



**FIELD HOCKEY ONTARIO**  
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# Field Hockey Ontario

## Strategic Plan 2021-2026





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# Table of Contents

Table Of Contents .....	2
Executive Summary .....	3
Strategic Planning Process & Timeline.....	4
Summary Of Survey Respondents .....	5
Summary Of Stakeholder Survey Results .....	6
CLUB PRESIDENT OR REPRESENTATIVE RESPONSES.....	6
COACH RESPONSES .....	6
PLAYER RESPONSES .....	7
PARENT RESPONSES.....	7
OFFICIAL/UMPIRE RESPONSES.....	8
Opportunities And Threats .....	8
Strategic Model .....	11
Pillars Of Focus.....	12
DEFINITIONS.....	12
CLUB	
SUPPORT.....	12
PARTICIPATION.....	13
COACHING AND OFFICIATING .....	13
FACILITIES.....	14
HIGH	
PERFORMANCE.....	15
Organizational Excellence.....	16
FINANCIAL.....	16
GOVERNANCE .....	16
MARKETING & COMMUNICATION.....	17





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## Executive Summary

The Strategic Plan for Field Hockey Ontario provides a framework of the organizational priorities within the 2020-2025 timeframe.

Through critical assessment of external/internal factors that compose our organization and the opinions of our valued stakeholders, FHO's operational staff have specified the Pillars of Focus necessary to accomplish our goals. For each Pillar of Focus, we have identified key areas that can measure the success of the plan, as well as short/long term targets. Additionally, we have identified and specified our current position in order to show gradual progress from this point forward.

Our strategic model provides a comprehensive visual representation of the information available in this document. If all steps are followed accordingly, we believe that organizational excellence is a few years away.

We at FHO believe that transparency and accountability are foundational to the success of our organization. As a non-profit organization, we value the opinions of our stakeholders above all else, and hope to create a safe, competitive and fun environment for our members.

We encourage our members to openly participate in the formation of our future strategic plans by establishing a dialogue with us. If at any point you have questions or concerns about the contents of this document, please contact us at [info@fieldhockeyontario.com](mailto:info@fieldhockeyontario.com).

Richard Crowell, President





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## Strategic Planning Process & Timeline

PLANNING STEPS	WHO	WHEN
Input from Membership at AGM	Board of Directors	December 2019
Gather information from committees on key recommendations in areas such as high performance, coaching, officiating, membership, clubs, etc.	Committees, members and public	January 2020 - March 2020
Board planning session	Board of Directors	May/June 2020
Distribute draft strategic plan to key stakeholders for feedback and review other PSO strategic plans as available	Board of Directors	July 2020
Strategic plan design for distribution and website	ED	September 2020
Final Approval from BOD	Board of Directors	October 2020
Execute Communications Plan	ED	October - November 2020
Present Final Strategic Plan at AGM	Board of Directors	November 2020





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## Summary of Survey Respondents

**Survey Background:** the FHO Strategic Planning Stakeholder Survey was conducted from April 22 – May 6, 2020. There were 38 total responses.

Stakeholder Group	# of Respondents	% of Respondents that are FHO Members
Club President or Representative	8	100%
Coach	7	100%
Official/Umpire	7	100%
Player	8	100%
Parent	8	75%
Partner (sponsor, facilities rep, school rep, etc.)	0	0%
Involved in the sport of field hockey but lives outside Ontario	0	0%
<i>Total</i>	38	95%





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# Summary of Stakeholder Survey Results

**QUESTION: What is the #1 priority for FHO over the next 5 years?**

## **Club President or Representative Responses**

- The 3 focus points of our organization for the next 5 years are: grassroots programming, expanding membership numbers and the retention of boys.
- In line with our organizational priorities, we have identified some organizational capacities in need of revamping. We must address these areas in order to be better as an organization.
- The capacities which need to be addressed are:
  - Facilities: we must actively lobby within various municipalities to solidify relationships and create opportunities for members to play in new settings.
  - Coaching: we must shift our focus from training more HP coaches to grassroots coaching.
  - Officiating: we must critically analyze the current methods of identifying certified umpires and implement changes in aspects that are lacking.
- Expansion at the grassroots level. This will effectively lead to more coaches and officials down the line. If we generate greater interest within the younger demographic, there will be momentum for years to follow.

## **Coach Responses**

- Emphasis must be placed on the development of players of all levels, from grassroots to high performance.
- Fairness and equitable treatment among all leagues and programs.
- Opportunities for training for coaches with the intention of producing top coaches and national athletes and running and supporting





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opportunities for member clubs and high schools.

- We'd like to see the membership numbers increased, but the retention of members is fundamentally a key focus for sustained organizational success.
- The creation of a strategic plan that identifies the organizational objectives and the strategic measures that must be taken in order to succeed.

### **Player Responses**

- Obtain resources and financial means for the teams that represent Ontario.
- Expansion across all levels of the organization – including players, coaches and umpires.
- Emphasis should be placed on not only representing Ontario at nationals, but winning competitions against rival provinces.
- Reduce the amount of organizational expenses that are incurred.
- Promote the sport of field hockey for boys and girls, women and men.
- Provide high-performance athletes with the tools and information that are necessary to learn and succeed at the university and professional level.

### **Parent Responses**

- Emphasis should be placed on providing greater levels of support for high-performance athletes.
- Substantial efforts should be made to increase the membership numbers.
- Grassroots programming should become a priority.
- Establishment of strategic partnerships with elementary schools and high schools.
- Growth outside of the Greater Toronto Area should be a priority.
- Greater levels of support need to be offered to members.





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## **Official/Umpire Responses**

- Sustainable sources of funding for staff and program development are key to organizational success in the coming years.
- Creating a positive and inclusive atmosphere for all participants.
- Assessing the allocation of resources and creating a revision to provide greater opportunity for the development of officials/umpires.
- Must increase the amount of value derived from the purchasing of a membership.
- Integration of younger coaches and officials.
- Grow the sport of field hockey within the province of Ontario – from increasing awareness to the number of opportunities to play at all levels.
- Must create more opportunities to become certified as an official or umpire in order to ensure the supply of officials/umpires can meet an increased demand.





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## Opportunities and Threats

Opportunities	Threats
<b>Membership</b>	
<ul style="list-style-type: none"> <li>● Membership level for Masters</li> <li>● Update membership site to make sign-up easy and clearly communicate membership benefits</li> <li>● Make club memberships mandatory</li> <li>● Expand number of male players/members</li> <li>● Membership for grassroots participation with a fee structure that encourages them to join</li> </ul>	<ul style="list-style-type: none"> <li>● Too much focus placed on high performance</li> <li>● Need to expand geography outside of the GTA</li> <li>● Favouritism shown towards certain clubs</li> <li>● Membership site is hard to use</li> </ul>
<b>Grassroots Participation</b>	
<ul style="list-style-type: none"> <li>● Regular league play</li> <li>● Community coaches / certify more coaches</li> <li>● Introduce field hockey to kids in school (elementary/middle school)</li> <li>● Offer learn to play opportunities</li> <li>● Have high performance athletes give back by running workshops</li> </ul>	<ul style="list-style-type: none"> <li>● Most athletes don't start playing the sport until high school</li> <li>● Access to facilities, especially outside of the GTA</li> <li>● Other sports compete for people's time</li> </ul>





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Opportunities	Threats
<b>High Performance</b>	
<ul style="list-style-type: none"> <li>• Be transparent in the goals of the program, selection process and pathway</li> <li>• Increase programming available within the Regions to reduce travel</li> <li>• Create opportunities for increased competition both provincially (outside of GTA) and nationally</li> <li>• Coach education and more high-performance coaches not associated with specific clubs</li> <li>• Year-round high-performance opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the base to allow for more programming and regional programming outside of the GTA</li> <li>• Bias towards certain clubs/players</li> <li>• Availability of high-performance coaches</li> <li>• Facilities</li> <li>• Cost is prohibitive for some players/parents</li> </ul>
<b>Coaching</b>	
<ul style="list-style-type: none"> <li>• Offer more courses, advanced training and opportunities for professional development</li> <li>• Train grassroots coaches</li> <li>• Increase coaches' awareness of NCCP pathway</li> <li>• Target retired high performance players to be coaches</li> <li>• Provide online/digital training and certification</li> </ul>	<ul style="list-style-type: none"> <li>• Need new coaches with fresh ideas and perspectives</li> <li>• Most coaches are affiliated with a club</li> <li>• More coach evaluators/assessors needed</li> </ul>
<b>Officiating</b>	





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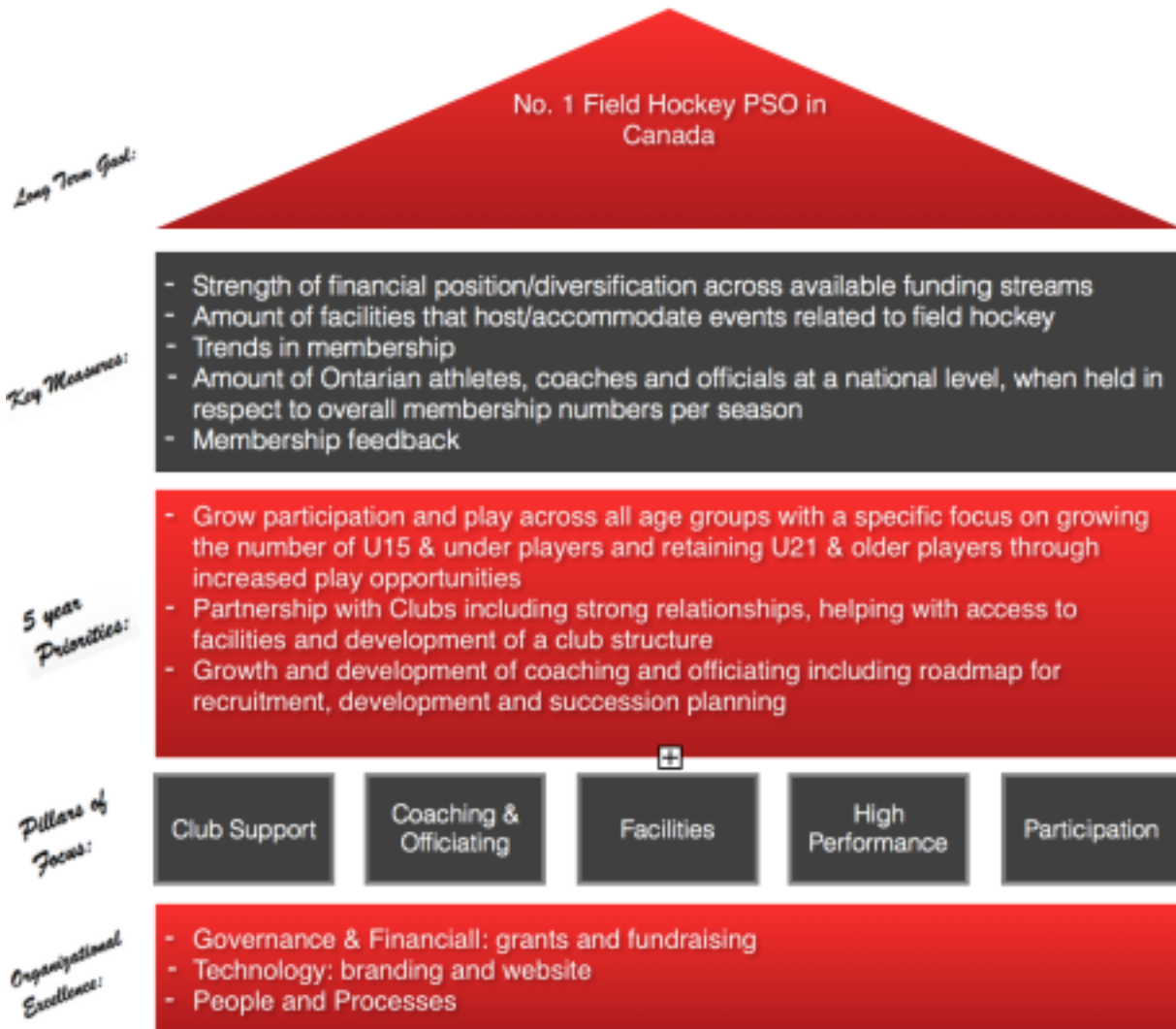
<ul style="list-style-type: none"><li>• Provide professional development opportunities in addition to certification</li><li>• Develop high school students to be officials</li><li>• Mentoring program for officials</li><li>• Implement process for providing feedback to umpires to help them develop</li></ul>	<ul style="list-style-type: none"><li>• Lack of umpires</li><li>• Unacceptable/inappropriate treatment of umpires by parents, coaches and players</li><li>• Assessment process and lack of assessors · Offer more courses to allow umpires to develop</li><li>• Offer online courses</li><li>• Lack of consistency on the rules, need a method to keep officials updated on rule changes</li></ul>
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## Strategic Model





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# Pillars of Focus

## Definitions

Pillars of Focus	Definitions
Club Support	This includes club membership, club support and grants, sanctioning of events and supporting clubs to access facilities
Coaching and Officiating	Combined as these are similar strategically and include certification, mentoring, training and evaluating
Facilities	Includes developing partnerships to run or access regional training centres and running FHO events. Taking over operations of a facility (head office).
High Performance	All things provincial level and higher (players, carding, training and competition)
Participation	This includes: all individual members, outreach programs, schools and play opportunities that are not High Performance

## Club Support

Measures of Success	5 Year Target	Current Baseline	Year 1 Focus
Percentage of clubs with full governance or sustainability plans	Increase by 30% (8 clubs) over current baseline	1 of 28 clubs	Further understanding of what each club currently has in place
Number of sanctioned events with representation across the Province	10 events; combination of leagues and tournaments	0	Creation of criteria for a sanctioned event to be implemented for the





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			2020/2021 season.
Club Satisfaction Survey Response Rate	90% response rate	N/A	Establish and administer Club Satisfaction Survey before AGM
Club Satisfaction Results	Increase the amount of fulfillment	N/A	Establish and administer Club Satisfaction Survey before AGM

## Participation

Measures of Success	5 Year Target	Current Baseline	
Number of U15 players recruited	250 players total over the next 5 years with a target of 50 per year	107	Club support and school programs
Number of players 18+ & # of sanctioned leagues, programs and events available for 18+	20% increase and 5 leagues	N/A	Conduct research into the needs of adult players to develop leagues better suited to their demands
Number of regions offering and FHO supported elementary school program	School programs operating in 7 regions	0	Provide grassroots/U15 program as well as equipment to clubs to run an FHO supported program in elementary schools





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## Coaching and Officiating

Measures of Success	5 Year Target	Current Baseline	
Number of certified coaches in Ontario (Community / Comp-Intro / Comp-Dev)	100% of FHO member coaches must have NCCP certification	12 - Community 10 - Comp-Intro trained 5 - Comp-Intro certified 11 - Comp-Dev trained 0 - Comp-Dev certified	16 Coaches Competition Development Certified
Number of certified officials (Tech & Umpires) in Ontario  (Community/Provincial/Regional/International)	% increase over current baseline	5 Tech Officials  35 Community Umpires  15 Provincial Umpires  5 Regional Umpires  4 National Umpires	Conduct a minimum of 2 Provincial online clinics to certify Officials





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<p>Increase the number of new coaches and officials and development of a succession plan for Provincial Team Coaches</p>	<p>Minimum of 10 new Officials per year to allow for succession planning</p>	<p>1 new coach in 2019/2020</p>	<p>1 new coach in 2019/2020</p> <p>Anyone who makes a U18 Team must take a Community Umpire or Coaching course</p> <p>Creation of a succession plan for coaching and officiating</p>
<p>Number of female coaches and umpires in the sport in Ontario</p>	<p>Double the Number of Female Coaches</p> <p>250 umpires that are current in certification and are FHO members</p>	<p>3 Head Coaches and 12 Assistant Coaches</p> <p>Umpires: 64</p>	<p>Adding 1 female apprentice coach per female team</p> <p>Better collection of data on the number of Umpires and their game assignments</p>





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## Facilities

Measures of Success	5 Year Target	Current Baseline	
<p>Percentage of clubs that are satisfied with access to facilities</p> <p>Number of clubs receiving support from FHO to access facilities</p>	<ul style="list-style-type: none"> <li>- Database exists that breaks down available facilities by region and indoor vs outdoor</li> <li>- specific targets TBC once baseline is established</li> </ul>	<ul style="list-style-type: none"> <li>- Baseline to be developed based on first year survey results</li> <li>- 2 questions on annual survey to clubs to establish baseline</li> </ul>	<ul style="list-style-type: none"> <li>- Work with clubs to understand baseline</li> <li>- Help clubs who approach FHO in accessing facilities</li> <li>- Continue to advocate to municipalities, cities and school boards about the benefits of the sport and access to facilities to play</li> </ul>
<p>Number of multi-year partnerships with regional training centres with priority access to fields and fitness</p>	<ul style="list-style-type: none"> <li>- 3 fully operational centres</li> <li>- Report card score of 80% or higher</li> </ul>	<p>Report card developed to track: Guelph, Kingston &amp; Central</p>	<p>Development of the report card for further clubs</p>
<p>Existence of an FHO owned and operated home facility to run events, programs and office space</p>	<p>Create a fully functional hub for all activities conducted by FHO to run from</p>	<p>No permanent facilities</p>	<p>Advocate field hockey requirements to the City of Brampton while they are developing Victoria Park</p>





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## High Performance

Measures of Success:	5 Year Target:	Current Baseline:	Year 1 Focus:
High Performance Funding: Grants (QFC, Trillium OHPSI, coaching, HP) and sponsorship	Sufficient and sustainable funds to: - Hire a technical coordinator - Reduce HP program costs by 10-30%	- Baseline to be developed based on first year survey results - 2 questions on annual survey to clubs to establish baseline	- Work with clubs to understand baseline - Help clubs who approach FHO in accessing facilities - Continue to advocate to municipalities, cities and school boards about the benefits of the sport and access to facilities to play
Increases in the number of certified coaches from Ontario at national and international levels (indoor and outdoor)	Increase # of coaches and umpires at national/international levels	- 3 Indoor Coaches - 0 Outdoor Coaches - 2 Umpires	Increase the number of certified coaches and umpires
FHC sanctioned event preferred host	Host biannual indoor/ outdoor senior men's and women's training/Carding camps, international test matches, World Cup qualifier Host a minimum of 1-2 indoor and 1 outdoor international events	2019/20 FHC nationals, FHC indoor centralized training	Advocate field hockey requirements to the City of Brampton while they are developing Victoria Park





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## Organizational Excellence

Financial			
Measures of Success:	5 Year Target:	Current Baseline:	1 Year Focus:
<p><b><u>Increase in Revenue:</u></b></p> <p>Number of grants and sponsorships Increase in membership revenue</p> <p>Maintenance of 6-11 months cash flow reserve within the annual operating budget</p>	<p><b><u>Revenue:</u></b></p> <p><b>Grants: 3</b></p> <p><b>Sponsorships:</b></p> <p><b>10 Members:</b></p> <p>1800 registered members</p> <p>Work to identify the population of field hockey players in Ontario</p> <p><b><u>Cash Flow Reserve:</u></b></p> <p>Annual operating budget maintains a 6-11 months cash flow reserve</p>	<p><b>Grants: 1</b></p> <p><b>Sponsorships: 6</b></p> <p><b>Members:</b> (as of March 2020)</p> <p>492 Registered Members</p>	<p>Apply for Ontario Trillium Fund</p> <p>Revisit membership fees structure</p>





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<b>Governance</b>			
<b>Measures of Success:</b>	<b>5 Year Target:</b>	<b>Current Baseline:</b>	<b>1 Year Focus:</b>
Increase in internal governance policies  (ex: conflicts of interests, constitution of the board, controls for managing finance, standards operations procedure, succession planning)	100% of policies and procedures updated on a 3-year rotation with the addition of new required policies on an annual basis	Policies and procedures exist but are outdated	Review and update existing policies to ensure they are relevant and develop a plan for proper enforcement of the policies

<b>Marketing &amp; Communication</b>			
<b>Measures of Success:</b>	<b>5 Year Target:</b>	<b>Current Baseline:</b>	<b>1 Year Focus:</b>
New followers on social media  New hits on website  Timeliness and consistency of communication to members	Improve marketing, communication and engagement efforts with all stakeholders	<b>As at January 2020:</b>  Twitter - 815  Facebook -1417  Instagram - 669  LinkedIn - 28  Website - N/A	Develop a 5-year Marketing & Communications plan  Continue to refine communication plan/schedule to deliver key messages to members on a timely and consistent basis and incorporate changes based on feedback received through surveys. Investigate tools/technologies that could support consistent and relevant communication with members. Also





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			investigate communication methods outside of social media such as newsletters.
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