



# Strategic Plan

2022-2025







# Table of Contents

**01** Background / Overview

**02** Our Hockey Sask Roadmap,  
Compass and Guide

- Our Vision
- Mission, Belief Statements and Values
- Environmental Scan
- Our Strategic Direction
- The Score Card:  
Measurement and Tracking

**03** Recommendations

**04** Resources





# Background / Overview

- Hockey Saskatchewan's previous Strategic Plan runs from 2019 - June 30, 2022;
- The Strategic Planning Task Team for Hockey Saskatchewan launched a comprehensive process to focus on a review and assessment of the current Strategic Plan that was created in 2018;
- Between January and June of 2022, the Task Team engaged a consultant to focus on governance, innovation and awareness based on input from the Board, Staff and stakeholders;
- The Hockey Saskatchewan Strategic Plan will coincide with Hockey Canada's model and:
  - Be a high-level framework that provides a roadmap moving forward
  - Be measureable, actionable, quantifiable and practical
  - Be a living document that is reviewed on a Quarterly basis
  - Be reflective of industry, competitors, internal analysis
  - Be reflective of the Board, Members, Staff and Stakeholders
    - *taken from Hockey Saskatchewan Strategic Plan Guiding Document*
- The Hockey Saskatchewan Board of Directors will review the revised Strategic Plan for July 1, 2022 launch





**VISION**

**Shaping Character for Life...  
More Than a Game.**





BECAUSE WE BELIEVE OUR

**MISSION**

IS ...

**To Lead, Develop and  
Promote Positive  
Hockey Experiences  
For All**





# PURPOSE

Hockey Saskatchewan is the provincial governing body for all organized hockey in the province of Saskatchewan. The association works in conjunction with all stakeholders in growing the game at all levels. Hockey Saskatchewan oversees the management of programs in Saskatchewan from entry-level participation to high-performance team and competitions.



# HOW DO WE DO THIS?

**By Making Hockey More**





## Hockey Saskatchewan Stands for...

- Being a proud member of Hockey Canada and participates with all member branches in programming, leadership and development of participants and the game of hockey;
- Providing and maintaining a framework and structure for hockey in the province;
- Serving the membership through efficient and effective operations;
- Supporting the continued development of life skills for all members and participants;
- Growing the game through a flexible structure and programs for all;
- Creating positive hockey experience for all participants in age-appropriate divisions that enjoy a safe, sportsmanlike environment;
- Working to equip all coaches, officials and participants with the support and tools they require to be successful;
- The value of hard work, determination and the pursuit of growth in all activities;
- Promoting teamwork, and the belief that what groups and society can achieve as a whole is greater than what can be achieved by individuals; and
- Ensuring the association's financial sustainability through responsible and accountable operations.



# Our Divisional Goal Statements

## **UNDER-7** (Ages 6 and Under)

- Fun and fair for everyone, Under-7 players will focus on introductory individual skills in a group setting with little to no focus on competitive games.

## **UNDER-9** (Ages 8 and 7)

- Through a learn through fun environment, Under-9 players will focus on the development of fundamental skills with the introduction of individual tactics and team play at all positions.

## **UNDER-11** (Ages 9 and 10)

- Improved skill by improving self-confidence, Under-11 players will focus on the development and refinement of fundamental skills while introducing team concepts.

## **UNDER-13** (Ages 12 and 11)

- Progressive and inclusive, Under-13 players will focus on continued skill development while increasing the emphasis on team play and tactics. Programs are designed for recreational and competitive league play.

## **UNDER-15** (Ages 14 and 13)

- Through consistency and commitment, Under-15 players will focus on skill development & reinforcement as well as team tactics and how the role as an individual plays a part in team success. Programs are designed for recreational and competitive league play.

## **UNDER-18** (Ages 17, 16 and 15)

- All encompassing, Under-18 players will focus on skill reinforcement and utilizing individual strength for the success of the team. A culture of teamwork, work ethic, and competition is paramount while balancing the need for recreational, competitive and elite league play to ensure a sustainable program.



# What we value

**FUN**  
**SAFETY**  
**COMMUNITY**  
**INCLUSIVITY**  
**RESPECT**  
**PASSION**





# Environmental Scan

- The task team undertook several strategic planning exercises to develop the current environment, internal and external factors and exercises to calibrate the strategic direction of Hockey Saskatchewan
  - A SWOT was conducted with the Task Team
  - Several Visioning Exercises through an appreciative inquiry approach
  - Stakeholder Engagement with a variety of constituents through an online survey
  - Ongoing Hockey Saskatchewan Board of Director Updates







# HOCKEY SASKATCHEWAN

## Task Team SWOT Analysis

**S**

### Strengths

- Leadership
- Development focus
- Healthy financial position
- Lots of participants
- History
- Corporate knowledge
- Open to membership engagement

**W**

### Weaknesses

- Leadership diversity engagement
- 50,000 feet is a long way up
- Challenge to understand Stakeholders
- Governance changes

**O**

### Opportunities

- Diversity in participation - on and off the ice
- Governance Improvements
- More participation
- Support and influence local associations can have even greater impact
- Local association buy-in
- Increased engagement post pandemic

**T**

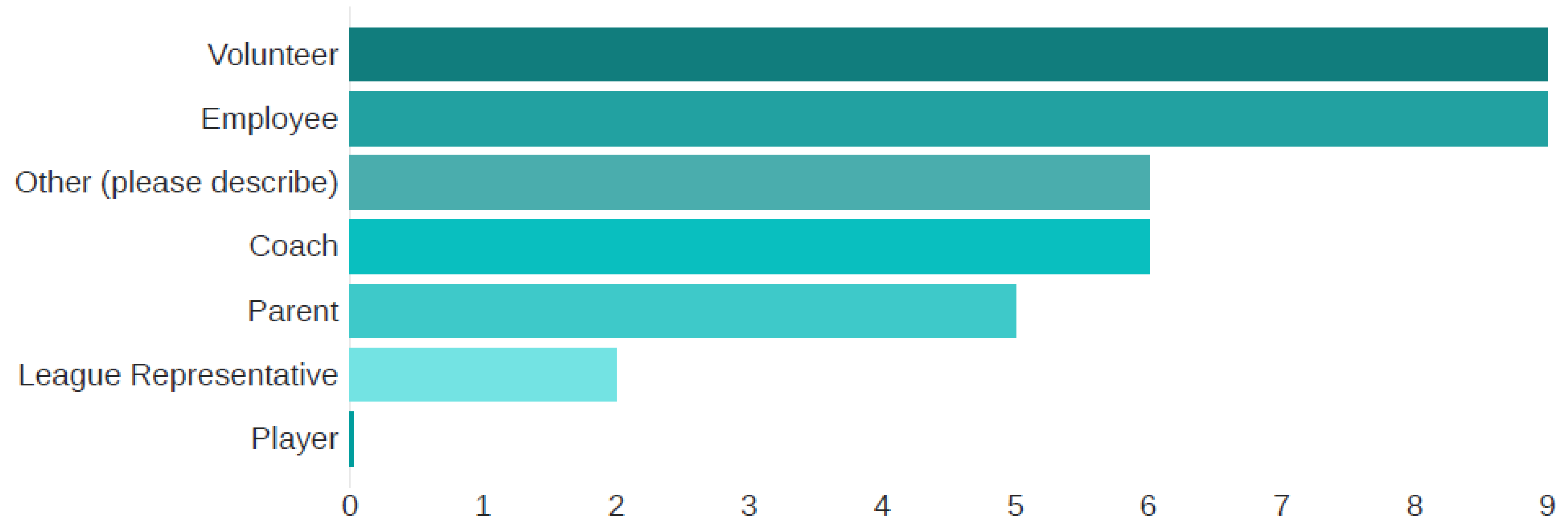
### Threats

- Local minor associations lack of buy-in
- Pandemic
- Lack of in-person engagement has posed challenged
- No fellowship on zoom
- Risk of branding / image could have negative connotations



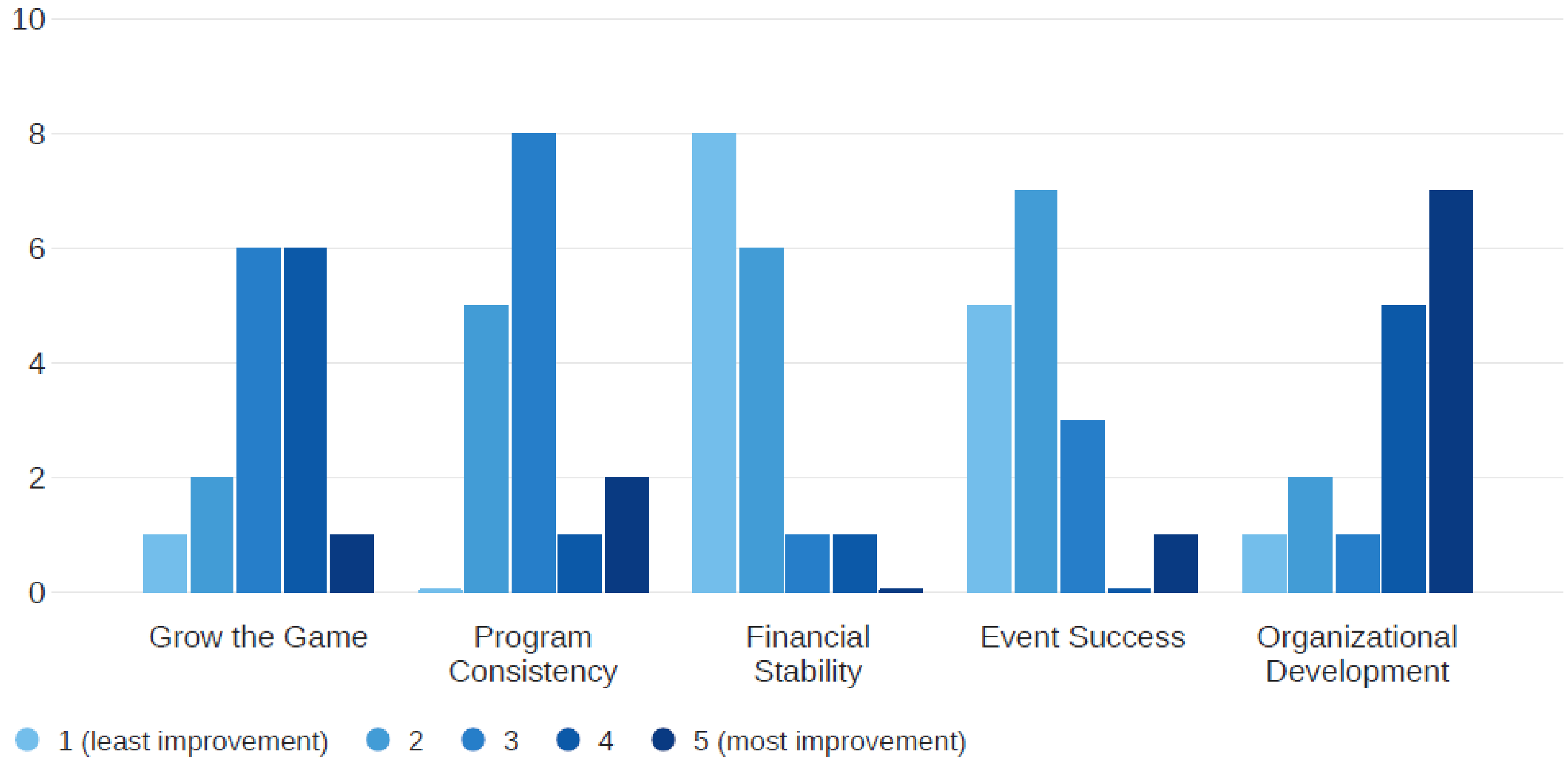
# Saskatchewan Minor Hockey Strategic Planning Survey

## Primary Role in Organization





# Improvement Required for Each Core Strategy





# Emerging Themes



The following core themes emerged as a result of the "Strategic Planning Inquiry":

- A **diverse and inclusive** experience is important and valued at every level of Hockey Saskatchewan to grow the game;
- Let the game of **hockey be the focus**, not the organization of hockey;
- Ensure the "**Hockey Saskatchewan Brand**" is recognized and realized throughout the province, throughout the rink and throughout the game;
- **Importance of education and training** for continuous improvement;
- Value must be placed on **safety, respect and trust** in all aspects of hockey; and
- Remove the barriers that are preventing hockey from being **fun for more players and participants** across Saskatchewan.





Shaping Character For Life...More than a Game

# Strategic Objectives

Our Focus and Improvement Path

- 1 **Grow the Game**
- 2 **Organizational Development**
- 3 **Community and Social Impact**
- 4 **Program Consistency**
- 5 **Event & Team Success**
- 6 **Continued Financial Stability**





2022 - 2025

# WHERE WE WILL GROW

SHAPING CHARACTER FOR LIFE...MORE THAN A GAME

## Grow the Game

Hockey Saskatchewan will ensure that we "grow the game" by removing barriers to participation and ensuring that hockey is a life-long positive experience for all through an emphasis on our values: Fun; Safety; Community; Inclusivity; Respect; and Passion.





2022 - 2025

# WHERE WE WILL GROW

SHAPING CHARACTER FOR LIFE...MORE THAN A GAME

## Organizational Development

Hockey Saskatchewan is committed to building a high-performance organization that supports our players, people and partners through excellent governance, training, innovative use of technology and proven communication strategies.







2022 - 2025

# WHERE WE WILL GROW

SHAPING CHARACTER FOR LIFE...MORE THAN A GAME

## Community and Social Impact

Hockey Saskatchewan is committed to being a leader in the area of community and social impact through best practice policy development, innovative approaches to our values and a commitment at every level to our mission to lead, develop and promote positive hockey experiences for all.





2022 - 2025

# WHERE WE WILL GROW

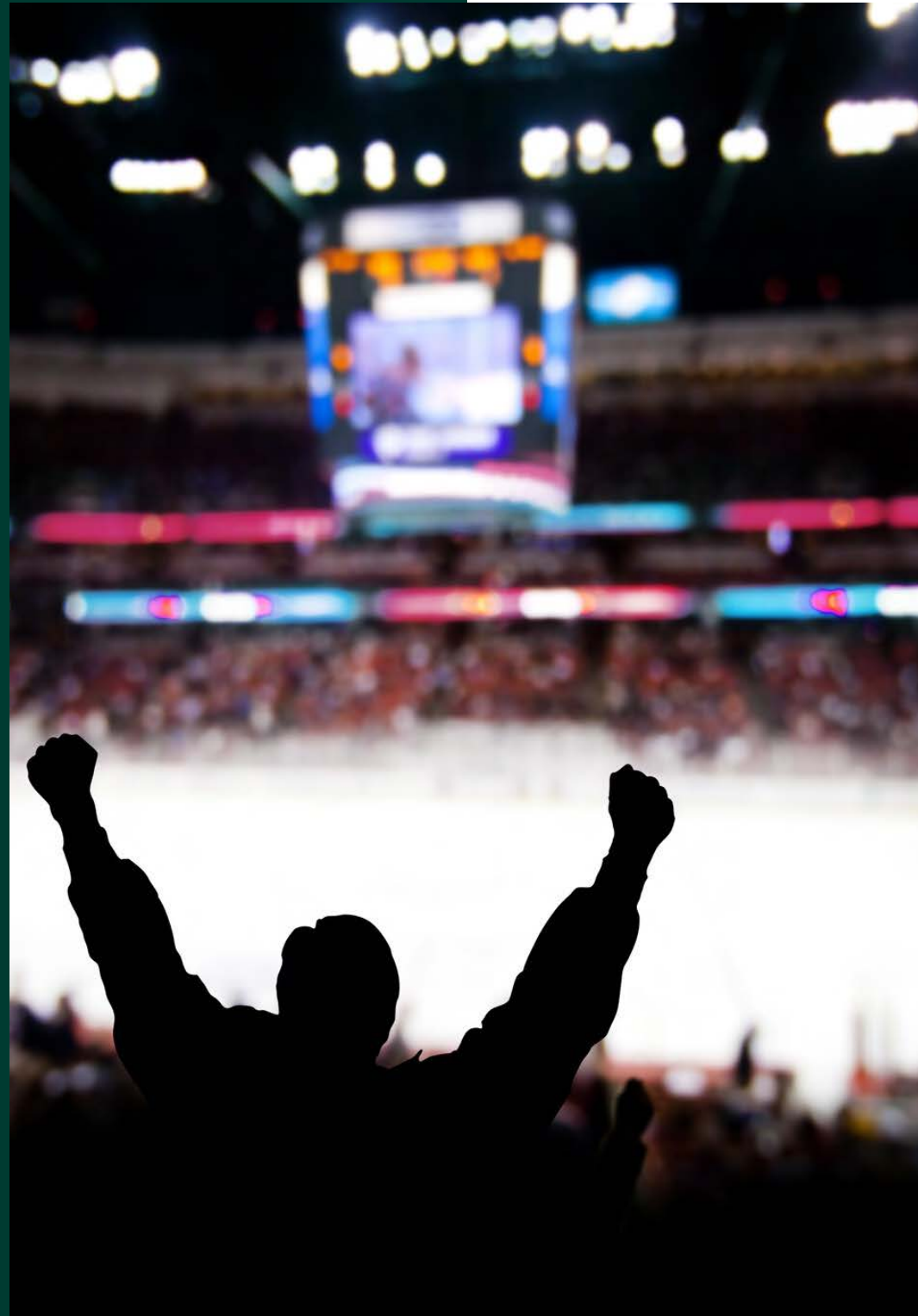
SHAPING CHARACTER FOR LIFE...MORE THAN A GAME

## Program Consistency

Hockey Saskatchewan strives to deliver measurable and consistent programs for all players from Grassroots to High Performance across the Province.







2022 - 2025

# WHERE WE WILL GROW

SHAPING CHARACTER FOR LIFE...MORE THAN A GAME

## Event and Team Success

Hockey Saskatchewan will seek out opportunities to deliver world-class performances in the Province of Saskatchewan and by Saskatchewan hockey players. We will grow these initiatives by encouraging promotion, leadership and development of positive hockey experiences with our partners.





2022 - 2025

# WHERE WE WILL GROW

SHAPING CHARACTER FOR LIFE...MORE THAN A GAME

## Financial Stability

Hockey Saskatchewan will ensure excellent financial stability through new and mutually beneficial partnerships, leveraging stakeholder relationships and creating opportunities for diversified funding for the organization and those we serve.





# The Scoreboard

## Measurement and Reporting

- "What gets measured gets managed"
- The Strategic Plan will be
  - Measureable; Actionable; Innovative; Quantifiable; and Practical
  - Be a living document that is used to guide the operations of the organization
- **Key Governance Tools for Ensuring Alignment and Success of Mission**
  - One-Page Strat Plan Dashboard
  - Scorecard
  - Calendar of Commitments
  - Budget



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# Improvement Path & Recommendations

- Hockey Saskatchewan has a strong governance and operations team but is eager to continue to seek out best practices for accomplishing mission
- During the research and stakeholder engagement phase of the Strategic Planning "refresh", it was clear that additional emphasis in equity, diversity and inclusion was important and valued - thus the creation of a strategic objective for "community and social impact" to ensure:
  - Reducing barriers to playing and enjoying the game of hockey in Saskatchewan
    - **ACTION: Initiate efforts to address innovative ways to address Equity, Diversity and Inclusion when it comes to recruitment and retention of hockey players in Saskatchewan**
      - This could be led by the Board of Directors through a strategic goal to be met by the governance team ensuring a seamless alignment with operations
      - Another approach to this strategy could be to create a Hockey Saskatchewan Youth Shadow Board for this initiative which would create a unique opportunity to build leadership with young hockey players and "shape character for life".
  - Ensuring the strategic plan is measurable by building a scorecard / tracker and reporting tool that operations can efficiently use to guide their day-to-day plans and also align with the Strategic Plan
    - **ACTION: Assist Hockey Saskatchewan Leadership to develop breakthrough initiatives for accomplishing the strategic goals**
    - **ACTION: Create a nimble, metrics and reporting tool to share with stakeholders on a regular basis**





# Strategic Plan

## OUR VISION

Shaping character for life...  
more than a game.

2022 - 2025

## OUR MISSION

To lead, develop and promote positive  
hockey experiences for all.

## OUR VALUES

Fun, Safety, Community,  
Respect, Inclusivity and Passion.

## Strategic Objectives

- 1 Grow the Game
- 2 Organizational Development
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# Resources



The Hockey Saskatchewan Board of Directors has a number of tools that are included as resources for this planning roadmap.

- Hockey Saskatchewan E.D.I. Assessment
- Environmental Scan Results
- Planning Document from Fall of 2021
- Additional best practice research on the importance of E.D.I. in Hockey
- The Hockey Canada Strategic Planning Document that was utilized for alignment purposes





**SHAPING  
CHARACTER FOR  
LIFE...MORE THAN  
A GAME**

*Hockey Saskatchewan*