



2021

TEAM STRATEGY 2021-2026

Field Hockey Alberta





**FIELD HOCKEY ALBERTA IS COMMITTED
TO THE TRUE SPORT PRINCIPLES**

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 of play. 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 of play.

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.



VISION

Dedicated to building the strong, sustainable field hockey community in Alberta

MISSION STATEMENT

To make field
hockey the
premier sport in
Alberta

Team strategy 2021-2026



2021

FOUNDATIONAL PILLARS

2021



Governance



Grassroots



High Performance



Regional Development



Coaching



Officials



Facilities



GOVERNANCE

GOVERNANCE PRIORITIES

2021

1. Policy Development
2. AFHA Bylaw Update
3. AFHA Board Recruitment
4. Alignment with Field Hockey Stakeholders

POLICY DEVELOPMENT

2021

Timeline 2019-2026

- Contact Sport Law about policy updates 2019
- Contact Sport Law about policy updates 2019
- Review new policy manual 2020-2021
- Review draft policies at board meetings January – March 2021
- Adopt draft policies by May 1, 2021
- Review and adopt policies annually 2022-2026

AFHA BYLAWS

2021

Timeline 2019-2026

- Contact Sport Law about Bylaw Update 2019
- Form Bylaw review committee 2021
- Committee to work with Sport Law to create new Bylaws 2021
- Propose new Bylaws at September 2021 AGM
- Adopt new Bylaws at September 2022 AGM
- 2022-2026 Update Bylaws as required

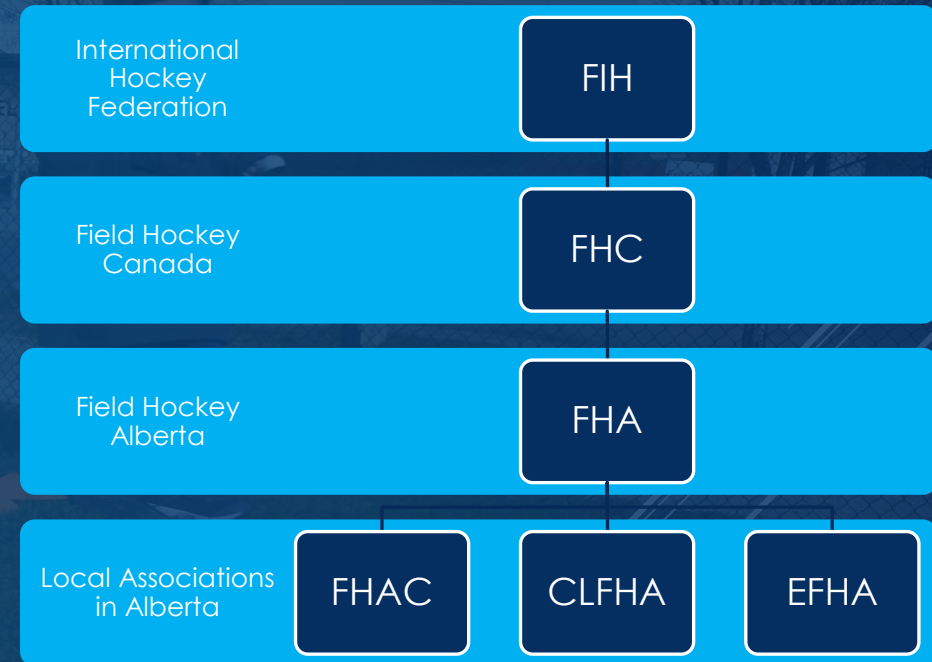
AFHA BOARD RECRUITMENT

Timeline 2021-2026

- Create board onboarding package by end of 2021
- Create document with clear expectations and descriptions of each position by end of 2021
- Create board recruitment strategy by end of 2022 to reflect the evolution of the organization

ALIGNMENT WITH FIELD HOCKEY STAKEHOLDERS

- As a Provincial Sport Organization, AFHA must align vertically with key stakeholders:
 1. *To evolve the sport in Alberta*
 2. *To implement rules and standards of play*
 3. *To develop athletes and members and promote opportunities for Albertans*





GRASSROOTS DEVELOPMENT

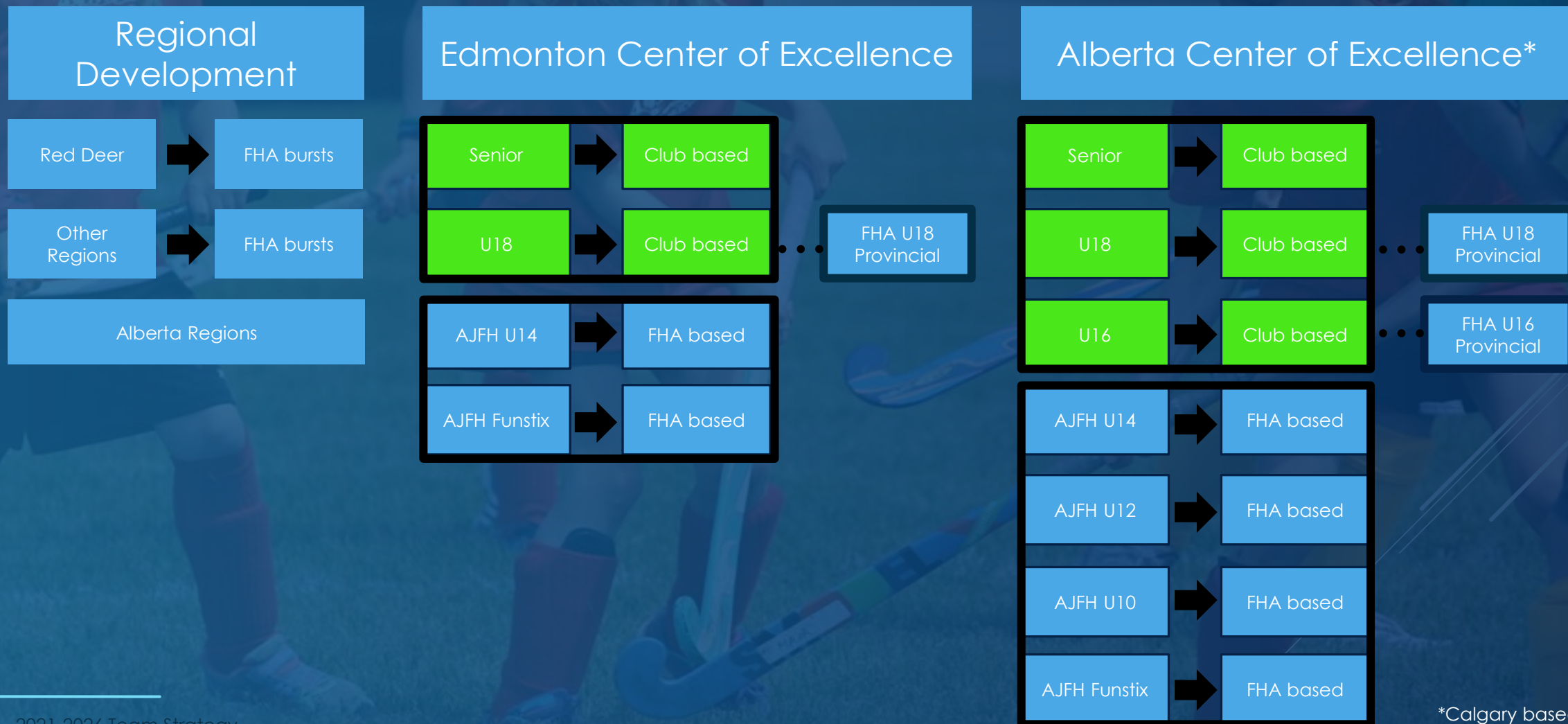
GRASSROOTS PRIORITIES

2021

1. Grow grassroots base by significantly increasing members in Funstix to U12 age groups
2. Deliver consistent training model province-wide
3. Develop and mentor grassroots coaches in line with provincial goals
4. Produce quality umpires through provincial umpire development plan
5. Foster development of local associations and clubs.

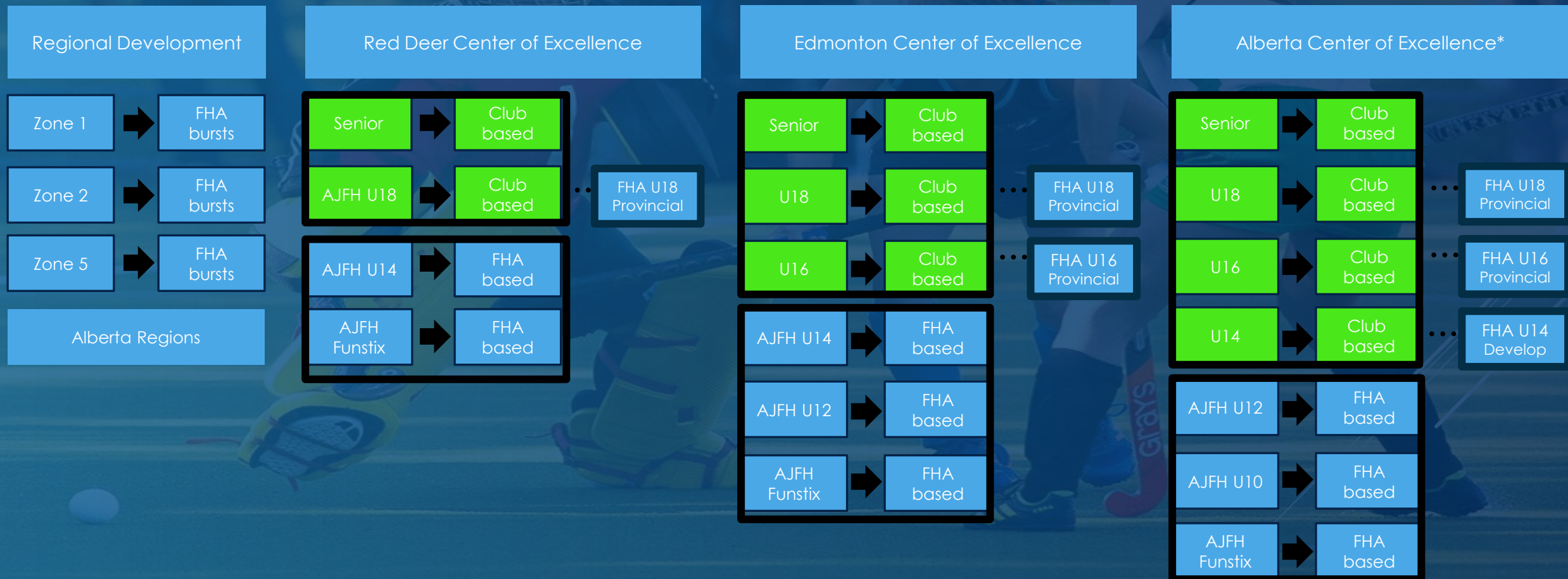
GRASSROOTS STRUCTURE 2021-2023

2021



GRASSROOTS STRUCTURE 2023-2025

2021



ALBERTA YOUTH PROGRAM DESCRIPTION

| Group | Age | Multi-sport Program* | Single Sport Program** | Practice Length | Games | Program Content | Coaches |
|---------------|---------|---|------------------------|-----------------|---|--|--|
| Funstix Minis | 5 - 6 | 1 FH practice ^[1] +1 partner sport /wk | 1 FH practice/wk | 1 hour | Monthly Multisport Festival No Games | FHA standard | FHA trained |
| Funstix | 7 - 8 | 1 FH practice +1 partner sport /wk | 1 FH practice/wk | 1 hour | 3vs3 games + Monthly Festival | FHA standard | FHA trained |
| U10 | 9 - 10 | 1 FH practice +1 partner sport /wk | 1 FH practice/wk | 1 hour | Outdoor: 6vs6 Indoor: 3vs3 | FHA standard | FHA trained |
| U12 | 11 - 12 | Every 2 wks, 3 FH practices + 1 multisport practice | 1 FH practice/wk | 1.5 hours | Outdoor: 8vs8 Indoor: 6vs6 | FHA standard | 1 primary coach per team FHA trained |
| U14 | 13 - 14 | 2 FH practices /wk Incorporating FH + multisport in each | 1-2 FH practices /wk | 1.5 hours | Outdoor: 8vs8 Indoor: 6vs6 | FHA standard until 2023, then transition to Club developed | 1 primary coach per team FHA trained until 2023, then transition to Club mentored |
| U16 | 15 - 16 | NA | 1-2 FH practices /wk | 1.5 hours | Outdoor: 11v11 Indoor: 6vs6 | Club developed | Club mentored |
| U18 | 17 - 18 | NA | 1-2 FH practices /wk | 1.5 hours | Outdoor: 11v11 Indoor: 6vs6 | Club developed | Club mentored |



HIGH PERFORMANCE

HIGH PERFORMANCE PRIORITIES

2021

1. Create and implement a clear high performance pathway
2. Improve the overall level of play through coach development and stronger facilities
3. Create strong relationships with governing bodies and ensure FHC training centers in Alberta
4. Alignment and development of the university field hockey programs

HIGH PERFORMANCE TEAMS

| | |
|-------------------|---|
| Program | FHA High Performance U18, U16 & U14 development |
| Membership | FHA High Performance membership (provincial program) |
| Training | Weekly training environment: 1 field hockey session per week (Fridays) Exception during fall season as preparation for Nationals |
| Games | Outdoor 11vs11; Indoor 6vs6 Tournament based games (National championships, regional championship, etc.) |
| Other | When player capacity is reached, selections based on level All players and coaches will be evaluated through Skillshark |

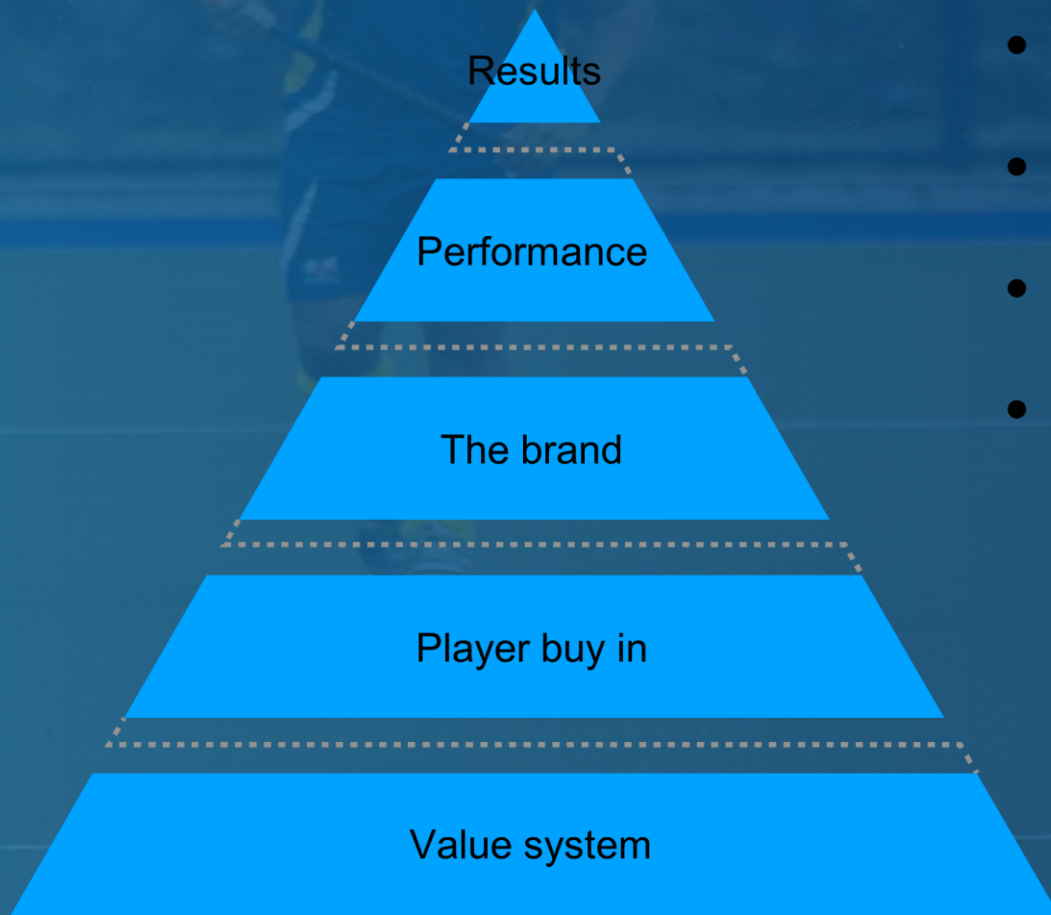
| HP centres | 2021 | 2022 | 2023 | 2024 | 2025 |
|--------------------------|---------------------------------------|--------------------------------------|--|--|--|
| Alberta (Calgary) | Provincial WU23/U18 /U16 NG U18 | Provincial WU23/U18/U16 NG U18 | Provincial U23/U18/U16/U14D NG U18/U16 | Provincial U23/U18/U16/U14D NG U18/U16 | Provincial U23/U18/U16/U14D NG U18/U16 |
| Edmonton | Provincial U18 | Provincial U18 | Provincial U18/U16 | Provincial U18/U16 | Provincial U23/U18 /U16 NG U18 |
| Red Deer | | | Provincial U18D | Provincial U18D/HP CAMP | Provincial U18D/U16D |
| TBD | | | Provincial U18D | Provincial U18D/HP CAMP | Provincial U18D/U16D |

*DIGITAL LEARNING ENVIRONMENT WILL BE INSTALLED WITHIN ALL HP TEAMS

HIGH PERFORMANCE PLANNING

PERFORMANCE PYRAMID

2021



- Creation of the FHA Identity
- Creation of the FHA athlete
- Recognizable playing style
- AJP and HP are connected through the performance pyramid

FIELD HOCKEY CANADA

2021

“Create strong relationships with governing bodies and ensure FHC training Centers in Alberta”

- Next Gen Level 2 training center
- Indoor NTC

NEXT GEN LEVEL 2 TRAINING CENTER

| | |
|-------------------|--|
| Program | FHC Next Gen U16 & U18 |
| Membership | FHA + FHC Next Gen Membership |
| Training | 1 field hockey session and 1 S&C session per week Training sessions preferably on Fridays, NG athletes will have a double training (1xNG&1xFHA). 1.5 hour training sessions |
| Games | FHC Organized events |
| Other | FHC Selected, FHA Identified Training center aligns with FHC Vision |

NATIONAL INDOOR TRAINING CENTER

| | |
|-------------------|---|
| Program | FHC National indoor training center |
| Membership | FHC membership |
| Training | FHC training |
| Games | Tournament based |
| Other | Alignment with FHC to become the/on of the national indoor training centers |

UNIVERSITY FIELD HOCKEY PROGRAMS

2021

“Alignment and development within the University Field Hockey programs”

- Increase partnership with university programs through coaching, programming and facilities
- Promotion and expansion of University programs in quantity, quality and gender



COACHING

COACHING PRIORITIES

2021

1. Minimum Coaching Requirements
2. Minimum Coaching Education Requirements from FHC
3. Developing our Coaches through the NCCP
4. Equipping our Coaches with Excellent Resources

COACHING REQUIREMENTS 2021

2021

All FHA Coaches, regardless of the age or level that they are coaching must have the following prerequisites:

- 1. Making Ethical Decisions (MED)** –multisport module available from NCCP. *Online Evaluation must be completed prior to receiving accreditation*
- 2. Making Headway** – NCCP free module can be found in the eLearning area when signed into The Locker
- 3. Safesport Training** – NCCP free module can be found in the eLearning area when signed into The Locker
- 4. Criminal Record Check** –All coaches must have a current CRC on file with FHA.

FHA proudly supports the Responsible Coaching Movement

| | | | | | | |
|---|--|---|---|---|---|---|
| | Updated from ^[1] _[SEP] 2017 plan | 2021 | 2022 | 2023 | 2024 | 2025 |
| CLUB | | | | | | |
| Description: A club program is hosted by a local organization that is a member of the PSO. Club programs are targeted at growing the sport within a specific community or local region. These teams may participate in leagues, tournaments or traveling opportunities. Recreational club programs can be described as open to all athletes, regardless of ability or experience. <u>Recreational programs</u> do not hold tryouts and have no standard of skill or execution in order to participate. <u>Competitive programs</u> are those that require tryouts to participate, have clearly stated skill and execution requirements in order to participate and are selective in their roster positions. (ie: some athletes are cut or are deemed ineligible) | | | | | | |
| SAFESPORT MANDATORY REQUIREMENTS Note: Untrained Safesport coaches MAY NOT work with athletes. | MED + Evaluation ^[1] _[SEP] Making Headway ^[1] _[SEP] Current Criminal Record Check | MED + Evaluation ^[1] _[SEP] Making Headway ^[1] _[SEP] Current Criminal Record Check ^[1] _[SEP] Recommended ^[1] _[SEP] CAC SafeSport Module | MED + Evaluation ^[1] _[SEP] Making Headway ^[1] _[SEP] Current Criminal Record Check ^[1] _[SEP] Recommended ^[1] _[SEP] CAC SafeSport Module | MED + Evaluation ^[1] _[SEP] Making Headway ^[1] _[SEP] Current Criminal Record Check ^[1] _[SEP] Recommended ^[1] _[SEP] CAC SafeSport Module | MED + Evaluation ^[1] _[SEP] Making Headway ^[1] _[SEP] Current Criminal Record Check ^[1] _[SEP] Recommended ^[1] _[SEP] CAC SafeSport Module | MED + Evaluation ^[1] _[SEP] Making Headway ^[1] _[SEP] Current Criminal Record Check ^[1] _[SEP] Recommended ^[1] _[SEP] CAC SafeSport Module |
| RECREATIONAL YOUTH CONTEXT | | | | | | |
| U10 + under | NCCP Community | NCCP Community | NCCP Community | NCCP Community | NCCP Community | NCCP Community |
| U13 Recreational | NCCP Community | NCCP Community | NCCP Community | NCCP Community | NCCP Community | NCCP Community |
| U13-U18 Recreational League Teams | Comp Intro In Training | Comp Intro In Training ^[1] _[SEP] 1 MS Modules | Comp Intro In Training ^[1] _[SEP] 3 MS Modules | Comp Intro In Training ^[1] _[SEP] FH Workshop Complete | | Comp Intro Trained ^[1] _[SEP] + Continuing Ed |
| FAILURE TO COMPLY: ^[1] _[SEP] RECREATIONAL CONTEXT | | Notification issued by FHC / PSO regarding expectations | Untrained SafeSport coaches may not work with athletes. Subject to a \$200 fine issued by the PSO. | | | |
| COMPETITIVE YOUTH CONTEXT | | | | | | |
| U13-U16 Competitive | Comp Intro In Training | Comp Intro In Training ^[1] _[SEP] 2 MS Modules | Comp Intro In Training ^[1] _[SEP] 4 MS Modules | Comp Intro In Training ^[1] _[SEP] FH Workshop Complete | Comp Intro Trained | Comp Intro Trained ^[1] _[SEP] + Continuing Ed |
| U18-U23 Competitive Leagues or ^[1] _[SEP] Travel Teams | Comp Dev In Training | Comp Dev In Training ^[1] _[SEP] 2 MS Modules | Comp Dev In Training ^[1] _[SEP] 5 MS Modules | Comp Dev In Training ^[1] _[SEP] FHC Workshop Complete | Comp Dev In Training ^[1] _[SEP] 8 MS Modules | Comp Dev Trained ^[1] _[SEP] + Continuing Ed |
| FAILURE TO COMPLY: ^[1] _[SEP] COMPETITIVE CONTEXT | | Untrained SafeSport coaches may not work with athletes. Letter of Warning issued by FHC / PSO. | Untrained SafeSport coaches may not work with athletes. Letter of Warning issued by FHC / PSO. | Untrained SafeSport coaches may not work with athletes. Letter of Warning issued by FHC / PSO. | Club can be immediately fined \$200 for each Non-Compliant team. | Non-Compliant teams may be ineligible for registration in league, tournament or any events hosted by the PSO, or PSO members. ^[1] _[SEP] Fined \$500 |

| Competition Category | Updated from 2017 plan | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|---|--|--|---|---|---|
| <div>DEVELOPMENT PROGRAMS</div> <div> Description: These are tryout based programs in which an athlete must be evaluated and selected in order to participate. 1. Programs operating within private (either non-profit OR for profit) academy organizations that may be training for competition outside the country, travel tournaments or other competitive training environments. 2. PSO organized developmental training environments outside club or provincial teams i.e. Regional Training opportunities. </div> | | | | | | |
| SAFESPORT MANDATORY REQUIREMENTS: Note: Untrained Safesport coaches MAY NOT work with athletes. | MED + Evaluation Making Headway Current Criminal Record Check | MED + Evaluation Making Headway Current Criminal Record Check Recommended CAC SafeSport Module | MED + Evaluation Making Headway Current Criminal Record Check Recommended CAC SafeSport Module | MED + Evaluation Making Headway Current Criminal Record Check Recommended CAC SafeSport Module | MED + Evaluation Making Headway Current Criminal Record Check Recommended CAC SafeSport Module | MED + Evaluation Making Headway Current Criminal Record Check Recommended CAC SafeSport Module |
| Head Coach U16 | Comp Intro In Training | Comp Intro In Training 1 MS Modules | Comp Intro In Training 4 MS Modules | Comp Intro In Training FH Workshop Complete | Comp Intro Trained Portfolio Submitted | Comp Intro Certified |
| Assistant Coach U16 | Comp Intro In Training | Comp Intro In Training 1 MS Modules | Comp Intro In Training 2 MS Modules | Comp Intro In Training 5 MS Modules | Comp Intro In Training FH Workshop Complete | Comp Intro Trained Portfolio Submitted |
| Head Coach U18 | Comp Dev In Training | Comp Dev In Training 2 MS Modules | Comp Dev In Training 4 MS Modules | Comp Dev In Training 6 MS Modules | Comp Dev In Training FHC Workshop Complete | Comp Dev Trained Portfolio Submitted |
| Assistant Coach U18 | Comp Intro In Training | Comp Intro Trained OR Comp Dev In Training 1 MS Module | Comp Dev in Training 3 MS Modules | Comp Dev In Training 5 MS Modules | Comp Dev In Training 8 MS Modules | Comp Dev In Training FHC Workshop Complete |
| Managers any level | | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites |
| FAILURE TO COMPLY: | | Untrained SafeSport coaches may not work with athletes. Letter of Warning issued by FHC / PSO | Untrained SafeSport coaches may not work with athletes. Letter of Warning issued by FHC / PSO | Organization can be fined \$200 for each Non-Compliant team. Will affect membership standing with PSO/NSO | Organization can be fined \$500 for each Non-Compliant team. Will affect membership standing with PSO/NSO | Organization can be fined \$500 for each Non-Compliant team. Will affect membership standing with PSO/NSO |

| Competition Category | Updated from [SEP]2017 plan | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|---|--|--|--|--|--|
| <div> <div>PROVINCIAL HIGH PERFORMANCE PROGRAMS</div> </div> | | | | | | |
| Description: PSO organized developmental training environments are for targeted and selected athletes. [SEP]Provincial High Performance Programs train teams for competition at the FHC National Championships.[SEP]The following are the annual minimum standards that will be enforced for all Provincial Teams and FHC National Events. | | | | | | |
| SAFESPORT MANDATORY REQUIREMENTS[SEP]Note: Untrained Safesport coaches MAY NOT work with athletes. | MED + Evaluation[SEP]Making Headway[SEP]Current Criminal Record Check | MED + Evaluation[SEP]Making Headway[SEP]CAC SafeSport Module[SEP]Current Criminal Record Check | MED + Evaluation[SEP]Making Headway[SEP]CAC SafeSport Module[SEP]Current Criminal Record Check | MED + Evaluation[SEP]Making Headway[SEP]CAC SafeSport Module[SEP]Current Criminal Record Check | MED + Evaluation[SEP]Making Headway[SEP]CAC SafeSport Module[SEP]Current Criminal Record Check | MED + Evaluation[SEP]Making Headway[SEP]CAC SafeSport Module[SEP]Current Criminal Record Check |
| Head Coach U16 | Comp Dev Certified | Comp Intro In Training[SEP]2 MS Modules | Comp Intro In Training[SEP]5 MS Modules | Comp Intro In Training[SEP]FH Workshop Complete | Comp Intro Certified | Comp Intro Certified |
| Assistant Coach U16 | Comp Intro Certified | Comp Intro In Training[SEP]1 MS Modules | Comp Intro In Training[SEP]3 MS Modules | Comp Intro In Training[SEP]5 MS Modules | Comp Intro In Training[SEP]FH Workshop Complete | Comp Intro Trained[SEP]Portfolio Submitted |
| Head Coach Tier 1 U18 | Comp Dev Certified | Comp Dev In Training[SEP]2 modules complete | Comp Dev in Training [SEP]6 MS Modules | Comp Dev In Training[SEP]FHC Workshop Complete | Comp Dev Trained[SEP]Portfolio Submitted | Comp Dev Certified |
| Assistant Coach Tier 1 U18 | Comp Dev Trained | Comp Dev In Training[SEP]1 modules complete | Comp Dev in Training [SEP]4 MS Modules | Comp Dev In Training[SEP]8 MS Modules | Comp Dev In Training[SEP]FHC Workshop Complete | Comp Dev Trained[SEP]Portfolio Submitted |
| Head Coach Tier 2 U18 | | Comp Dev In Training[SEP]1 modules complete | Comp Dev in Training [SEP]4 MS Modules | Comp Dev In Training[SEP]8 MS Modules | Comp Dev In Training[SEP]FHC Workshop Complete | Comp Dev Trained[SEP]Portfolio Submitted |
| Assistant Coach Tier 2 U18 | | Comp Dev In Training[SEP]1 modules complete | Comp Dev in Training [SEP]4 MS Modules | Comp Dev In Training[SEP]8 MS Modules | Comp Dev In Training[SEP]FHC Workshop Complete | Comp Dev Trained[SEP]Portfolio Submitted |
| Head Coach U23 | Comp HP Certified | Comp Dev In Training[SEP]2 modules complete | Comp Dev In Training[SEP]FHC Workshop Complete | Comp Dev Certified | Comp Dev Certified | Comp Dev Certified |
| Assistant Coach U23 | Comp Dev Certified[SEP]Comp HP Trained | Comp Dev In Training[SEP]2 modules complete | Comp Dev In Training[SEP]6 MS Modules | Comp Dev In Training[SEP]FHC Workshop Complete | Comp Dev Certified | Comp Dev Certified |
| IST | | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites |

| Competition Category | Updated from ^[L] _[SEP] 2017 plan | 2021 | 2022 | 2023 | 2024 | 2025 |
|---|--|--|--|--|--|--|
| UNIVERSITY PROGRAMS - RECOMMENDED STANDARDS | | | | | | |
| Description: It is the recommendation of Field Hockey Canada that University Varsity Teams competing within the Usport Structure support the development, excellence and growth of field hockey coaching in Canada through the following recommended coaching standards | | | | | | |
| SAFESPORT MANDATORY REQUIREMENTS ^[L] _[SEP] Note: Untrained Safesport coaches MAY NOT work with athletes. | | MED + Evaluation ^[L] _[SEP] Making Headway ^[L] _[SEP] CAC SafeSport Module ^[L] _[SEP] Current Criminal Record Check | MED + Evaluation ^[L] _[SEP] Making Headway ^[L] _[SEP] CAC SafeSport Module ^[L] _[SEP] Current Criminal Record Check | MED + Evaluation ^[L] _[SEP] Making Headway ^[L] _[SEP] CAC SafeSport Module ^[L] _[SEP] Current Criminal Record Check | MED + Evaluation ^[L] _[SEP] Making Headway ^[L] _[SEP] CAC SafeSport Module ^[L] _[SEP] Current Criminal Record Check | MED + Evaluation ^[L] _[SEP] Making Headway ^[L] _[SEP] CAC SafeSport Module ^[L] _[SEP] Current Criminal Record Check |
| Head Coach | | Comp Dev In Training | Comp Dev In Training ^[L] _[SEP] FHC Workshop Complete | Comp Dev Certified | Comp Dev Certified | Comp Dev Certified |
| Assistant Coach | | Comp Dev In Training | Comp Dev In Training | Comp Dev In Training ^[L] _[SEP] FHC Workshop Complete | Comp Dev Certified | Comp Dev Certified |
| IST | | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites |
| On Field Support, volunteers, managers etc. | | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites | Safesport Prerequisites |

NCCP COACHING DEVELOPMENT

| Objective | Strategy | Indicator Metric | Current Status | Completion Dates |
|---|--|---|--|------------------|
| Certify Learning Facilitators | <ul style="list-style-type: none"> Start with two learning facilitators work towards increasing LFs & MLFs in regions across the province Support LFs & MLFs with required materials, courses and grants | 2022 – 2 LFs , 2 Evaluators & 1 MCD 2023 – 3 LFs, 3 Evaluators & 1 MCD 2024 – 3 LFs, 3 Evaluators & 2 MCD 2025– 4 LFs, 4 Evaluators & 3 MCD 2026– 4 LFs, 4 Evaluators & 3 MCD | 2021- 1 Certified LF ^[1] Certified MCD | Ongoing |
| Certify Community coaches | <ul style="list-style-type: none"> Community course available online April 2021 Each team has one community trained coach and one coach that is Safe Sport trained | 2021- 20 coaches completed 2022- 40 coaches completed 2023- 60 coaches completed 2024 – 75 coaches completed 2025 – 80 coaches completed | | Ongoing |
| Certify ^[1] Comp Intro coaches | <ul style="list-style-type: none"> Run Comp Intro course yearly Help coaches apply for grants to reduce costs associated with coach education | An additional 2 in training per year, with 1 being certified per year With cross regional representation | | Ongoing |
| Certify Competition Development coaches | <ul style="list-style-type: none"> Send coaches to Comp Dev work shops as needed Help coaches apply for grants to reduce costs associated with coach education | An additional 1 in training every 2 years, with 1 being certified every 3 years With cross regional representation | | Ongoing |

LF = Learning Facilitator MCD = Master Coach Developer

COACHING RESOURCES

2021

FHA is committed to equipping our coaches with excellent resources for our programs at all levels and will continue to develop and provide:

1. Online Coaching Plans for grassroots and high performance programs
2. Video and digital resources for skills training
3. Digital resources for athlete and coach assessments to strengthen FHA's capability to deliver programming across the province



OFFICIALS DEVELOPMENT

OFFICIALS PRIORITIES

2021

1. Encourage and support local programs and leagues across the Province in umpire training, coaching, mentoring and certification
2. Provide umpire education opportunities in locations that are accessible to all Zones
3. Utilize FHC's new online educational courses and tools
4. Run all tournaments with a tournament director, umpire managers and trainee umpire managers

| Objective | Strategy | Indicator Metric | Current Status | Completion Dates | Comments |
|--|--|---|--|------------------|---|
| Develop umpires in all participating Zones | <ul style="list-style-type: none"> Encourage and support local programs and leagues across the Province in umpire training, coaching, mentoring and certification Provide umpire education opportunities in locations that are accessible to all Zones Utilise FHC's new online educational courses and tools | <ul style="list-style-type: none"> Annually run umpire courses and provide coaching at festivals and local programs 2021 ≥ 1 certified umpire per participating zone; 2022 ≥ 2 certified umpires per participating zone; 2023 -> continue courses and coaching; increase numbers and certification levels of umpires across all Zones | <ul style="list-style-type: none"> 2019 - umpires from Zones 3,4,6 coached at festivals 2019 - Community level courses in Red Deer and Calgary 2019 – Provincial level course held in Calgary circulated simplified rules document for grass roots development to all programs across Alberta, including parents of participants | ongoing | Will depend on how many Zones have programs |
| Develop Umpire Coaches (who train and mentor umpires) | <ul style="list-style-type: none"> More umpires will need the support of more umpire coaches Provide development and mentoring in all participating Zones | <ul style="list-style-type: none"> 2021 -> develop ≥ 2 new Umpire Coaches 2022 -> ≥ 1 Umpire Coach beyond Zone 3 | <ul style="list-style-type: none"> 2019 – 8 Umpire Coaches | ongoing | |
| Develop Umpire Managers (UMs – who manage the umpiring team at a tournament) | <ul style="list-style-type: none"> Run all tournaments with UMs and trainee UMs | <ul style="list-style-type: none"> 2021 – continue development of trainee UM 2022 -> begin development of ≥ 1 trainee UM | <ul style="list-style-type: none"> 2019 – 2 UMs, 1 trainee UM | Ongoing | |
| Provide advancement opportunities to existing umpires | <ul style="list-style-type: none"> Obtain invitations for Alberta umpires to high calibre tournaments Subsidise travel to out-of-province tournaments Promote qualified Alberta umpires to be appointed to National Championships in other provinces | <ul style="list-style-type: none"> 2021 -> Alberta umpires continue to be appointed to high calibre tournaments, including National Championships, and invited to prestigious international tournaments | <ul style="list-style-type: none"> 2019 - 10 Alberta umpires participated in U-15 National Championships 2019 -> all U-Sports games in Alberta umpired by Alberta umpires | Ongoing | |

| Objective | Strategy | Indicator Metric | Current Status | Completion Dates | Comments |
|--|--|--|--|--|---|
| Alberta Summer Games – Umpires | <ul style="list-style-type: none"> • Provide suitably trained Umpires and Umpire Manager for 2022 ASG • Duplicate procedure for 2024, adjusting completion dates accordingly, and increasing numbers if number of Zones increases | <ul style="list-style-type: none"> • Identify, train and mentor 16 potential Umpires from across Alberta • Select 2 candidates for Lead Umpire • Select 4 under-21 Umpires (2F, 2M) for training and mentoring • Select Umpire Manager • Select other 4 Umpires | Alberta has over 90 Umpires certified at Community level or higher, and 2 qualified Umpire Managers | 1-Jul-2021 1-Sep-2021 1-Sep-2021 1-Feb-2022 1-Jun-2022 | Number of officials for 6 Zones, 2 pitches |
| Alberta Summer Games – Technical Officials | <ul style="list-style-type: none"> • Provide suitably trained Tournament Director, Technical Officers and Judges for 2022 ASG • Duplicate procedure for 2024, adjusting completion dates accordingly, and increasing number of Judges if number of Zones increases | <ul style="list-style-type: none"> • Train and mentor 2 Technical Officers (when FHC training material is available – expected 2021Q2) • Train and mentor 8-10 Judges • Select 1 TD, 2 TOs and 8 Judges | Alberta has 2 qualified Tournament Directors, 3 potential Technical Officers and 12 qualified Judges | 1-Sep-2021 1-Jun-2022 | Numbers of officials for 6 Zones, 2 pitches |



FACILITIES DEVELOPMENT

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FACILITY PRIORITIES

1. Indoor Facility
2. Mobile fields for regional program delivery
3. Hawkings Field resurfacing
4. Second international grade outdoor facility

2021

INDOOR FACILITY

2021

Calgary - Foothills

- Purchase international grade (FIH approved) indoor mobile flooring (2020)
- Flooring arrives (2021)
- Partnership/contract with facility (Fall 2021)
- Floor installed (Fall 2021)
- Establish facility partnerships and move floor as required 2021-2026

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REGIONAL FACILITIES

2021

- 2021 Purchase mobile mini fields for regional promotion
- 2022 Invest in Hockey5s equipment
- 2023 Meet with City of Red Deer to discuss partnership for Red Deer field hockey facility
- 2023 Center of Excellence in two new regions
- 2024 Investigate possibilities purchase second indoor floor

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OUTDOOR FACILITIES

Hawkings Field at University of
Calgary

- 2021 - Create resurfacing funding Plan in partnership with CLFHA, FHAC and the University of Calgary



OUTDOOR FACILITIES

2021

- 2021 Meet with the third parties to discuss partnership for facility
- 2021 Create a financial plan to build a new international grade field hockey facility
- 2023 Funds ready and start breaking ground
- 2025 Open new facility with international match



REGIONAL DEVELOPMENT

REGIONAL DEVELOPMENT PRIORITIES

2021



- Establish and implement Regional Centers model
- Alberta Summer Games strategy
- Promote field hockey in developing and new regions through FHA bursts

*Subject to SPAR reorganization and Covid recovery

REGIONAL PROMOTION

- Use FHA bursts to promote field hockey to new and developing regions
- Employ staff members in regional centers/outliers for delivery
- Early promotion of spring program through Try it Free events and advertising
- Deliver short bursts through religious organizations, community associations and schools
- School pilot project – tentatively Medicine Hat
- Use mobile turf (10m x 20m) for promotional activities

REGIONAL CENTERS

- Sustainable
- Limited support from FHA
- Growing Membership
- FHA Technical coordinator guides program content, umpiring and coaching standards
- Radiating bursts to nearby communities
- Red Deer with future potential for Lethbridge, Grand Prairie,

2021

Regional Development

Red Deer



FHA bursts

Zone 2



FHA bursts

Zone 5



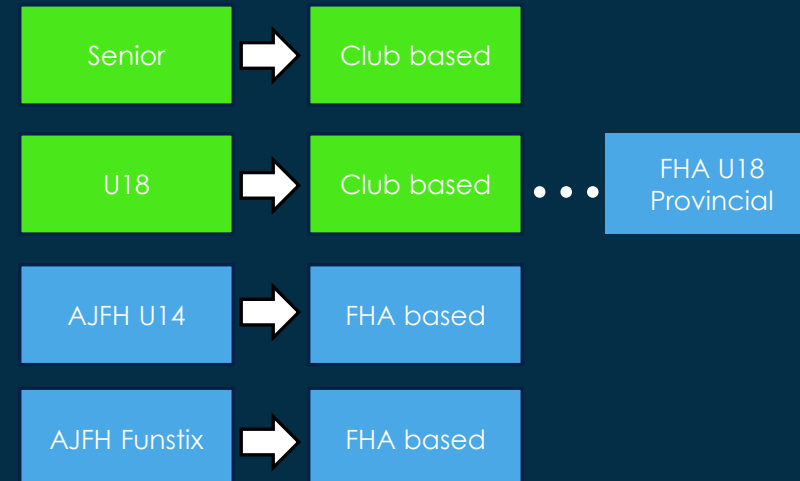
FHA bursts

Alberta Regions
(zones 1, 7, 8)

CENTERS OF EXCELLENCE

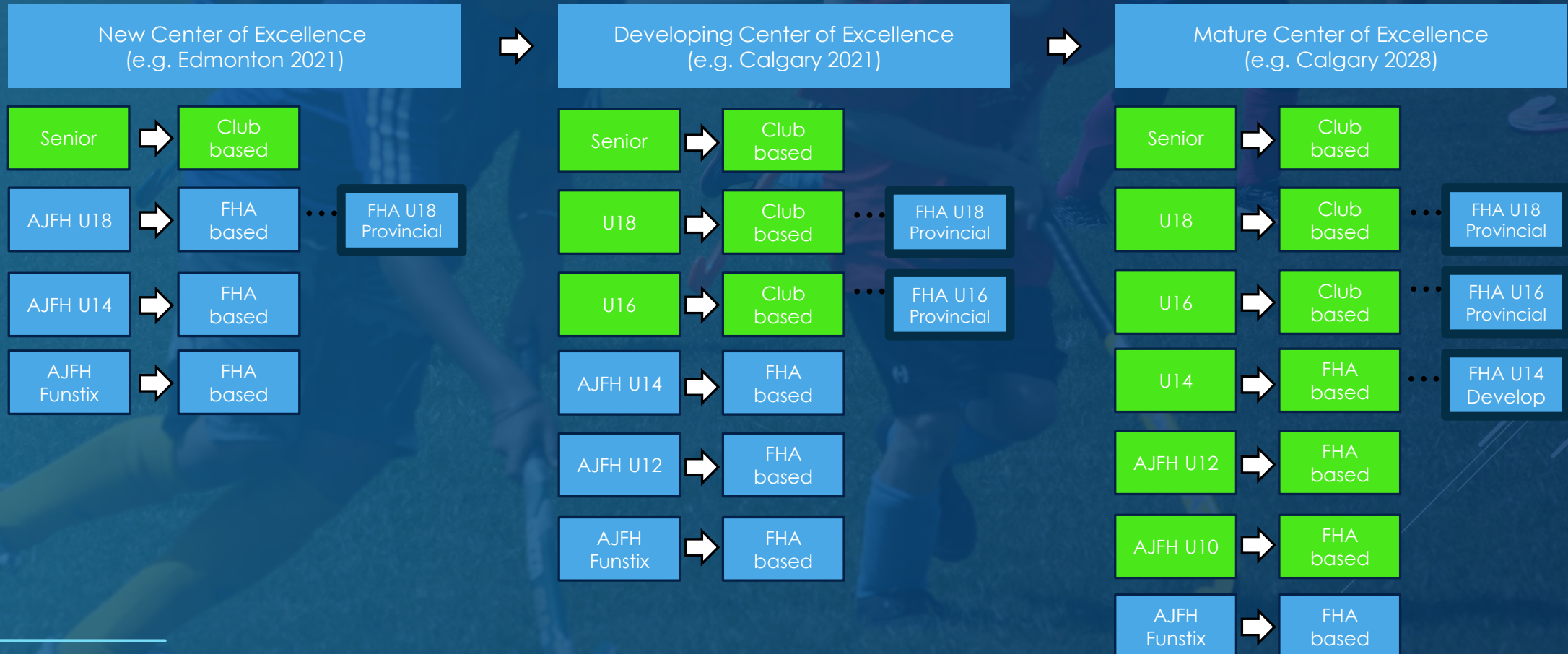
- Consistent Membership Growth >100
- Offer adult and junior programs
- Provincial training center
- Independent governing association
- Technical Manager directs program content, coaching and umpiring
- Support surrounding communities (e.g. Edmonton/Calgary outliers)

Edmonton Center of Excellence



CENTERS OF EXCELLENCE PROGRESSION

2021



ALBERTA SUMMER GAMES STRATEGY

- Complete Submission Process
- Offer Annual Regional Tournament 2021 (boys and girls)
- Compile Technical Guide 2021
- Modified game format
- Qualified umpires and coaches for each region
- ASG 2022 Girls with representation from at least 6 regions
- ASG 2024 Boys & Girls with representation from 8 regions

*subject to SPAR and covid recovery

ZONE 1



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|--|---|---|--|--|
| Early 2021 – Hire part-time contract worker in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities |
| Feb/March Try it Free target Communities: Lethbridge or Medicine Hat | Feb/March Try it Free target Communities: Lethbridge, Medicine Hat, Brooks | Feb/March Try it Free target Communities: Lethbridge, Medicine Hat, Brooks, Taber | Feb/March Try it Free target Communities: Brooks, Taber, Coaldale | Feb/March Try it Free target Communities: Taber, Coaldale, Redcliff | Feb/March Try it Free target Communities: Coaldale, Redcliff, Raymond |
| Advertise spring program for target communities | Advertise spring program in 2021 centers +/- target communities | Advertise spring program in 2022 centers +/- target communities | Advertise spring program in 2023 centers +/- target communities | Advertise spring program in 2024 centers +/- target communities | Advertise spring program in 2025 centers +/- target communities |
| Run April -June junior program target number 15+ participants | Run April -June program target number 20+ participants | Run April -June program target number 30+ participants | Run April - June program target number 40+ participants | Run April -June program target number 40+ participants | Run April -June program target number 50+ participants Organize small game league |
| | Zone tryouts for ASG (girls) regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) |

ZONE 2



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|--|--|--|---|--|
| Coaches in target communities by Q1/2021 | Identify coaches by Q1 and continue to develop from ACE* | Identify coaches by Q1 and continue to develop from ACE | Identify coaches by Q1 and continue to develop from ACE | Identify coaches by Q1 and continue to develop from ACE | Identify coaches by Q1 and continue to develop from ACE |
| Feb/March Try it Free target Communities: Airdrie, Chestermere, Didsbury/Carstairs | Feb/March Try it Free target Communities: Airdrie, Chestermere, Didsbury/Carstairs Okotoks | Feb/March Try it Free target Communities: Didsbury/Carstairs, Okotoks, Banff/Canmore | Try it Free target Communities: Banff/Canmore, Olds, Strathmore/Gleichen | Feb/March Try it Free target Communities: Olds, High River, Strathmore/Gleichen | Feb/March Try it Free target Communities: Strathmore/Gleichen, Langdon, High River |
| Advertise spring program for Cochrane +/- target communities | Advertise spring program in 2021 centers +/- target communities | Advertise spring program in 2022 centers +/- target communities | Advertise spring program in 2023 centers +/- target communities | Advertise spring program in 2024 centers +/- target communities | Advertise spring program in 2025 centers +/- target communities |
| Run April -June junior program target number 20+ participants | Run April -June program target number 30+ participants | Run April -June program target number 40+ participants | Run April - June program target number 50+ participants | Run April -June program target number 50+ participants | Run April -June program target number 60+ participants |
| Integrate sites into Calgary League** | Integrate sites into Calgary League | Integrate sites into Calgary League | Integrate sites into Calgary League | Integrate sites into Calgary League | Integrate sites into Calgary League |
| | Zone tryouts for ASG (girls) Regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryout for ASG (girls and boys) |

*ACE: Alberta Center of Excellence

** Covid Dependent

ZONE 3



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|--|--|--|--|--|
| Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop |
| Advertise spring Program: bold sign, Magazine/newsletter banner | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio |
| Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program |
| Run April -June junior program target number 450 participants | Run April - June program target number 500 participants | Run April - June program target number 575 participants ^[1] _[SEP] | Run April - June program target number 675 participants | Run April - June program target number 800 participants | Run April - June program - target number 1000+ participants - |
| Run Fall junior program Target number: 200 | Run Fall junior program Target number: 250 | Run Fall junior program Target number: 300 | Run Fall junior program Target number: 350 | Run Fall junior program Target number: 400 | Run Fall junior program Target number: 450 |
| Junior Indoor Program Target Number: 70 | Junior Indoor Program Target number: 75 | Junior Indoor Program Target number: 85 | Q1 Indoor Program Target number: 100 | Q1 Indoor Program Target number: 125 | Q1 Indoor Program Target number: 150 |
| Host Regional Tournament (ASG format) | Zone tryouts for ASG (girls) Regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Host Regional Tournament (ASG format) | Zone tryout for ASG (girls and boys) |
| Alberta Center of Excellence Offering Outdoor Provincial Training WU23, U18, U16, NG U18 | Offer Outdoor Provincial Training WU23, U18, U16 NG U18 | Offer Outdoor Provincial Training U18, U16, U14D, NG U18, U16 | Offer Outdoor Provincial Training U18, U16, U14D NG U18, U16 | Offer Outdoor Provincial Training U18, U16, U14D, NG U18, U16 | Offer Outdoor Provincial Training U18, U16, U14D NG U18, U16 |

ZONE 4



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|--|--|---|---|--|--|
| Identify coaches Q1 and continue to develop from ACE* | Identify coaches Q1 and continue to develop from ACE | Identify coaches Q1 and continue to develop from ACE | Identify coaches Q1 and continue to develop from RCE* | Identify coaches Q1 and continue to develop from RCE | Identify coaches Q1 and continue to develop from RCE |
| Feb/Mar Try it Free target communities: Red Deer, Sylvan Lake | Try it Free events prior to spring program in Red Deer, Lacombe, Sylvan Lake | Feb/Mar Try it Free target communities: Lacombe, Sylvan Lake, Blackfalds | Try it Free events prior to spring program in Lacombe, Blackfalds, Ponoka/Wetaskiwin | Feb/Mar Try it Free target communities: Blackfalds, Ponoka/Wetaskiwin, Innisfail | Try it Free events prior to spring program Ponoka/Wetaskiwin, Innisfail, Rocky Mountain House |
| Advertise spring program for Red Deer +/- target communities | Advertise spring program in 2021 centers +/- target communities | Advertise spring program in 2022 centers +/- target communities | Advertise spring program in 2023 centers +/- target communities | Advertise spring program in 2024 centers +/- target communities | Advertise spring program in 2025 centers +/- target communities |
| Run April - June junior program target number 65 participants | Run April - June program target number 75 participants Seek more turf Facilities in Red Deer | Run April - June program target number 85 participants ^{SEP} Include team from Sylvan Lake | Run April - June program target number 100 participants Create U14 and U18 Mini Leagues | Run April - June program target number 120 participants Include team from Olds | Run April - June program - target number 150 participants Offer U14 and U18 Mini Leagues |
| | Offer Adult Drop In Fall Program (from fall 2016) | Spring Adult Drop In Program building off Fall 2022 Program | Create Adult Mini League | Offer Adult Drop In Program in Sylvan Lake | Sylvan Lake Adult Program into Red Deer Mini League |
| Regional Tournament (ASG format) | Zone tryouts for ASG (girls) Regional tournament (boys) | Host Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryout for ASG (girls and boys) |
| | Create Red Deer FH By Laws Incorporate as an association | Red Deer Center of Excellence offer Outdoor Provincial Training U18D | Offer Outdoor Provincial Training U18D, HP Camp | Offer Outdoor Provincial Training U18D, U16D | Offer Outdoor Provincial Training U18D, U16D |

ZONE 5



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|---|--|--|--|
| Early 2021 – Hire part-time contract worker in target cities | Q1 Identify/Continue work with part-time contract workers in target communities | Identify coaches by Q1 and continue to develop from ECE* | Identify coaches by Q1 and continue to develop from ECE | Identify coaches by Q1 and continue to develop from ECE | Identify coaches by Q1 and continue to develop from ECE |
| Feb/Mar Try it Free target communities: St Albert, Sherwood Park | Feb/Mar Try it Free target communities: St. Albert, Spruce Grove, Sherwood Park | Feb/Mar Try it Free target communities: St. Albert, Leduc, Spruce Grove, Sherwood Park, | Feb/Mar Try it Free target communities: Spruce Grove, Leduc, Stony Plain | Feb/Mar Try it Free target communities: Leduc, Stony Plain, Beaumont | Feb/Mar Try it Free target communities: Stony Plain, Beaumont, Fort Saskatchewan |
| Advertise spring program to target communities | Advertise spring program | Advertise spring program | Advertise spring program | Advertise spring program | Advertise spring program |
| Run April - June junior program | Run April - June program | Run April - June program | Run April - June program | Run April - June program | Run April - June program - |
| target number 15 participants | target number 20 participants | target number 30 participants | target number 40 participants | target number 40 participants | target number 50 participants |
| Integrate sites into Edmonton League** | Integrate sites into Edmonton League | Integrate sites into Edmonton League | Integrate sites into Edmonton League | Integrate sites into Edmonton League | Integrate sites into Edmonton League |
| Regional Tournament (ASG format) | Zone tryouts for ASG (girls) Regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryout for ASG (girls and boys) |
| Create Edmonton Center of Excellence offering Outdoor Provincial Training U18 | Offer outdoor Provincial Training U18 | Offer Outdoor Provincial Training U18, U16 | Offer Outdoor Provincial Training U18, U16 | Offer Outdoor Provincial Training WU23, U18, U16, NG U18 | Offer Outdoor Provincial Training WU23, U18, U16, NG U18 |

*Edmonton Center of Excellence

** CoVid Dependent

ZONE 6



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|--|--|--|--|--|
| Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop | Identify coaches Q1, continue to develop |
| Advertise spring Program: bold sign, Magazine/newsletter banner | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio | Advertise spring Program: alliances, bold sign, banner, magazine/newsletter, radio |
| Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program | Try it Free events prior to spring program |
| Run April -June junior program target number 60 participants | Run April - June program target number 75 participants | Run April - June program target number 100 participants | Run April - June program target number 125 participants | Run April - June program target number 150 participants | Run April - June program - target number 175 participants - |
| Offer Fall Adult Program Target number 50 participants | Spring Adult Drop In building off Fall 2021 Target number 55 participants | Spring Adult Drop In Target number 60 participants | Create Adult Mini League Target number 65 participants | Adult Mini League Target number 75 participants | Adult League Target number 80 participants |
| | Q1 Indoor Program Target number: 15 | Q1 Indoor Program Target number: 20 | Q1 Indoor Program Target number: 30 | Q1 Indoor Program Target number: 30 | Q1 Indoor Program Target number: 40 |
| Regional Tournament (ASG format) | Zone tryouts for ASG (girls) Host Regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryout for ASG (girls and boys) |
| Create Edmonton Center of Excellence offering Outdoor Provincial Training U18 | Offer outdoor Provincial Training U18 | Offer Outdoor Provincial Training U18, U16 | Offer Outdoor Provincial Training U18, U16 | Offer Outdoor Provincial Training WU23, U18, U16, NG U18 | Offer Outdoor Provincial Training WU23, U18, U16, NG U18 |

ZONE 7



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|---|--|---|---|--|
| Early 2021 – Hire part-time contract worker in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities |
| Feb/Mar Try it Free target communities: Fort McMurray, Lloydminster | Feb/Mar Try it Free target communities: Fort McMurray, Lloydminster, Vegreville | Feb/Mar Try it Free target communities: Fort McMurray, Lloydminster, Vegreville, Cold Lake | Feb/Mar Try it Free target communities: Vegreville, Cold Lake, Wainwright | Feb/Mar Try it Free target communities: Cold Lake, Wainwright, Bonnyville | Feb/Mar Try it Free target communities: Wainwright, Bonnyville, St. Paul |
| Advertise spring program for target communities | Advertise spring program in 2021 centers +/- target communities | Advertise spring program in 2022 centers +/- target communities | Advertise spring program in 2023 centers +/- target communities | Advertise spring program in 2024 centers +/- target communities | Advertise spring program in 2025 centers +/- target communities |
| Run April -June junior program target number 20+ participants | Run April -June program target number 25+ participants | Run April -June program target number 30+ participants | Run April - June program target number 40+ participants | Run April -June program target number 40+ participants | Run April -June program - target number 50+ participants - Organize small game league |
| | Zone tryouts for ASG (girls) Regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) |

ZONE 8



| 2021 | 2022 | 2023 | 2024 | 2025 | 2026 |
|---|--|--|---|--|--|
| Early 2021 – Hire part-time contract worker in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities | Continue work with part-time contract workers in target cities |
| Feb/Mar Try it Free target communities: Grand Prairie | Feb/Mar Try it Free target communities: Grand Prairie, Clairmont | Feb/Mar Try it Free target communities: Grand Prairie, Clairmont, Westlake | Feb/Mar Try it Free target communities: Clairmont, Westlake, Sexsmith | Feb/Mar Try it Free target communities: Westlake, Sexsmith, Wembley | Feb/Mar Try it Free target communities: Sexsmith, Wembley, Beaverlodge |
| Advertise spring program for Grand Prairie | Advertise spring program in Grand Prairie +/- Clairmont | Advertise spring program in 2022 centers +/- target communities | Advertise spring program in 2023 centers +/- target communities | Advertise spring program in 2024 centers +/- target communities | Advertise spring program in 2025 centers +/- target communities |
| Run April -June junior program target number 20+ participants | Run April -June program target number 25+ participants | Run April -June program target number 30+ participants | Run April - June program target number 40+ participants | Run April -June program target number 40+ participants | Run April -June program - target number 50+ participants - Organize small game league |
| | Zone tryouts for ASG (girls) Regional tournament (boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) | Regional Tournament (ASG format) | Zone tryouts for ASG (girls and boys) |



We look forward to advancing the sport and community of field hockey by achieving our priorities that we have set for each foundational pillar.

Field Hockey Alberta is dedicated to building the strong, sustainable field hockey community in Alberta