

FIELD HOCKEY ALBERTA



Team Strategy 2016-2021

Success to build on

- Development of field hockey programs in new regions
- Increased fiscal responsibility and controls
- Steadily increasing membership
- Tournaments and festivals executed with excellence
- Increased participation at tournaments and festivals
- Successful National Championship hosting
- Excellent Results at National Championships
- More effective staffing
- Engaged, experienced, hardworking staff
- Increased volunteer involvement
- New facility opportunities
- Increased partnerships





Field Hockey Alberta is committed to the ongoing development of field hockey across the province to ensure the game becomes a major participating sport in the province for all age groups. Field Hockey Alberta will foster, promote and market the game of field hockey in partnership with its member clubs and associations.

Vision:

To have sustainable programming and increase the scope of field hockey across the province.

How our vision becomes a reality:

- Implement proposed programming and continue to expand programs to new centers
- Use a variety of methods to market programming
- Work closely with Field Hockey Canada and use resources that are available to us
- Deliver outlined goals and strategies

Mission:

Our mission is to develop, manage and promote field hockey programs across Alberta. We strive to build teams and develop athletes who achieve results through hard work, accountability and commitment.

Field Hockey Alberta aims to advance and promote the sport of field hockey by achieving the following long term objectives:

- To grow the participation and interest in field hockey through a wide range of strong programs and partnerships with clubs, schools and associations
- To foster and develop athletes, coaches and officials at the provincial, national and international level
- To ensure that Field Hockey Alberta strives for effective management to provide a sustainable organization





Our Values:

In relation to external stakeholders we will:

- ▶ Provide inclusive programming
- ▶ Listen and communicate effectively
- ▶ Be open and transparent

In relation to internal stakeholders we will:

- ▶ Value the wellbeing and diversity of our people and communities
- ▶ Listen and communicate effectively
- ▶ Be cooperative and work as a team
- ▶ Strive for excellence and innovation

Long Term Goals

- ▶ High functioning organization
- ▶ Continued membership growth in both total numbers and regional presence
- ▶ Program delivery, athlete and coaches/officials, from local to national, grassroots to high performance

Key Focus Area Governance



Executive,
Bylaws & Policies



Stakeholders



Partnerships

Key Focus Area Growth



Membership
Growth



Volunteer Base
Growth



Regional
Growth

Key Focus Area Management



Event
Management



Staff
Management



Membership
Management

Key Focus Area Sport Delivery



Recreational



Development



Performance

Key Focus Area Development



Grassroots &
Regional
Development



Coaching, Officials &
Technical Personnel
Development



Facility Development

Key Focus Area Promotion



Social Media



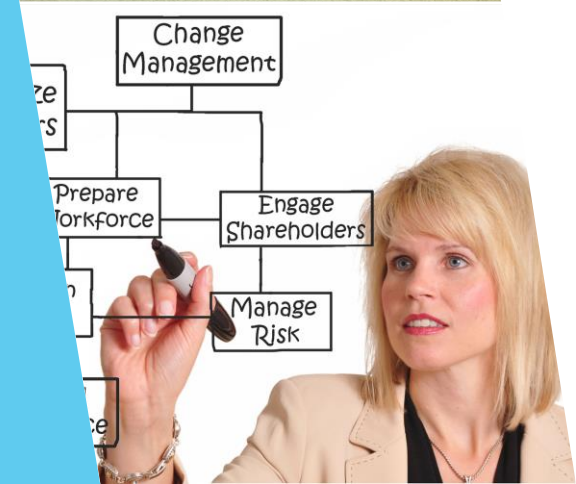
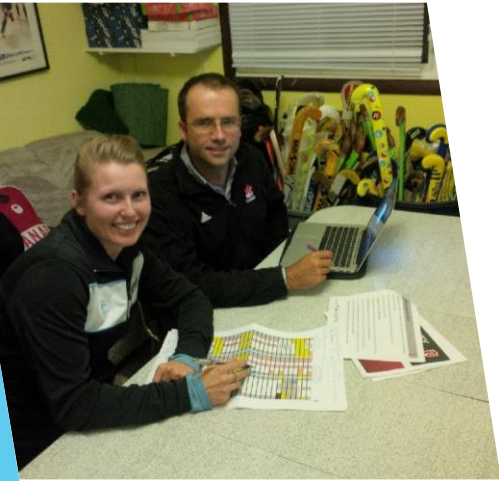
Sport
Exhibitions



Try it Free
Events

Governance

- ▶ Bylaws
- ▶ Executive
- ▶ Policies
- ▶ Finances
- ▶ Budget
- ▶ Stakeholders
- ▶ Partnerships
- ▶ Staff



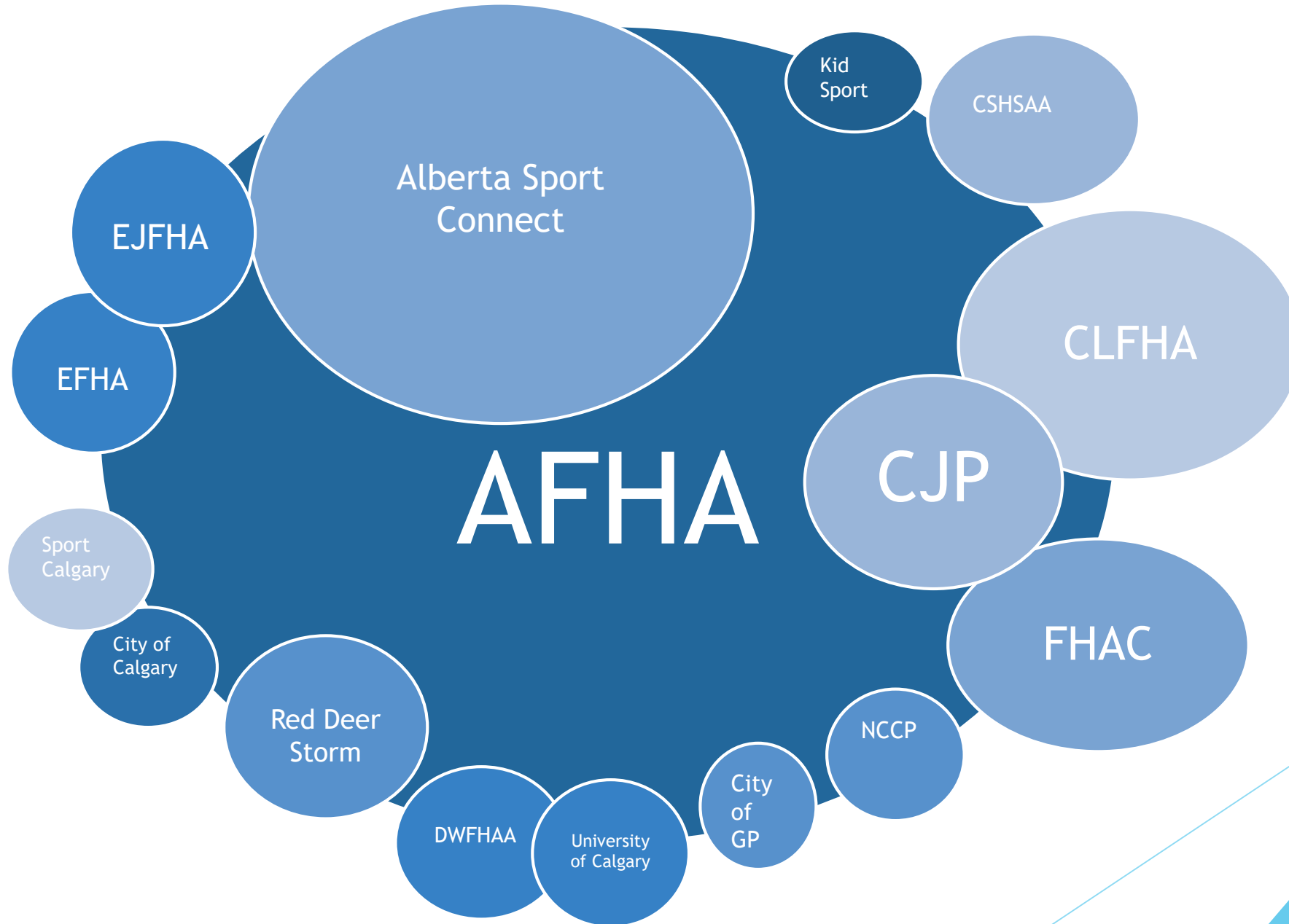
Governance

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Bylaw Review	<ul style="list-style-type: none"> • Create bylaw review committee • Have two specific bylaw review meetings in 2017 • Required bylaw changes ready for 2017 meeting 	<ul style="list-style-type: none"> • Bylaws reviewed by 2017 AGM • Proposed changes presented for vote at 2017 AGM • Changes come into affect for 2018 • 2019-2021 Review and propose changes as required 	Bylaws last updated in 2009	Changes complete by 2018	
Portfolio Review	<ul style="list-style-type: none"> • Use bylaw review committee to review Executive positions and portfolios • Ensure positions and portfolios are still relevant with current AFHA operations • Executive position/portfolio changes ready for 2017 AGM 	<ul style="list-style-type: none"> • Bylaws reviewed by 2017 AGM • Proposed changes presented for vote at 2017 AGM • Changes come into affect for 2018 • 2019-2021 Review and propose changes as required 	<ul style="list-style-type: none"> • Portfolios last updated in 2009 	2017/2018	
Succession Planning	<ul style="list-style-type: none"> • Create documents to provide to new executive members with portfolio details • HP Coach to create coach operations management manual & practice plan archive • Executive Director to update operations manual 	<ul style="list-style-type: none"> • Documents for each position by 2017 • Manual complete for 2017 • Practice plan archive ongoing • Operations manual updated 	<ul style="list-style-type: none"> • Documents are from 2009 • No current manual • No practice archive • Last updated in 2011/2014 	<ul style="list-style-type: none"> • 2017 • 2017 • 2017 then ongoing • 2018 	
Policy Development	<ul style="list-style-type: none"> • Create new policies as required • Review polices every 5 years to ensure they stay current and meet best practices 	<ul style="list-style-type: none"> • Ongoing • Ongoing 	<ul style="list-style-type: none"> • Policies up to date with current standards 	Ongoing	

Finance & Budget

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Budget	<ul style="list-style-type: none">• Rolling 2 year budget created annually• Budget reviewed by Treasurer, Executive Director, Book Keeper and two additional AFHA members	Ongoing	Ongoing	Ongoing	
Fiscal monitoring	<ul style="list-style-type: none">• Monthly financials presented and reviewed at board meetings• Executive Director, Book Keeper and Treasurer review Simply Accounting entries regularly	Ongoing	Ongoing	Ongoing	
Financial controls	<ul style="list-style-type: none">• Dual signatures on cheques• Financial transactions reviewed by Executive Director, Book Keeper and Treasurer on a regular basis• Conservative budgeting and spending	Ongoing	Ongoing	Ongoing	

Partnerships & Key Stakeholders



Partnerships & Key Stakeholders

- ▶ Continue to strengthen existing partnerships
- ▶ Seek out new partnerships that will strengthen AFHA
- ▶ Work with partners to bring opportunities to the economically disadvantaged
- ▶ Work with partners to bring opportunities to new Canadians
- ▶ Collaborate with partners to expand the reach of field hockey geographically and across all age groups
- ▶ Work with partners to develop new field hockey venues
- ▶ Support and engage Key Stakeholders in providing programming that is LTAD appropriate

Staff Management & Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Ensure staff are well trained	<ul style="list-style-type: none"> Supply new staff with detailed job manuals and training Support Staff by answering questions and aiding in troubleshooting Mentor new staff with senior staff and senior board members 	<ul style="list-style-type: none"> Create detailed job manuals Updated manuals and create new manuals as needed Support ongoing Ongoing mentorships 	<ul style="list-style-type: none"> Job manuals complete by 2018 Ongoing Ongoing 	<ul style="list-style-type: none"> 2018 with revisions as needed Ongoing Ongoing 	
Develop staff	<ul style="list-style-type: none"> Provide staff members with professional development opportunities 	<ul style="list-style-type: none"> Staff attend one PD opportunity every two years 	<ul style="list-style-type: none"> Ongoing 	<ul style="list-style-type: none"> Ongoing 	
Retain staff	<ul style="list-style-type: none"> Have regularly scheduled staff evaluations that are fair, transparent and allow dialogue Provide full time staff with Blue Cross Coverage 	<ul style="list-style-type: none"> Schedule one evaluation per year Ongoing 	<ul style="list-style-type: none"> Currently anonymous and don't allow for dialogue Ongoing 	<ul style="list-style-type: none"> 2017 Ongoing 	
Efficient use of staff	<ul style="list-style-type: none"> Combine positions to create more substantial opportunities when possible Use a variety of positions, full-time, part-time and contract to maximize paid hours and allow for flexible positions 	<ul style="list-style-type: none"> Ongoing Ongoing 	<ul style="list-style-type: none"> Ongoing Ongoing 		

Membership, Regional & Event Management


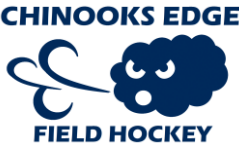
- ▶ Membership growth & management
- ▶ Regional growth & management
- ▶ Zones 1-8 growth & development plans
- ▶ Event management
- ▶ National Championship hosting schedule




Membership Growth & Management

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Membership growth	Continue to increase membership at a stable rate to ensure volunteer, coaching & officiating development can occur proportionally	Membership increase (%) 10% Increase annually	Increasing 2016 - 15.67%	Ongoing	
Membership Management	Provide excellent service to members. Ensure programming is well executed and appropriate for each LTAD stage.	Retention rate (%)	2016-	Ongoing	

Regional Growth & Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Increase Regional Scope	<ul style="list-style-type: none"> Promote Try it Free events in regions 5 & 7 using social media, web based advertising, registration guides, local media and any other appropriate methods Execute Try it Free event, engage local community to find volunteers to implement program Run 6 -10 week program, provide volunteers with regional practice package 	Programs in regions 5 & 7 by 2018	Programming in Regions 1,2,3,4,6,8	<ul style="list-style-type: none"> 2018 For all 8 zones Expansion to new towns/cities ongoing 	Additional information in zone specific plan
Continued development Zone 1 	<ul style="list-style-type: none"> Continue to use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Use past athlete parents to help promote program Confirm volunteers for this region Work with small group of adults to increase numbers in adult program 	2017 -Increase program numbers by 25% 2018 - 25% increase 2019 - 20% increase 2020 - 15% increase Start forming multiple teams at each age group 2021 - Increase by 10% Work towards small league play, possibly with modified numbers	Small junior program with 10 athletes (first year)	<ul style="list-style-type: none"> 2018 - Teams to compete in ASG or Regional tournament 2021 - Small league formation 	
Continued Development Zone 2 	<ul style="list-style-type: none"> Identify more volunteers and coaches to allow for an increase in program numbers Continue to use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Use past athlete parents to help promote program Plan playing and development opportunities with Red Deer & Calgary 	2017 - Increase program numbers by 25% 2018 - 25% increase 2019 - 20% increase 2020 - 15% increase Start forming multiple teams at each age group 2021 - Increase by 10% Work towards small league play, possibly with modified numbers	34% Decrease from last year *Reduction of numbers due to program having to be run by FHA and not previous club	<ul style="list-style-type: none"> 2018 - Teams to compete in ASG or Regional tournament 2021 - Small league formation 	

Regional Growth & Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Continued development Zone 3	<ul style="list-style-type: none"> Continue to use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Partner with Sport Calgary for adult try if free and other promotional activities Partner with City of Calgary for Community Sports Hub project to increase exposure of field hockey 	2017 - 15% in overall Calgary membership 2018 - 10% membership increase, increased Funstix sites 2019 - 10% increase 2020 - 15% increase 2021- Potential rec & development league streams	<ul style="list-style-type: none"> Increase of 24% overall Rapidly increasing junior league Recent addition of U12 league 		Add new age groups as required
Continued development Zone 4 	<ul style="list-style-type: none"> Continue to use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Use past athlete parents to help promote program Confirm volunteers for this region Work with small group of adults to increase numbers in adult program 	2017-Increase program numbers by 15% - Adult drop in team available 2018- 15% increase 2019- 20% increase 2020- 15% increase Start forming multiple teams at each age group 2021 - Increase by 10% Work towards small league play, possibly with modified numbers	<ul style="list-style-type: none"> 83% increase 	2018 - Teams to compete in ASG or Regional tournament 2021 - Small league formation	May need small contract worker to coordinate league as program numbers grow
Continued development Zone 5	<ul style="list-style-type: none"> Use social media and web based advertising to search for potential coaches Secure coach, provide coach with training package Use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Partner with Leduc Recreation Centre to promote programs 	2017 - Start with 10+ athletes 2018- 25% increase 2019- 20% increase 2020- 15% increase 2021- 10% increase	No current programming	2018 - Teams to compete in ASG or Regional tournament 2021 - Small league formation	Will need a more detailed development plan for this region Will require regional staff to work on this region

Regional Growth & Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Continued development Zone 6	<ul style="list-style-type: none"> Continue to use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Support local clubs to increase membership Work closely with EFHA & EJFHA to promote programming Stabilize region with long term region specific plan 	2017 - 15% increase 2018 - 10% increase 2019 - 15% increase 2020 - 10% increase 2021 - League structure for juniors	<ul style="list-style-type: none"> 3% Increase 	<ul style="list-style-type: none"> 2017 Long term plan 2018 - Teams to compete in ASG or Regional tournament 	Potentially hire part-time, contract or summer worker to help stabilize region and long term plan
Continued development Zone 7	<ul style="list-style-type: none"> Use social media and web based advertising to search for potential coaches Secure coach, provide coach with training packet Use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Partner with recreation centers and Fort McMurray Cricket club to promote field hockey 	2017 - Start with 10+ athletes 2018- 25% increase 2019- 20% increase 2020- 15% increase 2021 -10% increase	No current programming	2018 - Teams to compete in ASG or Regional tournament	
Continued development Zone 8	<ul style="list-style-type: none"> Continue to use Try it Free events promoted by social media, web based advertising, registration guides, local media and any other appropriate methods Work with City of Grande Prairie to establish a partnership that allows access to adequate membership information Continue to work with volunteers in the area to strengthen program 	2017-10% increase and membership information 2018 -15% increase 2019- 10% increase 2020- 15% increase 2021 -10% increase	Currently 14 members - had a miscommunication in membership agreement with the city of GP so we could not gain access to adequate membership information	2018 - Teams to compete in ASG or Regional tournament	



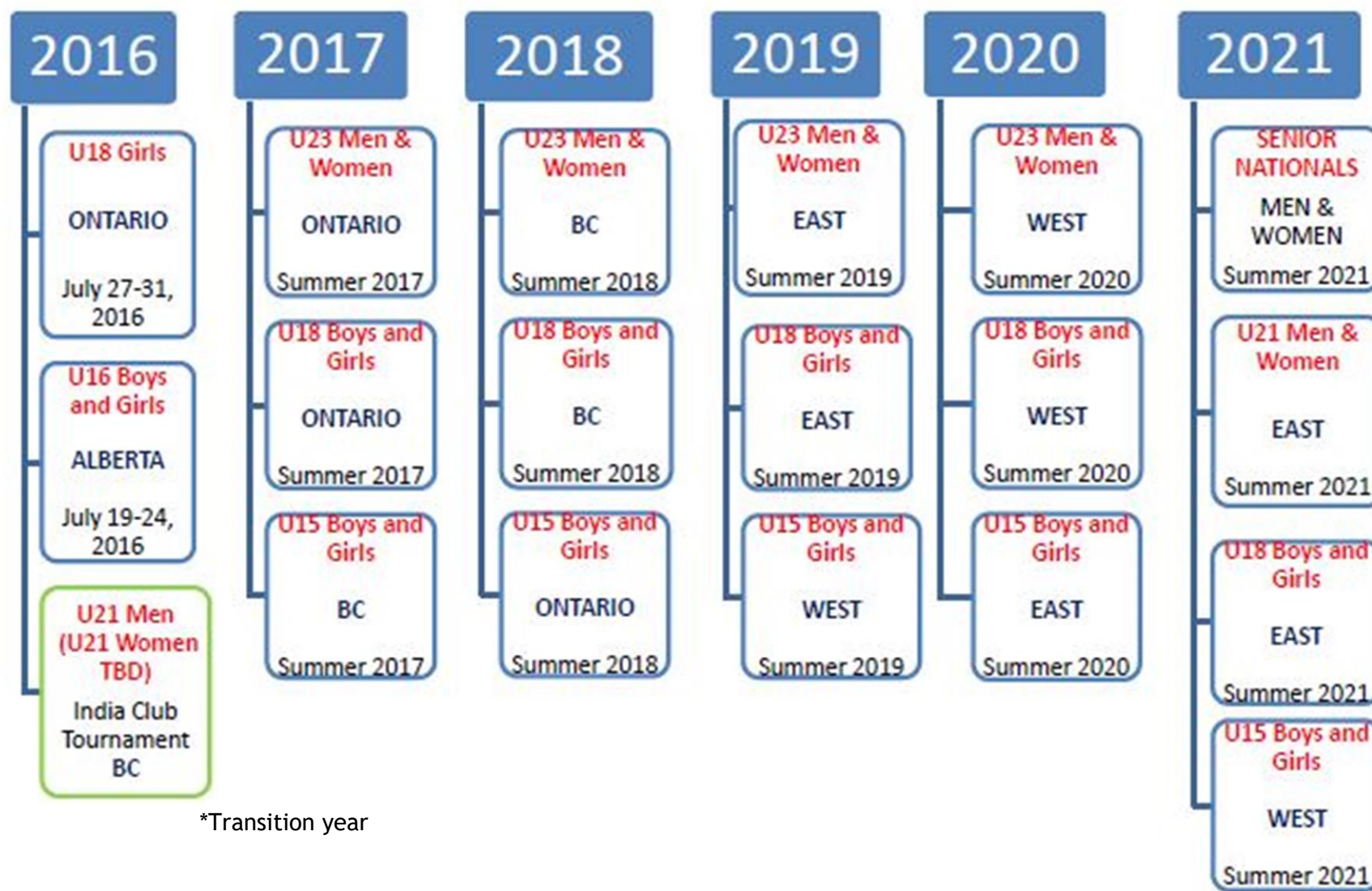
Key Zone Targets

- ▶ Zone 1 - Secure coaches for future programs
- ▶ Zone 2 - Secure coaches for future programs
- ▶ Zone 3 - Continue growth of programs, work towards gendered leagues and increased age levels
- ▶ Zone 4 - Continue growth of programs, seek additional volunteers to support rapid growth
- ▶ Zone 5 - Find “Local Champion” to help build program, partner with Leduc Recreation Centre to help with promotion
- ▶ Zone 6 - Work with volunteers to stabilize region, create specific plan to unify zone membership
- ▶ Zone 7 - Partner with Cricket Club in region to build program
- ▶ Zone 8 - Establish strong partnership with the City of Grande Prairie and help develop current program

Event Management

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Festival Hosting	<ul style="list-style-type: none"> Host festivals for LTAD appropriate age groups Work with regions to develop more hosting sites 	2017 - 2 Festivals in 2 regions 2018 - 3 Festivals in 2 regions (possible division of age groups) 2019 -3 Festivals in 2 regions	2016 - 2 Festivals in 2 regions	Ongoing	Due to the short spring season there will be a limit on festival numbers
Provincial Club Championship Hosting	<ul style="list-style-type: none"> Host Provincial Club Championships for LTAD appropriate age groups and development streams Provide additional age groups as membership numbers and regions grow 	<ul style="list-style-type: none"> Ongoing 2017 have 2 genders 2018 expand age group for both genders 2020 have 2 age groups 	2016- 1 gender and 1 division	<ul style="list-style-type: none"> Ongoing 2018 have 2 genders 2020 have 2 age groups 	
Host National Championships	<ul style="list-style-type: none"> Secure venue, accommodation and grants in 2018 & 2020 for following years' Championship Form a National Championship Committee for both events 	<ul style="list-style-type: none"> 2019- Bid for U15 Boys & Girls Nationals 2021 - Bid for U15 Boys & Girls Nationals 	Hosted 2016 U16 Girls & Boys National Championships	<ul style="list-style-type: none"> 2019 Host U15 Championships 2021 Host U15 National Championships 	

National Championship Hosting Schedule

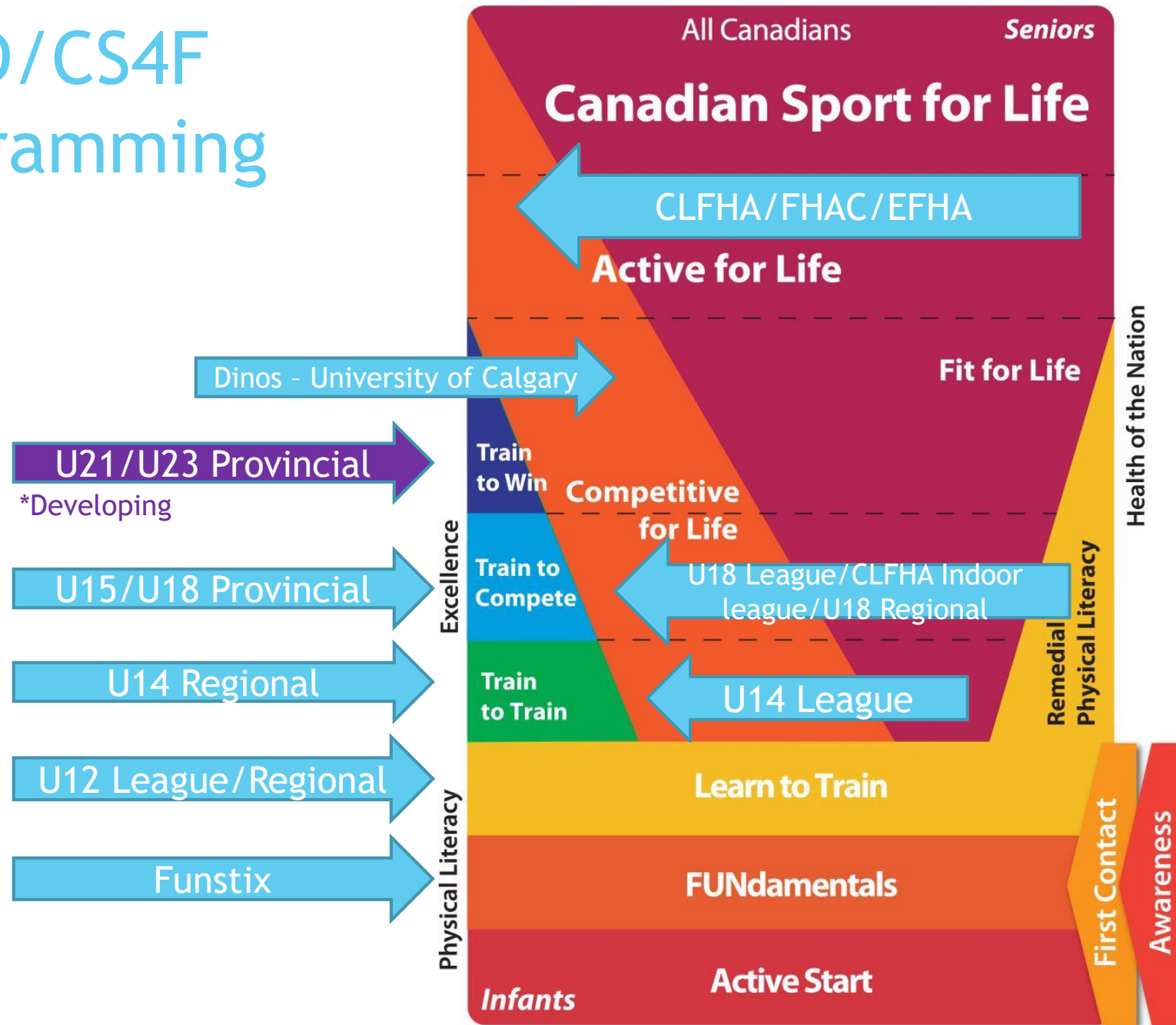


Program Delivery

- ▶ LTAD/CS4L Diagram of AFHA programs
- ▶ FUNdamentals
- ▶ Learn to Train
- ▶ Train to Train
- ▶ Train to Compete
- ▶ Learn to Win
- ▶ Active for Life
- ▶ High Performance



LTAD/CS4F Programming



Program Delivery Guide (All Regions) - Strategic Alignment with FHC

1. STAGE **FUNDAMENTALS**: TARGETED AGE U10 – RECREATIONAL, DEVELOPMENT and PERFORMANCE STREAMS

STAGE: FUNDAMENTALS (U10)- RECREATIONAL/DEVELOPMENT/PERFORMANCE STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING /PARENTAL/CLUB- PSO-NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
<p>Hockey 5s (adapted as necessary to the reality) or other modified mini-game format (ex: 3v3)</p> <p>Fun – keeping athletes active and engaged</p> <p>Festival – no scoring or ranking</p> <p>Social – opening ceremony, group activities beyond field hockey</p> <p>Baseline Training profile – 60/90 min sessions – engaged bouts of activity 5-10 mins – one or two sessions per week – emphasis on FMS (40%) & skill acquisition (60%)</p>	<p>Coaches are encouraged or required to obtain NCCP COMMUNITY SPORT 'trained' status</p> <p>Officials are encouraged or required to obtain a minimum of community status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Fundamentals stage</p>	<p>Identified 6 core technical skills</p> <ul style="list-style-type: none"> → Ball movement and control → Passing and receiving → Scoring → Individual defense → Team defense → Off-ball movement 	<p>Hockey 5S</p> <p>Triangle play –principles of width and depth</p> <p>Push passing – timing, direction, speed</p> <p>Principles of on and off ball movement</p>	<p>Developing fundamental movement skills (FMS)</p>	<p>Creating and reinforcing self-esteem</p>	<p>Fun and inclusive</p> <p>Development of social skills in a team setting</p>	<p>Increasing awareness and emphasis on motor abilities (ABC's)</p>	<p>Importance placed on the advantages of formal LTFHD education for coaches</p>

2.1 STAGE **LEARN TO TRAIN**: TARGETED AGE: U13 - RECREATIONAL AND DEVELOPMENT STREAMS

STAGE: LEARN TO TRAIN (U13) - RECREATIONAL/DEVELOPMENT STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
3 v 3 / hockey 5s / 7 v 7 (adapted as necessary) – mini game format Emphasis on FMS (30%) and skill acquisition (70%) aligned to LTHD skills matrix Festival – no scoring or ranking Social – opening ceremony, group activities beyond field hockey Baseline Training profile – 75% practice /25% competition - 60/90 min sessions – 2 sessions per week to include mini-games	Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'trained' status Officials are encouraged or required to obtain a minimum of provincial status Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Learn to Train stage	Advancement of technical skills → Ball movement and control → Passing and receiving → Receiving → Scoring → Winning the ball → First introduction to goalkeeping	Identify correct decision making Awareness width, depth, space in attack and defense Right skill-right time	Maintain an emphasis on FMS Introduce basic training program – emphasis on speed & flexibility	Importance of positive reinforcement and motivation Basic principles of goal setting Introduction to concept of teamwork	Continued development of social skills in a team setting Introduction to fair play, values, and ethics	More focused emphasis on the ABC's of field hockey movement	Essential that coaches attend formal LTFHD education

2.2 STAGE **LEARN TO TRAIN**: TARGETED AGE: U13 - PERFORMANCE STREAM

STAGE: LEARN TO TRAIN - PERFORMANCE STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
3 v 3 / hockey 5s / 7 v 7 (adapted as necessary) – progressional mini game format Emphasis on skill application aligned to LTHD skills matrix Festival – no scoring or ranking Social – opening ceremony, group activities beyond field hockey Training profile – 70% practice /30% competition – 60/90 min sessions – 2 sessions per week to include mini-games in both training and competition	Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'certified' status Officials are encouraged or required to obtain a minimum of provincial status Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Performance Stream of the L2T stage	Advancement of recreation/ development technical skills plus Maximize application (decision making) and execution	Tactical - rec/dev plus Execution of skills under introductory pressure (time/space/op position)	Physiological - rec/dev plus Introduce principles of recovery and regeneration Concussion workshop Education on testing	Mental fitness- rec/dev plus Introduction to basic imagery & visualization skills Basic understanding of focus & anxiety	Social-emotional & life skills - rec/dev plus Introduction to team building exercises Introductory setting of a team ethos	Physical literacy - rec/dev plus Emphasis on running Variations and balance relative to Body position Emphasis on agility linked to speed of execution	Mandatory that coaches attend formal L2T LTFHD education

3.1 STAGE **TRAIN TO TRAIN**: TARGETED AGE: U15 - RECREATIONAL STREAM

STAGE: TRAIN TO TRAIN (U15)- RECREATIONAL STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – championship play Emphasis on introduction to competition through organized league play – not necessarily an emphasis on involvement with competitive peaks (provincial club championships) Championship – pool play, playoffs, and ranking (adapted to environmental reality) Baseline Training profile – 70% practice / 30%, comp– 90 min sessions – two practices per week and one full league game	<p>Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'trained' status</p> <p>Officials are encouraged or required to obtain a minimum of provincial status</p> <p>Parents are provided with an outline as to expectations of athletes, coaches, and officials for the Train to Train stage</p>	<p>Refine previous fundamentals and L2T skills</p> <p>Basic introduction to 3D skills</p>	<p>Tactical – recap on fundamentals and L2T</p> <p>plus</p> <p>Introduction to set-plays</p> <p>Understanding rules and how to use them</p> <p>Implementation of principles of play</p>	<p>Basic training program in place – Emphasis on speed, flexibility, and aerobic endurance</p> <p>Introduction to strategies for injury prevention</p>	<p>Introduction to basic imagery & visualization skills</p> <p>Basic understanding of focus & anxiety</p>	<p>Introduction to team building exercises</p> <p>Introductory setting of a team ethos</p> <p>Appreciation and understanding as to the principle of 'we vs me'</p>	<p>Emphasis on running variations and balance relative to body position</p> <p>Emphasis on agility linked to speed of execution</p>	<p>Essential that coaches attend formal L2T and T2T LTFHD education</p>

3.2 STAGE **TRAIN TO TRAIN**: TARGETED AGE: U15 - DEVELOPMENT STREAM

STAGE: TRAIN TO TRAIN - DEVELOPMENT STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – championship play Emphasis on introduction to competition through organized league play with introduction to the involvement in competitive peaks (provincial club championships) Championship – pool play, playoffs, and ranking (adapted to environmental reality) Baseline Training profile – 60% practice / 40% competition – 120 min sessions – two practices per week to include competitive game based time allocation plus one full league game	Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'trained' status Officials are encouraged or required to obtain a minimum of provincial status Parents are provided with a stage specific outline (areas of emphasis)	Advancement of fundamentals and L2T recreational/ development technical skills plus Application of previous skills under physical intensity (testing the skills) Development of 3D skills Begin to develop specialist and positional skills Proficiencies: scale, quality and quantity of execution	Tactical – recap on fundamentals and L2T recreational/ development plus Introduction to positional play Introduction to systems of play Execution of set-plays	Basic training program in place – emphasis on speed, flexibility, and aerobic endurance Introduction to strategies for injury prevention	Introduction to basic imagery & visualization skills Basic understanding of focus & anxiety	Introduction to team building exercises Setting of a team ethos Understanding the principle of 'we vs me'	Emphasis on running variations and balance relative to body position Emphasis on agility linked to speed of execution	Essential that coaches attend formal L2T and T2T LTFHD education

3.3 STAGE **TRAIN TO TRAIN**: TARGETED AGE: U15 - PERFORMANCE STREAM

STAGE: TRAIN TO TRAIN (U15) - PERFORMANCE STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – championship play Emphasis on skill application in a competitive environment - league play with expected involvement in competitive peaks (provincial club/regional/national championships) Championship – pool play, playoffs, and ranking (adapted to environmental reality) Baseline Training profile – 60% practice / 40% competition – 120 min sessions – two practices per week to include competitive game based time allocation plus a minimum of one full league game	Coaches are encouraged or required to obtain NCCP COMPETITION INTRODUCTION 'certified' status Officials are encouraged or required to obtain a minimum of provincial status Parents are provided with a stage specific outline (areas of emphasis)	Advancement of all previous technical skill with specific emphasis on execution under pressure Proficiencies: scale, quality and quantity of execution	Cement previous application and understanding plus Introduce advanced systems of play Transitioning outcomes - application to execution	Set standards for both aerobic and anaerobic performance (align with national protocol e.g. Yo-yo) Mandatory concussion workshop Greater emphasis on strength, stamina, and speed Strategies in place for injury prevention Testing	L2T performance plus Emphasis on managing the competitive environment Goal setting, focus, visualization, and managing anxiety within the competitive environment Applied 'we vs me'	L2T performance plus Introduction to specific off-field team building exercises	L2T performance plus Introduction to individual movement screening aligned to field hockey environment	Mandatory that Coaches are 'Certified' at competition introduction and trained for T2T LTFHD NCCP Levels, become certified in 6 years

4.1 STAGE **TRAIN TO COMPETE**: TARGETED AGE: U18 – RECREATIONAL STREAM

STAGE: TRAIN TO COMPETE (U18)- RECREATIONAL STREAM								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – championship play Emphasis on introduction to competition through both organized league play and competitive peaks (provincial club championships) Championship – pool play, playoffs, and ranking (adapted to environmental reality) Baseline Training profile – 40% practice / 60% competition – 120 min sessions – one practice per week to incorporate training environment competition and one full match per week	Coaches are encouraged or required to obtain NCCP COMPETITION DEVELOPMENT 'trained' status Officials are encouraged or required to obtain a minimum of provincial status Parents are provided with an outline as to expectations of athletes, coaches, and officials for the train to compete stage	Continued development of core skills to maintain enthusiasm for the game (fun/social/ inherently competitive environment)	Recap on L2T/T2T plus Advance decision-making and understanding of systems of play, set plays and positional play	Recap on T2T plus Maintenance of Training program in place – awareness of emphasis on strength training Strategies for injury prevention	Recap on T2T plus Refine imagery & visualization skills Importance in regulating emotions (anxiety/fear/ anger)	Recap on T2T plus Refine team building exercises to emphasize 'reflection' Cement team ethos Application of the principle of 'we vs me'	Recap on T2T Plus Maintenance of Running variations and balance relative to body position Agility linked to speed of execution	Essential that coaches attend formal competition introduction and at competition development) LTFHD education

4.2 STAGE **TRAIN TO COMPETE**: TARGETED AGE: U18 – DEVELOPMENT AND PERFORMANCE STREAMS

STAGE: TRAIN TO COMPETE (U18)- DEVELOPMENT AND PERFORMANCE STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/ OFFICIATING/PARENTAL /CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – Championship Play Emphasis on Skill Execution in Training Environment, League play and Targeted Competitive Peaks (Provincial Club/Regional/National Championships) Championship – Pool Play, Playoffs, and Ranking (adapted to environmental reality) Baseline Training Profile – 40% Practice / 60% Competition – 120 min sessions – Minimum Two Practices per week to incorporate training environment competition (e.g. Practices are 50% modified game-based play) and a minimum of one full match per week	<p>Coaches are encouraged or required to obtain NCCP competition development 'certified' status</p> <p>Officials are required to obtain a minimum of provincial status and encouraged to obtain regional status</p> <p>Parents are provided with a stage specific outline (areas of emphasis)</p>	<p>Advancement of all previous technical skills</p> <p>plus</p> <p>Execution of positional specific skills under pressure 3D skills Automatic</p> <p>Emphasis on speed/power of execution</p>	<p>Cement previous application and understanding</p> <p>plus</p> <p>Transition between different systems of play</p> <p>Assessment of individual and collective Decision making</p> <p>Full understanding of all positional requirements</p>	<p>Recap on T2T Development/ Performance</p> <p>plus</p> <p>Application to the strength training window</p> <p>Strength and conditioning program for performance stream</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Introduction to distraction management skills</p> <p>Introduction to post-performance analysis</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Expanding boundaries of individuals' comfort zone</p> <p>Greater emphasis on coping skills</p> <p>Athlete journaling becomes standard practice</p>	<p>T2T Development/ Performance</p> <p>plus</p> <p>Ability to fully conceptualize Areas of emphasis (eg. Change of pace etc)</p>	<p>Mandatory that Coaches are 'Certified' at competition introduction (and Educated at competition development) LTFHD NCCP Levels</p>

5. STAGE LEARN TO WIN: TARGETED AGE: 19 AND BEYOND – RECREATIONAL AND DEVELOPMENT STREAMS

STAGE: LEARN TO WIN - RECREATIONAL AND DEVELOPMENT STREAMS								
PROPOSED COMPETITIONS STRUCTURE (REC/DEV ONLY)	COACHING/OFFICIATING /PARENTAL/CLUB- PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY						
		AREAS OF EMPHASIS (RECREATIONAL AND DEVELOPMENT STREAMS)						
		<i>*Learn to win performance stream to be linked with FHC HP plan and interuniversity sports</i>						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – championship play Emphasis on skill execution through both organized league play and competitive peaks Championship – pool play, playoffs, and ranking (adapted to environmental reality) Baseline Training profile - 40% practice / 60% competition – 120 min sessions – one practice per week to incorporate training environment competition (eg practices are 50% modified game-based play) and one full match per week	Coaches are encouraged or required to obtain NCCP competition development community ‘trained’ status when it exists Officials are required to obtain a minimum of provincial status and encouraged to obtain regional status	Advancement of all previous technical skills plus Execution of positional specific skills under pressure 3D skills automatic Emphasis on speed/power of execution	Cement previous application and understanding plus Transition between different systems of play Assessment of individual and collective decision making Full understanding of all positional requirements	Recap on T2T Development/ Performance plus Application to the strength training window Strength and conditioning program for performance stream	T2T Development/ Performance plus Introduction to distraction management skills Introduction to post-performance analysis	T2T Development/ Performance plus Expanding boundaries of individuals’ comfort zone Greater emphasis on coping skills Athlete journaling becomes standard practice	T2T Development/ Performance plus Ability to fully conceptualize areas of emphasis (eg. change of pace etc)	Mandatory that Coaches are ‘competition introduction (and Educated at competition development) LTFHD NCCP Levels

6. STAGE **ACTIVE FOR LIFE**: TARGETED AGE: ADULT – RECREATIONAL AND DEVELOPMENT STREAMS

STAGE: ACTIVE FOR LIFE - RECREATIONAL AND DEVELOPMENT STREAMS								
PROPOSED COMPETITIONS STRUCTURE	COACHING/OFFICIATING/PARENTAL/CLUB-PSO/NSO ENVIRONMENT	SKILLS MATRIX SUMMARY AREAS OF EMPHASIS						
		TECHNICAL	TACTICAL	PHYSIOLOGICAL	MENTAL	SOCIAL	PHY.LITERACY	PEDAGOGY
11 v 11 (adapted as necessary) – Championship Play Emphasis on Social participation through both organized League play and Events Championship – Pool Play, Playoffs, and Ranking (adapted to environmental reality) Baseline Training Profile - 30% Practice / 70% Competition – 90min sessions – One Practice per week to incorporate game based training environment and one full match per week	Coaches are encouraged or required to obtain an NCCP 'trained' status (comp intro or comp dev) at one LTFHD stage Officials are encouraged or required to obtain a minimum of provincial status							

High Performance Academy Training



Summer Provincial Team Selection
Athletes are peak performance ready
for National Championships

Spring Academy Training
Athletes focus on game play, team
tactics, set plays and fitness

Winter Academy Training
Athletes play indoor to work on small
game skills, spatial awareness and short
distance fitness

Fall Academy Training
Athletes work on technique of basic
skills through repetition

High Performance Tournaments

	U14	U15 Girls	U15 Boys	U16 Girls	U16 Boys	U17 Girls	U17 Boys	U18 Girls	U18 Boys	18 plus
2016	CJP Festival June 18 th U10/U12/U14	Academy	Academy	Academy Training Camp- CLFHA/ Dinos Nationals (Calgary) July	Academy Training Camp- FHAC/ Dinos Nationals (Calgary) July	U17 Club championship (June 11 th & 12 th)	U17 Club championship (June 11 th & 12 th)	Academy Training Camp- CLFHA/ Dinos Nationals (ONT) July	Academy Training Camp- FHAC/ Dinos Nationals (ONT) July	U21 India (BC) Jr Id camp June 27 th
2017	Cal Cup (May)	Cal Cup (May) Nationals	Cal Cup (May) Nationals	Zone Championship (July) U16/U17 Touring Team (NE- USA)	Zone Championship (July) U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	Webber (BC) July Nationals July	Cal Cup (May) Nationals July	U21 India (BC) U23 Nationals -if Developed
2018		Cal Cup (May) Nationals	Cal Cup (May) Nationals	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	Webber (BC) July Nationals July	Cal Cup (May) Nationals July	U23 Nationals
2019		Cal Cup (May) Nationals	Cal Cup (May) Nationals	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	U16/U17 Touring Team (NE- USA)	Webber (BC) July Nationals July	Cal Cup (May) Nationals July	U23 Nationals

High Performance

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Have athletes develop better basic skills & increase skill repetition	<ul style="list-style-type: none"> • Increase enrollment in Fall Academy • Offer younger age categories as numbers increase 	2017 - 30 2018 - 35 2019 -40 2020-50 - U14/Development group 2021-55	2016-20 Full enrolments \$ 8 Partial enrolments	Ongoing	
Increase athletes small game skills	<ul style="list-style-type: none"> • Increase enrollment in Fall Academy • Offer younger age categories as numbers increase 	2017 - 30 2018 - 35 2019 -40 2020-50 - U14/Development group 2021-55	2015 - 20	Ongoing	
Increase number of athletes to select team from	<ul style="list-style-type: none"> • Increase regional development • Increase enrollment in Spring/Summer Academy • Have regional teams in numbers permit 	2017 - 115 2018 - 130 2019 -140 2020-150 2021-155 (possible regional teams at certain age groups)	2016- 99	Ongoing	Have a greater focus on getting more numbers in the spring to include multi-sport athletes

Development

- ▶ Coaches
- ▶ Officials
- ▶ Technical Personnel
- ▶ Volunteers
- ▶ Community Engagement
- ▶ Facilities



Coach Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
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 	2017 - 2 Learning Facilitators 2018 - 2 LFs & 1 MLF 2019 - 3 LFs & 1 MLF 2020 - 4 LFs & 1 MLF	2016- 1 LF in Training	Ongoing	
Certify FUNdamental coaches	<ul style="list-style-type: none"> Run FUNdamentals course yearly Help coaches apply for grants to reduce costs associated with coach education 	An additional 4 in training per year, with 1-2 being certified per year With cross regional representation	2016- 4 in training	Ongoing	
Certify 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	2016- 10 coaches in training and 1 coach trained	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	2016- 1 coach in training	Ongoing	

Officials & Technical Personnel Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Develop umpires in all Zones	<ul style="list-style-type: none"> •Encourage and support local leagues across the Province in umpire training, mentoring and assessment •Provide umpire education opportunities in locations that are accessible to all Zones 	2017 run umpire courses and provide coaching at festivals and local programs 2018 ≥1 certified umpire per zone; continue courses and coaching 2019 ≥2 certified umpires per zone; continue courses and coaching 2020 - 2021 continue courses and coaching; increase umpires across all Zones	<ul style="list-style-type: none"> • umpires from Zones 3,4,6 coached at festivals • circulated simplified rules document for grass roots development to all programs across Alberta, including parents of participants 	ongoing	
Develop more technical officials	<ul style="list-style-type: none"> • Develop more technical officials 	2017 - 2019 train and mentor ≥2 at Judge level at each festival and tournament 2017 - 2019 train and mentor ≥1 to Assistant Tournament Director level 2020 all Zones running festivals and tournaments are self-sufficient in technical officials	2016 - 2 fully qualified Tournament Directors; several partly trained in Zones 2,3,4	Ongoing	Needs to be at a festival or tournament
Manage umpires	<ul style="list-style-type: none"> •Maintain an adequate number of officials for local leagues, festivals and tournaments 	2017 - 2021 run umpire courses at appropriate levels and provide coaching	While all leagues, festivals and tournaments ran successfully, few if any had a surplus	Ongoing	
Provide advancement opportunities to existing umpires and technical officials	<ul style="list-style-type: none"> •Obtain invitations for Alberta umpires and technical officials to high calibre tournaments •Subsidise travel to out-of-province high calibre tournaments 	2017 - 2021 Alberta officials continue to be appointed to high calibre tournaments, including National Championships, and invited to high-calibre tournaments 2021 1 Alberta umpire gains international umpiring certification	<ul style="list-style-type: none"> •4 Alberta umpires and 1 technical official officiated at 2016 U-16 National Championships •1 Umpire and 1 Umpire Manager from Alberta officiated at the 2016 Big Apple Indoor tournament (USA) •All CIS games in Alberta fully staffed by Alberta officials •1 Alberta Umpire appointed to CIS Finals 	Ongoing	

Officials & Technical Personnel Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Alberta Summer Games - Umpires	•Provide suitably trained Umpires and Umpire Manager	<ul style="list-style-type: none"> •Identify 16 potential Umpires •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 50 Umpires certified at Community level or higher, and 6 qualified Umpire Managers	1-Jul-2017 1-Jul-2017 1-Sep-2017 1-Feb-2018 1-Jun-2018	if Field Hockey is included in the 2018 ASG
Alberta Summer Games - Technical Officials	•Provide suitably trained Tournament Director, Assistant Tournament Director and Judges	<ul style="list-style-type: none"> •Train and mentor 2 potential Assistant Tournament Directors •Train and mentor another 2 potential Assistant Tournament Directors 	Alberta has 2 qualified Tournament Directors, and 3 potential Assistant Tournament Directors	1-Sep-2017 1-Jun-2018	if Field Hockey is included in the 2018 ASG

Volunteer Growth & Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Recruiting Volunteers	<ul style="list-style-type: none"> • Increase volunteer base strategically by incorporating as broad representative base as possible, including sponsors, vendors, families, athletes, etc. • Review website and messaging strategies • Create volunteer opportunity database • Create strategic volunteer plan • Implement volunteer deposit for junior leagues • Encourage athletes to coach younger athletes 	<ul style="list-style-type: none"> • Volunteer submission in quarterly newsletter • Volunteer database • Collect volunteer deposits 		2017	
Retain volunteers	<ul style="list-style-type: none"> • Offer volunteer recognition events • Reward/recognize volunteer work with discounts on programming (ongoing) 	<ul style="list-style-type: none"> • Run one event in 2017-2018 • Increase events as volunteer base grows 		2017 start	
Train/develop volunteers	<ul style="list-style-type: none"> • Provide volunteers adequate training • Create an inventory of roles and identifying required task • Support development opportunities for volunteers • Provide new volunteers with mentor for initial learning phase 	Ongoing		Ongoing 2017 Ongoing	

Facility Development

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
New Astro Turf/field hockey specific facility (Calgary)	<ul style="list-style-type: none"> Build partnership with the City of Calgary Collaborate with associations to create business plan for turf project Engage field hockey community to increase funds for facility Engage associations to create fundraising initiatives Build website about project to create awareness and excitement about project Seek potential sponsorship opportunities 	<p>2017 - Turf business plan complete, fundraising initiatives started, information & fundraising website complete</p> <p>2018-2021 - Will depend on success of City partnership & University partnership</p>	Early planning meetings with the city	2020/2021	
Resurface of the University of Calgary facility	<ul style="list-style-type: none"> Seek out grant opportunities to secure funds for resurfacing Collaborate with associations to create the best possible applications for grants Engage field hockey community to increase funds for facility 	2018-2021 - Will depend on success of City partnership & University partnership	Working on matching grant applications	2018-2019	
Red Deer - field hockey specific venue	<ul style="list-style-type: none"> Build partnership with the City of Red Deer Work to with city to create suitable grass field with in ground nets that is lined and maintained for field hockey Strive towards 6+ field hosting venue 	<p>2017 - Meet with City of Red Deer to discuss potential venue sites</p> <p>2018-2021- Continue membership growth and show need for artificial facilities</p>	Setting up meetings with City of Red Deer	2018 - Grass practice venue	
Other zones/Regions	<ul style="list-style-type: none"> Build partnerships with cities, recreation centers, Universities or Colleges Engage partners to develop the best facility that fits the needs of the zone 	Ongoing	<ul style="list-style-type: none"> Grass field rentals in Lethbridge Grande Prairie recreation centre in zone 8 Zone 5 possibly Leduc recreation center 		



Promotion

- ▶ Try it Free Events
- ▶ Sport Exhibitions
- ▶ Social Media
- ▶ BOLD Signs
- ▶ City Advertising
- ▶ Community Media
- ▶ Recreation Guides
- ▶ Existing Membership

Promotion

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
Try it Free Events	<ul style="list-style-type: none"> • Increase the number of Try it Free events offered across the province • Collaborate with clubs & associations to run TIF events • Supply clubs & associations with materials to run TIF events 	2017- 12 TIF events 2018- 14 TIF events 2019- 16 TIF events 2020 - 18 TIF events 2021 - 20 TIF events	<ul style="list-style-type: none"> • 10 TIF events across 6 zones 	By 2019 - Clubs in established regions should be executing TIFs with minimal assistance	
Sport Exhibitions	<ul style="list-style-type: none"> • Attend as many sport shows as possible • Evaluate exhibitions and determine value in returning in subsequent years • Partner with clubs & associations to maximize presence at exhibitions and shows • Bring trifold, equipment and prizes to create an exciting and interactive display • Collect information of prospective members to e-mail about TIFs and upcoming programs • Distribute information about upcoming programs and events 	2017 - Attend 4 sport promotion events 2018- Attend 5 sport promotion events 2019 - Collaborate with associations/clubs to ensure field hockey presence at 6 sport promotion events 2020 - 7 events 2021 - 8 events	<ul style="list-style-type: none"> • Attended 3 sport events 	<ul style="list-style-type: none"> • Attending events will be ongoing • After 2019 club & association support required to increase number of events 	
Social Media	<ul style="list-style-type: none"> • Keep membership engaged through regular posts on Facebook, Instagram, YouTube & Twitter • Promote all upcoming TIFs, events, and programs on social media sites • Share TIFs on Facebook to promote • Tweet TIFs on Twitter to promote 	2018 - Increase followers by 10% 2020 - Increase followers by 10%	<ul style="list-style-type: none"> • Facebook 567 • Twitter 494 • Instagram 314 	Ongoing	

Ongoing Promotion

Objective	Strategy	Indicator Metric	Current Status	Completion Dates	Comments
BOLD Signs	<ul style="list-style-type: none"> Have bold signs out in February for spring programs Second wave to go out in early March Seek BOLD signs in new regions as needed 	Ongoing	Twice a year in Calgary	Ongoing	
City signs and advertising	<ul style="list-style-type: none"> Advertise in City of Calgary Arenas & Pools TIF posters and Program posters in as many zones as possible. Seek out volunteer, coach and parent help with advertising Banner advertising 	Ongoing Ongoing	Yearly New in Calgary for 2017	Ongoing	
Community newspaper/ media	<ul style="list-style-type: none"> Advertise in Coffee News, registration guides, and local newspapers as needed Contact local media for local news stories, print, online and TV 	Ongoing	Ongoing	Ongoing	

Conclusion

Field Hockey Alberta will build on the successes and outcomes from our last strategic plan. We are excited to extend our regional development and membership growth. We will continue to provide quality programming and develop athletes, coaches and officials at all levels across the province.

AFHA - Strategy Alignment

[illegible]

AFHA - Strategy Alignment

	Active Alberta						Canadian Sport Policy					Active Canada 20/20			
AFHA's Key Results Areas	A A	A C	A E	A C S	A P O E	A O	INT	REC	COMP	HP	S4D	P&S	CD	INFO	POL
Membership Growth & Management															
Membership Growth	X	X	X	X			X	X	X	X	X	X		X	
Membership Management	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Regional Growth & Development															
Increase Regional Scope	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Continued Development Zone 1-8	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Event Management															
Festival Hosting	X	X	X	X			X	X			X	X		X	
Provincial Club Championship Hosting	X	X	X	X	X				X		X	X		X	
National Championship Hosting		X	X	X	X				X	X	X	X		X	
Program Delivery															
FUNDamentals	X	X	X	X			X	X			X	X	X	X	
Learn to Train	X	X	X	X			X	X	X		X	X	X	X	
Train to Train	X	X	X	X			X	X	X	X	X	X	X	X	
Train to Compete	X	X	X	X	X				X	X	X	X		X	
Learn to Win	X	X	X	X	X				X	X	X	X		X	
Active for life	X	X	X	X			X	X	X		X	X	X	X	

AFHA - Strategy Alignment

	Active Alberta						Canadian Sport Policy					Active Canada 20/20			
AFHA's Key Results Areas	A A	A C	A E	A C S	A P O E	A O	INT	REC	COMP	HP	S4D	P&S	CD	INFO	POL
High Performance															
Have athletes develop better basic skills & increase skill repetition	X	X		X	X				X	X	X	X			
Increase athletes small game skills	X	X		X	X				X	X	X	X			
Increase number of athletes to select team from	X	X		X	X				X	X	X	X			
Tournaments	X	X		X	X				X	X	X	X			
Coach Development															
Certify Learning Facilitators	X	X	X	X	X		X	X	X	X	X	X	X	X	X
Certify FUNdamental coaches	X	X	X	X			X	X			X	X	X	X	
CertifyComp Intro coaches	X	X	X	X			X	X	X		X	X	X	X	
Certify Competition Development coaches	X	X	X	X	X				X	X	X	X	X	X	
Officials and Technical Personnel Development															
Develop umpires in all Zones	X						X	X			X				
Develop more technical officials	X						X	X			X				
Manage umpires											X				X
Provide advancement opportunities to existing umpires and technical officials	X				X				X	X	X				

AFHA - Strategy Alignment

	Active Alberta						Canadian Sport Policy					Active Canada 20/20			
AFHA's Key Results Areas	A A	A C	A E	A C S	A P O E	A O	INT	REC	COMP	HP	S4D	P&S	CD	INFO	POL
Alberta Summer Games -Umpires	X	X		X					X		X	X	X		
Alberta Summer Games -Technical Officials	X	X		X					X		X	X	X		
Volunteer Growth & Development															
Recruiting Volunteers	X	X											X	X	X
Retain volunteers	X	X											X	X	X
Train/develop volunteers	X	X											X	X	X
Facility Development															
New Astro Turf/field hockey specific facility (Calgary)	X	X	X		X	X	X	X	X	X	X	X	X	X	
Resurface of the University of Calgary facility	X	X	X		X	X	X	X	X	X	X	X	X	X	
Red Deer - field hockey specific venue	X	X	X			X	X	X	X		X	X	X	X	
Other zones/Regions	X	X	X			X	X	X			X	X	X	X	

AFHA - Strategy Alignment

	Active Alberta						Canadian Sport Policy					Active Canada 20/20			
AFHA's Key Results Areas	A A	A C	A E	A C S	A P O E	A O	INT	REC	COMP	HP	S4D	P&S	CD	INFO	POL
Promotion															
Try it Free Events	X	X	X				X	X			X	X	X	X	
Sport Exhibitions	X	X	X				X	X			X	X	X	X	
Social Media	X	X									X			X	
BOLD Signs	X	X									X		X	X	
City signs and advertising	X	X									X			X	
Community newspaper/ media	X	X									X		X	X	

Appendix A- ALIGNMENT DOCUMENTATION DEFINITIONS

Active Alberta Policy:

VISION: *Albertans enjoy a high quality of life, improved health and wellness, strong communities, economic benefits and personal fulfillment through recreation, active living and sport.*

ACTIVE ALBERTANS - More Albertans are more active, more often

ACTIVE COMMUNITIES - Alberta communities are more active, creative, safe and inclusive.

ACTIVE ENGAGEMENT - Albertans are engaged in activity and in their communities.

ACTIVE, COORDINATED SYSTEM - All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.

ACTIVE PURSUIT OF EXCELLENCE - Albertans have opportunities to achieve athletic excellence

ACTIVE OUTDOORS - Albertans are connected to nature and able to explore the outdoors.

Canadian Sport Policy:

VISION: *A dynamic and innovative culture that promotes and celebrates participation and excellence in sport.*

INTRODUCTION TO SPORT - Canadians have the fundamental skills, knowledge and attitudes to participate in organized and unorganized sport.

RECREATIONAL SPORT - Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.

COMPETITIVE SPORT - Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.

HIGH PERFORMANCE SPORT - Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.

SPORT FOR DEVELOPMENT - Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

Active Canada 20/20:

VISION: *A physically active lifestyle helps define Canada and strengthens the health and social fabric of our country.*

HIGH QUALITY PROGRAMS AND SERVICES - Establish, enhance and reorient programs, services and social supports where necessary to prioritize physical activity and enhance physical literacy.

COMMUNITY DESIGN AND SOCIAL INFRASTRUCTURE - Reframe and modernize physical and social infrastructures to make physical activity an inviting, practical and accessible priority.

TARGETED INFORMATION AND PUBLIC EDUCATION - Increase and strategically coordinate targeted awareness, social marketing, education and health communication campaigns and messages to increase physical activity.

POLICY DEVELOPMENT, CHANGE AND IMPLEMENTATION - Introduce, change, coordinate and implement policies and/or legislation at all levels of government, voluntary and private sectors, to stimulate increases in physical activity and reduce barriers.