and supportive collective community.	We act with transparency and openness and are willing to make difficult decisions for the best interests of our participants at all levels and for our sport.	We are respectful to everyone at all levels in our community and are committed to conducting ourselves in a respectful manner at all times and to all people.	We model honesty and fairness and a commitment to earning the trust of all our participants at all levels of our sport.
HOW IT LOOKS IN OUR ACTIONS	We remain lighthearted and help to create joy in one another and our work together.	We are accountable to work within the policies and values of our organization. We are accountable to one another and to the broader field hockey community.	We have a team of teams who work together around the shared objectives of the strategic plan. This team includes committees that provide support and guidance in governance and oversight of operational areas. It also includes our amazing teams of athletes from youth and junior levels through senior to masters. Our commitment to teamwork extends to FHC's board team, staff, partner clubs and member provinces. We are stronger together and we commit to achieving the goals of the plan guided by the values of the organization.	We share information from Board meetings, including policy decisions, financial health and reporting of progress against strategic plan. We share monthly updates with provincial members through the monthly member meetings. FHC's Board of Directors has full oversight of FHC's annual budget and operational plans	We endeavour to maintain respect at all times. We respect the views of others. Dignity and Integrity guide our actions.	Staff, volunteers, directors, athletes, coaches and officials will act honestly and in alignment with our values. We will model FHC's language of inclusivity and togetherness. We will have conversations with one another, always seeking to understand and to develop shared commitments to common goals.

OUR JOURNEY

Field hockey has been played in Canada since being introduced to Canada in the late 19th century. Unique men's and women's programs were pioneered by a group of dedicated athletes, coaches and supporters. Their commitment and tenacity placed Canada on the international stage of what is now one of the world's largest team competitions.

In 1991 the men's and women's associations amalgamated to form one unified national governing body for the sport of field hockey in Canada: Field Hockey Canada was established.

FHC National Teams

Men's National Teams– Since their first Olympic qualification in 1964, FHC's MNT has frequently qualified for world cup and Olympic games. The best placed finished was 8th in the 1998 World Cup.

Women's National Teams - Fueled by a strong university system, the Canadian woman were third in the world in the 1980s.

In 2022 after a 28-year absence, the WNT returned to world competition in the 2022 World Cup

In the last strategic cycle, FHC focused on building the domestic system and a financially strong and resilient, well-governed organization. The pathway from youth to masters is now in place. Member provinces have grown and are increasingly aligned with FHC to focus on building our sport. Key domestic drivers such as the coveted USports competition are now included within FHC's governance, leading to key partnerships and strategies, including a new competition structure and an events hosting strategy. The stage is now set to FHC to propel into the future.

STRATEGIC PRIORITIES

PRIORITY NUMBER 1 GOVERN

To Govern Effectively

WHERE: Within FHC, in collaboration with partner organizations, throughout our teams and our sport community.

WHAT: Sustainable financial growth, strong policy and processes Strong system.

PRIORITY NUMBER 2 GROW

To Grow all Pillars of the Game

WHERE: Domestically from coast to coast to coast.

WHAT: System alignment, inclusive pathways, growth in participation, growth in members, growth in events, and competitions.

PRIORITY NUMBER 3 EXCEL

To Achieve International Success

WHERE: Internationally and at home.

WHAT: Integrated talent system, progress from qualifying to achieving competitive international results.



STRATEGIC PRIORITY 1

GOVERN

GOVERN



Improve alignment between Field Hockey Canada and Members to build a thriving and inclusive field hockey nation where all participants belong and are safe and supported.

Increase diversity, including gender equity, across all roles and in all environments.

Increase revenue streams.

Increase cash reserves year over year.

Continually monitor and improve Safe Sport policies and governance roles and responsibilities.

Deliver strong and open communication to ensure a transparent and accountable system.

HOW WE WILL MEASURE SUCCESS

A black and white photograph of field hockey players in action. Two players are in the foreground, one in red and one in white, both looking down at the ball. Other players are blurred in the background, suggesting motion and a competitive game.

- Processes to quickly and consistently respond to breaches to UCCMS so that issues and outcomes are addressed through the appropriate channels and reported on FHC's website.
- 10% year on year growth in FHC annual revenue through all income streams, including government, sponsorship, philanthropic, events and sales.
- Increased diversity among the registered participants - tracked and reported through FHC's database (F-RED).
- Secure a minimum of 1 major multi-year sponsor per annum.
- Shared protocols between FHC and Provincial/Territorial members regarding safe sport standards and appropriate roles and actions in response to reports of safe sport violations.
- All board and annual minutes available to members on FHC's website, annual reports include clear reporting against annual key performance indicators.
- Cash reserves increased by 10% year on year.
- Maintenance and regular updating of FHC's the risk registry.



STRATEGIC PRIORITY 2

GROW

GROW



Increase number of provincial / territorial members to more fully represent Canada from coast to coast to coast.

Support PTSO's to increase number of registered participants.

Expand event hosting portfolio.

Create inclusive and growing pathways which show consistent year over year growth and retention in:

- number of Athletes
- number of Officials
- number of Coaches
- number of Coaches Umpires & Volunteers

Encourage communities that show interest in Stick Together and accessible versions of the sport – utilizing indoor, beach, 5s and all forms of hockey.

HOW WE WILL MEASURE SUCCESS

- Increase number of provincial / territorial members from seven in 2025 to a minimum of nine by 2030.
- Support efforts to increase the Grow Stick Together program.
- Encourage and support growth in all forms of field hockey – including adding a national indoor competition, national Hockey 5's competition and beach hockey festival to events calendar.
- Increase the number of registered participants - as recorded and measured through FHC's database (F-RED) – by 10% year on year.
- Track, monitor and respond to challenges in participant retention.
- Increase number of events being hosted from coast to coast to coast to expand national and regional championships events, extend international hosting and community hosting events.



STRATEGIC PRIORITY 3 EXCEL

EXCEL

Excel across the talent pathway from grassroots to high performance, and from youth to masters.

Implement the national Talent System across Canada to create a flexible, inclusive and growing pool of athletes supported by an aligned system, in concert with PSOs, to deliver holistic education, training and support.

Retain participants within the Talent Pathway.

Develop the framework necessary to launch a domestic national professional league.

Increase the competitive results for junior, indoor and senior national teams.

Improve performance of WNT and MNT teams at major championships to improve from qualification competitive results and successes across international competitions.

HOW WE WILL MEASURE SUCCESS

- Increasing and retaining participant levels at all ages and stages, supported by an aligned and integrated talent pathway.
- Delivery of happy and successful athletes and teams emerging from domestic environments which cultivate a culture of wellbeing and pride.

- Increasing the world ranking of junior, indoor and senior national teams.
- Establish a successful professional league.
- WNT and MNT achieving positive results in World Cup 2026 and Olympic Games 2028 striving for quarterfinals.

ACKNOWLEDGEMENTS

PROVINCIAL MEMBERS

- Field Hockey Alberta
- Field Hockey British Columbia
- Field Hockey Ontario
- Field Hockey Nova Scotia
- Field Hockey Prince Edward Island
- Field Hockey Quebec
- Field Hockey New Brunswick

CONSULTANT

- Hadrian Consultancy

PARTNERS

- Sport Canada
- Own the Podium

FIELD HOCKEY CANADA

- Field Hockey Canada Staff & Board
- National Team Athletes

