

SPORT DEVELOPMENT STRATEGIC PLAN

2017-2021

A Playbook to Support
Leaders in Action



SASK SPORT INC
A Federation of Provincial Sport Governing Bodies



INTRODUCTION

Saskatchewan’s amateur sport system encompasses more than 330,000 registered participants; over 6,000 local teams, clubs and leagues; almost 26,000 trained coaches; and more than 15,000 certified officials. It is important that the sport system continues to work together to ensure Saskatchewan residents can enjoy the many benefits and opportunities of sport.

Building on the 2013 - 2016 Sport Development Strategic Plan, the new plan will chart the course to maximize both sport participation and excellence, as well as other contributions that sport can make to our society. The planning renewal process took into account the priorities and concerns of Sask Sport Inc.’s members and affiliates to support the growth and development of sport throughout the province.

The 2017-21 Strategic Plan reaffirms the Sport Federation’s commitment to being leaders in building Saskatchewan. It is intended to be a guiding document and a point of reference for sport organizations. It addresses the needs of our changing province – from the significant shift in demographics, to increasing levels of inactivity and unhealthy lifestyles, to rising participating costs and to the changing face of volunteerism.

This plan provides the framework that is required to align strategies to enhance collaboration and provide increased sport opportunities. A glossary of terms is provided for your reference. The plan is measurable and the indicators will be evaluated annually to ensure the overall vision is met.



THE PROCESS



Photo Credit: Sask Soccer Association/Nicole Knecht

This strategic plan has been developed through a process of engagement, consultation and discussion with members of the Sport Federation. The members have re-affirmed the mission, vision and fundamental principles of the existing plan and seek to build upon the strategic goals and objectives that have already been established.

A steering committee consisting of sport volunteers was created to lead the development of the new plan. This committee was mandated to review the needs and interests of the members and to strive for an equitable balance to support both high performance and community development. The committee was also tasked with referencing key documents to help inform plan renewal such as the existing Canadian Sport Policy, Strategic Public Interest Priorities, the Long Term Athlete Development Model, and new documents including the Truth and Reconciliation “Call to Action”, and Women in Sport “Fueling Lifelong Participation”.

The committee utilized a survey to consult with members, key stakeholders, board and staff on the strategic plan renewal. The survey was created and implemented to seek input for recommended changes. The results reaffirmed that the five goals were beneficial and that some enhancements could be made to improve the overall plan for the future.

The committee and senior staff held a planning session to review the mission and vision, completed a strengths, weaknesses, opportunities and threats (SWOT) analysis, and identified key strategic objectives and indicators for each goal area.

The new plan highlights strategies that will use the system’s strengths to take advantage of opportunities that will allow for innovation in our changing environment. Each goal area will be monitored and evaluated annually to ensure that we meet current and future needs of the amateur sport system.

OUR MISSION

Sask Sport Inc., as the federation of provincial sport governing bodies, supports the sport delivery system to provide opportunities for Saskatchewan residents to participate at introductory, recreational, competitive and high performance levels.

OUR VISION

Enhancing Saskatchewan lives through sport.

FUNDAMENTAL PRINCIPLES

The following fundamental principles guide Sask Sport:

1. The volunteer driven amateur sport system builds stronger and more inclusive communities and contributes significantly to the social capital, quality of life, and economy of the province.
2. The lottery system in Saskatchewan is an essential fundraiser for sustaining the sport, culture and recreation delivery system.
3. Sport delivery is accessible and equitable and reflects the full breadth of interests, motivations, objectives, abilities and the diversity and culture of Saskatchewan society. In Saskatchewan, we strive for broad based participation and success at high performance levels.
4. Principles of long-term participant development inform programming in all contexts of sport participation, recognizing that different participant pathway models exist.
5. Sport programs are based on clear objectives that achieve their desired outcomes. Monitoring and evaluation of programs and policies support improvement, innovation and accountability.
6. All sport programs are values-based, designed to increase ethical conduct and reduce unethical behaviour. Safety, fairness and ethical behaviour are foundational to attractive, fun, valuable participant experience.
7. Organizational capacity, partnerships, innovative funding, and sharing of resources are important to achieve system objectives.
8. The governance, management and operation of Sask Sport Inc. and its members will be consistent with democratic principles. The autonomy of each member to run their own affairs except where the action of one member affects the welfare of other members is respected. Members are mutually accountable to advance the broader interests of the sport system.

SPORT DEVELOPMENT STRATEGY MAP

OUR MISSION

Sask Sport Inc., as the federation of provincial sport governing bodies, supports the sport delivery system to provide opportunities for Saskatchewan residents to participate at introductory, recreational, competitive and high performance levels.

VISION

Enhancing Saskatchewan lives through sport.

1. ENHANCED PARTICIPATION

1a. Enhance community sport participation

1b. Improve access and reduce barriers for diverse participants

1c. Increase physical literacy and physical activity development opportunities for children

2. ENHANCED EXCELLENCE

2a. Improve the performance of Saskatchewan athletes and/or teams at the National level

2b. Increase the number of First Nations and Métis athletes, coaches and officials participating in high performance programs

2c. Increase the number of Saskatchewan athletes, coaches and officials representing Canada at the International level

3. ENHANCED CAPACITY

3a. Increase and diversify the pool of skilled volunteers

3b. Enhance human resource and organizational capacity within the sport system

3c. Strengthen diversity and inclusion in sport

4. ENHANCED INTERACTION

4a. Increase the awareness of the benefits of sport

4b. Enhance collaboration and alignment amongst stakeholders

5. SPORT FOR DEVELOPMENT

5a. Strengthen social and community development through sport

5b. Increase the positive economic impact of sport in Saskatchewan

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MORE SPORT

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**MORE INTENTIONAL
USE OF SPORT**

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BETTER SPORT

STRATEGIC GOALS AND OBJECTIVES

1. ENHANCED PARTICIPATION

Sport participation contributes to healthy active citizens and teaches skills that last a lifetime. The goal to enhance participation is in response to the rising demand for increased opportunities across the sport system for individuals to engage in quality sport programs. As Saskatchewan demographics change and the population becomes increasingly diverse, so too does the need for innovative programming that meets the needs of all Saskatchewan residents. Utilizing the system’s strengths, the Sport Federation has the ability to increase collaboration and resources with the sport system in partnership with other sectors to achieve its potential to be sustainable, inclusive, and accessible.

GOAL	What will we do together... (Strategic Objective)	How will we know we made a difference... (Performance Indicators)
PARTICIPATION	1a. Enhance community sport participation	# of member organizations engaged in the development of quality community sport plans
	1b. Improve access and reduce barriers for diverse participants	# of registered diverse Provincial Sport Governing Body members
		# of diverse participants in non-member Trust funded programs
	1c. Increase physical literacy and physical activity development opportunities for children	# of member programs that support fundamental programs
		# of fundamental programs offered through Trust Fund support

GOAL 1

Saskatchewan residents engage in quality sport programs that provide opportunities for communities, volunteers and athletes to participate.



STRATEGIC GOALS AND OBJECTIVES

2. ENHANCED EXCELLENCE

Building on the objectives within enhanced participation the goal of enhanced excellence is to support Saskatchewan’s athletes, coaches and officials to attain greater success in the pursuit of excellence. Utilizing the system’s strengths, the Sport Federation has the ability to support greater diversity within high performance, provide system enhancements that support the participant pathway, and increase access for training and development that aligns with the Long Term Athlete Development Model.

GOAL	What will we do together... (Strategic Objective)	How will we know we made a difference... (Performance Indicators)
EXCELLENCE	2a. Improve the performance of Saskatchewan athletes and/or teams at the National level	# of sports who have improved National standings
	2b. Increase the number of First Nations and Métis athletes, coaches and officials participating in high performance programs	# of First Nations and Métis athletes and coaches participating on Saskatchewan Provincial teams
		# of Saskatchewan First Nations and Métis athletes & coaches participating on National teams
	2c. Increase the number of Saskatchewan athletes, coaches and officials representing Canada at the International level	# of Saskatchewan First Nations and Métis officials officiating at National and International events
		# of Saskatchewan athletes, coaches and officials representing Canada Internationally

GOAL 2

An increased pool of Saskatchewan athletes, coaches, and officials who are achieving success at regional, national and international levels.



Photo Credit: THE CANADIAN PRESS/Mark Blinch

STRATEGIC GOALS AND OBJECTIVES

3. ENHANCED CAPACITY

Enhancing the capacity of the sport system and improving the volunteer experience will support the goals of participation and excellence. Utilizing the system's strengths, the Sport Federation has the ability to sustain development by providing dedicated financial and human resources, governance training, leader and volunteer mobilization, and support for diversity and inclusion to enable growth across the sector.

GOAL	What will we do together... (Strategic Objective)	How will we know we made a difference... (Performance Indicators)
CAPACITY	3a. Increase and diversify the pool of skilled volunteers	# of diverse volunteers participating in sport
	3b. Enhance human resource and organizational capacity within the sport system	# of members meeting or exceeding human and organizational capacity requirements through annual funding
		# of members who annually report full staff and board complement
		# of members who annually report staff retention and turnover
		# of training and professional development opportunities reported annually by members
		% of investment in quality professional development reported by members annually
3c. Strengthen diversity and inclusion in sport	# of member organizations that support diversity and inclusivity with community and high performance plans	

GOAL 3

A provincial sport system with dedicated financial and human resources to sustain development and growth.



STRATEGIC GOALS AND OBJECTIVES

4. ENHANCED INTERACTION

Relationships are the foundation on which our sector has been built. Partnerships, committed collaboration and sharing of organizational knowledge, resources, and best practices are essential to achieve a connected, coordinated and accountable sector. Utilizing the system’s strengths, the Sport Federation has the ability to increase the awareness of the benefits of sport, enhance alignment amongst stakeholders, and engage the sector to share in the overall success of sport development across the province.

GOAL	What will we do together... (Strategic Objective)	How will we know we made a difference... (Performance Indicators)
INTERACTION	4a. Increase the awareness of the benefits of sport	Increase the % of Saskatchewan people that are aware of Sask Sport key messages
	4b. Enhance collaboration and alignment amongst stakeholders	# of partnership and collaboration opportunities reported by members # of partnerships and collaboration opportunities reported by Trust funded organizations

GOAL 4

The sport system is connected, coordinated and accountable.



STRATEGIC GOALS AND OBJECTIVES

5. SPORT FOR DEVELOPMENT

Sport is used as a tool for social and economic development, and the promotion of positive values. Utilizing the system’s strengths, the Sport Federation has the ability to design and support programming that addresses the growing social and economic disparity amongst children and youth, promote the economic gains from hosting events, and share the impacts of sport and how they contribute to reduced health care costs, a skilled workforce, greater intercultural awareness, enhanced sense of belonging and the welcoming of diverse participants.

GOAL	What will we do together... (Strategic Objective)	How will we know we made a difference... (Performance Indicators)
SPORT FOR DEVELOPMENT	5a. Strengthen social and community development through sport	# of targeted social development sport programs available to engage marginalized children and youth
		% increase of children and youth participating in sport programs that demonstrate improvement of social development measures
	5b. Increase the positive economic impact of sport in Saskatchewan	# of regional, national, and international sporting events hosted annually within the province

GOAL 5

Sport is an effective vehicle to support social and economic development.



MOVING FORWARD

The 2017-21 Strategic Plan will create a brighter future for sport in Saskatchewan. It will result in more sport, better sport and the more intentional use of sport across the province. Those who participate will have the opportunity to pursue excellence at all levels. Sport will be used to help achieve broader community goals. This plan balances the needs of community sport development with achievements in high performance.

We are all in the game together and are working to achieve the goals for 2021. Just as teams work together to achieve success, we will work together towards strategic alignment to meet our goals, and use our strengths and opportunities to get the best results.

Together we will build a better Saskatchewan through sport.





GLOSSARY

Alignment - The process of adjusting organizational goals and actions so that they support efforts of our partners and stakeholders to achieve mutually beneficial outcomes or sport opportunities.

Barriers - A circumstance or obstacle that inhibits participation in sport (i.e. transportation, economic circumstance, etc.).

Better Sport - The pursuit of all forms of sport excellence at all levels, consistent with the best values of sport.

Collaboration - The process of working with others with the intent to achieve a common goal to support sport development.

Community Development - People helping people improve their life conditions and opportunities by addressing common goals and interests for individuals and communities to participate in sport.

Diverse - A group of things or demographics that are very different from each other.

Diversity - Understanding that each individual is unique, and recognizing our individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

Economic Development - An effort that seeks to improve the economic well-being and quality of life for a community, by creating and/or supporting sport opportunities that contribute to sustainable impacts.

Fundamentals - Movement skills are the foundation of sport participation, such as running, jumping, rolling, catching, striking, etc. Additionally, fundamental movement activities incorporate fun and challenging opportunities that teach agility, balance, coordination and speed.

Human Resource Capacity - A measure to ensure that an organization has a sufficient number of qualified people in the right place, at the right time to achieve its objectives.

Internationally - involvement of, interaction between or encompassing more than one nation, or generally beyond national boundaries.

Inclusivity - An intention or policy of including people who might otherwise be excluded or marginalized on the grounds of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

More Intentional Use of Sport - Actively using sport to work to help achieve broader community goals.

More Sport - Strengthen access to more sport opportunities for more people

Nationally - Sport activities or events that are national in scope.

Partnership - A shared common goal and purpose that builds trust and openness and recognizes the value and contribution for those involved.

Physical Literacy - The competence and confidence to move efficiently in a wide variety of physical activities and multiple environments (land, air, water, snow/ice) that benefit the healthy development of an individual.

Social Development - Quality sport opportunities that instill the values, knowledge and skills that enable children to relate to others effectively and to contribute in positive ways to family, school and the community.

Quality Community Sport - Sport opportunities led, organized, supported and enabled by skilled community volunteers and organizations.



SPORT

**IT'S MORE
THAN A
GAME**

™

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