



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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Housekeeping

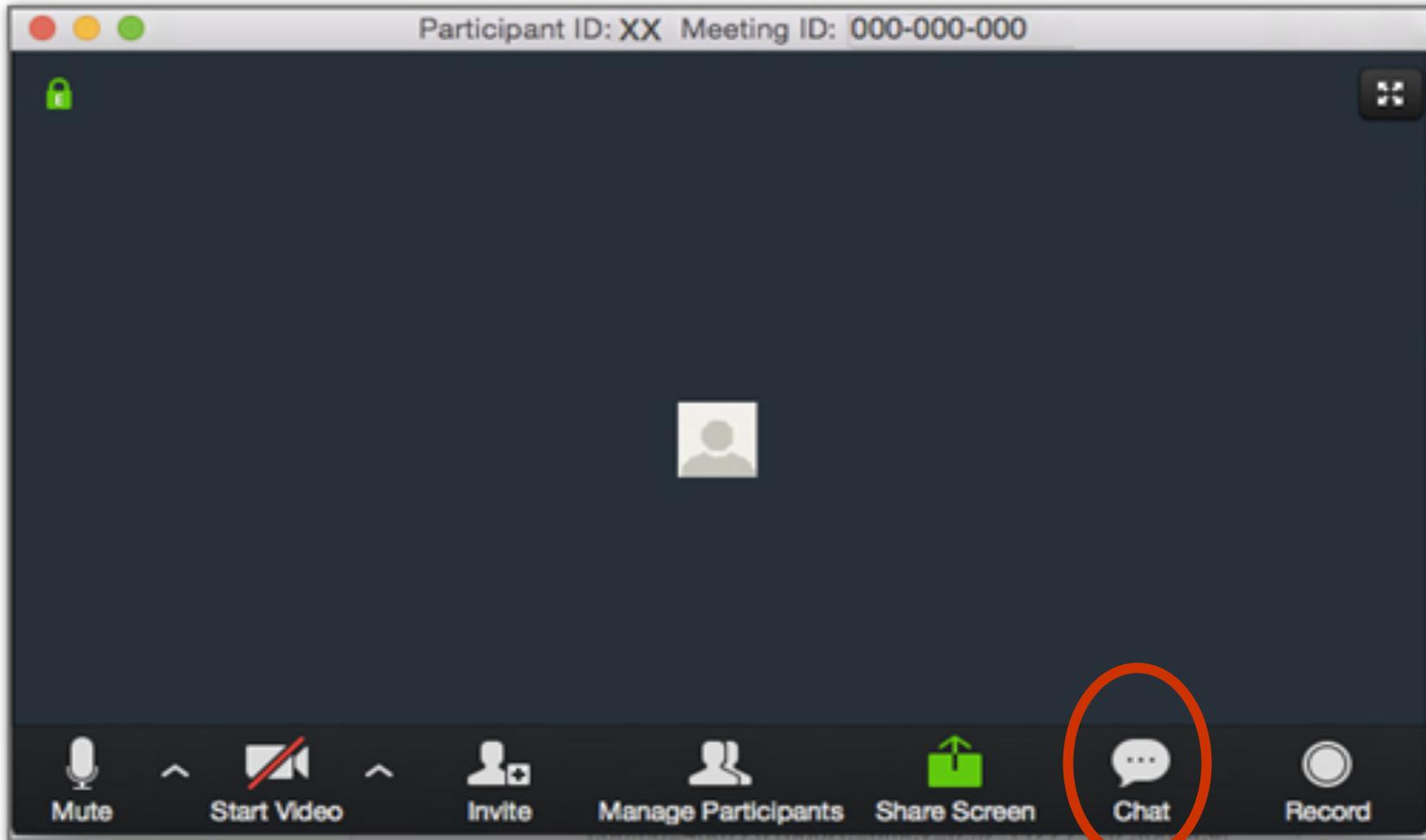


- ❖ Recording
- ❖ Mute yourself
- ❖ Video preferred, but optional
- ❖ Use the chat
- ❖ Tune out the election



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

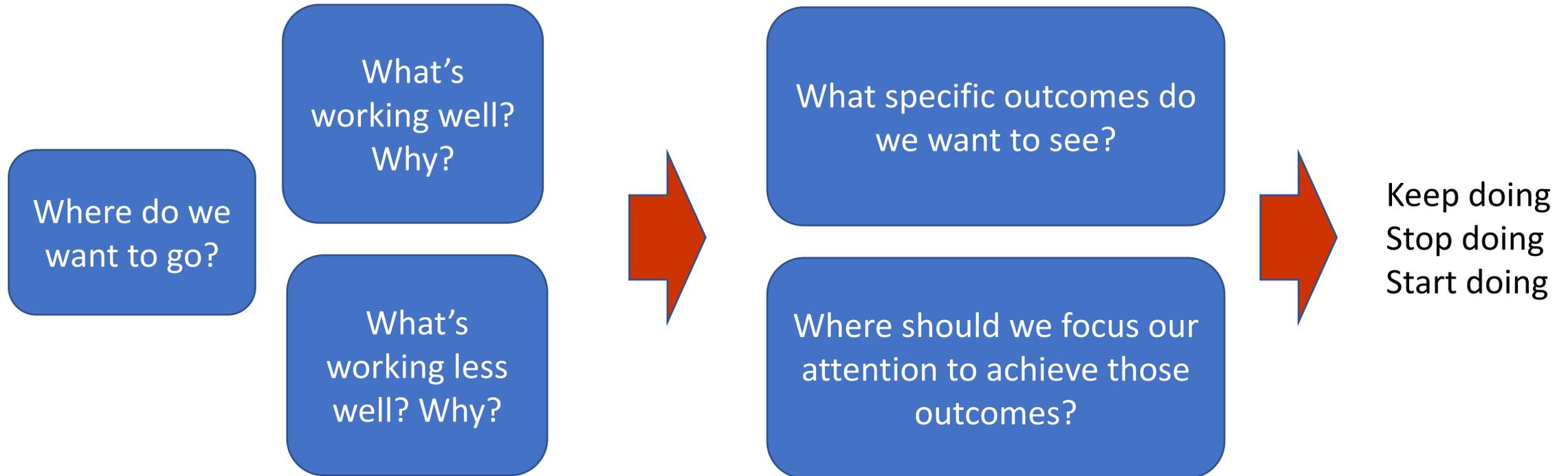
Introduce yourselves



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Purpose of the organizational review

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





VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895



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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Players

Programming has increased since 2016



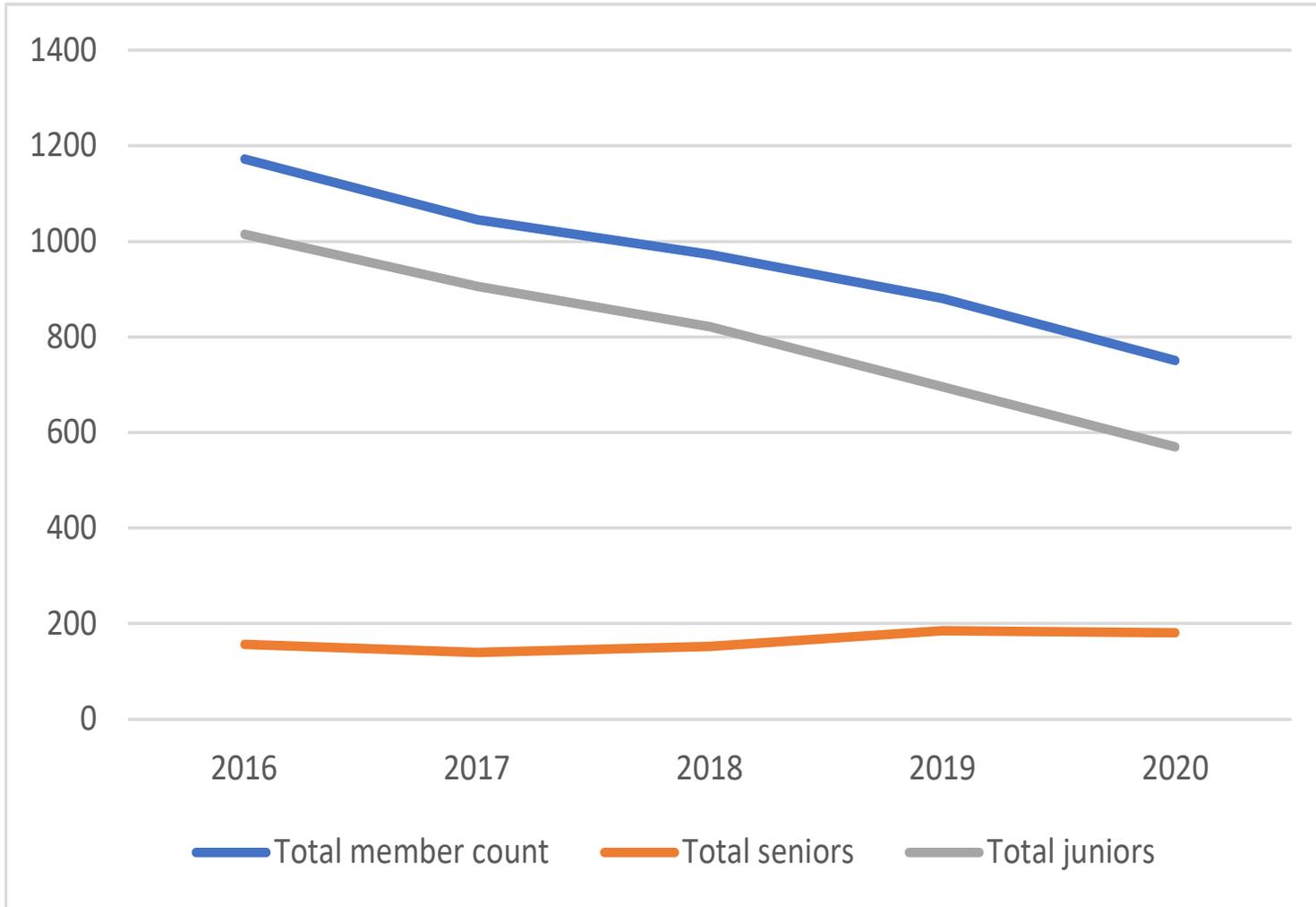
- ❖ Junior fall league
- ❖ Tournament teams
- ❖ Pre-season tune-up
- ❖ Summer camps
- ❖ HP men's indoor league
- ❖ Women's indoor skills program (recreational)
- ❖ Men's & women's summer skills program



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Players

Stable senior registrations, declining juniors



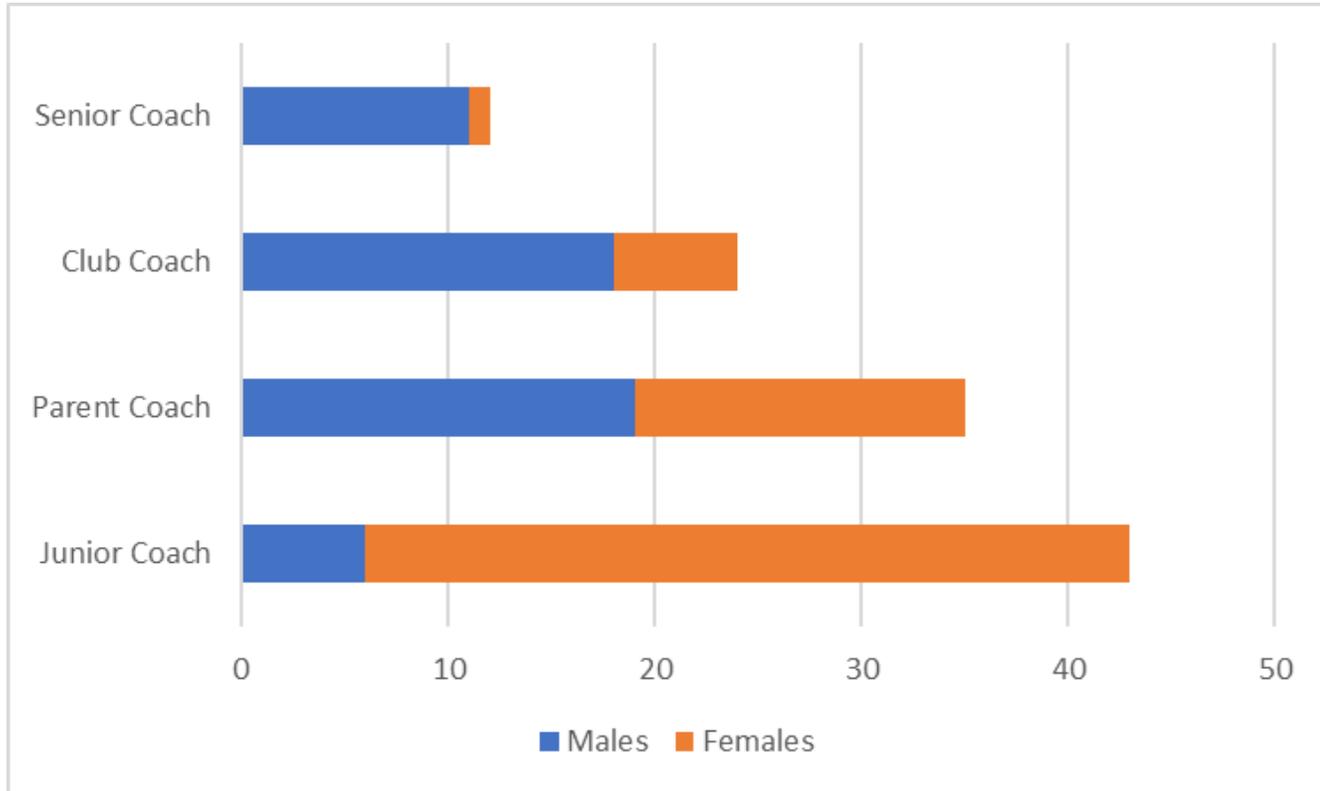
- ❖ 44% decline in juniors since 2016
- ❖ Boys' / men's side more at risk
- ❖ Recruitment is more of an issue than retention
- ❖ Concerns about senior women players' engagement
- ❖ Marketing problem?



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Umpires

Excellent foundation, no system for progression



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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Environment

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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

- ❖ 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

- ❖ 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

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;



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895



**VHFHC
Strategic
Planning
Retreat –
Actions
Document**

Where to from here?



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

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



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

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



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



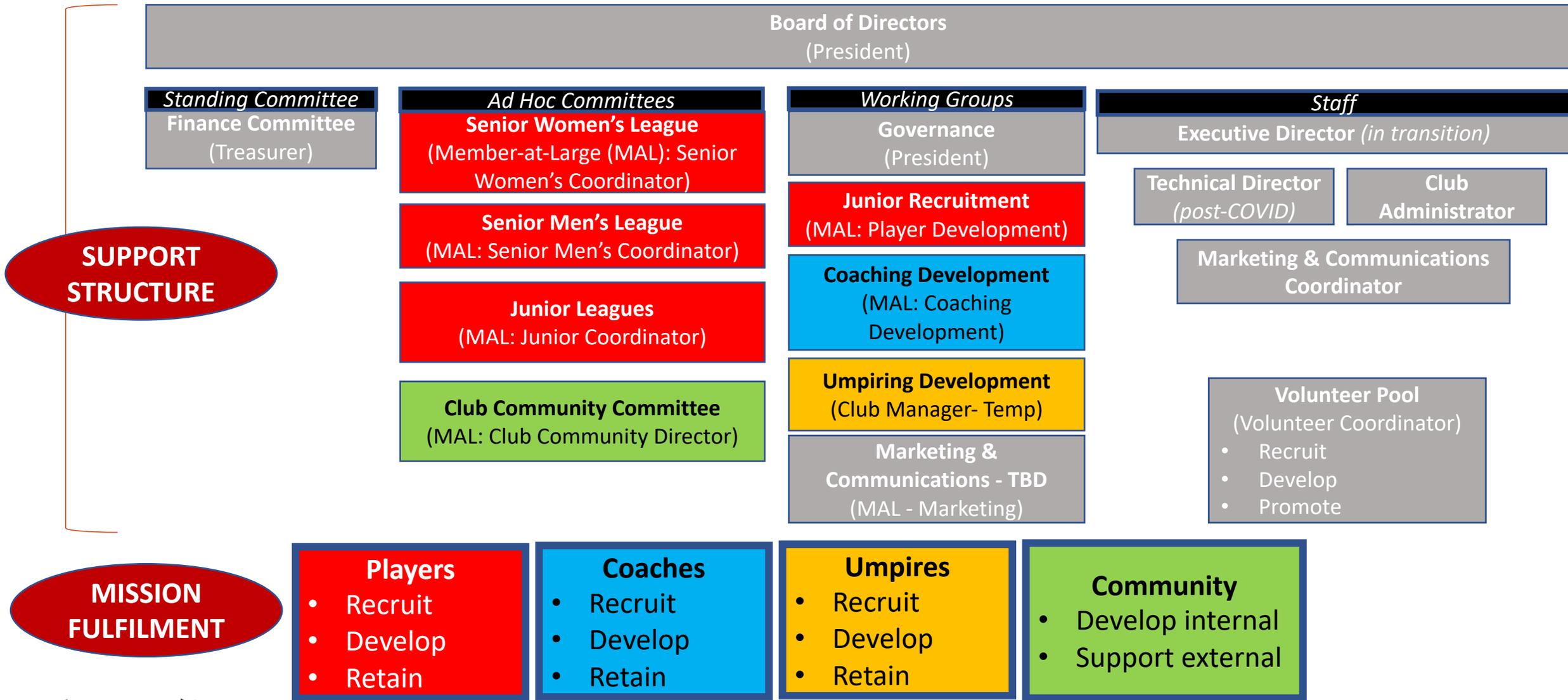
Expand the Board, define roles

➤ Board roles (Nov 2020 – Nov 2021)

- | | |
|------------------------------|-------------------------|
| ➤ President | (Penny Cooper – Acting) |
| Treasurer | VACANT - URGENT |
| ➤ 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 |



Spread the load, make it less scary



Signup.com

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 and I can sign you up manually.



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

Thank you ... let's talk!

president@vancouverhawks.com

volunteers@vancouverhawks.com



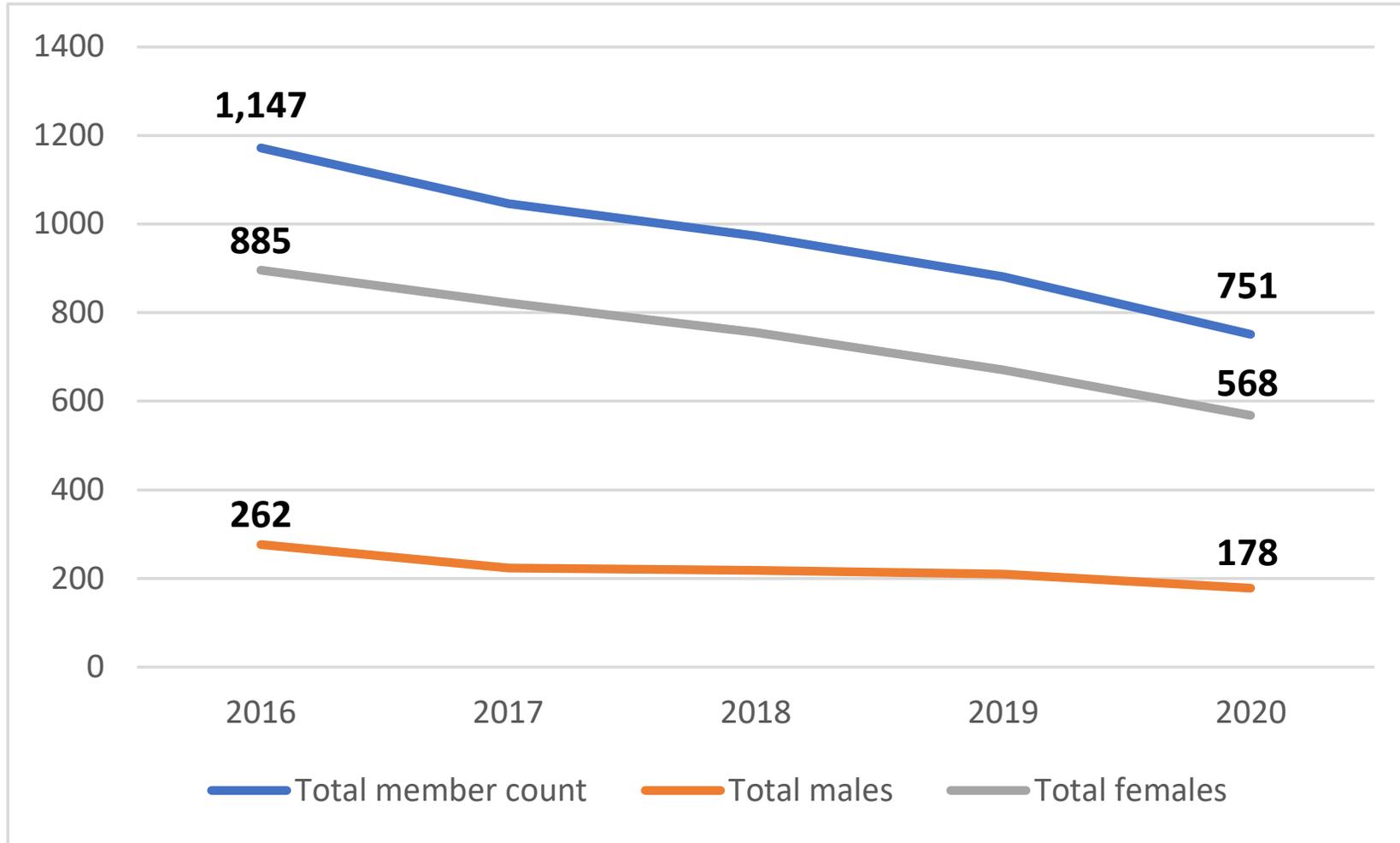
VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

SPARE SLIDES



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

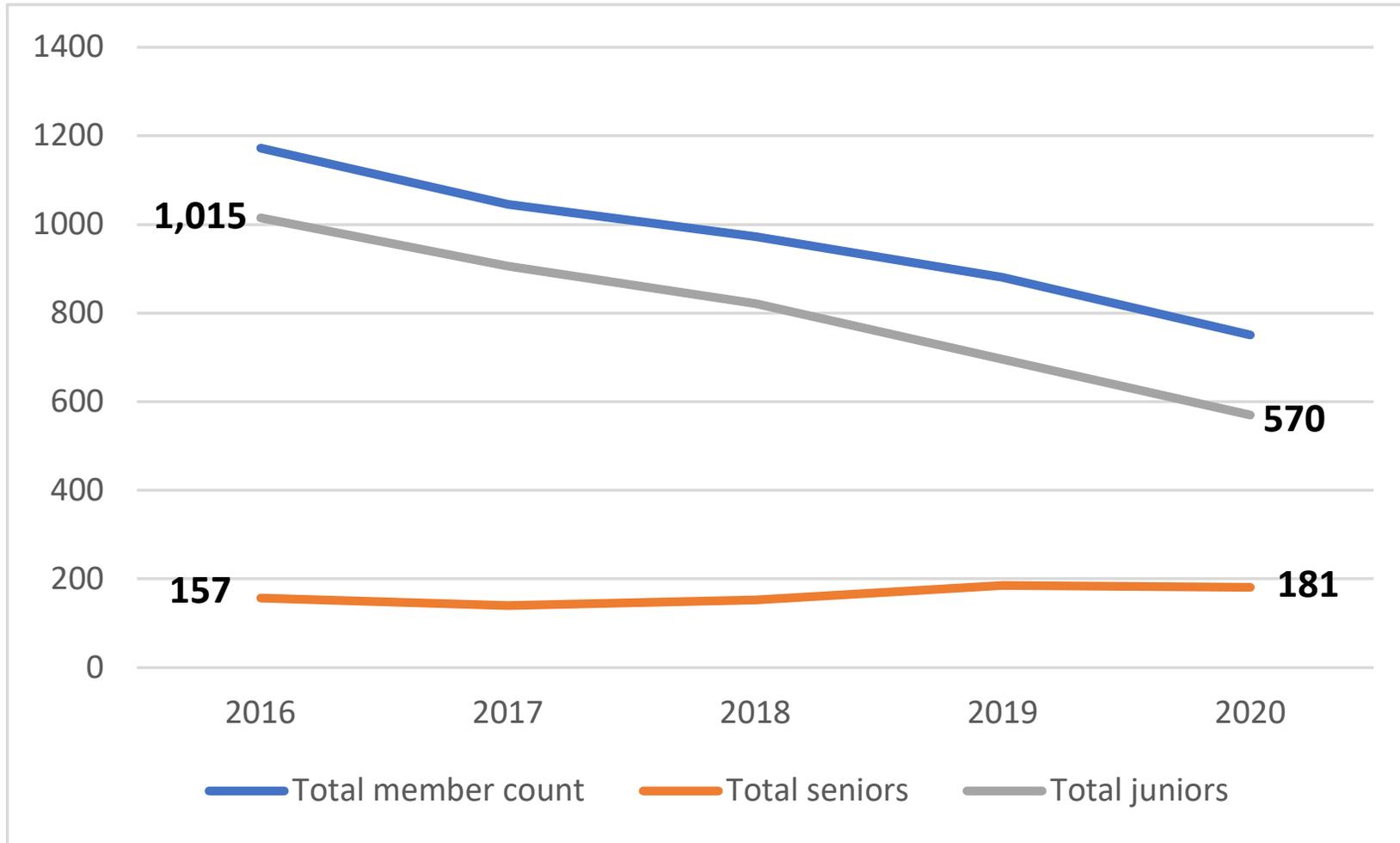
Overall steady membership decline since 2016



- 36% decline overall
- Similar for males & females



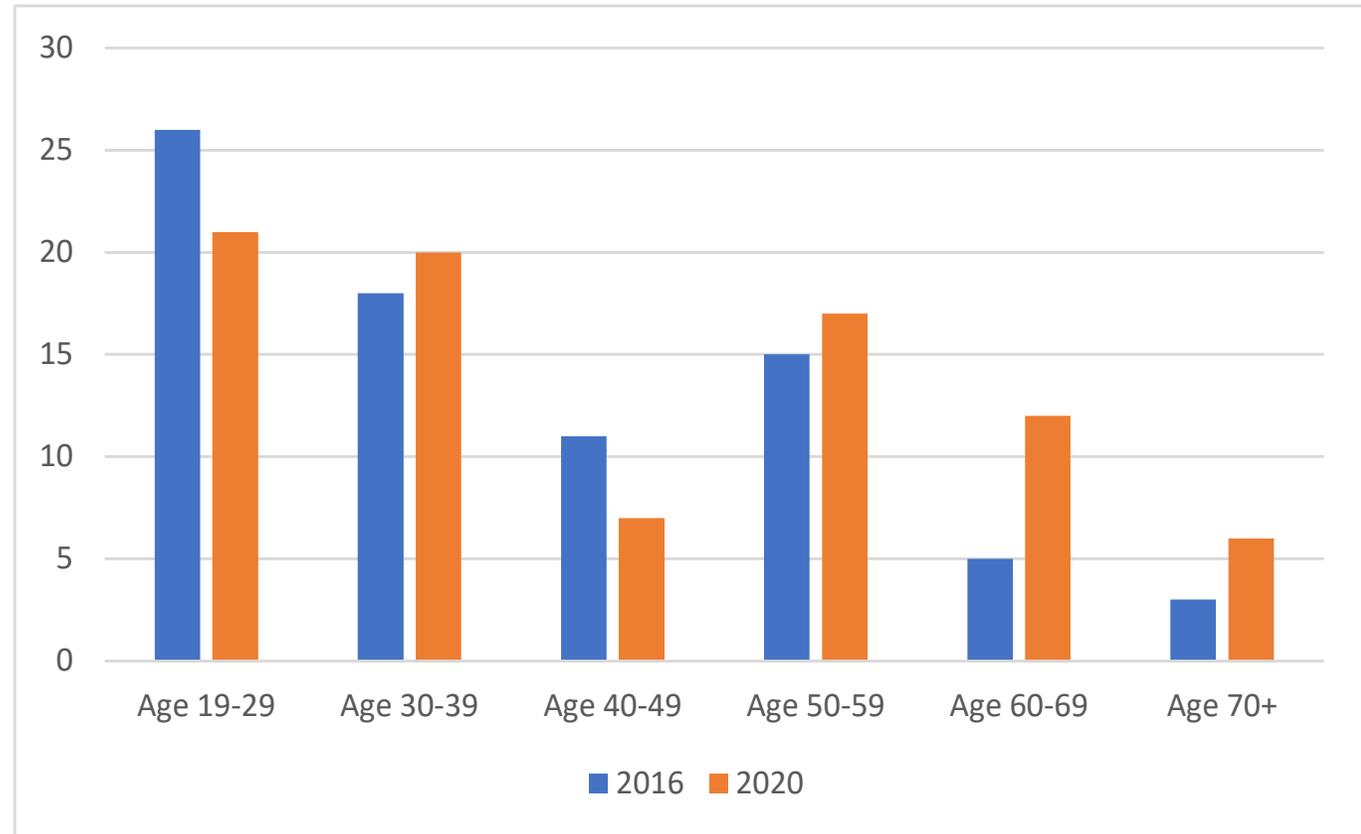
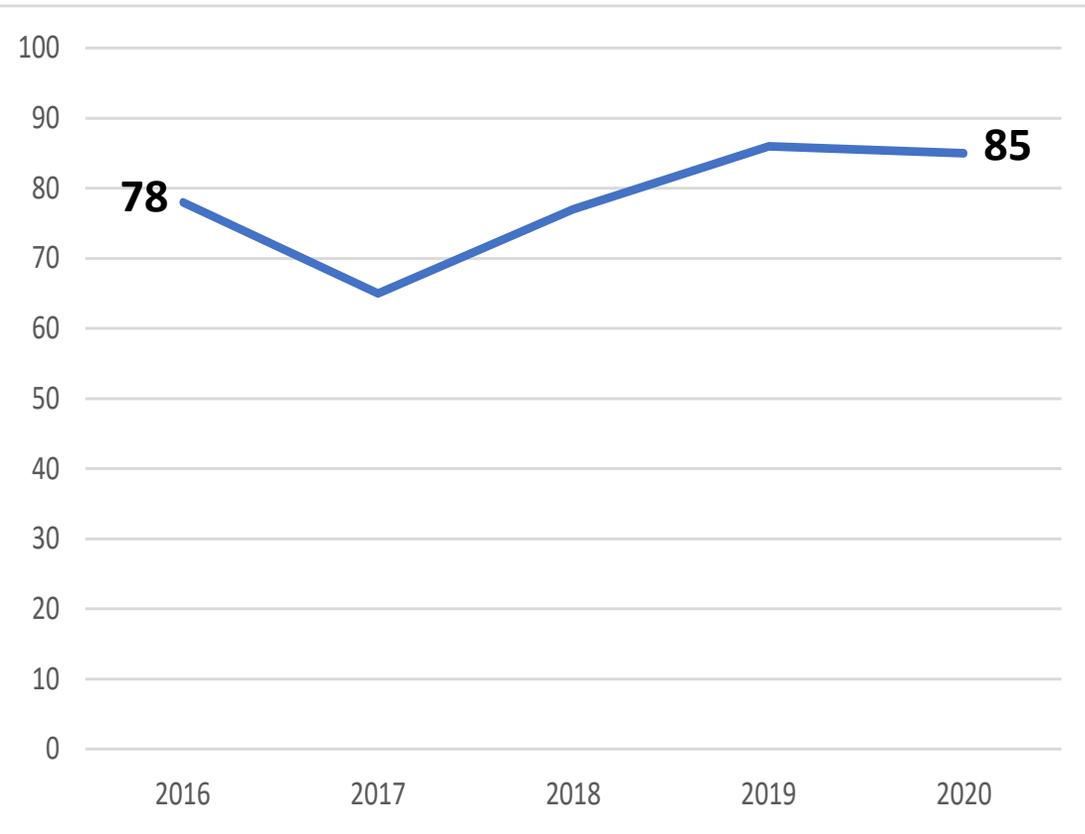
Junior numbers account for the decline



- 44% decline in juniors



Modest growth in senior men; good distribution of ages

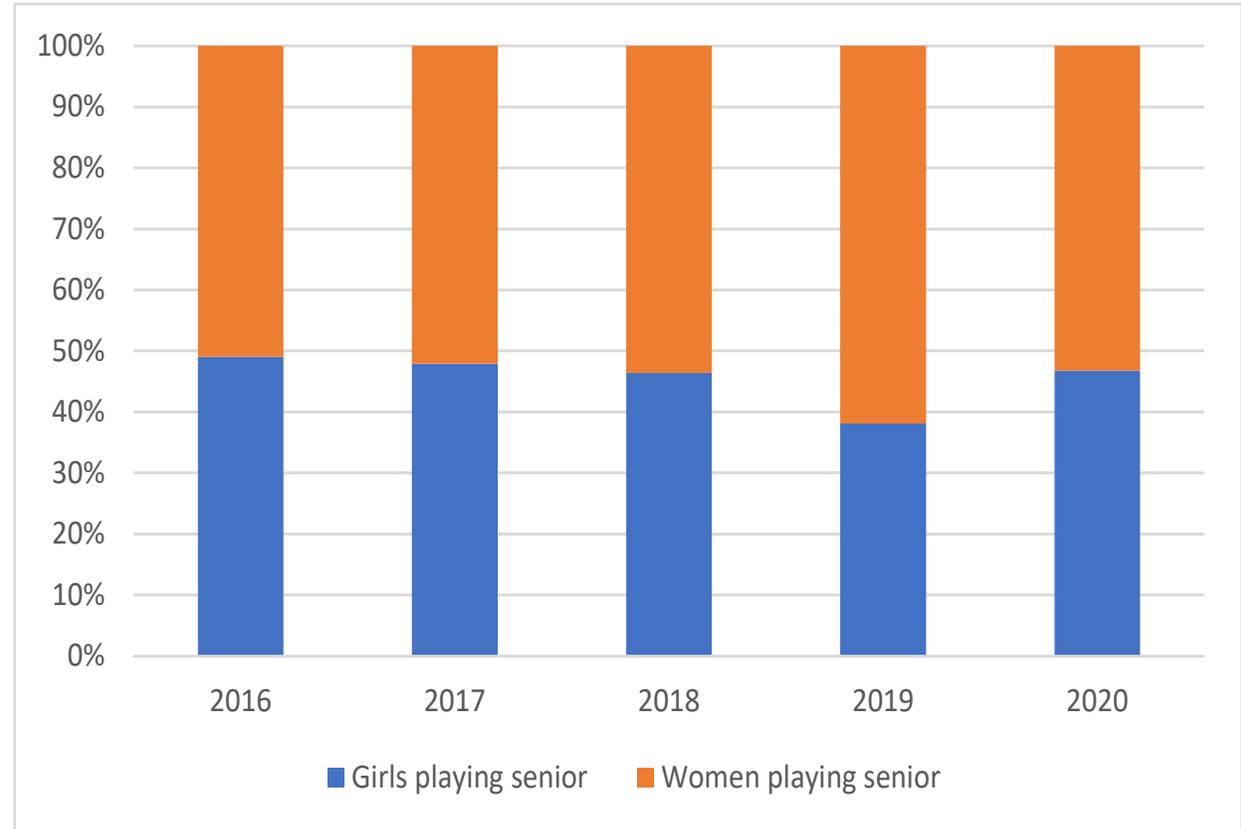
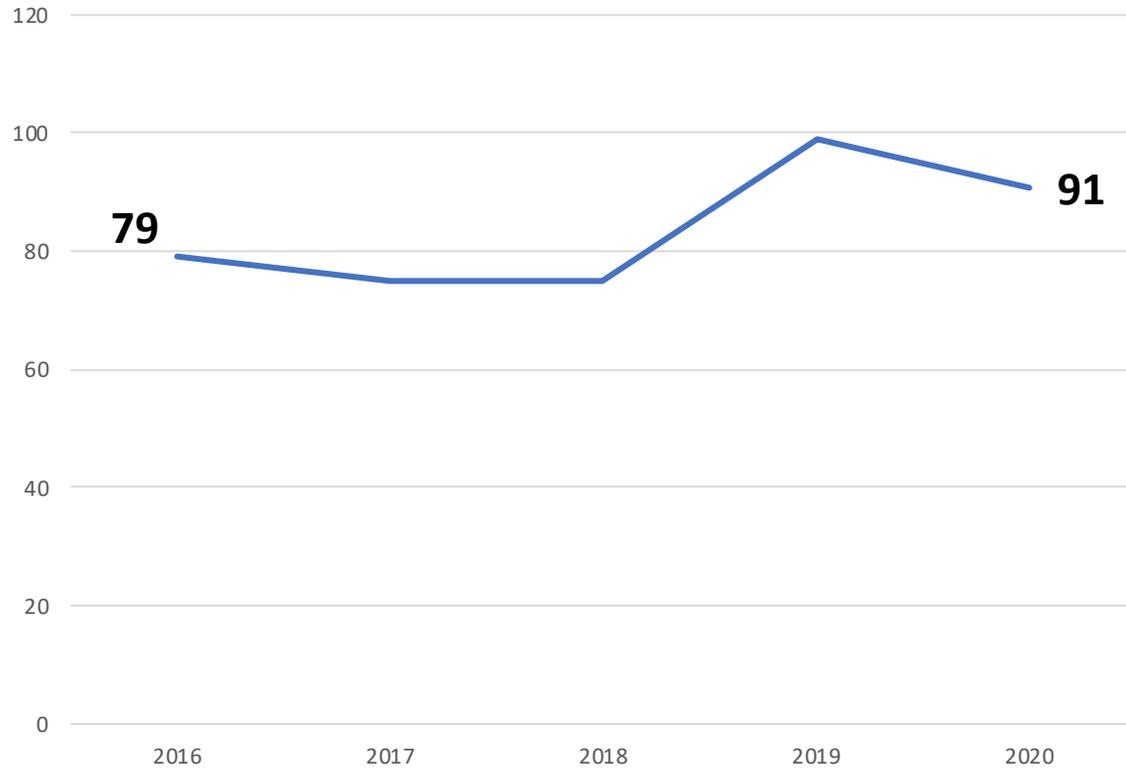


➤ Returning/new players ratio consistent at 85:15



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

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

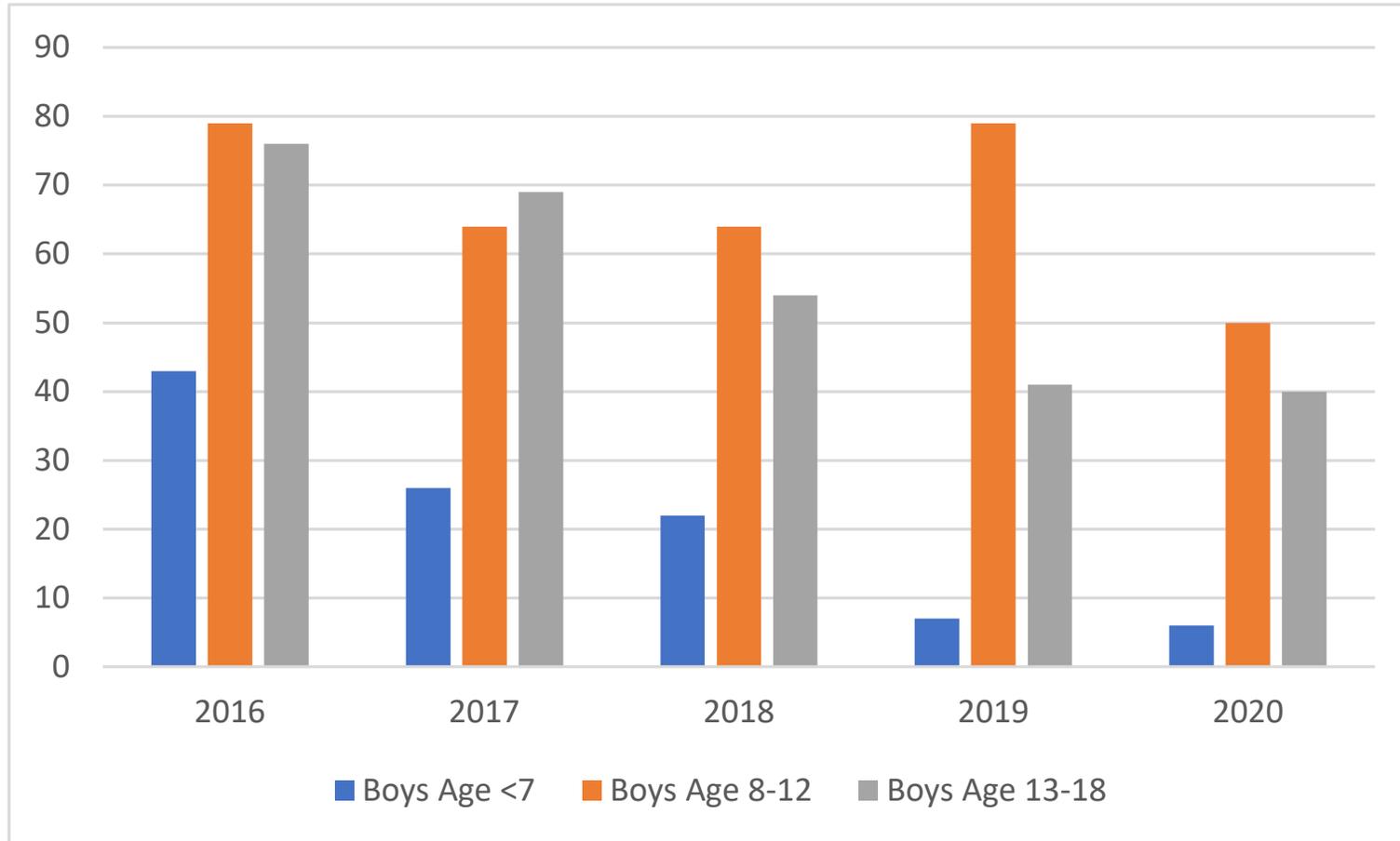


➤ Returning/new players ratio steady most years at 80:20



VANCOUVERHAWKS
FIELD HOCKEY CLUB | EST. 1895

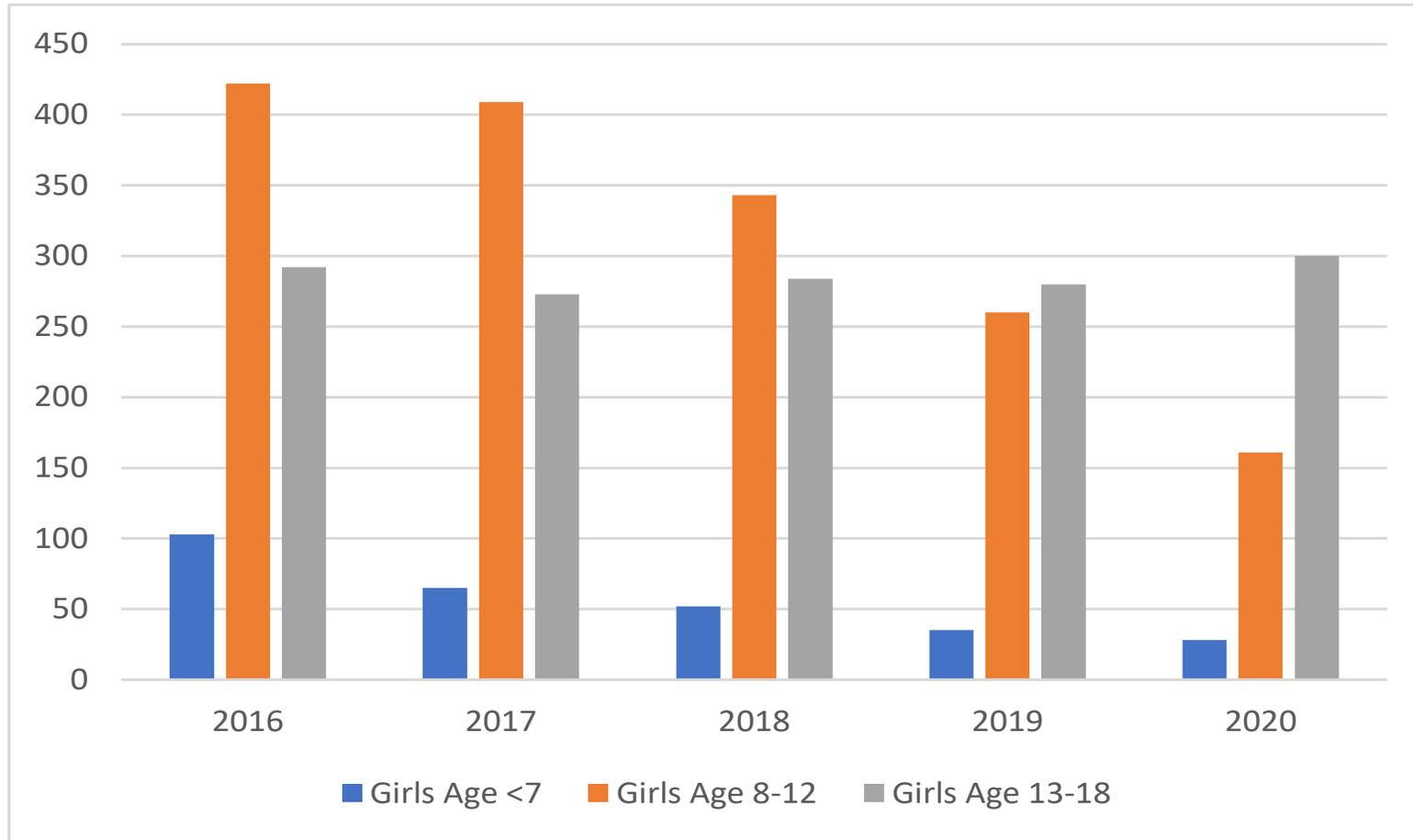
Loss of junior boys in all age groups ... from a small base and now <100



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



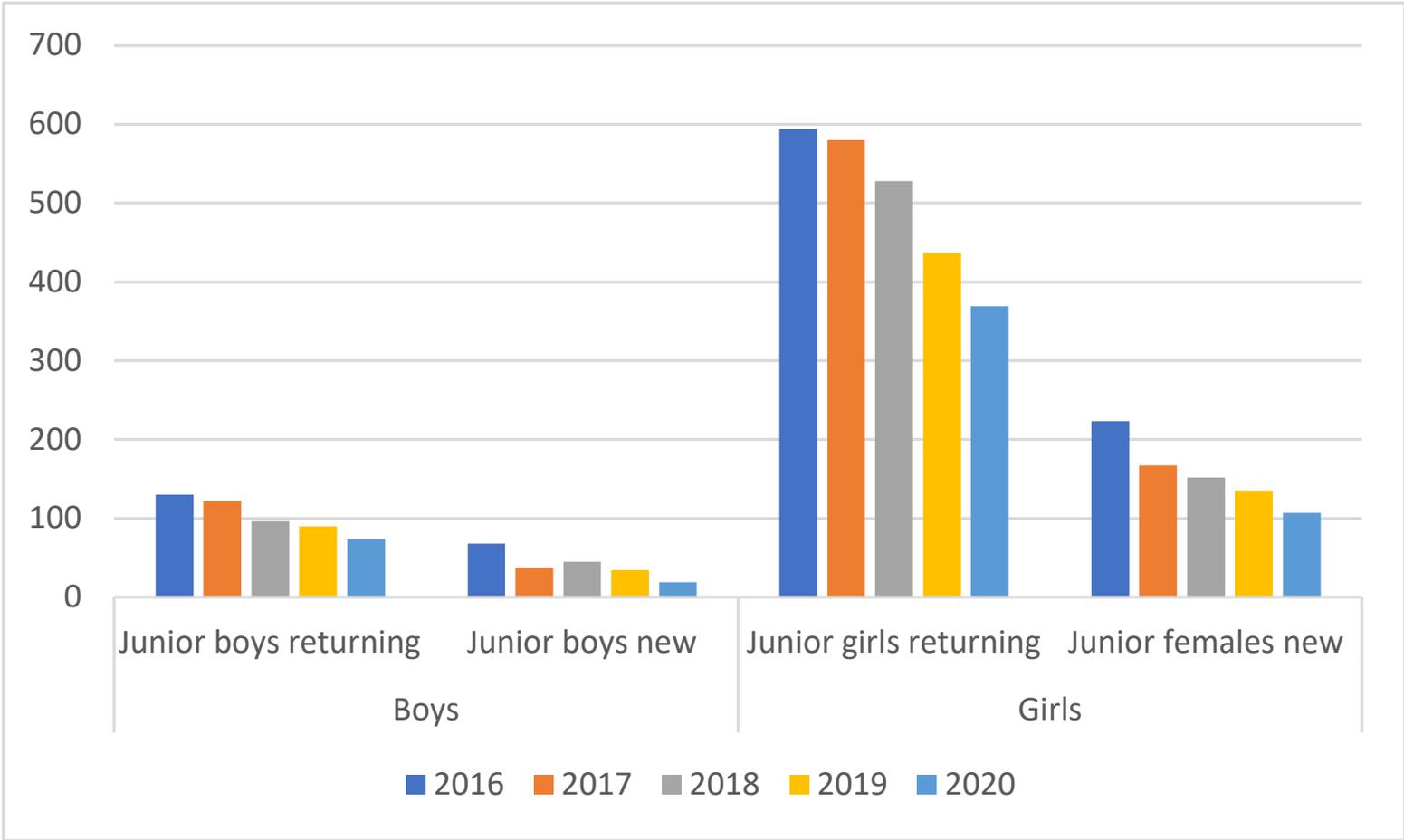
Success retaining teenaged girls, but huge declines in U7-U12



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



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

