



FIELD HOCKEY BC
2016-2020 STRATEGIC PLAN



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FIELD HOCKEY BC EXECUTIVE SUMMARY

Field Hockey, with worldwide popularity second only to soccer, is the largest team sport in the world. Played in over 120 countries, the sport is enjoyed by both men and women. BC is the most active field hockey province in Canada. We represent about 65% of all nationally registered players. Currently, over 70% of national team members come from British Columbia.

This document is our 2016-2020 Strategic Plan. It will serve as our key management tool; a basis for continuing to develop field hockey throughout British Columbia for all levels of players.

The following elements are contained in the plan:

- Our Vision for Field Hockey BC and the values we believe should serve as a basis of operations.
- Our Mission as an organization; our reason for being.
- The Goals / Ends we will pursue. These flow from and support our Mission.
- Priority Areas of Emphasis that need to be addressed in pursuing stated organizational Goals.
- Measurable objectives and annual performance indicators toward the achievement of those objectives.

This plan will be supported by fiscal-year work plans and a monitoring process that will provide us with valuable feedback in properly assessing our relative progress over time.

We welcome the involvement of all individuals and groups who share our passion for promoting and developing field hockey throughout BC.

Our Board and staff are enthusiastic about the opportunities that lie ahead and committed to playing a leadership role to help ensure the long-term health and well-being of our sport.



FIELD HOCKEY BC

MISSION STATEMENT

We are dedicated to provide British Columbians with opportunities to experience the rewards and challenges of field hockey.

VISION

To be recognized as leaders and innovators in sport throughout Canada and the World. To further develop the infrastructure to provide effective governance and leadership for the sport of field hockey in British Columbia, and promote partnerships to increase participation in the province.

VALUES

- ✓ To ensure that excellence is the cornerstone of all programming
- ✓ To create a field hockey experience that is fun, rewarding, and challenging for all participants
- ✓ To be inclusive: our sport is open to people of all ages, skill levels and abilities
- ✓ To operate with integrity, openness, and respect
- ✓ To be responsible and accountable to our field hockey community in all we do on behalf of our sport
- ✓ To uphold the tradition of field hockey excellence in British Columbia



FIELD HOCKEY BC

MISSION & GOALS

MISSION

We are dedicated to provide British Columbians with opportunities to experience the rewards and challenges of field hockey.

↙
LTFHD
↙

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LTFHD
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LTFHD
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GOAL
MORE FIELD HOCKEY
PARTICIPANTS

← **GOAL**
BEST POSSIBLE COACHES &
OFFICIALS →

GOAL
MORE ATHLETES ACHIEVING
EXCELLENCE



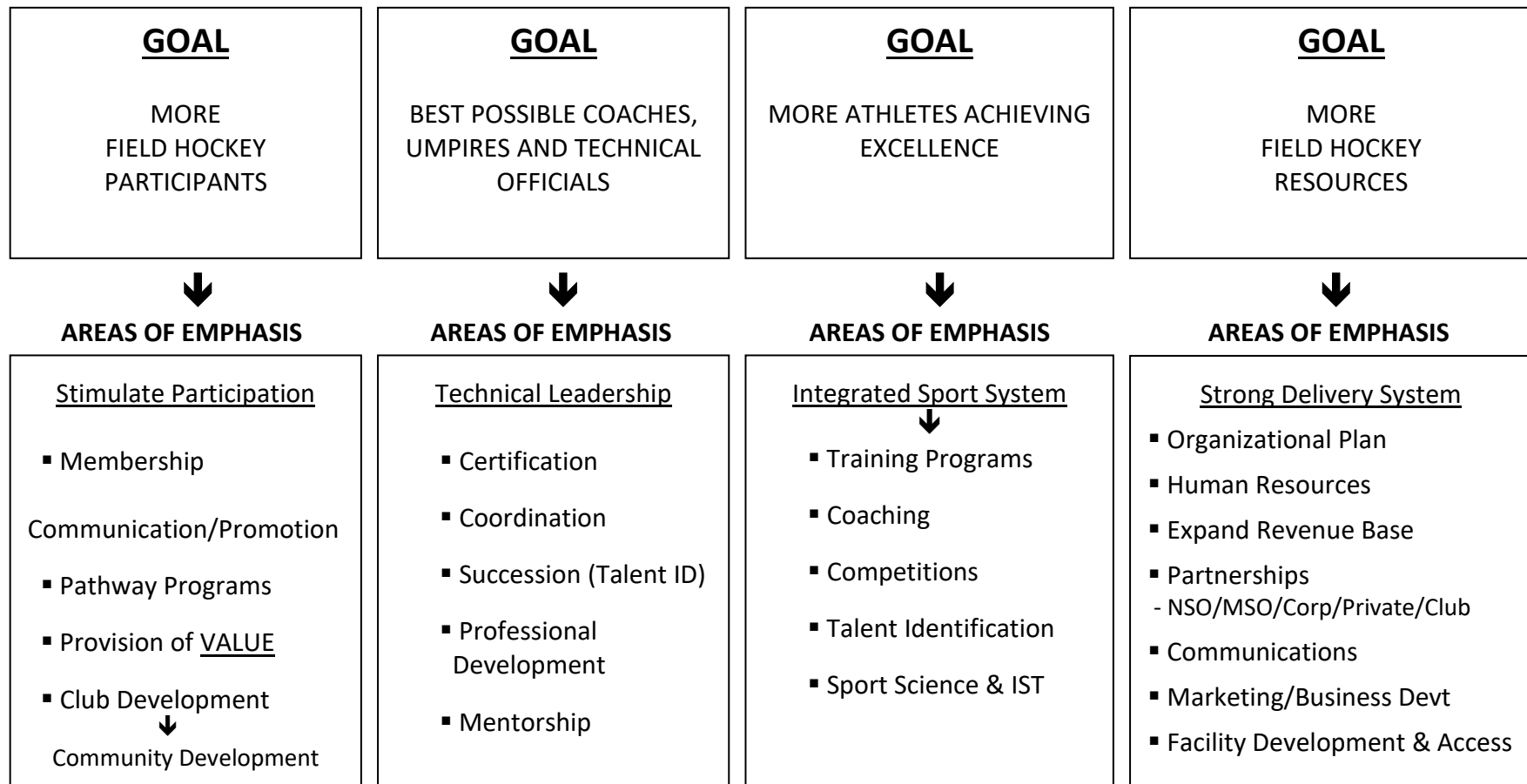
GOAL
MORE ALIGNED LTFHD FIELD HOCKEY RESOURCES
TOWARD THE GROWTH AND DEVELOPMENT OF FIELD HOCKEY IN BC



FIELD HOCKEY BC

GOALS & AREAS OF EMPHASIS

THROUGH LTFHD STRATEGY WE INTEND TO TARGET THE FOLLOWING GOALS:



FIELD HOCKEY BC

SUMMARY OF OBJECTIVES

<p align="center"><u>GOAL</u></p> <p align="center">MORE PARTICIPANTS</p>	<p align="center"><u>GOAL</u></p> <p align="center">BEST POSSIBLE COACHES & OFFICIALS</p>	<p align="center"><u>GOAL</u></p> <p align="center">MORE ATHLETES ACHIEVE EXCELLENCE</p>	<p align="center"><u>GOAL</u></p> <p align="center">MORE FIELD HOCKEY RESOURCES</p>
<p align="center">↓</p> <p>MEMBERSHIP: 1. By 2020, increase the number of individual members by 10%</p> <p>SERVICE AND COMMUNICATION: 2. To provide, promote and communicate a menu of priority services and benefits to members</p> <p>PATHWAY PROGRAMS: 3. Continue to implement and expand programs aimed at GRASSROOTS through to HIGH PERFORMANCE, in line with LTAD/LTFHD principles</p> <p>PROVISION OF VALUE: 4. Provide the most valuable experience possible in communities throughout the province</p> <p>CLUB DEVELOPMENT: 5. Encourage club and facility expansion; with particular emphasis on program alignment with LTAD/LTFHD Strategy, driven through coaching, officiating, and competition pathways</p>	<p align="center">↓</p> <p>CERTIFICATION: 6. To increase the number of fully certified active coaches/officials by 10% each year and meet required LF needs assessment</p> <p>PROFESSIONAL DEVELOPMENT: 7. Encourage certified coaches and officials to attend a minimum of 1 professional development opportunity annually</p> <p>MENTORSHIP: 8. Foster Development of a mentorship pathway for targeted coaches and officials within a club, regional and provincial context</p> <p>COORDINATION: 9. To maintain and enhance co-ordinated, integrated pathways for identified coaches, umpires and technical officials</p> <p>SUCCESSION: 10. Create a succession plan which ensures continuity within coaching/umpiring/ technical</p>	<p align="center">↓</p> <p>INTEGRATED SYSTEM: 11. Athletes have access to appropriate training programs and related support services</p> <p>12. Design, implement and monitor developmentally appropriate periodised training plans for appropriate LTAD/LTFHD Stages of Learning</p> <p>13. Enhance athlete identification system integrating LTAD/LTFHD principles</p> <p>14. Ensure developmentally appropriate level of competition, peaking for major provincial, inter-provincial, national, and international events – Align to LTFHD</p> <p>15. Enhance skills, experience and education in sport science services at appropriate LTAD/LTFHD stages (IST)</p>	<p align="center">↓</p> <p>FIELD HOCKEY BC PLAN: 16. Consolidate and implement strategic and operational plans</p> <p>HUMAN RESOURCES: 17. Align the Society’s operations with strategic priorities</p> <p>EXPAND REVENUE BASE: 18. Increase year 1 gross revenue levels by 10%</p> <p>PARTNERSHIPS: 19. Establish targeted joint program and service ventures</p> <p>COMMUNICATIONS: 20. Develop and maintain communications tools</p> <p>MARKETING/BUSINESS DEVT: 21. Further develop the FHBC Foundation and extend revenue diversification strategy</p> <p>FACILITY DEVELOPMENT 22. Support and extend access to primary (water-based) turf applications at target facilities</p>

PERFORMANCE INDICATORS

PARTICIPATION DEVELOPMENT

FISCAL-YEAR INDICATORS	2016-2017	2017-2018	2018-2019	2019-2020
MEMBERSHIP/PARTICIPATION GROWTH				
Senior Players	1770	1818	1843	-
Junior Players (U13-U18)	2296>	2338>	2194>	-
Junior Players (U11-U12)	1042	905	855	-
Junior Players (U10)	1841	1637	1603	-
Coaches and Officials*	176	204	262	-
BC High School Sport Players (Non-Members)	2700<(3600/90)	2700<(3600/90)	2700<(3600/90)	-
Elementary and Middle School Players (Non-Members)	2241	707**	388**	-
Recreational Players (Dev Regions – Non-Members)	280	350	390	-
*Most of whom will be registered in a player category	Total: 12346	Total: 10659	Total: 10235	Total: >
MEMBER SERVICES				
INDIVIDUAL MEMBERS:				
Insurance Program	✓	✓	✓	✓
Access to FHBC Pathway Programs	✓	✓	✓	✓
Access to Certified Coaches & Officials	✓	✓	✓	✓
Eligible for FHBC Regional & Provincial Teams	✓	✓	✓	✓
Opportunity to enter Tournaments	✓	✓	✓	✓
FHBC Newsletter	✓	✓	✓	✓
CLUBS:				
Opportunity to host Field Hockey BC tournaments	✓	✓	✓	✓
Opportunity to host Field Hockey BC clinics	✓	✓	✓	✓
PATHWAY PROGRAMS/VALUE				
Recruitment strategies & youth GR pathway programs	✓	✓	✓	✓
Recruitment strategies & youth HP pathway programs	✓	✓	✓	✓
STRENGTHEN CLUBS & COMMUNITIES				
Strategy for developing regions in place	✓	✓	✓	✓
Fraser Valley	✓	✓	✓	✓
Okanagan	✓	✓	✓	✓
Mid-Island	✓	✓	✓	✓

PERFORMANCE INDICATORS

COACHES / OFFICIALS DEVELOPMENT

FISCAL-YEAR INDICATORS	2016-2017	2017-2018	2018-2019	2019-2020
CERTIFICATION/TRAINING				
COACHES: Level 1/CC Coaches/FunD (Overall)	70 (TBD)	19 (TBD)	14 (TBD)	-
Level 2/CI Coaches/L2T-T2T	46 (TBD)	23 (TBD)	45 (TBD)	-
Level 3/CD Coaches/T2C-L2W	- (TBD)	1 (TBD)	- (TBD)	-
Level 4 Coaches/T2W	- (2)	- (1)	- (TBD)	-
Learning Facilitators	2 (9)	- (1)	6 (PCE)	-
Master Learning Facilitators	1 (1)	1 (2)	- (2)	-
FHBC Mentorship Program	68	66	50	-
	Total: 187 (TBD)	Total: 110 (TBD)	Total: 115 (TBD)	Total: ()
OFFICIALS*: Community/Provincial (Overall)	92 (144)	102 (148)	61 (TBD)	-
Regional	6 (25)	6 (25)	5 (TBD)	-
National	2 (9)	- (10)	- (TBD)	-
Assessors	8 (26)	3 (29)	3 (TBD)	-
Learning Facilitators	1 (14)	- (14)	1 (15)	-
International level officials	2 (8)	2 (12)	- (TBD)	-
FHBC Mentorship Program	-	-	-	-
	Total: 111 (226C)	Total: 111 (238C)	Total: 67 (TBDC)	Total: ()
*Note Umpiring Stat Re-Set – Certified+Current 2016-17				
COORDINATION OF TECHNICAL LEADERS				
Clarify Coaches / Officials Committee mandates re:	✓/✓	x/✓	✓/✓	x/✓
Coaching / Officiating Certification Systems	✓	✓	✓	✓
Athlete training programs; testing; PD	✓	✓	✓	✓
Athlete support services for major competitions				
SUCCESSION PLANS				
Initiate mentorship programs	✓	✓	✓	✓
Increase certification numbers year to year (post backlog)	✓	x*	✓	x*
Recruit prospective technical leaders	✓	✓	✓	✓
PROFESSIONAL DEVELOPMENT/MENTORSHIP				
Field Hockey BC professional development opportunities for leading coaches and officials.	Annual Schedule	Annual Schedule	Annual Schedule	Annual Schedule
FHBC Mentorship Program – Coaches and Officials (#'s)	Coaches: 68 Officials: -	Coaches: 66 Officials: -	Coaches: 50 Officials: -	Coaches: Officials:

PERFORMANCE INDICATORS

ATHLETE DEVELOPMENT SYSTEM & ATHLETE SERVICES

FISCAL-YEAR INDICATORS	2016-2017	2017-2018	2018-2019	2019-2020
<p>TRAINING PROGRAMS Co-ordinated range of priority training programs in place in all regions. Align with LTAD/LTFHD principles. FHBC Devt / Regional / Provincial Program Schedule (regroupings; testing; selection; pre-competitive programs)</p>	✓ Annual Plan (YTP)	✓ Annual Plan (YTP)	✓ Annual Plan (YTP)	✓ Annual Plan (YTP)
<p>COMPETITIONS SCHEDULE Review and refine competitions schedule based on sound annual & long-term planning principles (with regard for age classifications; type; volume; timing; peaking considerations)</p>	Annual Planning (YTP)	Annual Planning (YTP)	Annual Planning (YTP)	Annual Planning (YTP)
<p>TALENT ID Simple informal ID process in place (entry level) Selection camps process for all levels Provincial Teams selection process Consolidate AAP Criteria linked to long-term profile</p>	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
<p>ANNUAL PLANS PCPM , APM and RHC's design & monitor annual plans for all their Athlete Team members</p>	All athletes	All athletes	All athletes	All athletes
<p>ATHLETE SERVICES (See Membership Services for all athletes – Page 6) Provincial Training Centres / Camps (where eligible) Team Travel to major events (where eligible) AAP /Awards/ Scholarships (where eligible) CSI IPS (where eligible)</p>	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓
<p>FACILITY DEVELOPMENT: Primary Artificial Turf Development (anticipated project plan/completion)</p>	Surrey, Vancouver & Langley (supported)	Surrey, Vancouver, Langley (supported)	Delta, Surrey, Langley (supported)	()

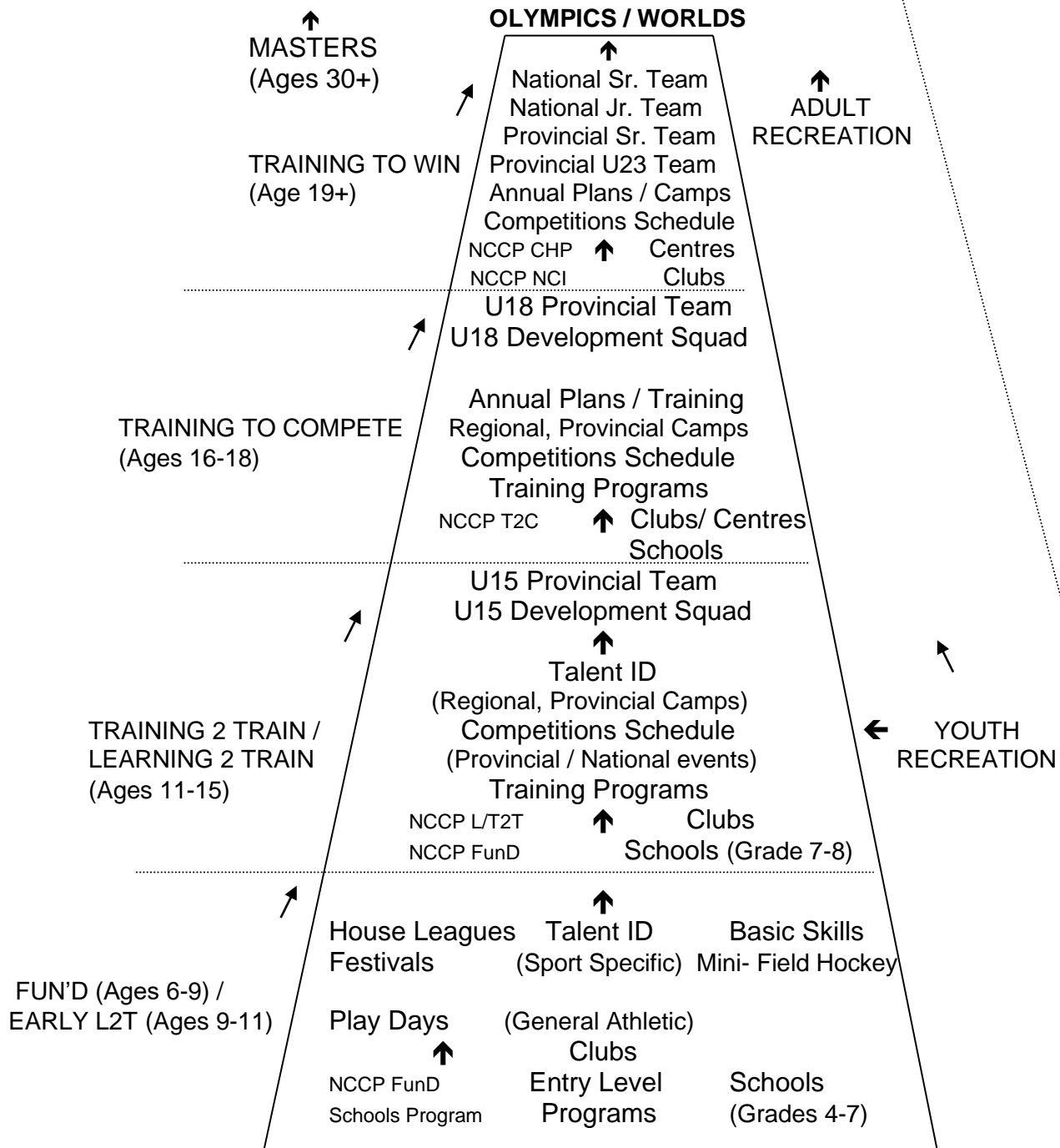
PERFORMANCE INDICATORS

RESOURCES

FISCAL-YEAR INDICATORS	2016-2017	2017-2018	2018-2019	2019-2020
HUMAN RESOURCES				
Confirm HR Revenues relative to Budget	✓	✓	✓	✓
Assess HR Framework to meet Strategic Objectives	✓	Implement	Enhance	Review
Review Board/Sub-Committee structure	✓	Enhance	Review	Maintain
Put a Volunteer Succession Plan in place	✓	Implement	Maintain	Maintain
Pursue integrated operational efficiencies	✓	Implement	Enhance	Review
Create relevant Staff/ Board job descriptions	✓	Review	Review	Review
Implement performance evaluations linked to Plan	✓	✓	✓	✓
EXPAND REVENUE BASE:				
Target: Current gross revenues up 10% by 2019-2020	>7.8%			> %
MARKETING/DONATIONS				
Discretionary revenues generated per annum	\$57K	\$51K	\$62K	\$K
COMMUNICATIONS TOOLS				
FHBC Newsletter/E-Newsletter	✓	✓	✓	✓
Web site development / enhancement	Review/Upgrade	Enhance	Enhance	Review
Media Relations (Local, Provincial publicity)	Build relationships	Build relationships	Build relationships	Build relationships
Information sharing / R&D with other field hockey organizations (provinces; FHC; other countries; FIH)	Ongoing	Ongoing	Ongoing	Ongoing
Information sharing with other sport organizations	Ongoing	Ongoing	Ongoing	Ongoing
STRATEGIC & OPERATIONAL PLANS				
Consolidate Field Hockey BC Strategic Plan	Sept/Oct 2016	Implement	Implement	Implement
Prepare fiscal-year work plans	March/August	March/August	March/August	March/August
PARTNERSHIPS				
FHBC – FHC joint programming ventures	Ongoing	Ongoing	Ongoing	Ongoing
CSI IPS (subject to funding)	Ongoing	Ongoing	Ongoing	Ongoing
Municipalities/ Universities (Artificial Turf objectives)	Ongoing	Ongoing	Ongoing	Ongoing
Assess merits of other joint programming initiatives	Ongoing	Ongoing	Ongoing	Ongoing

FIELD HOCKEY SPORT SYSTEM MODEL (BC)

(SPORT PATH)



ANNUAL PLANS
 TRAINING PROGRAMS
 COMPETITION SCHEDULES
 PHYSICAL COMPONENT
 TALENT ID (↑)
 FACILITIES
 RATE OF DEVELOPMENT

= Integrated Training / Competitive Schedules.
 = Technical, Tactical, Physical, Psychological.
 = Based on Annual Planning Principles
 = Sport Science & Sport Medicine components.
 = Informal & Formal Athlete ID process
 = Schools, Clubs, Designated Centres.
 = ± 2 years (early / late developers)

FIELD HOCKEY SPORT SYSTEM GRID (BC YOUTH)

COMPONENTS	FUNDAMENTALS (Ages 6-10)	LEARNING TO TRAIN (Ages 10-13)	TRAINING TO TRAIN (Ages 13-15)	TRAINING TO COMPETE (Age 16-19+)
TRAINING	Entry Level Programs Mini Field Hockey Develop Basic Skills Multi-lateral development	Provincial Programs Club Programs Hockey 5's /8-Aside Format Develop Basic Skills	ANNUAL PLANS Prov. Squad Camps Selection/ Pre-event Camps Sport Science/Medicine Physiological Training Skill Acquisition	ANNUAL PLANS Nat'l/ Prov. Squad Camps Selection/ Pre-event Camps Sport Science / Medicine Physiological Training Specialization
COACHING	Community Coach Pre-NCCP Parents School teachers	Comp Introduction Community Coach School teachers	Comp Intro Advanced Comp Introduction Physical/ Psychology experts Trainers School teachers	Comp HP (National Team) Comp Dev (Provincial Teams) Physical expert Psychology expert Trainers
COMPETITIONS	Fun events / Festivals Multiple Games Varied Formats Boys & Girls together Family events	Provincial Festivals (Hockey 5's) Provincial Jamborees (Club & Region) Local 8-aside Leagues	International Tournaments National Tournaments Provincial Jamborees (Club & School) Exhibitions	International Tournaments National Tournaments Canada Games/WCSG Provincial Tournaments Exhibitions
FACILITIES	Clubs (Municipal Fields) Schools (Gym/Field) Community Centres	Artificial Turf Municipalities Universities Schools	Artificial Turf Regional Centres Municipalities Universities Schools	Artificial Turf National & Regional Centres Municipalities Universities Schools
TALENT ID	FHBC Schools Program Informal Talent ID General Athletic ability Sport-Specific ability	L2T Development Programs Informal Talent ID General Athletic ability Sport-Specific ability	T2T Performance Programs Formal Talent ID Sport-specific athlete profile (based on long-term athlete development model) Selective Results	NATIONAL TEAMS T2C Performance Programs Formal Talent ID Sport-specific athlete profile (based on long-term athlete development model) Competitive Results



FHBC Strategic Plan 2016-2020

Strategic Summary – Governance; Leadership; Operations

Identification and Ranking of Macro Strategic Priority Areas

Identified Priority Areas (Governance and Leadership):

Governance

- Maintain and improve the **quality** of our governance and operations

We want to be an exemplar PSO and Sport...

We're going to do this by providing effective leadership by embedding current policies, by regulating fairly and consistently, protecting and educating the Hockey Community, ensuring our provincial volunteer and staff team is well trained and well informed, by improving our internal systems and procedures through effective data management, robust financial procedures and increasing influence in national hockey governance with FHC.

Leadership and Promotion

- Attract and maintain **more people** in the sport

We want to attract 10% more young people and adults into the sport...

We're going to do this by increasing the amount and improving the **quality** of programs aimed at junior development, by increasing the number of and strengthening our existing club-school-provincial links, and by increasing the number of new and retained participants within our club and university programs.

Identified Priority Areas (Operational) in Rank Order:

Coaching and Coach Education

1. Maximise education, certification and professional development for **coaches**
We want to offer a comprehensive annual program of NCCP certification opportunities as well as develop professional development tools aimed at coaches at the grass-roots level
We are going to do this by recruiting and training **quality** learning facilitators, by offering seasonal opportunities in every region, by appointing our best coaches in line with LTFHD principles and by initiating a provincial coach identification and mentorship program.

Officiating and Officials Education

2. Maximise education, certification and professional development for **officials**
We want to offer an annual program of NUCP certification opportunities as well as develop and implement a non-certified provincial mentorship program aimed at targeted officials
We are going to do this by recruiting and training **quality** learning facilitators, by offering seasonal opportunities in every region, by appointing our best officials in line with LTFHD principles and by initiating a provincial umpire identification and mentorship program.

Community Club Support and Self-Sustainability

3. Help our **clubs** and **associations** to develop and thrive
We want an infrastructure that is capable of growing and further developing the sport...
We're going to do this by supporting our club structure to ensure that it is equipped to provide a **quality** experience for the participant, ensuring that all of our associations are fit for the purpose of delivering this strategy and by aligning league and competition structures.

Targeted Support for Grass-Roots Development

4. Extend **grass-roots** development initiatives
We want to assist our club community in the delivery of quality grass-roots programming...
We're going to do this by extending our elementary schools program, by offering educational support to club coaches and officials, and through a commitment to running grass-roots

festivals.

Event Hosting and Domestic Competition Review

5. Extend opportunities within provincial **event hosting**

We want hockey viewed as a premier Canadian and Olympic team sport...

We're going to do this by further raising the profile of the game through staging international and domestic events and competitions, by developing media relationships to drive up hockey content in the media, and by improving methods of communication both internally and externally.

Direct Athlete Programming

6. Extend opportunities within the **high performance (T2T/T2C)** and **developmental (L2T)** athlete pathway with specific emphasis on **junior development**

We want to be recognized as leaders and innovators in the delivery of high performance and developmental athlete programming...

We're going to do this by delivering **quality** programming that meets the needs of athletes between the ages of 10-18, considers the principles of the Long-Term Athlete Development Model (LTAD), and is supported by a direct investment in our coaching and administrative resource base.

Own the Podium

7. Achieve **provincial** podium **success**

We want to regularly compete for medals in all national tournaments and international tour events...

We're going to do this by delivering a legacy for continued provincial success through sustainable athlete contact time, increasing the quality of coaching throughout British Columbia, improved engagement with our leagues and clubs.