



**VANCOUVERHAWKS**  
**FIELD HOCKEY CLUB | EST. 1895**

**2020 Organizational Review**

# **Key Findings & Where To From Here**

3 November 2020

# Agenda

- ❖ A bit of context
- ❖ Key findings
- ❖ Where to from here
- ❖ Discussion



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# Housekeeping

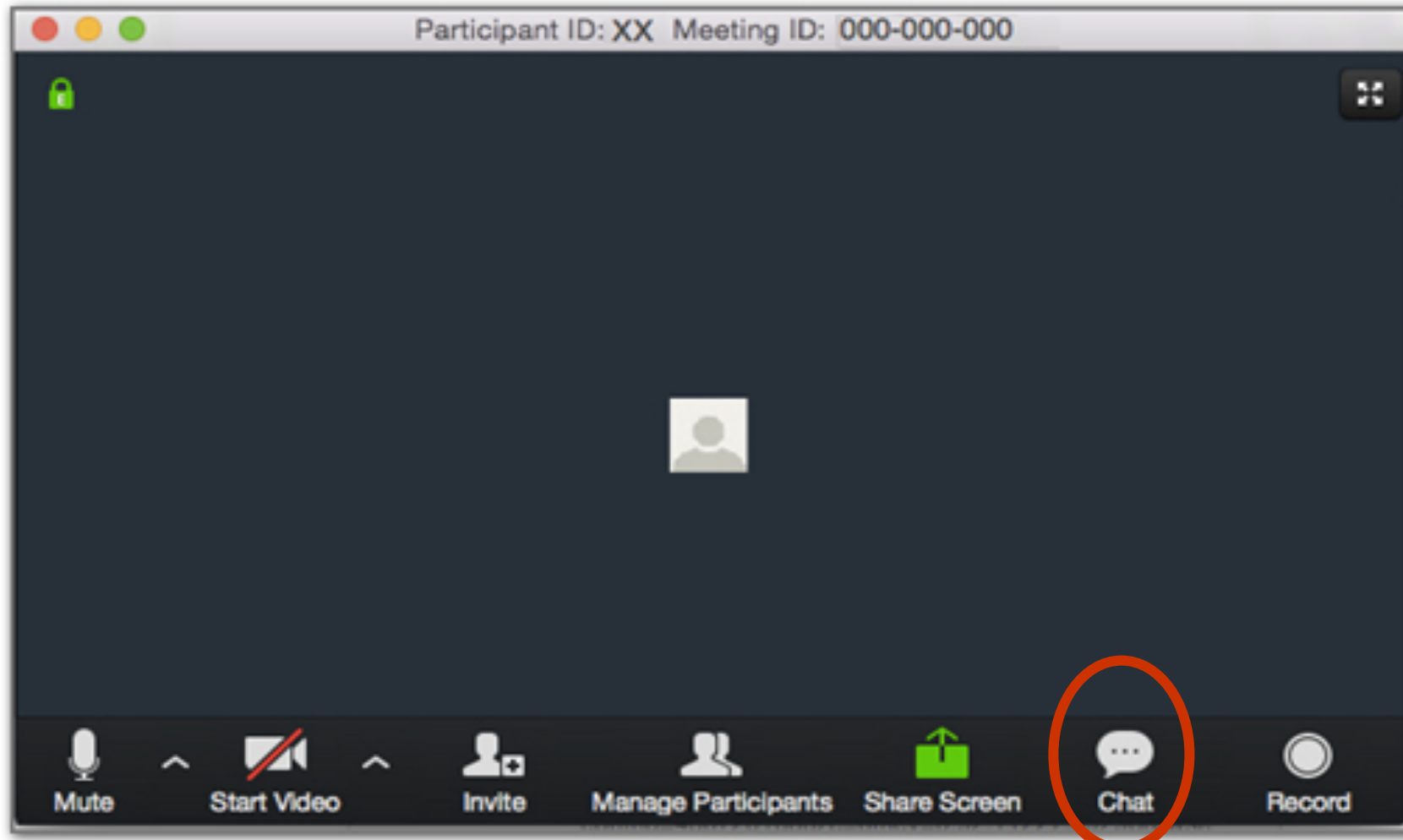


- ❖ Recording
- ❖ Mute yourself
- ❖ Video preferred, but optional
- ❖ Use the chat
- ❖ Tune out the election



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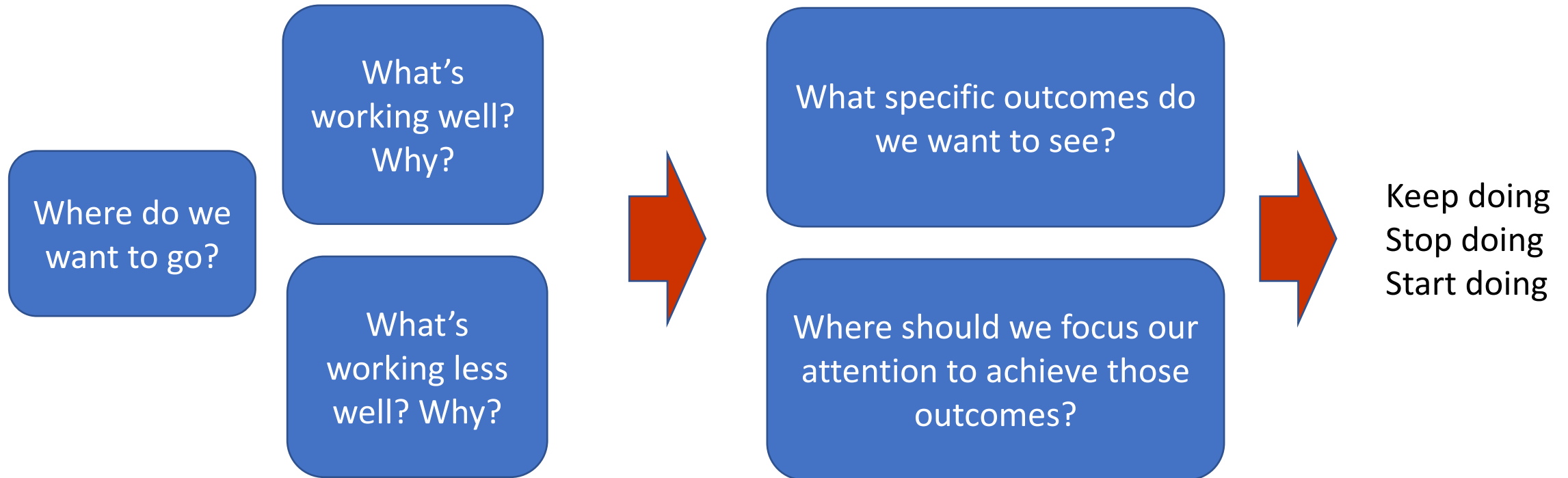
# Introduce yourselves



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# Purpose of the organizational review

- ❖ Guide strategic and operational decision-making in key areas of the organization for the next 12-18 months





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- ❖ **Players**
- ❖ **Coaches**
- ❖ **Umpires**
- ❖ **Hawks Community**
- ❖ **Environment**
- ❖ **Capacity**



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# Players

# Programming has increased since 2016



- ❖ Junior fall league
- ❖ Tournament teams
- ❖ Pre-season tune-up
- ❖ Summer camps
- ❖ HP men's indoor league
- ❖ Women's indoor skills program (recreational)
- ❖ Men's & women's summer skills program

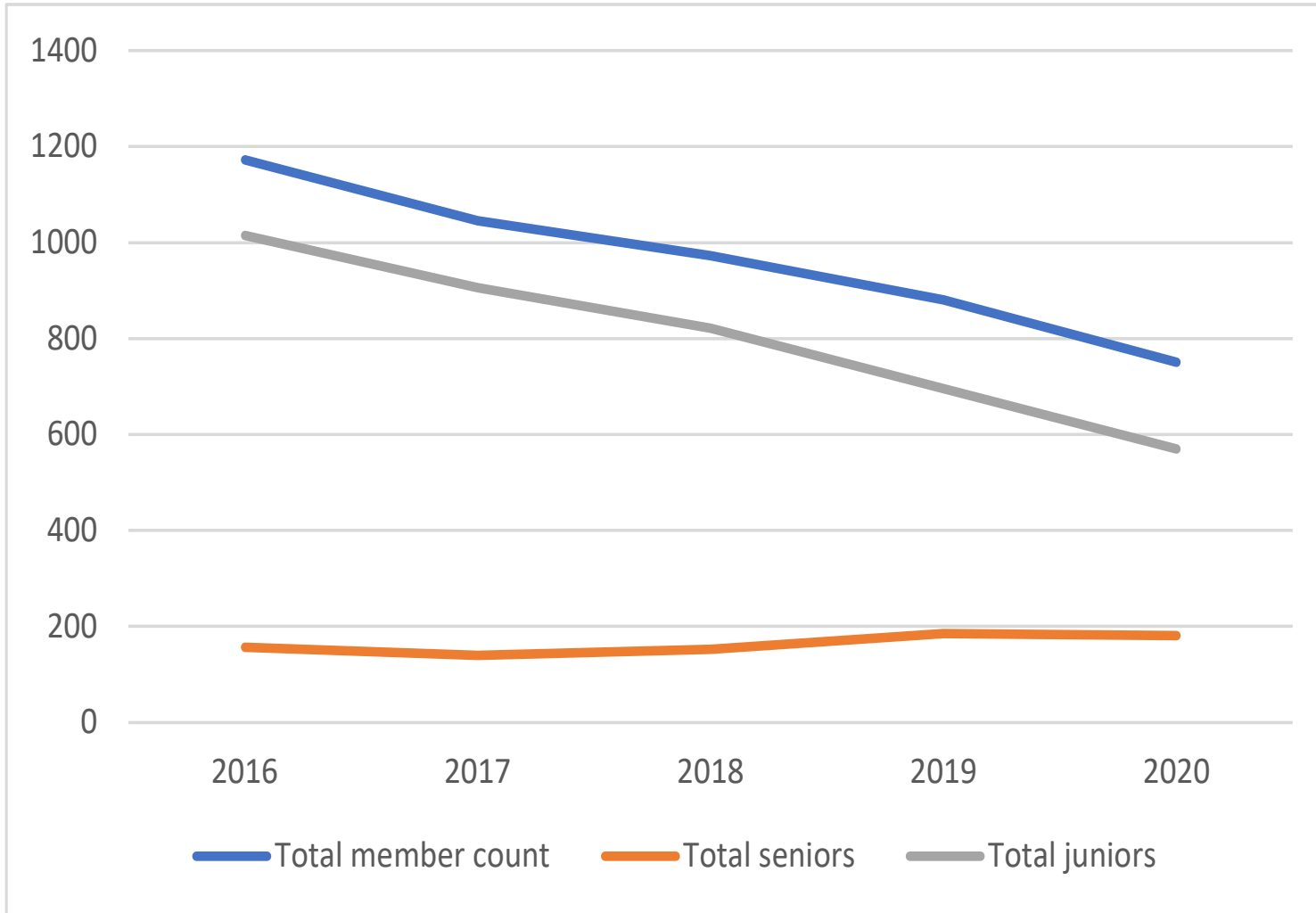


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# Players

## Stable senior registrations, declining juniors



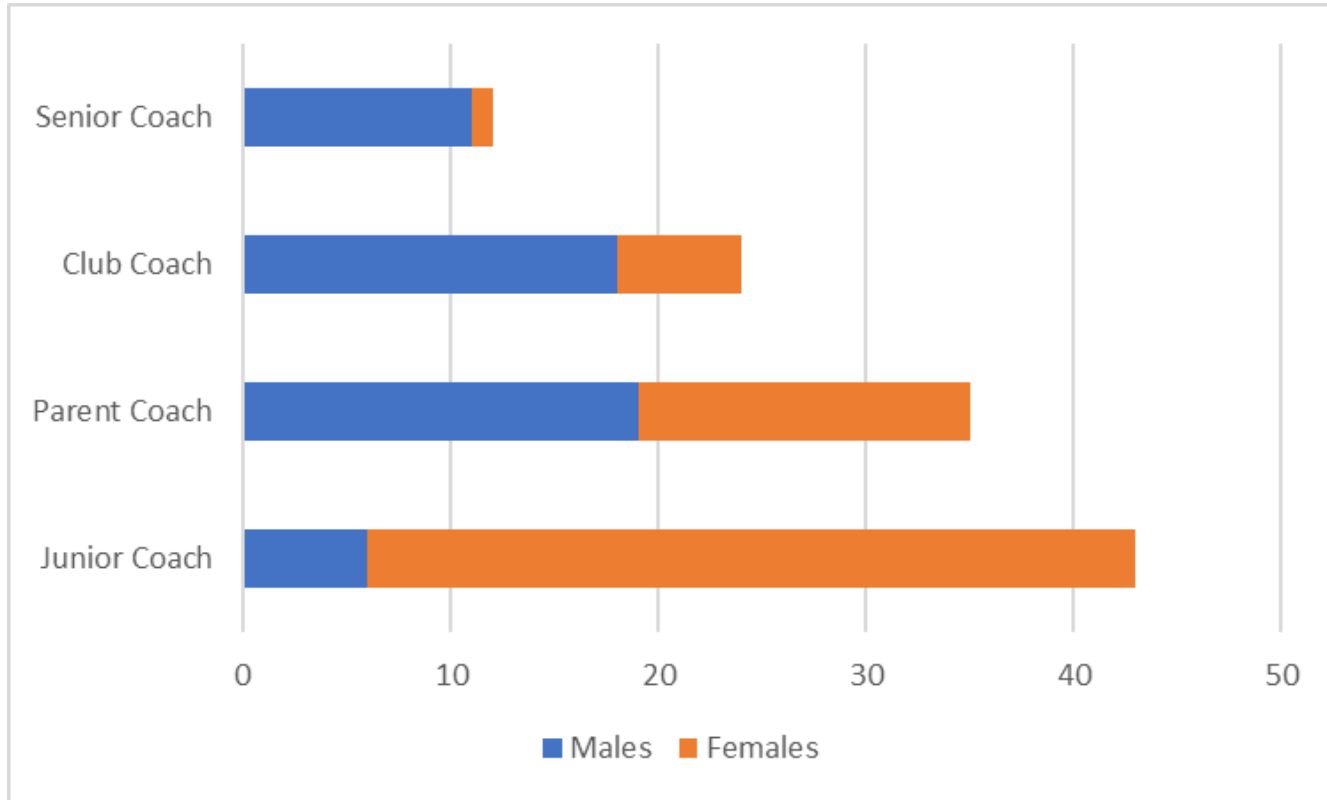
- ❖ 44% decline in juniors since 2016
- ❖ Boys' / men's side more at risk
- ❖ Recruitment is more of an issue than retention
- ❖ Concerns about senior women players' engagement
- ❖ Marketing problem?



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# Coaches

## Robust pool ... with gaps & inconsistencies



- ❖ 114 coaches in the system
- ❖ Pipeline for senior league coaching?
- ❖ Inconsistent quality (juniors, parent coaches)
- ❖ Under-used talent:
  - ❖ Senior women players
  - ❖ High performance youths / women



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# Umpires

## Excellent foundation, no system for progression



- ❖ 50 active umpires
- ❖ Pipeline for senior league umpires?
- ❖ COVID-19 exposed weakness



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# Hawks Community

# Strong, but siloed & underused



- ❖ 125 year history – pride
- ❖ “Hawks for life”
- ❖ Volunteers
- ❖ Men’s side: engagement & cohesiveness
- ❖ Women’s side: team-based engagement
- ❖ Men’s, women’s, junior programs siloed
- ❖ Infrequent all-club events / interactions
- ❖ Spirit of community when we do bring people together



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# Environment

Siloes, imbalances and threats in the broader system affect our club and our sport's potential



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- ❖ Separate league administration
- ❖ Lack of institutional support for:
  - Growth of the field hockey base
  - Role of the clubs
- ❖ Facilities are vulnerable and limit opportunities for growth
- ❖ Competition for players, coaches, umpires, facilities
- ❖ Broader trends around professionalization of amateur sport? Decline of multi-sport?

# Capacity

# Lots of talent ... with gaps & too much to do



VANCOUVER HAWKS FHC  
Club Treasurer Role

## A. CONSTITUTION OF THE VANCOUVER HAWKS FIELD HOCKEY CLUB

6.10 A Director who may be absent temporarily from British Columbia may send or deliver to the secretary or to the address of the Society a waiver of notice, which may be by letter, telegram, telex or cable, of any meeting of the Directors and may at any time withdraw the waiver, and until the waiver is withdrawn;



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- ❖ Adjusted to increased demands from membership
- ❖ We do many things well but we lack systems and we chronically fall short on implementation
- ❖ Current Board and staff structure does not support effective implementation



**VHFHC  
Strategic  
Planning  
Retreat –  
Actions  
Document**

**Where to from here?**



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# Vision: A field hockey community for life

- ❖ Our club is a single community, not a collection of teams and programs
- ❖ When you join this club, you become a member of a lifetime community
- ❖ We promote involvement in the sport in any and all ways people choose to participate through their lifetime
- ❖ We support the development of one field hockey community for BC
- ❖ Building community is infused in everything we do



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# Mission: Developing and maintaining lifelong involvement in field hockey

## ❖ What do we do:

- Provide programming for all ages, all levels, all through the year
- Provide development opportunities for players, coaches, umpires

## ❖ How do we do it:

- By doing the “basics” well:
  - ✓ Organized
  - ✓ Quality coaching
  - ✓ Clear, timely communication
  - ✓ Affordable
- By pro-actively engaging with other stakeholders in the Lower Mainland and BC to grow and maintain an effective field hockey system



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# Strategic priorities: 2020-22

## Players

1. Recruiting young juniors (U7-U12)

## Coaches

2. Growing pool of coaches qualified / interested in senior league coaching

3. Addressing inconsistencies in coaching quality

## Umpires

4. Growing pool of umpires qualified / interested in senior league umpiring

## Club Community

5. Building the Hawks club “community”

## Environment

6. Strengthening advocacy

## Capacity

7. Increasing staff and volunteer capacity

8. Addressing gaps and weaknesses in our governance

9. Expanding revenue sources beyond membership



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# A structure to support effective implementation

- Board:
  - Expand
  - President, Treasurer: 2 year roles
  - Members at large have defined portfolios: 1 year commitment
- Committee / working group structure
- Volunteer coordinator responsible for talent ID & volunteer pathways
- Maintain volunteer bond, volunteer stipends
- Increase staffing



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# Expand the Board, define roles

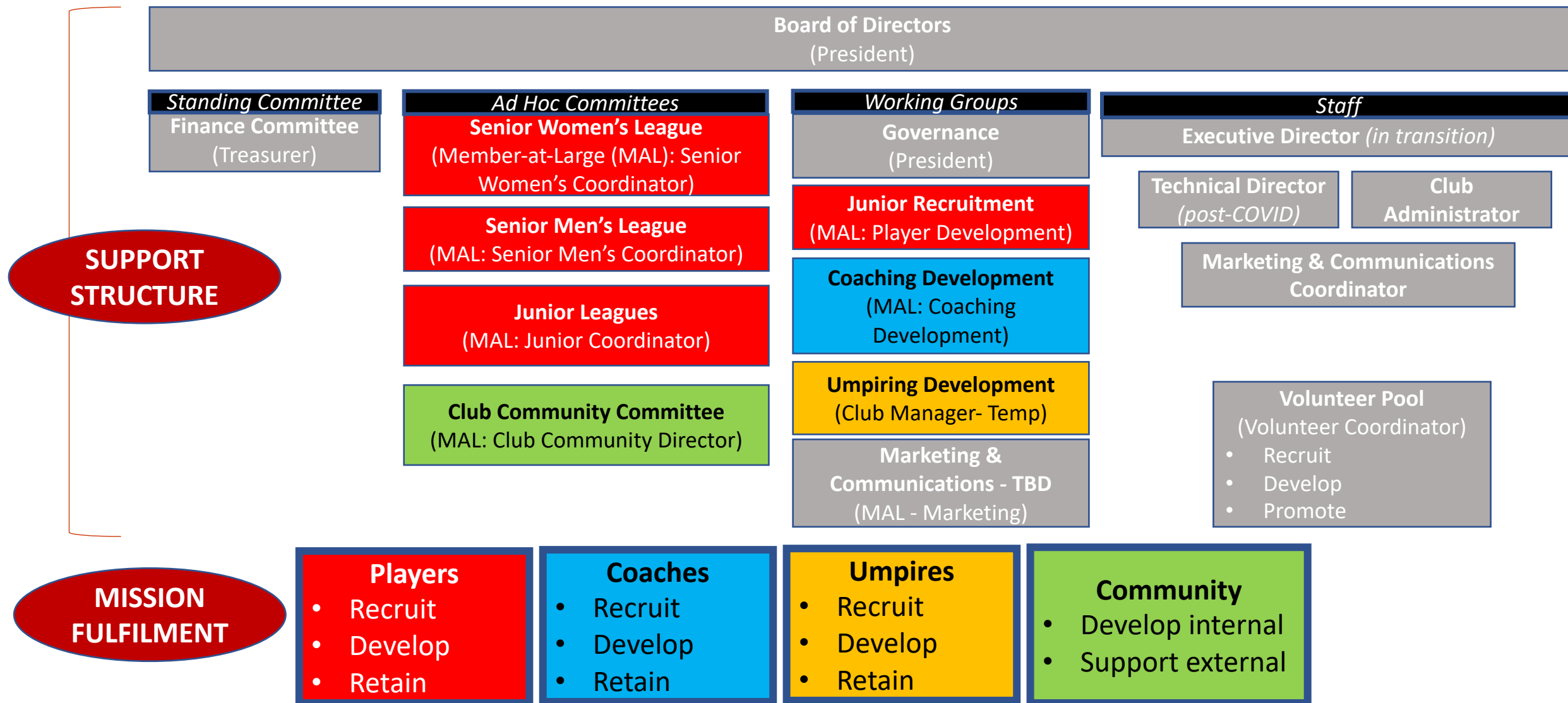
## ➤ Board roles (Nov 2020 – Nov 2021)

➤ President	(Penny Cooper – Acting)
<b>Treasurer</b>	<b>VACANT - URGENT</b>
➤ Secretary	(Mike Foxcroft)
➤ Player Development	(Stephanie Hume)
➤ Coaching Development	(Matt Sarmento)
➤ Umpiring Development	OPEN
➤ Club Community Development	OPEN
➤ Senior Women's Coordinator	(Sarah Spencer)
➤ Senior Men's Coordinator	(Matt Sarmento ... )
➤ Junior Coordinator	OPEN
➤ Marketing	OPEN
➤ Advocacy	OPEN



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# Spread the load, make it less scary



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**Please sign up for Vancouver Hawks Field Hockey Club - Volunteers!**

**Here's how it works in 3 easy steps:**

1. **Click this link** to go to our invitation page on SignUp.com: <https://signup.com/login/entry/11453606700111>
2. **Enter your email address:** (You will NOT need to register an account on SignUp.com)
3. **Sign up!** Choose your spots - SignUp.com will send you an automated confirmation and reminders. Easy!

Note: SignUp.com does not share your email address with anyone. If you prefer not to use your email address, please contact me at [volunteers@vancouverhawks.com](mailto:volunteers@vancouverhawks.com) and I can sign you up manually.



Thank you ... let's talk!

[president@vancouverhawks.com](mailto:president@vancouverhawks.com)

[volunteers@vancouverhawks.com](mailto:volunteers@vancouverhawks.com)



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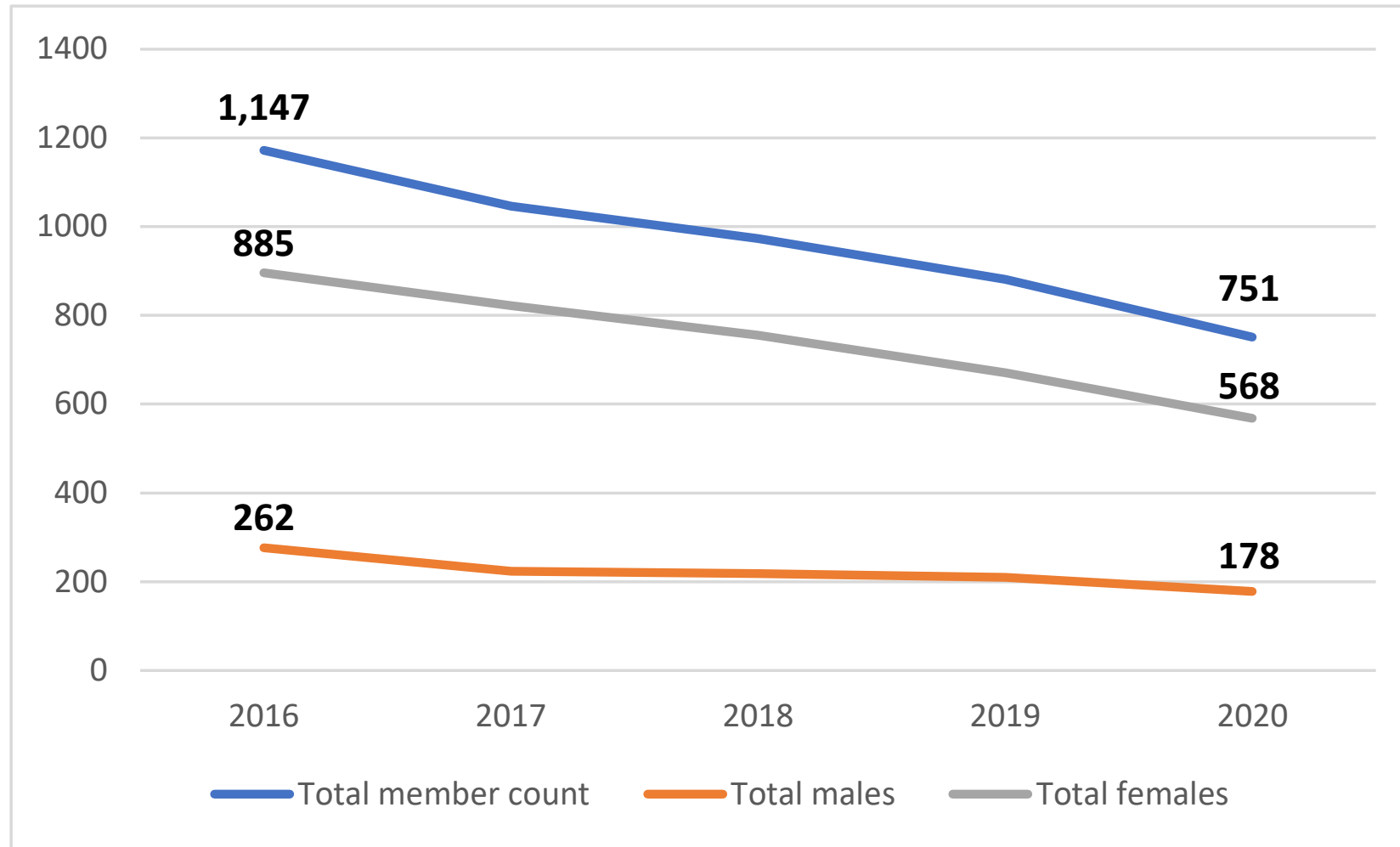
# SPARE SLIDES



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# Overall steady membership decline since 2016



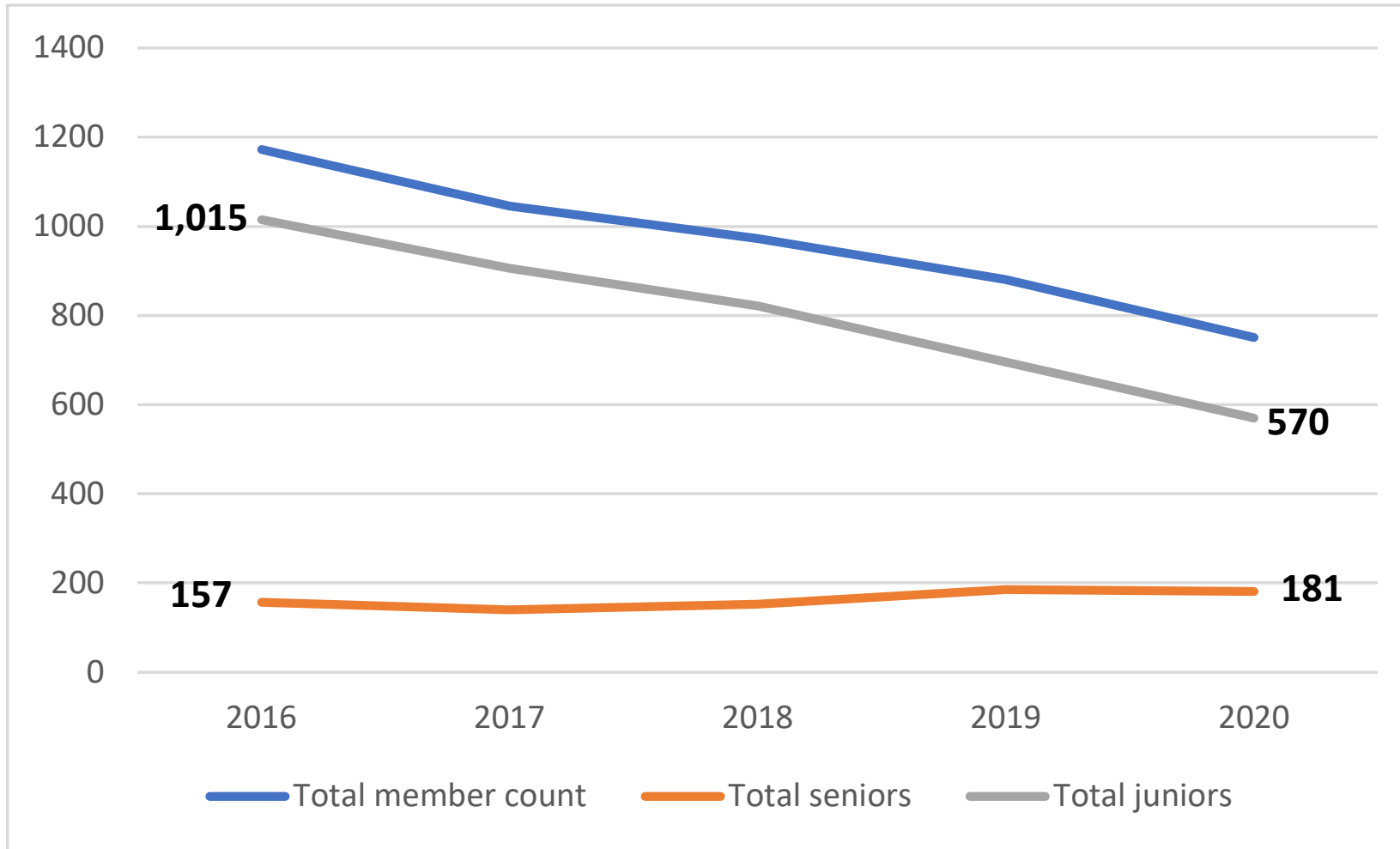
- 36% decline overall
- Similar for males & females



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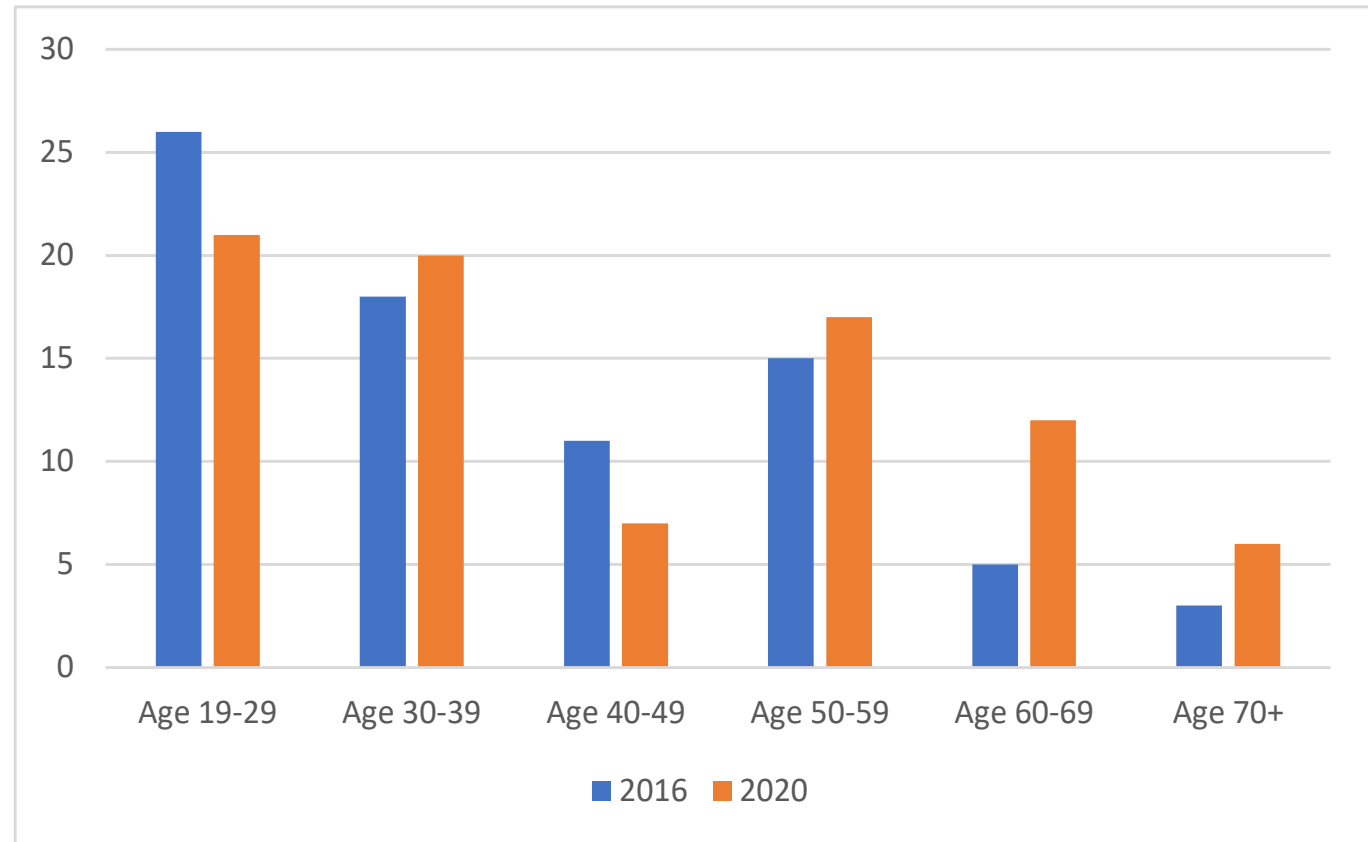
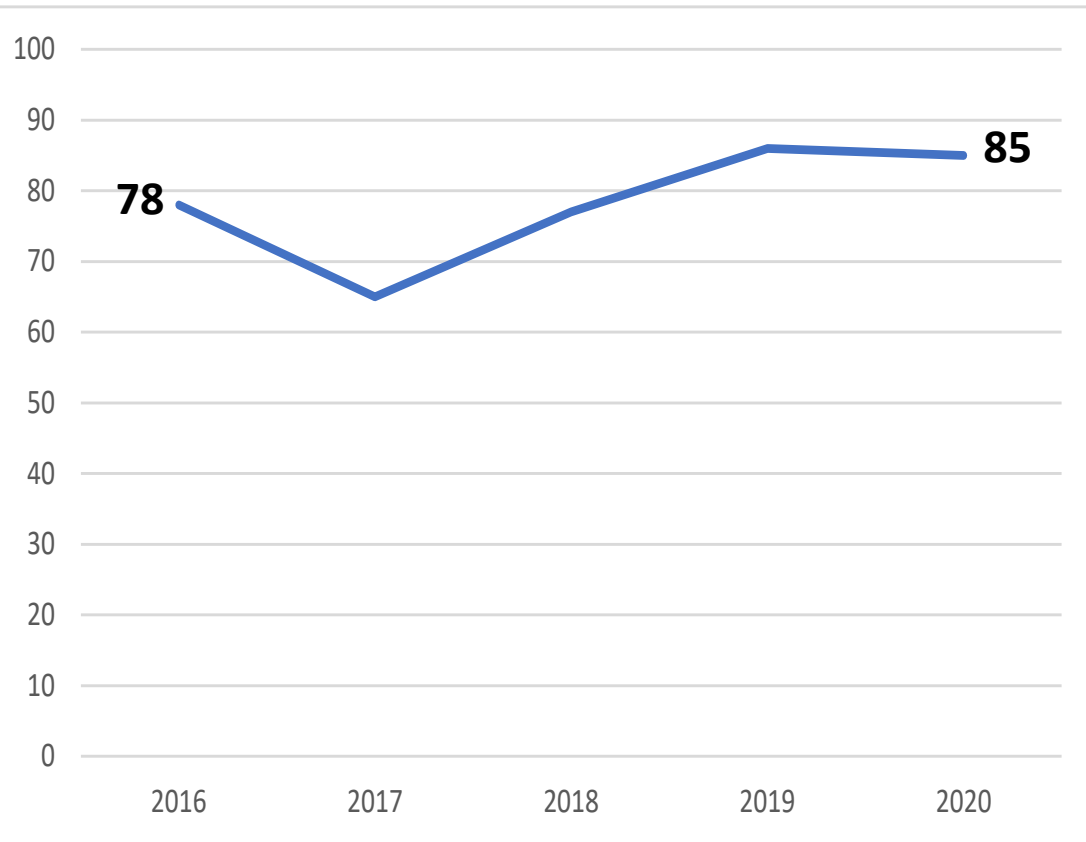
# Junior numbers account for the decline

- 44% decline in juniors



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# Modest growth in senior men; good distribution of ages

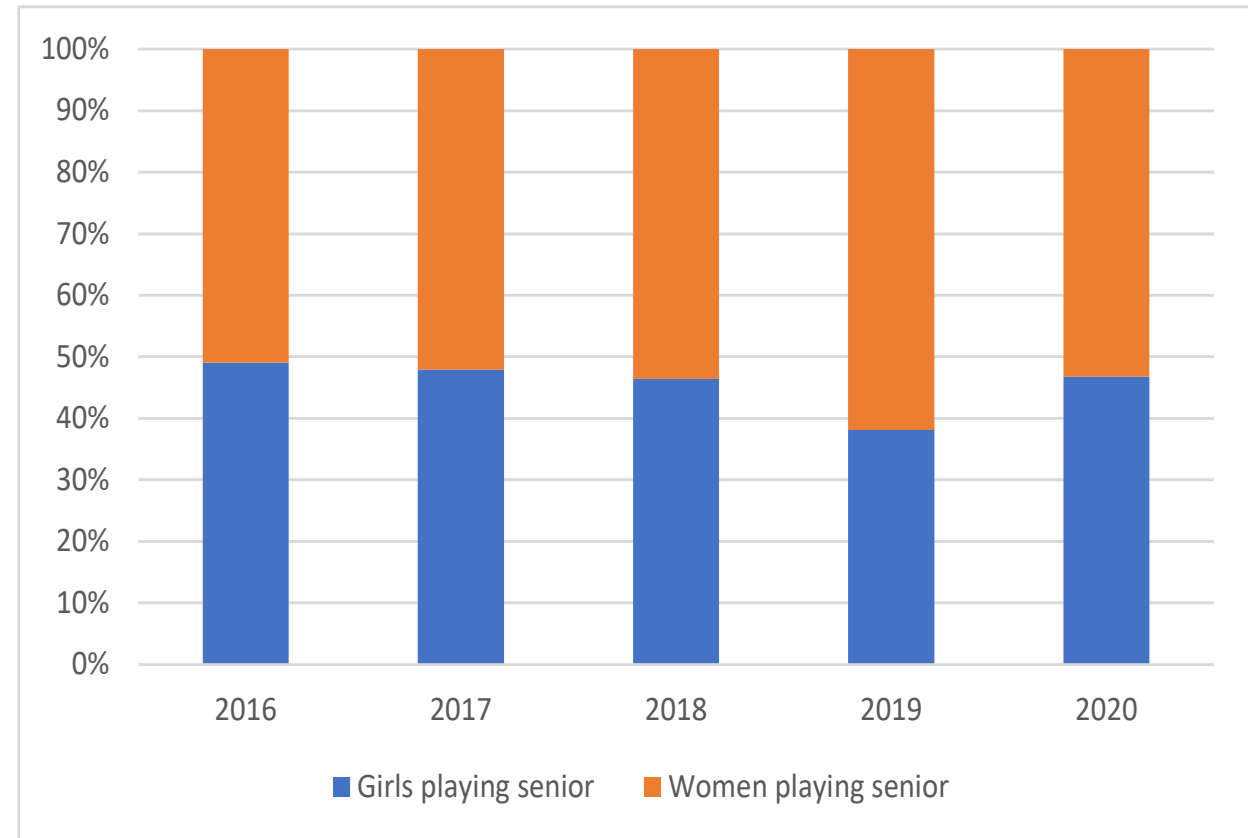
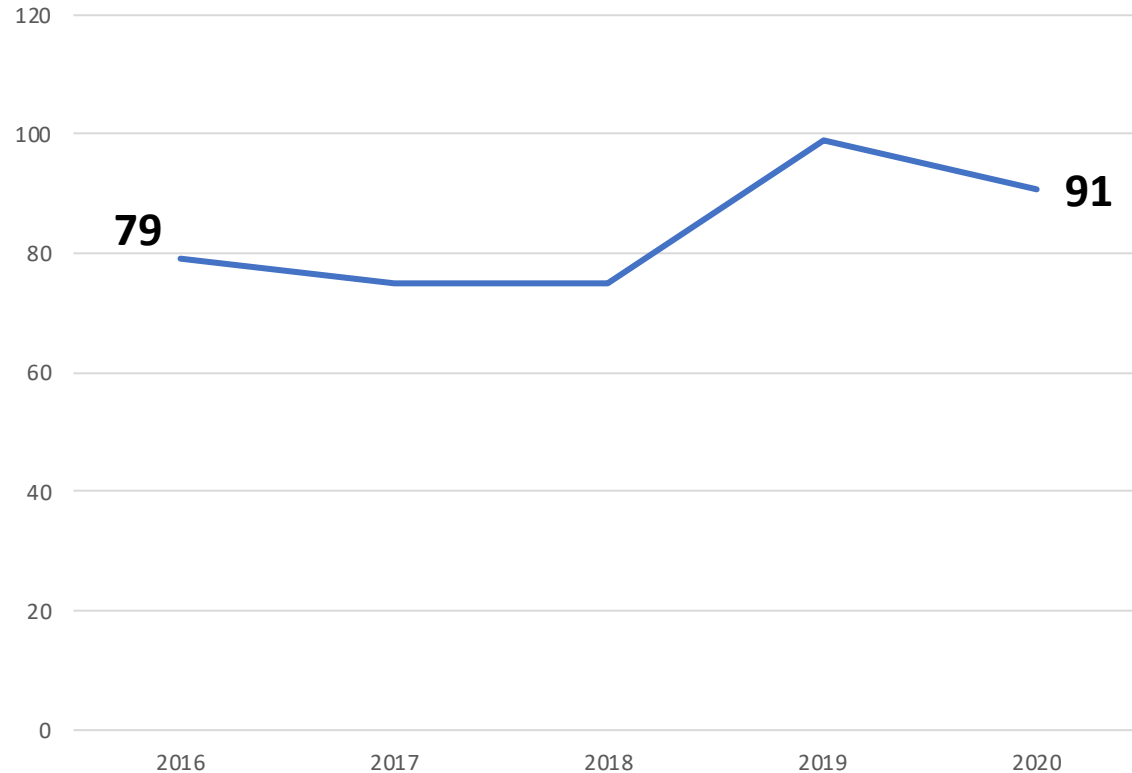


➤ Returning/new players ratio consistent at 85:15



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15% growth in senior women and no change to composition of juniors and seniors in women's league teams

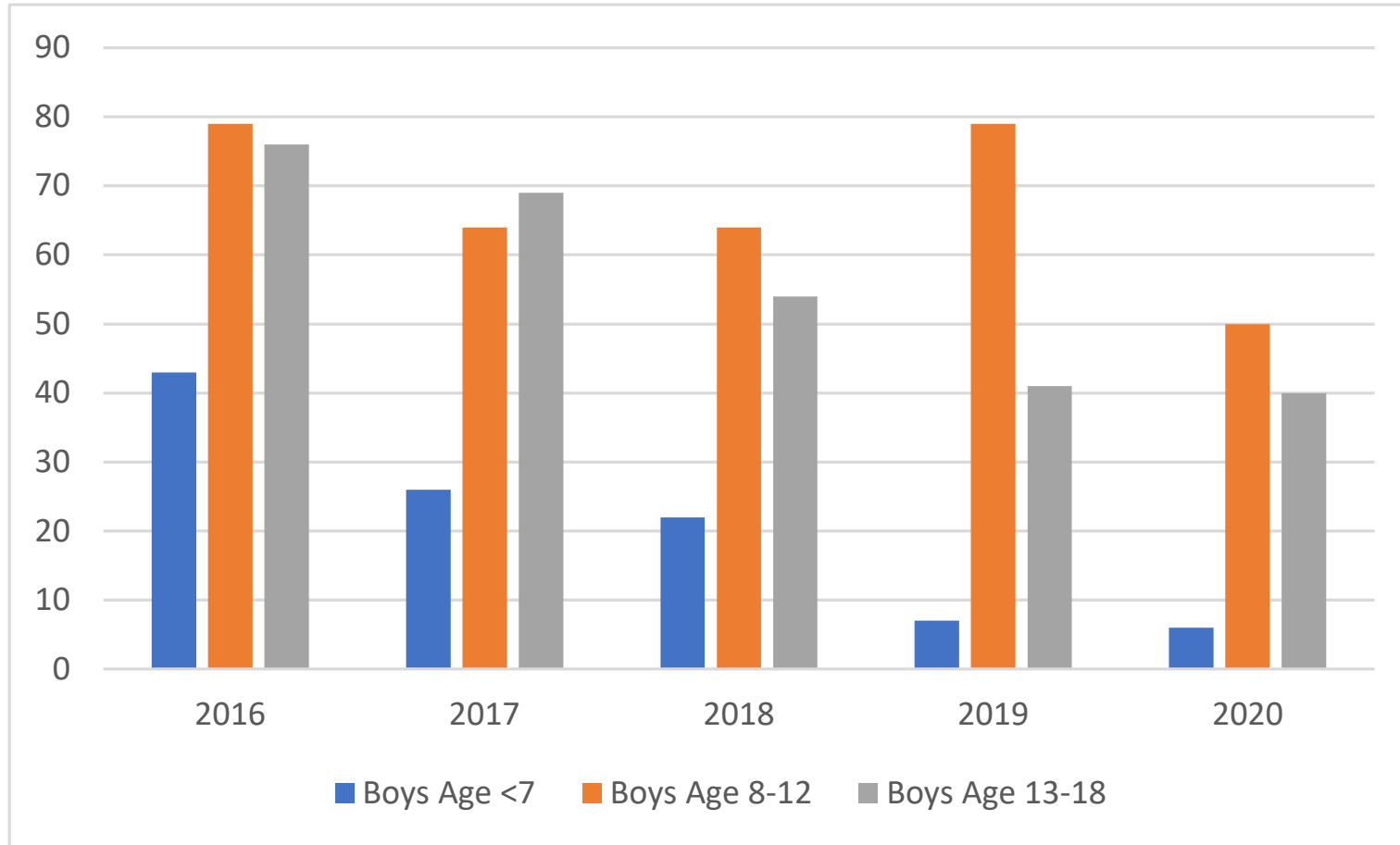


➤ Returning/new players ratio steady most years at 80:20



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# Loss of junior boys in all age groups ... from a small base and now <100

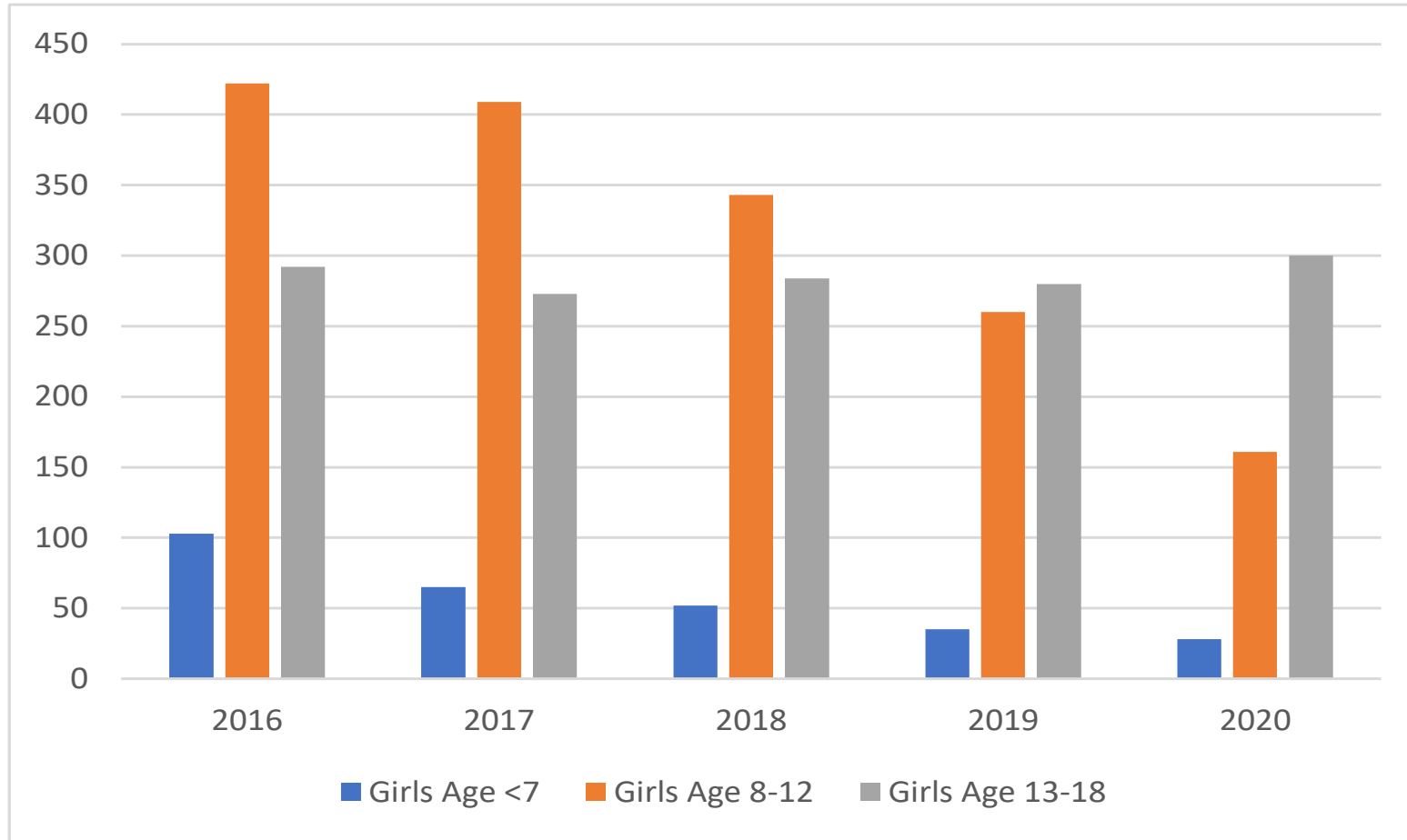


- 86% decline in U7
- 37% decline in U8-12
- 47% decline in U13-18



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# Success retaining teenaged girls, but huge declines in U7-U12

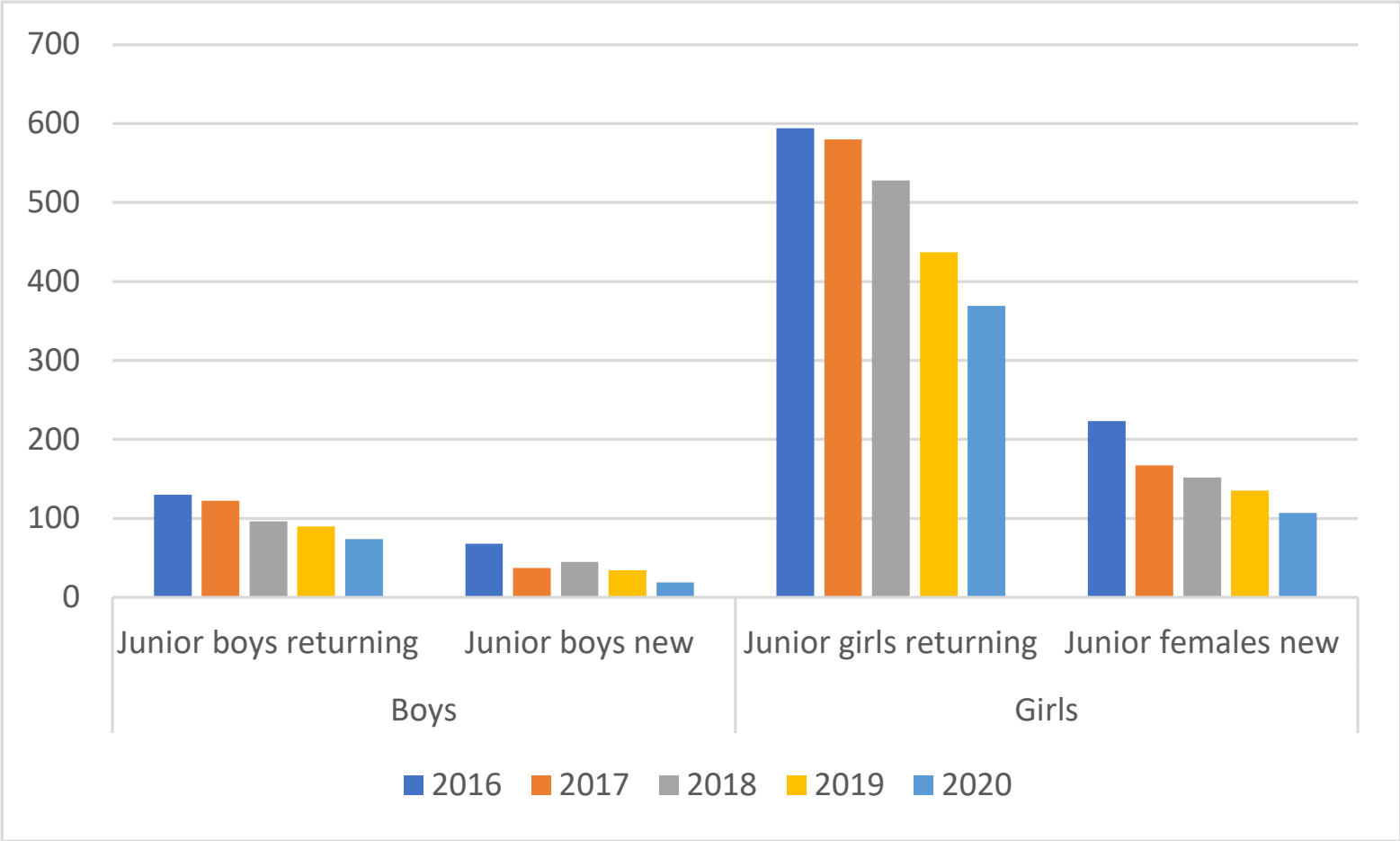


- 73% decline in U7
- 62% decline in U8-12
- 3% growth in U13-18



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# Decline is in both new and returning juniors, but worse for new



- Boys
  - New 72%
  - Returning 43%
- Girls
  - New 52%
  - Returning 38%

# Men's and women's sides look totally different

## Women's

- 47% of players in senior women's league were juniors
- 20% of senior women are aged 50+
- Robust pipeline of teen-aged players to support future growth **if we continue to be intentional**

## Men's

- 16% of players in senior men's league were juniors
- 42% of senior men are aged 50+
- Pipeline is at risk all the way from <7 to <18 + new senior recruits



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