



2026-2030 Strategic Plan

Empowering Saskatchewan's Skating Community

Executive Mandate: Vision, Mission, and Purpose

A strategic plan isn't just an internal document—it's a guide that helps an organization connect what it can do with the difference it wants to make. For Saskatchewan's skating community, it lays out a clear path for steady growth, making sure resources are used in ways that improve the experience for participants and support the sport's future.

Vision: Engaging Saskatchewan lives through skating—shaping a future where skating is at the heart of our communities, creating opportunities for connection and achievement.

Mission: We exist to enrich lives and strengthen communities through skating. We foster growth and development through high-quality programs that support participants at every stage of their journey, creating inclusive pathways for all skaters to achieve personal success and reach their full potential.

Why This Plan Matters Now

The past four years focused on getting our organization on solid ground. We simplified how we work and improved alignment, removing barriers that slowed us down. This has given us a strong, efficient foundation.

Now, we're moving into a growth phase. Our focus is shifting outward—toward improving the participant experience and strengthening community connections. With this stronger base, we can better support every skater in reaching their own goals.

These high-level ideals are operationalized through three specific strategic priorities: coaching excellence, athlete retention, and membership resource accessibility.

Environmental Analysis: Current Reality and Strategic Context

Good planning starts with a clear understanding of how things are really working. By listening to our community and using what we learn, we can stay responsive to their needs and address gaps where they exist.

Strategic Audit

The following audit contrasts our current organizational strengths against the challenges identified through stakeholder engagement.



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Key Strengths	Key Challenges
Club Development Grants: Direct financial reinvestment to improve local infrastructure.	Grant Complexity: Uncertainty regarding eligible expenditures.
Established Pathways: Robust developmental tiers including the Prospects Program and Team Sask.	Communication Gaps: A documented need for greater clarity regarding the "What, Why, Who" of initiatives and decision-making.
Foundational Alignment: Successfully streamlined internal structures and improved alignment.	Inconsistency: Variance in the quality of and access to professional coach development.
Community Presence: Deep historical roots and visibility across Saskatchewan.	Recruitment & Retention: Ongoing pressures regarding membership stability and volunteer engagement.

Current Reality Metrics

To support our focus on growth, we need a clear starting point. The following metrics show how our organization is doing. This data ensures accountability and helps us measure the impact of our efforts.

- **Total Member Numbers:** Combined registration totals across all categories.
- **Prospects Program Participation:** Total athletes engaged in developmental tiers.
- **Prospects Program Transition to Team:** Number of athletes transitioning from the program to Team Saskatchewan.
- **Team Sask Enrollment:** Current and previous roster size within the performance pathway.



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- **Number of Officials in each category:** Total evaluators, technical specialists, technical controllers, and data specialists.
- **Total Coach Numbers in each Level:** Number of coaches and their current certification

Addressing the challenges of communication clarity and developmental consistency is the primary prerequisite for moving these metrics in a positive direction.

Goal: Skating for Success

Pillar 1: Strengthening Coach Development

Stakeholder feedback identifies coaching as the “highest lever for impact” within our organization. As the primary interface between the sport and the participant, coaching quality directly influences athlete experience, safety, and long-term retention.

Without strong and supported coaches, the system cannot consistently deliver quality programming or retain participants through key stages of development.

Focus Areas

- Formalized mentorship and continuous professional development
- Clear, consistent expectations for high-quality coaching standards
- Expanding access to coaching in rural and underserved communities

Individual Support Structures

The core of this pillar is building a coaching system that supports learning in real time and in real contexts. By shifting away from one-time, high-intensity training events, we create ongoing development that is accessible, practical, and embedded in daily coaching practice.



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This includes targeted mentorship for new coaches, and intentional support pathways for rural communities where coaching capacity is limited or absent.

Action Plan

1. **Coaching Development Pathway:** Connect rural schools with the CanSkate@School program and establish a mentorship pathway for high school students to become CanSkate coaches through this program. High school students will participate in CanSkate@School program as program assistants, being mentored, and given practical coaching experience to build local capacity where it is most needed (Coach Development Committee with Executive Director – Years 1-4).
 2. **Implement Ongoing Virtual Mentorship and Town Hall sessions:** Provide continuous support and feedback loops through virtual check-ins, observation tools, and peer mentoring (Coach Development Committee with High Performance Director & Program Coordinator – Years 1–4)
 3. **Monitoring:** The plan will be monitored regularly (quarterly) to ensure progress is being made, timelines are being followed, and any needed adjustments are identified and addressed in a timely manner. (Coach Development Committee with Executive Director - Year 3 & 4)
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Implementation Details

- **Responsibility:** Coaching Development Committee holds overall accountability with the CanSkate@School program supported by Executive Director and virtual mentorship/town hall sessions supported by High Performance Director & Program Coordinator.
 - **Timeline:**
 - Years 1–4: Ongoing delivery, mentoring, and refinement through feedback loops
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Success Measures

- Number of coaches engaged in ongoing mentorship loops
 - Number of schools participating in the CanSkate@School program
 - Number of active youth coaches deployed in rural clubs or programs
 - Increase in CanSkate program availability in rural communities (new or sustained programs)
 - Participant growth in rural skating programs (enrolment and retention rates)
 - Retention rate of youth coaches after 1–2 seasons
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The “So What?” Factor

When coaching development becomes continuous, accessible, and locally supported, we strengthen the entire system from the ground up. Coaches gain confidence, rural communities gain access, and athletes receive more consistent experiences.

This stability at the coaching level directly improves participant retention and ensures long-term sustainability of the sport.

Goal: Growth for All

Pillar 2: Optimizing Athlete Support and Retention

Athlete retention was the second highest theme in stakeholder feedback (Response Area 20), making it a critical pillar for overall success. Without clear pathways and support, "key drop-off points"—natural transition stages in an athlete's career—become points of exit from the sport.

Focus Areas

- **Athlete Transition Points and Pathways:** Identify key drop-off stages in the athlete journey and clearly define pathways through each transition.



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- **Proactive Support During Change:** Provide structured support for athletes and families during key transitions to reduce uncertainty and prevent disengagement.
- **Retention-Focused System Design:** Build a "safety net" approach that ensures athletes feel supported, informed, and confident to stay in the sport.

Individual Support Structures

The core of this pillar is the proactive identification of transition points. By mapping these milestones we can create a "safety net" that provides clarity to athletes and parents during periods of change, significantly mitigating the risk of attrition.

Action Plan

1. **Identify Transition Points:** Define specific exit-risk milestones (High Performance Director & Program Coordinator – Nov. 2026).
2. **Create a Transition Plan:** Develop a formal strategy to support athletes through these phases (Athlete Development Committee/Officials Coordinating Committee/Coach Development Committee working group – Year 1).
3. **Develop Support Structures:** Build the frameworks identified in the plan (Athlete Development Committee/Officials Coordinating Committee/Coach Development Committee working group – Year 1).
4. **Initiative Rollout:** Activate plans via social media and club-level engagement activities (Athlete Development Committee/Officials Coordinating Committee/Coach Development Committee working group – Year 2).
5. **Standardized Documentation:** Update all materials to a "What, Why, Who, and How" format to ensure total transparency (Athlete Development Committee/Officials Coordinating Committee/Coach Development Committee/Skating Programs working group – Years 2 & 3).
6. **Monitoring:** The plan will be monitored regularly (quarterly) to ensure progress is being made, timelines are being followed, and any needed adjustments are identified and addressed in a timely manner. (Project Lead with Executive Director - Year 3 & 4)



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Implementation Details

- **Responsibility:** Athlete Development Committee/Officials Coordinating Committee/Coach Development Committee/Skating Programs working group leads the identification of transition points, development of the plan and transition structures.
 - **Timeline:**
 - Year 1: Identify transition points and develop the formal athlete transition plan
 - Year 1: Build initial support structures
 - Year 2: Begin rollout of initiatives through clubs and communication channels
 - Years 2–3: Standardize all materials into a consistent “What, Why, Who, and How” format
 - Ongoing: Refine supports based on feedback and participation trends
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Success Measures:

- Reduction in athlete drop-off at identified transition points
 - Increased retention rates across key age and program transitions
 - Number of athletes/families supported through transition tools
 - Club adoption rate of transition resources and supports
 - Stakeholder satisfaction with clarity and ease of athlete pathways
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The "So What?" Factor

Structured transition planning transforms a potentially fragmented and confusing time into a cohesive, lifelong journey. When the "What, Why, Who, and How" of the next step is clear, participation becomes the default choice rather than a point of doubt. This clarity is our most effective tool for long-term retention and recruitment.



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Pillar 3: Recruitment, Retention, and Resource Accessibility

Stakeholder feedback highlights that sustainable growth depends on both making it easier to join and easier to stay involved. A stable membership base requires clear value for participation and reduced barriers for athletes, coaches, and volunteers.

If people cannot easily understand, access, or navigate the system, they are more likely to disengage—regardless of interest or intent.

Focus Areas

- Improving retention by reducing administrative and participation barriers
 - Strengthening communication and access to information at all levels
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Individual Support Structures

The core of this pillar is improving clarity and reducing friction. By simplifying how information is shared and how volunteers and clubs operate, we create a more welcoming and sustainable system.

This includes practical tools that support club leaders and structured opportunities for connection across the province to reduce isolation and improve shared learning.

Action Plan

1. **“At-a-Glance” Club Guide:** Develop a simple, easy-to-use guide outlining key tasks, timelines, and seasonal requirements for club administrators to reduce complexity and improve confidence in operations (Executive Director – Year 1).
2. **Community of Practice (CoP):** Establish regular, structured sessions for club executives to share experiences, challenges, and best practices, strengthening collaboration across the province (Membership & Club Development Committee – Year 1).



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- 3. Volunteer Experience Improvement:** Enhance the volunteer experience by clearly defining volunteer roles and developing concise, easy-to-reference role descriptions that outline key responsibilities and expectations, supporting volunteer confidence, engagement, and recruitment. (Membership & Club Development Committee with Executive Director – Year 1).
- 4. Implementation of Volunteer Experience Improvement:** Develop and implement a structured system to ensure all volunteers are provided with clear “at-a-glance” role documentation that outlines key responsibilities and expectations in a concise and accessible format one week prior to the event.
- 5. Monitoring:** The plan will be monitored regularly (quarterly) to ensure progress is being made, timelines are being followed, and any needed adjustments are identified and addressed in a timely manner. (Membership Committee with ED - Year 3 & 4)

Implementation Details

- **Responsibility:** Membership Committee with Executive Director develop “at a glance” club guide; Membership Committee leads engagement and community development.
- **Timeline:**
 - Year 1: Development and launch of core tools and engagement structures
 - Year 2: Implement rollout of new documents prior to events
 - Years 1–4: Ongoing refinement based on feedback and participation

Success Measures

- Increase in registered athletes, coaches, and volunteers year over year
- Volunteer retention rates across clubs and seasons
- Participation rate in Executive Community of Practice sessions
- Usage and distribution rate of the “At-a-Glance” Club Guide



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- Stakeholder satisfaction with clarity of communication and ease of access to information
- Reduction in reported administrative burden from club leaders

The “So What?” Factor

When people clearly understand how to get involved—and feel supported once they do—they are more likely to stay engaged. By reducing complexity and improving connection across the system, we strengthen both recruitment and retention.

This pillar ensures that participation in skating is not only attractive, but also accessible and sustainable for everyone involved.

Implementation Framework and Governance

A strategy is only as effective as the accountability mechanisms that support it. The following framework ensures that progress is monitored, results are measured, and the organization remains transparent with its members.

Implementation Snapshot

Priority	Key Action	Timeline	Status
Coach Development	Shift from training to ongoing micro-development through mentorship	Year 1	Planned
Athlete Support	Identify transition points and build support plans	Year 1	Planned
Recruitment/Retention	Create and distribute 'at-a-glance' club guide and create mentorship opportunities	Year 1	Planned



**Skate
Saskatchewan**

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Review and Monitoring Cycle

To ensure this plan remains a living document, the following cycle is mandated:

- **Board Meeting Agendas:** Strategy progress included as a standing item.
- **Mid-Year Review:** Formal assessment of progress against Year 1–4 targets.
- **Annual Evaluation:** Comprehensive assessment of all success measures and KPIs.

Accountability: The Executive Director is responsible for all progress sharing, ensuring that milestones and achievements are communicated clearly to all stakeholders.

The successful execution of this plan will help ensure Saskatchewan skating continues to grow and remain an important part of community life for years to come.