



# FIELD HOCKEY ONTARIO STRATEGIC PLAN 2016 - 2020





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# ACKNOWLEDGMENTS

Field Hockey Ontario (FHO) would like to gratefully acknowledge the support of the Ontario Ministry of Tourism, Culture and Sport for their generous contribution to the development of this plan.

The FHO Board of Directors draws together a diverse group of talented individuals who care about making a difference to our sport. The Board fully supported the development of the plan and has endorsed its implementation over the next four years.

Ramandeep Brar, Catherine Campbell, Brenda Carvalho, Jesse Carvalho, Joseph Fernando, Sukhinderpal Singh Bhatia, Dou-Hee Hong, Navtej Sidhu, Diane Huneault.

The Board would like to acknowledge the hard work and commitment of the Strategic Planning Committee members struck to steward the strategic planning process:

- Dina Bell-Laroche, Partner, Sport Law & Strategy Group
- Kathy Hare, Associate, Sport Law & Strategy Group
- Dou-Hee Hong, FHO Board member
- Diane Huneault, FHO Board member

# MESSAGE FROM THE PRESIDENT

On behalf of the Board of Directors, I would like to thank the clubs, coaches, officials, athletes, and volunteers who contributed to the development of this plan.

As the newly elected President it was perfect timing for me to spend three days with other passionate and dedicated field hockey contributors from across our province. Together we spoke about creating a collective vision to grow field hockey across Ontario. This means:

- providing more opportunities for boys and girls to play our beautiful sport.
- providing support to the clubs who offer programs to players.
- ensuring we have enough qualified coaches and officials to support the growth of the game.
- offering age and developmentally appropriate programs for players at all stages.
- fielding more athletes to the national team program.
- connecting as a community through our shared passion for field hockey. The ties that bind us are strong and resilient – we come together as neighbours and leave as friends. It's what we do.

Sincerely,

Ramandeep Brar  
President, FHO

# STRATEGIC PLANNING PROCESS

The FHO Board agreed last spring that a strategic plan would be an important tool to guide the organization's future activities. It further agreed that it would be important to have the assistance of a consultant who had experience and expertise to guide the process. Dina Bell-Laroche, Partner with the Sport Law & Strategy Group was hired to support the work of the Board on the strategic planning project. A Strategic Planning Committee (SPC) was created to help steward the process and numerous conversations and conference calls were held to identify the best methods to engage the various field and indoor hockey stakeholders, review and renew the organization's commitment to its mission, vision and values, and to plan for a strategic planning workshop. In addition, a survey was issued between January 20 and February 5, 2016 with responses from 100 field hockey enthusiasts who offered their opinion on the future of FHO. A copy of the Survey Report is available on the website at [www.fieldhockeyontario.com](http://www.fieldhockeyontario.com).

A strategic planning workshop was held on February 26-28, 2016 with 11 participants including coaches, administrators, builders, volunteer Board members, community leaders, parents, and athletes. The three day workshop provided an opportunity to refine the foundational statements, identify the most important goals and objectives FHO should focus on to 2020, and create enthusiasm among the volunteers who committed to supporting the achievement of the identified priorities to 2018. The goal of the planning process was to inform, educate and build trust among participants that would foster a spirit of collaboration among field hockey leaders so that a growing number would become involved in implementing the strategies that will support the growth and strengthen the positive impact that our sport can have in the province.



# WHO WE SERVE

FHO serves the approximately 25 clubs who provide field hockey programming across Ontario. The organization is also the liaison between the national office of Field Hockey Canada and the 1750 Ontario members. In addition, FHO provides training and educational opportunities to coaches and officials to help enhance their knowledge of the sport.

As a leader in the development of field hockey in Ontario, FHO serves as an important voice in the growth and development of the game. As such, FHO is committed to working in closer alignment with Field Hockey Canada to help support the delivery of quality programs and services to athletes, coaches, and officials.



# OUR CURRENT ENVIRONMENT

An important consideration when developing FHO's strategic plan was to take into account the environment in which it operates. An important factor for FHO is that the organization has had to rely exclusively on volunteer contributions to support the sustainability of the sport over the past decade. There is an acknowledgement that moving forward, the organization will need to be open to changing the way it carries out its business to ensure the successful achievement of its vision of Growing the Sport, Together, over the next four years.

The following insights drawn from the survey respondents were taken into account when considering the future of FHO:

- Focus on club development and grass roots growth of the sport
- Focus on coaching education to ensure that we have the required number of coaches to support the growth of the sport
- Desire for FHO to support more than just high performance players
- Governance needs to be a priority as the lack of capacity is impacting growth of sport
- Need to communicate more effectively who we are and what we do. There is also a desire to connect more as a field hockey community
- Need to get our house in order by ensuring that we have the right structure in place, that our governance model supports the achievement of our mission, and that our by-laws are reviewed to ensure minimum compliance with legal standards.



# MISSION, VISION & VALUES

During the strategic planning process, the Strategic Planning Committee and the participants during the workshop carefully reviewed what the respondents had to say about the future of the organization and the foundational statements that would govern the way ahead. The following statements reflect the voices of the 110 people who contributed their opinions and beliefs through the survey or during the workshop.

## MISSION

Our mission statement clearly articulates what FHO does and for whom it serves. It provides a connecting force to remind stakeholders what the organization stands for. Our mission is:

**Field Hockey Ontario is the provincial association that leads, grows and promotes the sport by engaging clubs, developing qualified coaches and officials, and supporting athletes at all stages.**

## VISION

Our vision statement is the long-term desired state of FHO. It is a powerful and bold statement of our preferred future. Our vision signals a desire to work in collaboration with each other, in a way that supports the growth of the game:

**Growing the Sport, Together**



# MISSION, VISION & VALUES

## VALUES

Values are statements of belief that express what an organization most believes in. FHO brings together Ontarians through our shared passion for field and indoor hockey. We believe that by living these values and the principles of True Sport, our sport will make a positive impact on all participants.

**We believe in...**

**Integrity is at the heart of what we do:** We are open and honest. We proactively communicate. We make ethical decisions that reflect our values.

**A culture of excellence:** We implement quality standards, programs and practices. We lead by example. We create a resilient environment that continuously improves.

**Respectful engagement:** We welcome diverse perspectives. We foster positive relationships. We promote the principles of True Sport on the field of play.

**Community spirit:** We connect around our shared passion. We fuel a pride of belonging. We honour our cultural mosaic.

Field Hockey Ontario also believes in the Principles of True Sport that describe the kind of sport experience Canadians say they want to see reflected on the field of play. The Board has endorsed these Principles and it is our hope that every FHO Club endorses them too.



# TRUE SPORT PRINCIPLES

## GO FOR IT

Rise to the challenge – always strive for excellence.  
Discover how good you can be.

## PLAY FAIR

Play honestly - obey both the letter and spirit of the rules.  
Winning is only meaningful when competition is fair.

## RESPECT OTHERS

Show respect for everyone involved in creating  
your sporting experience, both on and off the field.  
Win with dignity and lose with grace.

## KEEP IT FUN

Find the joy of sport.  
Keep a positive attitude both on and off the field.

## STAY HEALTHY

Place physical and mental health above all other  
considerations - avoid unsafe activities.  
Respect your body and keep in shape.

## INCLUDE EVERYONE

Share sport with others.  
Ensure everyone has a place to play

## GIVE BACK

Find ways to show your appreciation for the community  
that supports your sport and helps make it possible.

# GOALS AND OBJECTIVES

The FHO stakeholders came together over various timeframes during the strategic planning process to determine what the organization should focus on over the next four years to achieve its vision and fulfill its mission to 2020. The following goals and objectives reflect what the field hockey community strongly believes is required for success, providing a clear direction of where the organization is headed over the next four years.

The goals are defined as the critical areas of priority in fulfilling FHO's mission, achieving our vision, and living our values.



## GOAL 1 - ENHANCED GOVERNANCE

We will have the required structure in place to achieve our goals.

We know we will be successful when:

- We have revised our Board of Directors & Committee structure
- We have reviewed and updated our bylaws
- We have reviewed and updated our governing policies and procedures to better manage the organization
- We have the financial resources to support the hiring of a part-time administrator

## GOAL 2 - ENHANCED TECHNICAL LEADERSHIP

We will improve our education and training of officials and coaches to support athletic excellence at all stages of LTAD.

We know we will be successful when:

- We have increased the number of coaches, technical officials and umpires by 50 each
- We have created a junior mentorship program for coaches

## GOAL 3 - ENHANCED CLUB DEVELOPMENT

We will strengthen our relationships and help build club capacity.

We know we will be successful when:

- We have increased the number of players registered with FHO by 500
- We have created a platform for clubs to engage with FHO
- We have created a competitions framework for clubs

## GOAL 4 - ENHANCED IMAGE

We will promote what we do and ensure there is greater recognition of our sport

We know we will be successful when:

- We have increased the trust among registered participants in FHO.
- We have well defined relationships with our external stakeholders

# MONITORING OUR PROGRESS

FHO has developed an operational plan that outlines the process and tactics we will use to achieve our goals outlined in this strategic plan. We have also identified the priority areas that we believe are the most important to focus on over the next two years.

To support our work, we will focus on monitoring and measuring progress in the following five key areas as we believe these are the most important milestones to achieve to 2020.

These key areas are:

	INDICATORS	BASELINE	TARGET
REACH	<ul style="list-style-type: none"> <li>The number of registered participants</li> <li>The number of clubs</li> <li>The number of U12 teams at May Meltdown</li> </ul>	<ul style="list-style-type: none"> <li>1750 (80% female; 20% male)</li> <li>25</li> <li>12</li> </ul>	<ul style="list-style-type: none"> <li>2250 (70% female; 30% male)</li> <li>30</li> <li>24</li> </ul>
PERFORMANCE	<ul style="list-style-type: none"> <li>The number of Ont. athletes on Canada</li> <li>The number of coaches certified</li> <li>The number of officials certified</li> </ul>	<ul style="list-style-type: none"> <li>10%</li> <li>TBC</li> <li>TBC</li> </ul>	<ul style="list-style-type: none"> <li>30%</li> <li>100% of Club teams have certified coaches.</li> <li>All officials are certified as required</li> </ul>
BRAND	<ul style="list-style-type: none"> <li>Satisfaction of our clubs with FHO</li> <li>The number of hits on FHO online media</li> </ul>	<ul style="list-style-type: none"> <li>No Baseline</li> </ul>	<ul style="list-style-type: none"> <li>Greater than 70%</li> </ul>
FINANCIAL	<ul style="list-style-type: none"> <li>Diversification of funding sources</li> <li>Membership revenue</li> <li># of sponsors</li> </ul>	<ul style="list-style-type: none"> <li>3</li> <li>\$36,300</li> <li>1</li> </ul>	<ul style="list-style-type: none"> <li>5</li> <li>\$45,000</li> <li>3</li> </ul>





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