



## 2025-2027 Strategic (Forward) Plan (FINAL)

Note: NEW INITIATIVES (OBJECTIVES) as of the 2022 Planning Session appear in GREEN for reference

Note: As this is a living plan updates may occur throughout its life, these updates will appear in a RED FONT for reference

### **A. Mission (our purpose)**

*A mission statement describes the primary business or thrust of an organization, its reason for being.*

To support and optimize competitive sport performance through the delivery of high quality and evidence-based sport medicine and science programs and services with a priority on the Sask Sport membership which includes: 66 Provincial Sport Governing Bodies (eg. Sask Hockey, Softball Sask), Sask Games Council Inc, University of Regina-Faculty of KHS, University of Saskatchewan-College of Kinesiology, 7 Sport Districts in Saskatchewan, Coaches Association of Saskatchewan and the Saskatchewan High Schools Athletic Association.

### **B. Our Current Vision**

*Vision is shaped by values and values come alive through vision. The vision describes the preferred future. The future state articulates a view of a realistic, credible, attractive future for the constituency.*

To be recognized as experts and leaders, within the Sask Sport community, in the development and delivery of quality sport medicine and science programs and services.

To contribute to the optimal performance and enhanced health and safety of all designated Sask Sport members.

### **C. Fundamental Principles (values of our organization)**

*Values are the fundamental principles and beliefs that form the foundation of an organization. These principals guide the organizations behavior, services and programs.*

The SMSCS believes in being an expert and leader in sport medicine and science services.

The SMSCS believes in providing the highest quality, evidence-based sport medicine and science services.

The SMSCS believes in services being provided by the most qualified professionals (consultants, services providers, and staff) available.

The SMSCS believes in continuous learning for all its professional members, consultants, and staff.

The SMSCS believes in "True Sport", the national ethics strategy for sport.

The SMSCS believes in governance, management, and operation that is consistent with democratic principles.

The SMSCS believes in providing accessibility to all programs and services it offers to designated Sask Sport members.

The SMSCS believes participation in sport contributes to a healthy lifestyle and improves the quality of life.

### **D. Strategic Priorities**

1. Delivery of Direct Science and Medicine Services to Athletes, Coaches, and Officials
2. Development of Sport Medicine and Science Professionals
3. Organizational Development (administration, capacity and interaction)

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches and officials with a priority on the Sask Sport membership.**

**Strategic Goal #1 – To establish partnerships and sport medicine and science service policies/agreements and annual plans with the following key clients: Provincial Sport Governing Bodies (eg. Provincial Teams, Canada Games Teams, High Performance programs, Developmental programs, etc.), Canadian Sport Centre Saskatchewan, University Athletic Programs, Aboriginal Excellence Program, Sport, Culture & Recreation Districts, Sask Games Council, and the Coaches Association of Saskatchewan.**

**Program Overview associated with Strategic Goal**

Not applicable

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Maintain and/or revise and communicate a Tier Service Policy (includes limited in-kind funding) for all the following designated Clients <ul style="list-style-type: none"> <li>- PSOs</li> <li>- SCR Districts</li> <li>- Universities Teams</li> <li>- Aboriginal Excellence</li> <li>- Sask Games Council</li> <li>- Coaches Association of Sask</li> <li>- Sask High School Athletic Association</li> </ul>			
2. Maintain and/or revise a service agreement (annual contract) with the CSCS for provision of services to their clients (eg. athletes and coaches).			
3. Assist (meetings, etc.) in the development of an annual service plan for the CSCS targeted sports (enhanced program)			
4. Promote, establish and incorporate a more holistic model (plans) for athlete training and development (eg. health & education)			
5. Enhance partnership with the seven (7) sport and recreation districts in Saskatchewan to provide and increase sport medicine and science education to grassroots athlete and coaches.			

6. Enhance partnership with the Coaches Association of Saskatchewan (CAS) and the PSO's to discuss needs and increase programming for coaches and officials			
7. Enhance partnerships with the two Universities in Saskatchewan			

**Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. Ensure partnerships, service agreements, contracts and/or policies are in place with 100% of our key client groups.	
<b>Desired Change</b>	
1. Increase the amount of key client usage by those currently using services.	
2. Increase the amount of key client usage by those not currently using any or all services.	

**Additional Program/Services Notes**

**Sport Medicine and Science Council of Saskatchewan  
Service Tier Eligibility**

<b>Tier</b>	<b>Service</b>
Tier 1 PSO	\$4,750 combined to plan for Science & Medicine
Tier 2 PSO	\$3,950 combined to plan for Science & Medicine
Tier 3 PSO	\$3,150 combined to plan for Science & Medicine
Tier 4 PSO	\$1,200 combined for Science & Medicine
Sask High Schools Athletic Assoc	\$1,450 Combined for Science & Medicine
Coaches Assoc of Sask	\$1,450 Combined for Science & Medicine
Sask Games Council	\$1,450 Combined for Science & Medicine
Districts for Sport, Culture and Recreation	\$1,450 for each SRC for Science & Medicine
University Team and Individual	\$650 for each Team but 'pooled' for Science & Medicine
Indigenous Sport Enhancement Program	\$3,900 'pooled' for Science & Medicine
Fee-for-Service	\$130.00/hr. + gst group or individual

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches, and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #2 - To provide injury prevention and care education to our clients (eg. PSO's, CSCS, University teams, SCR Districts, and other Sask Sport Inc. members).**

### Program Overview associated with Strategic Goal

This Sport Medicine Education Program consists of the following services, educational sessions, and workshops:

1. **Sport Safety Program (consists of two educational workshops, both seven hours in length)**
  - a. **Sport Injury Prevention and Care (SIPaC) Workshop** - covers content on: role of the sport-aider, liability, fitness and injury prevention, facility and protective equipment checks, the emergency action plan, medical kit, life threatening injuries, injury recognition, and common injuries.
  - b. **Sport Wrapping and Taping (SWaT) Workshop** – consists of basic anatomy education, taping principles, taping vs. taping, and practical tape/wrap jobs of the heel, ankle, wrist, thumb, finger & hip.
2. **Sport Medicine Education Sessions** – (1-hr) - are available on the following topics:
  - Injury Prevention and Management (utilizing the newly developed Injury Prevention and Management template and presentation developed by the SMSCS)
  - Self-Massage and the Athlete
3. **Concussion Education and Management Program** – consists of the following:
  - Education Sessions – Two education sessions (1-hr each):
    - Athlete Session:
      - What is a concussion
      - Prevention and Management
      - Reporting
      - Supportive team dynamic
    - Coaches/Parents/Administrators session
      - What is a concussion
      - Prevention and Management
      - Post-concussion management
      - Creating and implementing concussion management protocols policy
  - Concussion Plan Consulting services:
    - Assist organizations (primarily PSOs) in establishing their own concussion management protocol plan (CMPP).
      - The SMSCS has developed a process to ensure this occurs:
        - Go to Parachute Canada website
          - Menu-Injury Topics-Concussion-Resources-Professional Resources.
          - Once in the Professional Resources page, you will find various Concussion Management Planning Templates (CMPT).
          - Use the Canadian Harmonized Sport Concussion Protocol template to develop the sport organization's Protocol Plan.

- Review the numerous other resources the SMSCS has listed on their website (video's, handouts, SMSCS 1-hr education session, websites, posters, apps) to see which of these resources best suits the needs of their sport organization to assist in the development their CMPP.
- Have the PSO re-contact the SMSCS to set up a meeting to discuss their CMPP, their sport's specific concerns/questions, as well as their selected resources.
- Have the PSO develop their sport organization's Concussion Management Protocol Plan and forward it to the SMSCS to be reviewed by an SMSCS consultant/expert.
- Sport Organizations then make appropriate changes recommended by the SMSCS Consultant, and then brings the Plan forward to their Board of Directors for approval.

**Forward Plan**

<b>Action Item</b>	<b>2025 Accomplishment</b>	<b>2026 Accomplishment</b>	<b>2027 Accomplishment</b>
1. Survey clients and our consultants to determine their needs and interest in this area.			
2. Update the SMSCS website pages pertaining to Consultants/Members that are qualified and available to provide these services.			
3. Develop, maintain & update a list of sport medicine service "core competencies" to meet the needs of our clients.			
4. Ensure policy/procedures are in place to evaluate relevant programming with respect to quality & evidence based.			
5. Continue the process of increasing promotion of the 1-hr 'Sport Medicine Education' sessions, the Concussion Education and Management Program, the Self-Massage and the Athlete sessions, and the newly revised 7-hour SWaT and SIPaC workshops.			
6. Provide group and/or one-on-one Instructor in-service sessions for new and/or revised programs and services (eg. Self-Massage and the Athlete session, new SIPaC workshop revisions, etc.)			
7. Strive to maintain or increase the number of SIPaC & SWaT Workshops, the Sport Medicine Education Sessions, and the Concussion Education Sessions annually.			
8. Promote to clients Parachute Canada as the preferred resource for all concussion educational material			

9. Maintain and update "in house" resource material as required. (hardcopy and electronic)			
10. Maintain and Communicate the Tier System to Clientele so that they are aware of the amount of in-kind funding they have access to. This will include: a) Developing and updating the yearly Planning Guidelines and Spending Plan templates for PSOs receiving Enhanced Funding. b) Communicate and meet when necessary, with all other PSO or SSI clients to discuss their proposed yearly plans.			

**Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. PSOs - increase from the previous three-year average for the number of sports that offer the following topics/sessions into their annual plan: <ul style="list-style-type: none"> <li>• Concussion Education session (1hr)</li> <li>• Self-Massage and the Athlete session (1hr)</li> <li>• Injury Prevention and Management session (1hr)</li> <li>• Concussion Plan Development</li> </ul>	
2. PSO's – increase from the previous three-year average for the number SIPaC and SWaT Workshops done yearly.	
3. Sport Districts - increase from the previous three-year average of the number SIPaC and SWaT Workshops done yearly	
4. Increase from the previous three-year average for the number of Self Massage sessions per year.	
5. Increase from the previous three-year average for the number of Injury Prevention & Management sessions per year.	
6. Increase from the previous three-year average for the number of Concussion Education sessions per year.	
7. Increase from the previous three-year average for the number of Concussion Policy Development consults per year	
8. Increase from the previous three-year average the total requests (usage) for all sport medicine services provided per year. (includes the Event Coverage Program).	
9. Increase from the previous three-year average the total sport medicine service contact hours for all sport medicine services provided per year (includes the Event Coverage Program).	
<b>Desired Change</b>	
1. Improve the education of our clients on the care of common injuries and injury prevention through service evaluation.	

2. Decrease the # of injuries throughout the year. (A desired change but non-measurable due to # of athletes in Sask and the lack of resources to monitor them all).	
3. Increased exposure to our clients (survey clients).	
4. Increase our client's knowledge of sport medicine (survey clients).	
5. Have a positive impact on performance and competition results of designated athletes and teams. (Survey clients)	

### Additional Program/Services Notes

### SURVEY RESULTS – 2023 (also included are 2019,2020,2021, and 2022 for comparison purposes)

Question asked →	Did the Session/Workshop Improved Your Knowledge & Skills on This Topic?	You Are Able to Apply/Use the Knowledge & Education Gained?	Will the Knowledge & Skills Obtained Assist You In...	Did the Consultant Promote the SMSCS?	The Consultant was Knowledgeable and Prepared?
PROGRAM					
<b>Concussion Educ Sessions (Athlete) (Coach/Parent)</b>	100% - 2023 100% - 2022 100% - 2021 100% - 2020 99% - 2019	100% - 2023 100% - 2022 100% - 2021 100% - 2020 98% - 2019	...preventing, reducing, & caring for concussions 100% - 2023 100% - 2022 100% - 2021 100% - 2020 95% - 2019	100% - 2023 100% - 2022 97% - 2021 100% - 2020 99% - 2019	100% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019
<b>Drug Education &amp; Awareness Workshops</b>	No Longer offered				
<b>Sport 'Medicine' Educ sessions (Inj. Prev &amp; Man't) (Self-Massage)</b>	100% - 2023 100% - 2021 96% - 2020 98% - 2019	100% - 2023 100% - 2021 100% - 2020 99% - 2019	...preventing, reducing, and caring for injuries 100% - 2023 96% - 2021 96% - 2020 99% - 2019	100% - 2023 100% - 2021 96% - 2020 99% - 2019	100% - 2023 100% - 2021 100% - 2020 100% - 2019
<b>SIPaC Workshops</b>	100% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019-	100% - 2023 100% - 2022 100% - 2021 100% - 2020 96% - 2019	...preventing, reducing, and caring for injuries 100% - 2023 91% - 2022 100% - 2021 100% - 2020 100% - 2019	100% - 2023 100% - 2022 97% - 2021 100% - 2020 100% - 2019	100% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019
<b>SWaT Workshops</b>	100% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019	100% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019	...preventing, reducing, and caring for injuries 99% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019	100% - 2023 100% - 2022 100% - 2021 96% - 2020 100% - 2019	100% - 2023 100% - 2022 100% - 2021 100% - 2020 100% - 2019

# 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches, and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #3 - To provide appropriate injury assessment and injury rehabilitation (return to sport) services to designated Sask Sport Inc. and Canadian Sport Centre Saskatchewan athletes.**

## Program Overview associated with Strategic goal

This program has two main components:

1. **Athlete Initial Injury Assessment Program** - The SMSCS may cover the costs of an Initial Injury Assessment for Saskatchewan High Performance Athletes associated with a PSO within the Sask Sport Inc system.
  - Funding for Initial Injury Assessments comes from the In-Kind funding each PSO receives from the SMSCS, and therefore must be pre-approved by the PSO prior to the assessment being booked.
  - The SMSCS must be contacted prior to the appointment to discuss payment options.
  - Initial Assessment must be scheduled and completed with a physiotherapist, certified athletic therapist, physician, massage therapist, or chiropractor that is a sport expert of the SMSCS.
  - The athlete must pay for the assessment and then send in the receipt along with a completed SMSCS Initial Injury Assessment Reimbursement form.
  - An athlete can ONLY utilize this program if he/she has no other insurance coverage options such as parents work plan, etc.
  - Funding is for 'Initial assessments" only. On-going treatments are not covered by this program.
  
2. **Linking Athletes with Sport Medicine Experts** – The purpose of this program is to link injured clients to our designated/approved sport medicine experts.
  - The SMSCS will compile an up-to-date listing of all SMSCS sport medicine experts (includes consultants and service providers).
  - The SMSCS's website will be the primary resource for athletes to assist them with the selection of the provider they wish to utilize.

## Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Ensure sport medicine expert consultant list is developed, updated, and promoted to athletes.			
2. Continue to update the SMSCS website page pertaining to Consultants/Members that are qualified and available to provide these services			
3. Continue the process of promoting this program and the importance of this sport medicine service to our clients			
4. Provide funding to targeted PSO's (athletes) and CSCS registered athletes for initial assessments			



with a sport medicine expert (eg. Council member or consultant).			
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**Outcome Measurements**

<b><u>Services Provided</u></b>	<b><u>Progress</u></b>
1. All qualified athletes who request service receive the list of available consultants to obtain the service.	
<b><u>Desired Change</u></b>	
1. Increase in athlete injury education and reduce the incidence of re-injury	
2. Athlete returns to sport in a safe and timely manner	
3. Athletes are directed to expert service providers	
4. Have a positive impact on performance and competition results of designated athletes and teams. (Survey clients)	

**Additional Program/Services Notes**

**Injury Assessment and Rehabilitation Services for CSCS athletes:**

-The Council has found impossible to obtain evaluations from athletes using this service because in most cases we do not know who and when they utilize this service. Plus, there are confidentiality issues to adhere to.

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #4 – Promote the Canadian Centre for Ethics in Sport’s (CCES) up to date information on ethics and fair play, doping control procedures, banned substances and categories, athlete rights and responsibilities, and basic supplement education to our clients.**

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Promote the CCES resources, where possible, to our designated clients.			
2. Where appropriate work with the CCES to ensure our designated clients are educated on all areas of drug education and doping control.			
3. The Council may re-visit this program area again in the future to once again provide educational sessions dependent on the goals and objectives of the CCES and/or the sport system.			

### Outcome Measurements

Services Provided	Progress
Promotion of the CCES and its resources to our designated clients	
Desired Change	
1. Increase education and knowledge of clients.	
2. Athletes compete clean and fair	

### Additional Program/Services Notes

**Note:** The Council still provides sport supplement education and awareness through our nutrition science area

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #5 –To provide medical, first aid, taping and wrapping, emergency services, and education to our clients at designated sport events. These are primarily Provincial, Western and National events/championships hosted by SMSCS Clients (PSOs, SHSAA, etc.). Other events such as provincial try-out camps and competitions, and training camps may be considered for those PSO's that do not have specific Provincial Championship events.**

**Note:** This is a fee-for-service program. Clients are NOT eligible to utilize their free In-Kind SMSCS funding for this program.

### **Program Overview associated with Strategic Goal**

The Medical Coverage Program is made up of three main components:

1. Event Coverage
  - a) Personnel
    - Notification
    - Scheduling
    - MOU agreement
    - Actual Personnel coverage
    - Inventory
    - Payment of consultants
    - Invoicing of Host
2. Equipment Rental and 1<sup>st</sup> aid Supply Sales
3. Consultative Services - administrative in nature relating to the overall development of the medical protocol (set-up, personnel and equipment requirements, EAP's, etc.).

On a request basis the SMSCS will make every attempt to provide the above components to ensure SMSCS client groups (PSOs, SHSAA, University teams, etc.) have qualified medical coverage (medical personnel, 1<sup>st</sup> aid supplies, equipment, etc.) for their athletes, teams and host agencies.

**Personnel** - The SMSCS utilizes five primary medical groups to cover events. They include: medical doctors, physiotherapists, athletic therapists, chiropractors and massage therapists. Each of these medical disciplines has a specialized sport medicine/therapy division. In addition, the SMSCS also utilizes 'service providers' who are members that have NOT obtained their SPORT CREDENTIALS within their profession. Note: The Medical Coverage of Events Program and the Injury Assessment Program are the only programs that non-sport credentialed (SMSCS Service Providers) can provide on behalf of the SMSCS. These programs are "service" orientated as opposed to others that are educational in nature.

**Equipment and supplies** - The equipment we have available includes: Trainers Kits, Treatment Tables, Spine Boards, B Splint Kits, CASM Medisac's, Muscle Stimulator Units, Tens Units, Ultrasound Unit, Interferential/Ultrasound Unit, Metal Scoop Stretchers, and PPE Supplies.

There are established guidelines to ensure there is continuity for all events, user groups, as well as for those providing coverage at the events. It should be noted, that on rare occasions, variations from these guidelines might occur.

Every effort is made to provide all SMSCS client groups with the coverage they require, however, there may be times when a request cannot be filled or only partially filled. The SMSCS makes every attempt to provide the requesting agency adequate time to make alternative arrangements for event coverage should this problem arise. NOTE: Requests the SMCS receives from organizations that are not on the SMSCS client list – these requests are forwarded onto to the SMSCS Medical Coverage provider list(s) and they are asked to contact the host directly if interested in providing coverage for that group.

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Recruit and maintain qualified sport medicine personnel (consultants & service providers) who will provide injury care and prevention services at designated sport events.			
2. Develop policy and procedures to ensure appropriate and safe event coverage guidelines.			
3. Assist all requesting agencies with the development of their event coverage policies (eg. Saskatchewan Games, North American Indigenous Games, etc.)			
4. Ensure up to date and appropriate medical equipment & supplies are available for use by medical personnel and/or clients.			
5. Establish relationship/agreements with our consultants, service providers and the private clinics to facilitate the provision of event coverage services to sports groups that do not fall within the SMSCS's mandated clientele level.			
6. On a limited basis, develop, maintain and update "in house" resource material as required (electronic and hard copy)			
7. Where appropriate, consider the "mentor program" for student therapists interested in event coverage.			
8. Increase education, promotion & importance of this program to all PSO's to increase usage.			

**Outcome Measurements**

Services Provided	Progress
1. Provide medical coverage services for 95% of all requests received from our primary cliental groups (Sask Sport members) for this specific program, those being: a) PSOs hosting Provincial, Regional, Western, Canadian, and World championship events. b) Universities requiring assistance with CIS sporting events. c) CSCS training camps.	

2. Maintain or Increase from the previous three-year average for the number of Medical Coverage service requests from Sask Sport clients.	
<b><u>Desired Change</u></b>	
1. Increase the number of client (PSO) requests covered.	
2. Increase client's awareness of the importance of having appropriate emergency and sport first aid services at sport competitions and events.	
3. Have a positive impact on performance and competition results of designated athletes and teams by providing medical experts to ensure proper care if injuries occur at events.	

**Additional Program/Services Notes:**

Events requested through the SMSCS are variable from year to year depending on hosting cycles of various provincial sport governing bodies in the province. In addition, some other organizations and private clinics also provide this same service.

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #6 - Provide sport first aid supplies/kits and exercise/rehab resources (tubing, exercise bands, etc.) at a reasonable cost to our designated clients and others.**

**Program Overview associated with Strategic Goal**

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop and maintain an appropriate inventory & list of commonly used sport first aid supplies for sale.			
2. Review various suppliers' costs to determine best prices for resale to clients.			
3. Solicit feedback from sport medicine member groups on new & innovative products.			
4. Develop resources to promote this service to our clients, including 'on-line' order form.			
5. Increase education, promotion, & importance of this program to designated clients.			
6. On a limited basis develop, maintain and update "in house" resource material as required (electronic and hard copy) (eg. Sport First Aid Supplies Booklet)			

### Outcome Measurements

<u>Services Provided</u>	<u>Progress</u>
1. As the highest priority of the Program, advertise & sell supplies to PSO's and their members.	
2. Ensure 90% off all Sask Sport Inc. PSO's have appropriate first aid supplies and kits	
3. Maintain or Increase from the previous three-year average for the number of first aid supplies sales requests yearly.	
4. Maintain or Increase from the previous three-year average for the sales in first aid supplies	
<u>Desired Change</u>	
1. Increase the education & awareness of athlete injury care and prevention to clients	
2. Increase exposure of this service.	

3. Appropriate and cost-effective supplies available to clients	
4. Prevent injury and assist with injury care.	

**Additional Program/Services Notes**

## **2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials**

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches & officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #7 - To provide performance enhancing evidenced based consulting and education services in the area of STRENGTH & CONDITIONING to all clients with a priority on the PSO's, SCR Districts, University, Aboriginal Sport Excellence, CSCS and other Sask Sport Inc member organizations.**

### **Program Overview associated with Strategic Goal**

The Council provides high quality sport science services and consulting in the targeted area of strength and conditioning. This service is available to all levels and caliber of competitive athletes and coaches throughout Saskatchewan.

Our clients include the Provincial Sport Governing Bodies (PSO's), the Canadian Sport Centre Saskatchewan (CSCS), Coaches Association of Saskatchewan, Districts for Sport, Culture and Recreation, Aboriginal Excellence Program-North American Indigenous Games, Saskatchewan High Schools Athletic Association, the two University Athletic Programs and other athletes and coaches involved in competitive sport.

The content of the strength and conditioning programs and services currently offered are as follows:

- Core strength
- Concepts in warm-up/cool-down
- Weight training
- Resistance training
- Foot speed & agility
- Plyometric training
- Exercise program design
- Personal and Team Training (supervised)
- Field physiological tests (eg. physical assessment, Léger, vertical jump, sit-ups)



**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain & update a list of STRENGTH CONDITIONING core service sessions to meet the needs of our clients.			
2. Ensure programs/consultations delivered contain the latest information and are high quality & evidence based.			
3. Ensure policy/procedures are in place to evaluate new information & programming with respect to quality & evidence based.			
4. Improve consultant promotion of the SMSCS programs/services.			
5. Where appropriate work with our members and consultants to facilitate filling fee-for-service requests			
6. Undertake a review and evaluation of the current strength and conditioning service program to determine best practices and areas for enhancement.			

**Outcome Measurements**

<u>Services Provided</u>	<u>Progress</u>
1a. Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Strength Conditioning in-Kind service.	
1b. Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Strength Conditioning in-Kind service.	
2a. Remaining ‘non’ Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Strength Conditioning in-Kind service.	
2b. Remaining ‘non’ Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Strength Conditioning in-Kind service.	
3. The SCR Districts maintain or increase from the previous three-year average for the number of contact hours utilized for Strength Conditioning in-Kind service. (Note: 9 SCR Districts)	
4. Maintain or increase from the previous three-year average for the number of contact hours for the Strength Conditioning In-Kind services conducted by the SMSCS.	
<u>Desired Change</u>	
Council has professional respectful Consultants representing it (Survey clients).	
Council has knowledgeable expert Consultants representing it (Survey clients).	

Council has organized prepared Consultants representing it (Survey clients).	
Council has Services that improve the knowledge of all clients (Survey clients)	
Council has Services that positively impact performance or competition results for clients (Survey clients)	
Council has Services that encourages follow-up sessions to clients (Survey clients)	
Council Consultants Promote Services to clients (survey clients).	

**Additional Program/Services Notes**

Desired Change will be determined through the service evaluation questions

1. Who was the Consultant for your session? (Select from a drop-down list of names)
2. The Consultant demonstrated a professional and respectable manner. (Likert scale)
3. The Consultant demonstrated thorough knowledge on the subject matter. (Likert scale)
4. The Consultant was organized and well prepared for the session. (Likert scale)
5. Do you believe the content of this session has improved your education (knowledge and skills) in the specified area of Sport Science? (Likert scale)
6. Do you believe the education (knowledge and skills) gained from this session has/will positively impact your performance? (Likert scale)
7. Based upon your session, would you be interested in a follow-up session in the same sport science discipline (e.g., on another topic or in more depth?) (yes/no)
8. Were you made aware that the workshop provided by the Consultant was on behalf of the Sport Medicine and Science Council of Saskatchewan? (yes/no)

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches & officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #8 - To provide performance enhancing evidenced based consulting and education services in the area of SPORT NUTRITION (includes nutritional supplement education) to all clients with a priority on the PSO's, SCR Districts, University, Aboriginal Sport Excellence, CSCS and other Sask Sport Inc member organizations.**

### Program Overview associated with Strategic Goal

The Council provides high quality sport science services and programs in the targeted areas of sport nutrition. These services are available to all levels and caliber of competitive athletes and coaches throughout Saskatchewan.

Our clients include the Provincial Sport Governing Bodies (PSO's), the Canadian Sport Centre Saskatchewan (CSCS), Coaches Association of Saskatchewan, Districts for Sport, Culture and Recreation, Aboriginal Excellence Program-North American Indigenous Games, Saskatchewan High Schools Athletic Association, the two University Athletic Programs and other athletes and coaches involved in competitive sport.

The content of sport nutrition consulting and services currently offered are as follows:

- Basic sport nutrition
- Fluids
- Weight issues
- Pre/post event nutrition
- Nutrition on the road
- Tournament & multi-event nutrition
- Supplements

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain & update a list of SPORT NUTRITION core service sessions to meet the needs of our clients.			
2. Ensure programs/consultations delivered contain the latest information and are high quality & evidence based.			
3. Ensure policy/procedures are in place to evaluate new information & programming with respect to quality & evidence based.			

4. Improve consultant promotion of the SMSCS programs/services			
5. Where appropriate work with our members and consultants to facilitate filling fee-for-service requests			

**Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1a. Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Sport Nutrition in-Kind service.	
1b. Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Sport Nutrition in-Kind service.	
2a. Remaining ‘non’ Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Sport Nutrition in-Kind service.	
2b. Remaining ‘non’ Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Sport Nutrition in-Kind service.	
3. The SCR Districts maintain or increase from the previous three-year average for the number of contact hours utilized for Sport Nutrition. (Note: 9 SCR Districts)	
4a. Maintain or increase from the previous three-year average the overall number of contact hours to the UofS Huskie Varsity Program for the Sport Nutrition In-Kind services conducted by the SMSCS.	
4b. Maintain or increase from the previous three-year average the overall number of contact hours to the UofR Cougar/Ram Varsity Program for the Sport Nutrition In-Kind services conducted by the SMSCS.	
5. Maintain or increase from the previous three-year average for the number of contact hours for the Sport Nutrition In-Kind services conducted by the SMSCS.	
<b>Desired Change</b>	
Council has professional respectful Consultants representing it (Survey clients).	
Council has knowledgeable expert Consultants representing it (Survey clients).	
Council has organized prepared Consultants representing it (Survey clients).	
Council has services that improve the knowledge of all clients (Survey clients)	
Council has services that positively impact performance or competition results for clients (Survey clients)	
Council has services that encourages follow-up sessions to clients (Survey clients)	
Council Consultants promote services to clients (survey clients).	

**Additional Program/Services Notes**

Desired Change will be determined through the service evaluation questions

1. Who was **the Consultant** for your session? (Select from a drop-down list of names)

2. The Consultant demonstrated a **professional and respectable manner**. (Likert scale)
3. The Consultant demonstrated **thorough knowledge** on the subject matter. (Likert scale)
4. The Consultant was **organized and well prepared** for the session. (Likert scale)
5. Do you believe the content of this session has **improved your education** (knowledge and skills) in the specified area of Sport Science? (Likert scale)
6. Do you believe the education (knowledge and skills) gained from this session has/will **positively impact your performance**? (Likert scale)
7. Based upon your session, would you be **interested in a follow-up session** in the same sport science discipline (e.g., on another topic or in more depth?) (yes/no)
8. Were you made aware that the workshop provided by the Consultant was **on behalf of the Sport Medicine and Science Council of Saskatchewan**? (yes/no)

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches & officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #9 - To provide performance enhancing evidenced based consulting and education services in the area of MENTAL PERFORMANCE to all clients with a priority on the PSO's, SCR Districts, University, Aboriginal Sport Excellence, CSCS and other Sask Sport Inc member organizations.**

### Program Overview associated with Strategic Goal

The Council provides high quality sport science services and programs in the targeted area of mental performance. These services are available to all levels and caliber of competitive athletes and coaches throughout Saskatchewan.

Our clients include the Provincial Sport Governing Bodies (PSO's), the Canadian Sport Centre Saskatchewan (CSCS), Coaches Association of Saskatchewan, Districts for Sport, Culture and Recreation, Aboriginal Excellence Program-North American Indigenous Games, Saskatchewan High Schools Athletic Association, the two University Athletic Programs and other athletes and coaches involved in competitive sport.

The content of mental performance consulting and services currently offered are as follows::

- Team building and group dynamics
- Attention, emotional, and arousal control
- Self-awareness
- Mental imagery
- Self-talk
- Goal setting
- Routines
- Ideal performance state
- Mental toughness
- Practice effectiveness

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain & update a list of MENTAL PERFORMANCE core service sessions to meet the needs of our clients.			
2. Ensure programs/consultations delivered contain the latest information and are high quality & evidence based.			

3. Ensure policy/procedures are in place to evaluate new information & programming with respect to quality & evidence based.			
4. Improve consultant promotion of the SMSCS programs/services			
5. Where appropriate work with our members and consultants to facilitate filling fee-for-service requests			
6. Define how "mental health" fits into our mental performance service program. Council to determine our role in mental health as it relates to mental performance.			

### Outcome Measurements

<b>Services Provided</b>	<b>Progress</b>
1a. Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Mental Performance in-Kind service.	
1b. Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Mental Performance in-Kind service.	
2a. Remaining 'non' Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Mental Performance in-Kind service.	
2b. Remaining 'non' Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Mental Performance in-Kind service.	
3. The SCR Districts maintain or increase from the previous three-year average for the number of contact hours utilized for Mental Performance. (Note: 9 SCR Districts)	
4a. Maintain or increase from the previous three-year average the overall number of contact hours to the UofS Huskie Varsity Program for the Mental Performance In-Kind services conducted by the SMSCS.	
4b. Maintain or increase from the previous three-year average the overall number of contact hours to the UofR Cougar/Ram Varsity Program for the Mental Performance In-Kind services conducted by the SMSCS.	
5. Maintain or increase from the previous three-year average for the number of contact hours for the Mental Performance In-Kind services conducted by the SMSCS.	
<b>Desired Change</b>	
Council has professional respectful Consultants representing it (Survey clients).	
Council has knowledgeable expert Consultants representing it (Survey clients).	
Council has organized prepared Consultants representing it (Survey clients).	
Council has services that improve the knowledge of all clients (Survey clients)	
Council has services that positively impact performance or competition results for clients (Survey clients)	

Council has services that encourages follow-up sessions to clients (Survey clients)	
Council Consultants promote services to clients (survey clients).	

### Additional Program/Services Notes

Desired Change will be determined through the service evaluation questions

1. Who was **the Consultant** for your session? (Select from a drop-down list of names)
2. The Consultant demonstrated a **professional and respectable manner**. (Likert scale)
3. The Consultant demonstrated **thorough knowledge** on the subject matter. (Likert scale)
4. The Consultant was **organized and well prepared** for the session. (Likert scale)
5. Do you believe the content of this session has **improved your education** (knowledge and skills) in the specified area of Sport Science? (Likert scale)
6. Do you believe the education (knowledge and skills) gained from this session has/will **positively impact your performance**? (Likert scale)
7. Based upon your session, would you be **interested in a follow-up session** in the same sport science discipline (e.g., on another topic or in more depth?) (yes/no)
8. Were you made aware that the workshop provided by the Consultant was **on behalf of the Sport Medicine and Science Council of Saskatchewan**? (yes/no)



## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches & officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #10 - To provide performance enhancing evidenced based consulting and education services in the area of EXERCISE PHYSIOLOGY to all clients with a priority on the PSO's, SCR Districts, University, Aboriginal Sport Excellence, CSCS and other Sask Sport Inc member organizations.**

### Program Overview associated with Strategic Goal

The Council provides high quality sport science services in the targeted area of exercise physiology. These services are available to all levels and caliber of competitive athletes and coaches throughout Saskatchewan.

Our clients include the Provincial Sport Governing Bodies (PSO's), the Canadian Sport Centre Saskatchewan (CSCS), Coaches Association of Saskatchewan, Districts for Sport, Culture and Recreation, Aboriginal Excellence Program-North American Indigenous Games, Saskatchewan High Schools Athletic Association, the two University Athletic Programs and other athletes and coaches involved in competitive sport.

The content of exercise physiology services and consulting currently offered are as follows:

- Metabolic condition (Training the Aerobic and Anaerobic Systems)
- Physiological program planning and design
- Physiological Testing-Field (eg. physical assessment, Léger, vertical jump, sit-ups, etc.)
- Physiological Testing-Lab (Max VO<sub>2</sub>, flexibility, lean body mass, fat mass, and capacities, aerobic/anaerobic power, etc.).

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain & update a list of EXERCISE PHYSIOLOGY core service areas to meet the needs of our clients.			
2. Ensure programs/consultations delivered contain the latest information and are high quality & evidence based.			
3. Ensure policy/procedures are in place to evaluate new information & programming with respect to quality & evidence based.			
4. Improve consultant promotion of the SMSCS programs/services			
5. Where appropriate work with our members and consultants to facilitate filling fee-for-service requests			

## Outcome Measurements

<b>Services Provided</b>	<b>Progress</b>
1. Determine the core areas available to clientele.	
2. Determine the clientele that services will be promoted to.	
3. Determine who is able to provide the service.	
<b>Desired Change</b>	
Council has professional respectful Consultants representing it (Survey clients).	
Council has knowledgeable expert Consultants representing it (Survey clients).	
Council has organized prepared Consultants representing it (Survey clients).	
Council has services that improve the knowledge of all clients (Survey clients)	
Council has services that positively impact performance or competition results for clients (Survey clients)	
Council has services that encourages follow-up sessions to clients (Survey clients)	
Council Consultants promote services to clients (survey clients).	

## Additional Program/Services Notes

Desired Change will be determined through the service evaluation questions

1. Who was **the Consultant** for your session? (Select from a drop-down list of names)
2. The Consultant demonstrated a **professional and respectable manner**. (Likert scale)
3. The Consultant demonstrated **thorough knowledge** on the subject matter. (Likert scale)
4. The Consultant was **organized and well prepared** for the session. (Likert scale)
5. Do you believe the content of this session has **improved your education** (knowledge and skills) in the specified area of Sport Science? (Likert scale)
6. Do you believe the education (knowledge and skills) gained from this session has/will **positively impact your performance**? (Likert scale)
7. Based upon your session, would you be **interested in a follow-up session** in the same sport science discipline (e.g., on another topic or in more depth?) (yes/no)
8. Were you made aware that the workshop provided by the Consultant was **on behalf of the Sport Medicine and Science Council of Saskatchewan**? (yes/no)

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches & officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #11 - To provide performance enhancing evidenced based consulting and education services in the area of BIOMECHANICAL analysis to all clients with a priority on the PSO's, SCR Districts, University, Aboriginal Sport Excellence, CSCS and other Sask Sport Inc member organizations.**

### Program Overview associated with Strategic Goal

The Council provides high quality sport science services and programs in the targeted area of biomechanics. These services are available to all levels and caliber of competitive athletes and coaches throughout Saskatchewan.

Our clients include the Provincial Sport Governing Bodies (PSO's), the Canadian Sport Centre Saskatchewan (CSCS), Coaches Association of Saskatchewan, Districts for Sport, Culture and Recreation, Aboriginal Excellence Program-North American Indigenous Games, Saskatchewan High Schools Athletic Association, the two University Athletic Programs and other athletes and coaches involved in competitive sport.

The content of biomechanical services currently offered are as follows::

- Technical Skill Analysis by looking at the muscular, joint, and skeletal actions while performing a given task.
- Can be accomplished through:
  - Qualitative research in order to understand a problem (i.e.: injury, skill flaw) and possibly develop potential quantitative research.
  - Quantitative research in order to generate numerical data in order to use statistics (i.e.: angles, speed, distances, etc.)
  - May use: (Video, GPS, Accelerometry, Motion Sensors, Force Plates, Gyroscopes, Radar)

In addition to the above the Council sells exercise and rehabilitation training equipment and supplies as requested. Products the Council sold are purchased from Diamond Athletics Medical Supplies. We receive a discount on all products which allowed the resale to occur at reasonable prices. Limited resource material is also available, mainly in electronic form on our website.

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain & update a list of BIOMECHANICAL core service areas to meet the needs of our clients.			
2. Ensure programs/consultations delivered contain the latest information and are high quality & evidence based.			
3. Ensure policy/procedures are in place to evaluate new information & programming with respect to quality & evidence based.			

4. Improve consultant promotion of the SMSCS programs/services			
5. Where appropriate work with our members and consultants to facilitate filling fee-for-service requests			

**Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. Determine the core areas available to clientele.	
2. Determine the clientele that services will be promoted to.	
3. Determine who is able to provide the service.	

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches & officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #12 - To provide performance enhancing evidenced based consulting and education services in the area of SLEEP & PERFORMANCE to all clients with a priority on the PSO's, SCR Districts, University, Aboriginal Sport Excellence, CSCS and other Sask Sport Inc member organizations.**

### Program Overview associated with Strategic Goal

The Council provides high quality sport science services and programs in the targeted area of sleep and performance. These services are available to all levels and caliber of competitive athletes and coaches throughout Saskatchewan.

Our clients include the Provincial Sport Governing Bodies (PSO's), the Canadian Sport Centre Saskatchewan (CSCS), Coaches Association of Saskatchewan, Districts for Sport, Culture and Recreation, Aboriginal Excellence Program-North American Indigenous Games, Saskatchewan High Schools Athletic Association, the two University Athletic Programs and other athletes and coaches involved in competitive sport.

The content of sleep and performance services and consulting currently offered are as follows:

- Are you getting enough sleep?
- Travel and Sleep
- Sleep Questionnaire
- Sleep and Nutrition
- Sleep, Well-being and Stress
- Sleep and Sport Performance
- Sleep and Physiological Indicators
- Sleep and Injuries
- Sleep and Medical Disorders
- How to Assess Sleep
- Sleep Tips

**Note: This 1-hour workshop falls within the science & medicine areas.**

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain & update a list of SLEEP PERFORMANCE core service areas to meet the needs of our clients.			

2. Ensure programs/consultations delivered contain the latest information and are high quality & evidence based.			
3. Ensure policy/procedures are in place to evaluate new information & programming with respect to quality & evidence based.			
4. Improve consultant promotion of the SMSCS programs/services			
5. Where appropriate work with our members and consultants to facilitate filling fee-for-service requests			
6. Ongoing separate promotion of the program "Sleep & Performance" to all of our clients			
7. Update as needed, the Sleep and Performance education session based on feedback received from consultants, as well as any new research being developed.			

**Outcome Measurements**

<b><u>Services Provided</u></b>	<b><u>Progress</u></b>
1a. Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Sleep and Performance in-Kind service.	
1b. Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Sleep and Performance in-Kind service.	
2a. Remaining 'non' Enhanced PSOs – maintain or increase from the previous three-year average for the number of sports that utilized the Sleep and Performance in-Kind service.	
2b. Remaining 'non' Enhanced PSOs – maintain or increase from the previous three-year average for the number of contact hours utilized for Sleep and Performance in-Kind service.	
3. The SCR Districts maintain or increase from the previous three-year average for the number of contact hours utilized for Sleep and Performance. (Note: 9 SCR Districts)	
4a. Maintain or increase from the previous three-year average the overall number of contact hours to the UofS Huskie Varsity Program for the Sleep and Performance In-Kind services conducted by the SMSCS.	
4b. Maintain or increase from the previous three-year average the overall number of contact hours to the UofR Cougar/Ram Varsity Program for the Sleep and Performance In-Kind services conducted by the SMSCS.	
5. Maintain or increase from the previous three-year average for the number of contact hours for the Sleep and Performance In-Kind services conducted by the SMSCS.	
<b><u>Desired Change</u></b>	

Council has professional respectful Consultants representing it (Survey clients).	
Council has knowledgeable expert Consultants representing it (Survey clients).	
Council has organized prepared Consultants representing it (Survey clients).	
Council has services that improve the knowledge of all clients (Survey clients)	
Council has services that positively impact performance or competition results for clients (Survey clients)	
Council has services that encourages follow-up sessions to clients (Survey clients)	
Council Consultants promote services to clients (survey clients).	

**Additional Program/Services Notes**

Desired Change will be determined through the service evaluation questions

1. Who was **the Consultant** for your session? (Select from a drop-down list of names)
2. The Consultant demonstrated a **professional and respectable manner**. (Likert scale)
3. The Consultant demonstrated **thorough knowledge** on the subject matter. (Likert scale)
4. The Consultant was **organized and well prepared** for the session. (Likert scale)
5. Do you believe the content of this session has **improved your education** (knowledge and skills) in the specified area of Sport Science? (Likert scale)
6. Do you believe the education (knowledge and skills) gained from this session has/will **positively impact your performance**? (Likert scale)
7. Based upon your session, would you be **interested in a follow-up session** in the same sport science discipline (e.g., on another topic or in more depth?) (yes/no)
8. Were you made aware that the workshop provided by the Consultant was **on behalf of the Sport Medicine and Science Council of Saskatchewan**? (yes/no)

## Sport Science Evaluation Survey Results

<b>Service</b>	<b>Service Improved Knowledge</b>	<b>Service had “+” impact on perf.</b>	<b>Service decreased injuries</b>	<b>Consultant promoted SMSCS</b>	<b>Consultant demo knowledge</b>	<b>Consultant prepared &amp; professional</b>
<i>2023 Mental Performance</i>	100%	100%	38.9%	100%	100%	100%
<i>2022 Mental Performance</i>	92.6%	76.9%	26.9%	100%	96.2%	96.2%
<i>2019-2021 (3yr avg)</i>	89.0%	87.2%	48.1%	95.1%	100%	100%
<i>2016-2018 (3yr avg)</i>	92.7%	92.8%	45.4%	82.6%	99.0%	97.7%
<i>2013-2015 (3yr avg)</i>	88.9%	89.6%	57.0%	87.4%	97.5%	99.2%
<i>2023 Sport Nutrition</i>	100%	87.5%	50%	100%	100%	100%
<i>2022 Sport Nutrition</i>	100%	87.5%	62.5%	100%	100%	100%
<i>2019-2021 (3yr avg)</i>	96.7%	96.7%	61.4%	100%	100%	100%
<i>2016-2018 (3yr avg)</i>	97.4%	91.9%	59.9%	89.3%	97.8%	98.8%
<i>2013-2015 (3yr avg)</i>	93.0%	89.4%	64.0%	78.8%	98.6%	99.3%
<i>2023 Strength/Exercise</i>	100%	100%	100%	100%	100%	100%
<i>2022 Strength/Exercise</i>	100%	83.3%	100%	83.3%	100%	100%
<i>2019-2021 (3yr avg)</i>	96.3%	100%	91.0%	100%	100%	100%
<i>2016-2018 (3yr avg)</i>	94.7%	87.2%	84.8%	82.6%	98.2%	97.1%
<i>2013-2015 (3yr avg)</i>	92.3%	91.5%	88.6%	82.9%	98.9%	98.9%



## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #13 – To develop an overall sport medicine & sport science programs and services communication and promotional strategy for clients.**

### Program Overview associated with Strategic Goal

This programs current objective is to communicate effectively and efficiently with the Council's targeted clients.

To achieve these objectives the following strategies have been established:

- newsletter – is published three times per year and sent out via email
- face to face meetings with clients
- email communication with clients
- promotional brochure – develop and maintain a brochure explaining the services provided by the Council
- promotional display – Council has a promotional display with information and pictures available to be set up at conferences
- website - the Council's detailed web page located at <http://www.smscs.ca>.

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop and implement a written internal and external client communication strategy (policy).			
2. To design client communication and promotion tools (eg. website, newsletter, and promotional material).			
3. Explore the benefits (if any) of new communication technologies (eg. Facebook, twitter, Instagram, snapchat) as required.			
4. Actively promote the programs & services of the SMSCS and meet and/or communicate with all designated clients regarding the development of a SS and SM plan (including the CSCS targeted sports (enhanced program) annually			

### Outcome Measurements

Services Provided	Progress
1. Minimum 3 times per year communication with clients via email, mail & face to face meetings	
2. Distribute an electronic newsletter to clients three times annually.	

3. Ensure website is updated and remains current monthly.	
<b>Desired Change</b>	
1. All clients are aware of the SMSCS and its sport science programs and services. Clients include the PSO's, Districts for Sport, Culture, and Recreation, the two University Athletic Programs and all other Sask Sport member associations. (Survey)	

**Additional Program/Services Notes**

## 2025-2027 - Priority #1 – Direct Sport Medicine and Science Services to Athletes, Coaches and Officials

**Strategic Objective #1 - To provide quality evidence-based sport medicine & sport science services to athletes, coaches and officials with a priority on the Sask Sport Inc. membership.**

**Strategic Goal #14 – Ensure a process is in place to evaluate the programs and services provided.**

**Program Overview associated with Strategic Goal**

Not applicable

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, update and maintain an evaluation tool for the following: -Medicine Programs -Science Programs -Yearly Overall Council Questionnaires			
2. Develop a comprehensive process to use the evaluation tool.			
3. Utilize results from evaluation tool to make necessary desired changes.			

### Outcome Measurements

<u>Services Provided</u>	<u>Progress</u>
1. Compile data and prepare program and service evaluation report annually.	
<b><u>Desired Change</u></b>	
1. Improvements made, as required, within each specific medicine and science program area based on client feedback.	
2. Improvements made, as required, to our Consultants/Service Providers service provision based on client feedback	
3. Athletes believe services improve their performance and competition results (not measurable but a desired change)(survey athletes	

### Additional Program/Services Notes

## 2025-2027 - Priority #2 – Development of Sport Medicine and Sport Science Professionals

### Strategic Objective #1 – Consultant and Service Provider Development, Recruitment and Retainment.

**Strategic Goal #1 - Encourage, promote, support and provide continuous learning and professional development opportunities to all consultants (including staff consultants) and service providers.**

#### Program Overview associated with Strategic Goal

The Council provides the following consultant and service provider professional development opportunities:

(1) The Council provides a professional development workshop or conference normally once or twice per year. The program topics are different for each workshop and are designed for anyone interested in sport medicine and/or sport science. Participants include members, consultants, service providers and non-members such as doctors, physiotherapists, athletic therapists, massage therapist and chiropractors. Others attendees include nurses, student physiotherapists, exercise therapists, and orthopaedic rehab technicians.

(2) The Educational Upgrading Member/Consultant Group Grant Program is available to all members and consultant groups. Up to \$1500 is available annually to host professional development courses, conferences, seminars, workshops, etc. for our approved members, consultants and service providers.

#### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, provide and/or facilitate quality professional development workshops/conferences for science and medicine consultants and/or service providers on a regular basis.			
2. Provide educational upgrading grants and other professional development opportunities to members, consultants and service providers.			
3. Communicate professional development and educational upgrading opportunities to consultants, service providers (and members),			
4. Provide consultant, service provider (and member) professional development on client diversity (eg. LGBTQ2S+ athletes)			
5. Increase consultant and service provider pool diversity.			
6. Review overall professional development programming for consultants and service providers and consider revising, enhancing, or developing new programs/initiatives as appropriate			

#### Outcome Measurements

<b>Services Provided</b>	<b>Progress</b>
1. Provide professional development seminars, conferences and workshops to members & consultants on an annual basis (min. 1x per year).	
2. Minimum of \$6,000 is available annually for professional development opportunities.	
3. Professional development programs and conferences/workshops targeted to all consultants, service providers (and members).	
4. Where appropriate Non-Sask Sport members receive services as requested (fee for service).	
<b>Desired Change</b>	
1. Consultant's skills enhanced through professional development. (increase of consultants that attend a yearly PD session or receive a PD grant from the SMSCS and/or attend a session/conference from another organization)	
2. Maintain expert status in sport medicine & science delivery (Conduct client evaluation surveys).	
3. Ensure our consultants and service providers (and members) have an opportunity to work with the highest level of athlete and coach requiring our services.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #2 – Development of Sport Medicine and Sport Science Professionals

**Strategic Objective #1 - Consultant and Service Provider Development, Recruitment and Retainment.**

**Strategic Goal #2 - Ensure an “available” pool of qualified consultants and service providers in all sport medicine and science service areas.**

Program Overview associated with Strategic Goal

### Consultant Qualifications (minimum standards) (As of April 2023)

Science / Medicine	Minimum Qualifications	Services
<b>BIOMECHANICS</b>	Master of Science <u>or</u> Master of Kinesiology <ul style="list-style-type: none"> <li>• Must have valid liability insurance</li> <li>• Should have teaching/presentation experience</li> <li>• Should have experience working with high performance athletes and be actively involved in high performance sport science (<i>new applicants must have the ability to demonstrate their knowledge &amp; experience</i>)</li> <li>• Must have experience with video analysis &amp; technical skill analysis</li> </ul>	<ul style="list-style-type: none"> <li>• Technical Skill Analysis by looking at the muscular, joint, and skeletal actions while performing a given task.</li> <li>• Can be accomplished through:                             <ul style="list-style-type: none"> <li>- Qualitative research in order to understand a problem (i.e.: injury, skill flaw) and possibly develop potential quantitative research.</li> <li>- Quantitative research in order to generate numerical data in order to use statistics (i.e.: angles, speed, distances, etc.)</li> <li>- May use: (Video, GPS, Accelerometry, Motion Sensors, Force Plates, Gyroscopes, Radar)</li> </ul> </li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> </ul>
<b>EXERCISE PHYSIOLOGIST</b>	Master of Science <u>or</u> Master of Kinesiology <u>or</u> Post Graduate Diploma in Kinesiology Relevant to the Science of Exercise Physiology <ul style="list-style-type: none"> <li>• Must have valid liability insurance</li> <li>• Should have teaching/presentation experience</li> <li>• Should have experience working with high performance athletes and be actively involved in high performance sport science (<i>new applicants must have the ability to demonstrate their knowledge &amp; experience</i>)</li> <li>• Must have one of the following certifications; CSCS, CSEP-CEP, ACSM-ET</li> <li>• Should be a member in one of the following; NSCA, SKESA, CSEP, ACSM</li> </ul>	<ul style="list-style-type: none"> <li>• Metabolic Conditioning: Training the Aerobic and Anaerobic Systems</li> <li>• Physiological Program Planning &amp; Design</li> <li>• Physiological Testing-Lab                             <ul style="list-style-type: none"> <li>-Testing includes: Max VO<sub>2</sub>, flexibility, lean body mass, fat mass, and capacities, aerobic/anaerobic power etc.</li> </ul> </li> <li>• Physiological Testing-Field                             <ul style="list-style-type: none"> <li>-Testing includes: leger, vertical jump, sit-ups, etc.)</li> </ul> </li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> </ul>

<p><b>STRENGTH &amp; CONDITIONING SPECIALIST</b></p>	<p>Must have a post-secondary degree in a health science related field</p> <ul style="list-style-type: none"> <li>• Must have valid liability insurance</li> <li>• Should have teaching/presentation experience</li> <li>• Should have experience working with high performance athletes and be actively involved in high performance sport science (<i>new applicants must have the ability to demonstrate their knowledge &amp; experience</i>)</li> <li>• Should be a member in one of the following; NSCA, SKESA, CSEP, ACSM</li> <li>• <u>Credentials:</u> Must have Certified Strength &amp; Conditioning Specialist (CSCS) with the following: <ul style="list-style-type: none"> <li>• a minimum of 100 hours of direct strength conditioning experience with a healthy Sport population supervised by a CSEP-CEP or CSCS certified individual;</li> <li>• must provide a detailed accountability of the required experience hours and have this experience verified and signed by a CSEP-CEP or CSCS certified supervisor.</li> </ul> </li> </ul> <p><u>Or</u></p> <ul style="list-style-type: none"> <li>• <u>Credentials:</u> Canadian Society of Exercise Physiology – Certified Exercise Physiologist (CSEP-CEP) designation</li> </ul> <p>Note: If applicant possesses both CSEP-CEP &amp; CSCS credentials, the CSEP-CEP takes priority.</p>	<ul style="list-style-type: none"> <li>• Core Strength</li> <li>• Concepts in Warm-up, Cool-down, before competition or practice</li> <li>• Stretching properly before competition or practice</li> <li>• Weight Training Exercise Technique</li> <li>• Resistance Exercise Training for Muscle Mass, Strength, and Power</li> <li>• Foot Speed &amp; Agility Development</li> <li>• Plyometric Training</li> <li>• Exercise Program Design and Prescription</li> <li>• Exercise Ball Training</li> <li>• Field Physiological Tests (eg. physical assessment, leger, vertical jump, sit-ups)</li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> </ul>
<p><b>MENTAL PERFORMANCE CONSULTANT</b></p>	<p>Minimum of a Master's Degree in Kinesiology, Science, Arts, or Education with relevance in sport psychology or sport mental skills.</p> <p>All new mental performance consultant applicants must have one of the following prior to applying:</p> <ul style="list-style-type: none"> <li>• A professional membership with the Canadian Sport Psychology Association (CSPA) <a href="https://www.cspa-acps.com/">https://www.cspa-acps.com/</a></li> <li>• Be a Certified Consultant with the Association of Applied Sport Psychology (AASP) <a href="https://appliedsportpsych.org/">https://appliedsportpsych.org/</a></li> </ul>	<ul style="list-style-type: none"> <li>• Parent-Athlete-Coach-Relations</li> <li>• Communication Skills</li> <li>• Team Building &amp; Group Dynamics</li> <li>• Attentional control (focus/ concentration)</li> <li>• Emotional control (stress management)</li> <li>• Arousal control, Self-awareness</li> <li>• Goal Setting, Mental Imagery</li> <li>• Self-Talk</li> <li>• Routines before, during and after competition</li> <li>• Ideal Performance State</li> <li>• Mental Toughness Training</li> <li>• Maximizing effectiveness of practice</li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> </ul>

<p><b>SPORT DIETITIAN</b></p>	<p><b>OPTION #1</b> - Applicants must have Minimum of a Bachelor of Science in Nutrition</p> <ul style="list-style-type: none"> <li>• Must be a member with Dietitians of Canada (DC) <a href="https://www.dietitians.ca/">https://www.dietitians.ca/</a></li> <li>• Must be a member of Saskatchewan College of Dietitians (SCD)</li> <li>• Must have liability insurance</li> <li>• Must have teaching/presentation experience</li> <li>• Must have completed one of the following: <ul style="list-style-type: none"> <li>• Certified Specialist in Sport Dietitian (CSSD) designation <a href="https://www.cdrnet.org/">https://www.cdrnet.org/</a></li> <li>• International Olympic Committee (IOC) Sport Nutrition Diploma <a href="https://www.sportsoracle.com/Nutrition/Home/">https://www.sportsoracle.com/Nutrition/Home/</a></li> <li>• Master's Degree in Science (MSc) in a field/discipline relevant to sport nutrition</li> <li>• Successful challenge of the SMSCS "Sport Nutrition Competency Exam" &amp; fulfillment of the SMSCS Mentorship process</li> </ul> </li> </ul> <p>Note: approved SMSCS Sport Nutrition Consultants are referred to as Sport Dietitians</p> <p><b>OPTION #2</b> - Applicants must have Minimum of a Bachelor of Science in Nutrition</p> <ul style="list-style-type: none"> <li>• Must be a member with Dietitians of Canada (DC) <a href="https://www.dietitians.ca/">https://www.dietitians.ca/</a></li> <li>• Must be a member of Saskatchewan College of Dietitians (SCD)</li> <li>• Must have liability insurance</li> <li>• Must have teaching/presentation experience</li> <li>• Must Meet with SMSCS Staff Sport Dietitian regarding the "Sport Nutrition Competency Exam".</li> <li>• Must write "SMSCS Sport Nutrition Competency Exam" &amp; get a minimum of 75% to be a Successful Applicant (Note: Exam will be developed by SMSCS Staff Sport Dietitian based upon similar material in the CSSD exam).</li> <li>• Successful Applicant Must sit through a minimum of 2 presentations provided by the SMSCS Staff Sport Dietitian.</li> <li>• Successful Applicant Must present a minimum of 2 presentation in the presence of SMSCS Staff Sport Dietitian.</li> <li>• Upon completion of the above the Successful Applicant must meet with SMSCS Staff Sport Dietitian for a final debrief and approval.</li> </ul>	<ul style="list-style-type: none"> <li>• Basic Sport Nutrition</li> <li>• Fluids for Sport</li> <li>• Pre-Event and Post-Event Nutrition</li> <li>• Nutrition on the Road</li> <li>• Tournament and Multi-Event Nutrition</li> <li>• Weight Issues – Gaining and Losing Weight</li> <li>• Supplements</li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> </ul>
<p><b>SPORT PHYSICAL THERAPIST (SMSCS Consultant)</b></p>	<p>Diploma or Certificate of Sport Physiotherapy</p> <ul style="list-style-type: none"> <li>• Must hold a current license with the Saskatchewan College of Physical Therapists (SCPT)</li> <li>• Must be a member in good standing of Sport Physiotherapy Canada-Sask Section</li> <li>• Should have experience working with high performance athletes</li> </ul>	<ul style="list-style-type: none"> <li>• Sport Injury Prevention and Care Workshop</li> <li>• Sport Wrapping &amp; Taping Workshop</li> <li>• Injury Prevention &amp; Management Session (1 hr)</li> <li>• Self-Massage &amp; the Athlete Session (1h hr)</li> </ul>



	<ul style="list-style-type: none"> <li>• Must have valid liability insurance</li> </ul> <p>Note: Must attend drug education facilitators workshop if consultant intends on facilitating/instructing drug education workshop).</p> <p>Note: Must attend concussion education facilitators workshop if consultant intends on facilitating/instructing concussion education workshops.</p>	<ul style="list-style-type: none"> <li>• Concussion Education Awareness and Prevention Workshops (must attend instructors' workshop)</li> <li>• Concussion Protocol Management Guidelines/Policies Development/</li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> <li>• Medical Coverage at Events</li> </ul>
<b>ATHLETIC THERAPIST (SMSCS Consultant)</b>	<p>Certified Athletic Therapist through CATA</p> <ul style="list-style-type: none"> <li>• Must be a member in good standing of the Canadian Athletic Therapists Association (CATA) and Saskatchewan Athletic Therapists Association (SATA)</li> <li>• Must be a certified member of the CATA</li> <li>• Should have experience working with high performance athletes</li> <li>• Must have valid liability insurance</li> </ul> <p>Note: Must attend concussion education facilitators workshop if consultant intends on facilitating/instructing concussion education workshops.</p>	<ul style="list-style-type: none"> <li>• Sport Injury Prevention and Care Workshop</li> <li>• Sport Wrapping &amp; Taping Workshop</li> <li>• Injury Prevention &amp; Management Session (1 hr)</li> <li>• Self-Massage &amp; the Athlete Session (1h hr)</li> <li>• Concussion Education Awareness and Prevention Workshops (must attend instructor's workshop)</li> <li>• Concussion Protocol Management Guidelines/Policies Development/Review</li> <li>• Sleep and Performance Workshop (must attend instructors' workshop)</li> <li>• Medical Coverage at Events</li> </ul>
<b>SPORT PHYSICIAN (SMSCS Consultant)</b>	<p>'Diploma in Sport and Exercise Medicine' through CASEM. OR 'Certificate of Added Competence in Sport and Exercise Medicine' through the College of Family Physicians of Canada (upon completion of a Sports Fellowship Program).</p> <ul style="list-style-type: none"> <li>• Must have an unrestricted license in Canada and be actively practicing in Canada</li> <li>• The primary care physician must be a member in good standing with the Canadian Academy of Sport and Exercise Medicine (CASEM) and the Saskatchewan Academy of Sport Medicine (SASM)</li> <li>• Other specialists, certified as FRCPC or FRSCS may not require a CASEM diploma</li> <li>• Should have experience working with high performance athletes</li> <li>• Must have valid liability insurance</li> </ul> <p>Note: Must attend concussion education facilitators workshop if consultant intends on facilitating/instructing concussion education workshops.</p>	<ul style="list-style-type: none"> <li>• Sport Injury Prevention and Care Workshop</li> <li>• Sport Wrapping &amp; Taping Workshop</li> <li>• Injury Prevention &amp; Management Session (1 h)</li> <li>• Self-Massage &amp; the Athlete Session (1hr)</li> <li>• Concussion Education Awareness and Prevention Workshops (must attend instructors' workshop)</li> <li>• Concussion Protocol Management Guidelines/Policies Development/Review</li> <li>• Medical Coverage at Events</li> </ul>
<b>SPORT MESSAGE THERAPIST (SMSCS Consultant)</b>	<p>Sport Fellow Member in Sport Massage Therapy through the Canadian Sport Massage Therapists Association (SFM-CSMTA)</p> <ul style="list-style-type: none"> <li>• Must be a registered massage therapist</li> <li>• Must be a graduate of a 2200-hour curriculum-based massage therapy school</li> <li>• Must be licensed to practice in the province of Saskatchewan</li> </ul>	<ul style="list-style-type: none"> <li>• Injury Prevention &amp; Management Session (1 hr)</li> <li>• Self-Massage &amp; the Athlete Session (1h hr)</li> <li>• Sport Injury Prevention and Care Workshop</li> <li>• Sport Wrapping &amp; Taping Workshop</li> </ul>

	<ul style="list-style-type: none"> <li>• Must be a member of the Canadian Sport Massage Therapists Association (CSMTA)</li> <li>• Should have experience working with high performance athletes</li> <li>• Must have valid liability insurance</li> </ul>	<ul style="list-style-type: none"> <li>• Sleep and Performance Workshop (must attend instructor's workshop)</li> <li>• Medical Coverage at Events</li> </ul>
<b>SPORT CHIROPRACTOR (SMSCS Consultant)</b>	<p>Sport Sciences Fellowship with the RCCSS</p> <ul style="list-style-type: none"> <li>• Must be a member in good standing of the Chiropractors Association of Saskatchewan (CAS) and/or Royal College of Chiropractic Sport Sciences (Canada) aka: RCCSS</li> <li>• Must be licensed in the jurisdiction where they practice</li> <li>• Should have experience working with high performance athletes</li> <li>• Must have valid liability insurance.</li> </ul>	<ul style="list-style-type: none"> <li>• Sport Injury Prevention and Care Workshop</li> <li>• Sport Wrapping &amp; Taping Workshop</li> <li>• Concussion Education Awareness and Prevention Workshops (must attend instructors' workshop)</li> <li>• Sleep and Performance Workshop (must attend instructor's workshop)</li> <li>• Medical Coverage at Events</li> </ul>

**Effective January 1, 2015 all Consultants are now required to take the Canadian Centre for Ethics in Sport (CCES) on-line e-learning (and renewals as required) so they have knowledge of anti-doping and ethics in sport. This is to be renewed every 3 years.**

NOTE: Exception to Minimum Consultant Standards:

In very rare circumstances a person who is currently not a Council Consultant may be allowed to provide services on behalf of the Council if they meet all the qualifications and at least one of the following circumstances exists:

- geographical considerations: a request for service in a non-consultant area of the province whereby a current Consultant would need to travel a vast distance and is unwilling to do so, this may be a one time or ongoing service for a specific team or athlete with approval for up to 6 months.
- a situation whereby a National or International expert is visiting the province: this will be a one-time service for a specific team or athlete with approval for 6 months.
- Consultants that may be considered for applying for the above "exception to minimum consultant standards" must provide a current CV whereby the SMSCS staff will then submit the CV to the Board of Directors with an explanation of the request and the need for the exception.

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Ensure a sufficient number of consultants and service providers are available to provide science and medicine services to all areas of the province based upon annual requests.			
2. Contact member groups, organizations and individuals annually to try and identify any potential new consultants and service providers.			
3. On a 3-year cycle, request updated consultant and service provider information (application),			

including any educational upgrading taken in the past year.			
4. Discuss & implement proposed enhancements to the consultant and service provider application and screening process to include additional educational requirements as required. (eg. CAS-Safe Sport, Respect in Sport Activity Leader/Coach Program, CSI's Safe Sport Requirements)			
5. Review and update sport science qualifications to ensure a sufficient number of consultants are available to provide services			
6. Review and update sport medicine physician qualifications to include "exercise medicine fellowship"			

**Outcome Measurements**

<b><u>Services Provided</u></b>	<b><u>Progress</u></b>
1. Provide for our clients an up-to-date directory of science and medicine consultants via website.	
2. Maintain a minimum number of active consultants available to provide service	
<b><u>Desired Change</u></b>	
1. Maintain expert status in sport medicine & science delivery (Conduct client evaluation surveys).	

**Additional Program/Services Notes**

## 2025-2027 - Priority #2 – Development of Sport Medicine and Sport Science Professionals

### Strategic Objective #1 - Consultant and Service Provider Development, Recruitment and Retainment.

### Strategic Goal #3 – To develop a communication and promotion strategy for our consultants and service providers

#### Program Overview associated with Strategic Goal

This programs current objective is to communicate effectively and efficiently with the Council's "approved" consultants

To achieve these objectives the following strategies have been established:

- newsletter – is published three times per year and sent out via email
- face to face meetings with consultants and service providers
- email communication with consultants and service providers (eg. policy and procedures updates, professional development, fees, etc.)
- promotional brochure – develop and maintain a brochure explaining the services provided by the Council
- promotional display – Council has a promotional display of its programs and services that is available to be set up at conferences
- website - the Council's detailed web page located at <http://www.smscs.ca>.

#### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Continue to Implement the consultant and service provider communication strategy to ensure they are up to date on the Council's policies and procedures.			
2. To design and maintain communication and promotion tools (eg. website, newsletter, and promotional material).			
3. Explore new communications technologies as required (eg. twitter, Facebook, Instagram, snapchat, etc.).			
4. Provide some limited communication and promotion assistance and/or tools to our approved consultants and service providers as required. (eg. email sent to clients informing them of consultants and service providers available).			
5. To actively promote the programs and services provided by the SMSCS to all consultants.			
6. Ensure our services are available to elite athletes who are not Sask Sport members. (This ensures our consultants work with a variety of			

clientele and fosters consultant professional development)			
7. Promote interdisciplinary development			
8. Review consultant fee rate (individual & group) every 3-5 years			

**Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. As required, communication via email to consultants/service providers.	
2. Distribute an electronic newsletter three times annually.	
3. Ensure website is updated and remains current monthly.	
<b>Desired Change</b>	
1. Increase the exposure of SMSCS programs and services to consultants/service providers. (Survey)	
2. Others are aware of the SMSCS and its programs and services.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #2 – Development of Sport Medicine and Sport Science Professionals

### Strategic Objective #1 - Consultant Development, Recruitment and Retainment.

### Strategic Goal #4 - Ensure a process is in place to evaluate the services provided by our consultants and service providers

#### Program Overview associated with Strategic Goal

The Council will develop a number of surveys to evaluate all programs and services provided to our clients to ensure that we are meeting our strategic objectives, service #'s and %'s and our desired changes (outcome measurements). The majority of surveys will be sent to clients via an online program (eg. survey monkey). Results will be tabulated and cross referenced with our outcome measurements and results reported to the Board.

#### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Update and/or maintain a consultant and service provider evaluation tool (yearly) for the following: - Medicine Programs - Science Programs			
2. Develop a comprehensive process to utilize the consultant and service provider evaluation tool.			
3. Utilize results from evaluation tools to make necessary desired changes.			

#### Outcome Measurements

Services Provided	Progress
1. Conduct evaluation, compile data and prepare consultant and service provider evaluation report annually (Surveys to determine level of client satisfaction with our consultants and service providers).	
Desired Change	
1. Consultant and Service Provider skills enhanced through feedback resulting in an increase in knowledgeable professionals (survey results)	
3. Maintain expert status in sport medicine & science delivery (survey results)	
4. Increase level of client satisfaction with our consultants/service providers. (survey results)	
5. Improve consultant/service providers promotion of the SMSCS programs and services (survey results)	

#### Additional Program/Services Notes

## **2025-2027 - Priority #2 – Development of Sport Medicine and Sport Science Professionals**

### **Strategic Objective #2 - Membership Development, Recruitment, Retainment and Recognition**

**Strategic Goal #1 - To assist our membership groups with their organizational development, as required, including: (1) membership recruitment and retainment; (2) ensuring a sufficient number of volunteers available for Board and Committee's; (3) ensure membership groups providing consultants who can provide services for the Council.**

#### **Program Overview associated with Strategic Goal**

The Council's objective is to work with all current membership groups to ensure their continued viability and the Council's.

#### **Forward Plan**

<b>Action Item</b>	<b>2025 Accomplishment</b>	<b>2026 Accomplishment</b>	<b>2027 Accomplishment</b>
1. Contact members annually for fees and current list of members. Include a summary sheet that overviews membership benefits, responsibilities and consulting opportunities.			
2. Develop and maintain an up-to-date database of all members.			
3. Where feasible assist members as required with any membership issues.			
4. Ensure Council information (reports, plans, etc.) are forwarded to membership groups through the respective Board member representative.			
5. Provide organizational and/or financial support and administrative assistance to member groups as required and feasible.			
6. Solicit members groups for potential volunteers for Board and Committees.			
7. Solicit membership groups for potential consultants to provide services.			

#### **Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. Consistent and up to date membership database is established & maintained including contact information.	
2. Support and assistance is provided to member groups as required.	
3. Council has sufficient pool of members who are able to provide consulting services and to sit on the Board of Directors and Committees to provide policy advisement.	

<b><u>Desired Change</u></b>	
1. Member groups healthy and relevant	
2. Increase member participation in the Council.	
3. Membership maintains a minimum of the 2019-2021 3-year average of 270 total members.	

**Additional Program/Services Notes**



## **2025-2027 - Priority #2 – Development of Sport Medicine and Sport Science Professionals**

### **Strategic Objective #2 - Membership Development, Recruitment, Retainment and Recognition**

#### **Strategic Goal #2 — To develop a communication and promotion strategy**

##### **Program Overview associated with Strategic Goal**

This programs current objective is to communicate effectively and efficiently with the Council's membership

To achieve these objectives the following strategies have been established:

- newsletters – are normally published three times per year and sent out via email to members
- face to face meetings with members
- email communication with members
- promotional brochure – develop and maintain a brochure explaining the services provided by the Council
- promotional display – Council has a promotional display with its programs and services available to be set up at conferences
- website - the Council's detailed web page located at <http://www.smscs.ca>.

##### **Forward Plan**

<b>Action Item</b>	<b>2025 Accomplishment</b>	<b>2026 Accomplishment</b>	<b>2027 Accomplishment</b>
1. Develop and implement an ongoing member communication strategy.			
2. To design, implement & maintain communication and promotion tools (eg. website, newsletter, and promotional material).			
3. Explore the benefits (if any) of new communication technologies (eg. Facebook, twitter, Instagram, snapchat) as required.			
4. To actively promote the programs and services provided by the SMSCS to all members			

##### **Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. Regular communication via email to members.	
2. Distribute an electronic newsletter three times annually.	
3. Ensure website is updated and remains current.	
4. Utilize emails, newsletter and media (eg. press release) as required to promote the Council to our members.	

<b>Desired Change</b>	
1. Increase the exposure of SMSCS and its programs and services to members. (Survey)	
2. Others are aware of the SMSCS and its programs and services.	

**Additional Program/Services Notes**

## 2025-2027 – Priority #2 – Development of Sport Medicine and Sport Science Professionals

### Strategic Objective #2 – Membership Development, Recruitment, Retainment and Recognition

**Strategic Goal #3 – Consider provider and user group membership expansion where appropriate.**

#### Program Overview associated with Strategic Goal

The Council's objective is to expand our membership where appropriate.

#### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
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#### Outcome Measurements

<u>Services Provided</u>	<u>Progress</u>
1. Report to Board any developments on any potential new membership groups.	
<u>Desired Change</u>	
1. To ensure the viability of the Council	
2. Increase exposure of SMSCS to "potential new" members.	
3. To maintain and/or increase expert status	

#### Additional Program/Services Notes

## 2025-2027 – Priority #2 – Development of Sport Medicine and Sport Science Professionals

### Strategic Objective #2 – Membership Development, Recruitment, Retainment and Recognition

#### Strategic Goal #4 – Recognize volunteers who have substantially contributed to the development of the SMSCS

##### Program Overview associated with Strategic Goal

The goal of this program is to recognize volunteers who have substantially contributed to the development of the Council.

The appropriate recognition will be given to outgoing Board and Executive members at the Annual General Meeting based to the following guidelines:

- Outgoing Board Member (including Secretary/Treasurer) 4-6+ years of service – SMSCS engraved watch, desk clock or recognition plaque (\$300-\$500 total)
- Outgoing President – engrave watch or gift certificate or engraved print and recognition plaque (\$1000-\$1500 total)
- Past President – Service Plaque for 6-10+ years of volunteer service.

Staff will solicit nominations from the membership on a regular basis for nominations for the following awards:

- Saskatchewan Sports Hall of Fame
- Saskatchewan Sport Awards-Volunteer recognition
- Other (eg. specific member category awards)

##### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Where appropriate solicit nominations for Saskatchewan Sports Hall of Fame, Sask Sport Inc. Volunteer of the Year Awards, etc.			
2. Develop, review and update policy for Board and other volunteer recognition as required.			
3. Recognize and thank outgoing Board and Executive members for their volunteer contributions to the Council.			
4. Recognize member's accomplishments in newsletter, email, etc.			

##### Outcome Measurements

Services Provided	Progress
1. Submit/endorse members (volunteers) for external recognition awards	
2. Volunteers/members appropriately recognized for their service via gifts/awards.	
Desired Change	
1. Improve our expert status	
2. Foster recruitment and retainment	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #1 – To hire and maintain appropriate and effective human resources (staff) for the Council**

**Strategic Goal #1 – Hire and maintain a senior staff person (eg. Executive Director, CEO)**

**Program Overview associated with Strategic Goal**

Not applicable

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Hire and/or maintain a senior staff person as required.			
2. Annually, the President and/or Management Committee) to conduct a yearend review and evaluation of the organization (eg. programs delivered, staff, etc.) with the senior staff person.			

**Outcome Measurements**

<u>Services Provided</u>	<u>Progress</u>
1. Senior staff oversees and/or provides all areas of operation for the organization including: (1) ensures the mission, values, vision and strategic goals and objectives are being met; (2) secures human and financial resources as required (eg. staff, board committee members, revenue, etc.); (3) program, service and policy development.	
<u>Desired Change</u>	
Council has sufficient human and financial resources to operate in an efficient and effective manner to accomplish the goals and objectives as determined by the mission, vision and values and goals of the organization.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #1 – To hire and maintain appropriate and effective human resources (staff) for the Council.**

**Strategic Goal #2 – Ensure a minimum of a 3-5-year staffing plan is in place.**

**Program Overview associated with Strategic Goal**

Not applicable

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Senior staff person ensures appropriate staff in order to ensure the efficient day to day operation of the Council.			
2. Staff and/or Management Committee/Board to develop a multi-year staff plan (to include succession planning as required).			
3. Develop permanent (long-term) staff succession policy and plan for insertion into Board Policy and Procedures Manual.			

### Outcome Measurements

Services Provided	Progress
1. Staffing levels are appropriate and maintained.	
2. Staff operates in an efficient and effective manner.	
<b>Desired Change</b>	
1. Council has appropriate and effective staffing in place for their short and long-term needs and operates in a smooth and effective manner.	

### Additional Program/Services Notes

**2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)**

**Strategic Objective #1 – To hire and maintain appropriate and effective human resources (staff) for the Council.**

**Strategic Goal #3 – Develop, maintain & update employee (staff) policy and procedures manual.**

**Program Overview associated with Strategic Goal**

Not applicable

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, review, update and implement human resource policies and procedures on a regular basis as required. (eg. hours of work, benefits, code of conduct, communication etc.)			

**Outcome Measurements**

<u>Services Provided</u>	<u>Progress</u>
1. Staff (employee) policy & procedure manual is established, maintained and implemented.	
<u>Desired Change</u>	
1. All employee policies & procedures are current and relevant and communicated to all staff members.	
2. Staff are operating in a smooth and efficient manner.	

**Additional Program/Services Notes**



## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #2 – To develop, maintain and update the Council’s policies and procedures to ensure the Council operates in a professional and democratic manner.**

**Strategic Goal #1 – Ongoing organizational strategic and forward planning**

### Program Overview associated with Strategic Goal

The Council will develop a strategic and forward plan based on this information and determine what programs and services are important to our clients and what the priority programs are.

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Council has ongoing strategic and long-range planning meetings and sessions as required			
2. Review board and committee meeting policies to ensure more strategic planning and policy development at meetings and less reporting			
3. Mesh the Council’s strategic plan (goals and objectives) with Sask Sport’s strategic plan (goals and objectives) as relevant			

### Outcome Measurements

Services Provided	Progress
1. Strategic and long-range planning conducted on a regular basis	
Desired Change	
1. Council’s strategic plan reflects the objectives of its members and is providing the desired programs and services	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #2 – To develop, maintain and update the Council’s policies and procedures to ensure the Council operates in a professional and democratic manner.**

**Strategic Goal #2 – Conduct a member and client “needs assessment”**

### Program Overview associated with Strategic Goal

The Council will develop a strategic and forward plan based on this information and determine what programs and services are important to our clients and what the priority programs are.

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Design member, consultant and client “needs assessment” tool(s).			
2. Send “needs assessment” to all members, clients, and consultants.			

### Outcome Measurements

<u>Services Provided</u>	<u>Progress</u>
1. Ensure a minimum of 15% of needs assessment surveys are returned.	
2. Compile results and develop report for use in developing future strategic and forward plans.	
<u>Desired Change</u>	
1. Council is providing the desired programs and services	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #2 – To develop, maintain and update the Council’s policies and procedures through strategic and long-range planning to ensure the Council operates in a professional and democratic manner.**

**Strategic Goal #3 – Ensure Articles of Incorporation (constitution) and Bylaws are developed and updated as required.**

**Program Overview associated with Strategic Goal**

Not applicable

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1.			
1. Develop review, maintain and implement Articles of Incorporation annually or as required			
2. Develop review, maintain and implement Bylaws as required (examples below) <ul style="list-style-type: none"> <li>• Conduct a minimum of 3 Board meetings annually</li> <li>• Conduct Annual General Meeting annually</li> <li>• Solicit Nominations for Board of Directors annually as required</li> <li>• Solicit election of Officers as required</li> </ul>			
3. Conduct an Articles of Incorporation and Bylaws (constitution) review including membership categories and voting privileges			
4. Establish an Equity, Diversity, Inclusivity, Accessibility strategy			

**Outcome Measurements**

Services Provided	Progress
1. Articles of Incorporation and Bylaws updated and implemented as required.	

<b>Desired Change</b>	
1. Articles of Incorporation and Bylaws are current and relevant and the Council is operating in a smooth, efficient & democratic manner.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #2 – To develop, maintain and update the Council’s policies and procedures to ensure the Council operates in a professional and democratic manner.**

**Strategic Goal #4 – Ensure Board of Directors policies and procedures are developed and updated as required.**

**Program Overview associated with Strategic Goal**

Not applicable

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, maintain and implement the Board of Directors Policies & Procedures on a regular basis as required.			
2. Conduct a Board Policy Review & Update (including: a fiscal policy review and report and/or identification of risks to the board).			
3. Establish an Equity, Diversity, Inclusivity, Accessibility strategy			

### Outcome Measurements

Services Provided	Progress
1. Board policy & procedure manual is maintained and updated.	
Desired Change	
1. All Board policies & procedures are current and relevant and the Council is operating in a smooth, efficient & democratic manner.	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #2 – To develop, maintain and update the Council’s policies and procedures to ensure the Council operates in a professional and democratic manner.**

**Strategic Goal #4 – Ensure operational (programs and services) policy and procedures are developed and updated as required (includes policies for consultants).**

**Program Overview associated with Strategic Goal**

Not applicable

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Develop, update, maintain and implement operational (programs and services) policies and procedures on a regular basis as required.			
2. Assess and review current programs and services relevancy			
3. Assess education versus service-based programming			

### Outcome Measurements

Services Provided	Progress
1. Operational (programs & services) policy and procedures manual is updated and maintained as required. (Note: Includes consultant policies and procedures)	
Desired Change	
1. The programs & services offered by the Council are meeting our mission statement, values & principles.	
2. To programs and services offered enhance & maintain our expert status in the delivery of sport medicine & science services.	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #3 – To ensure and maintain financial stability for the Council**

**Strategic Goal #1 – To ensure the Council remains on the Minister’s Funding Eligibility list**

**Program Overview associated with Strategic Goal**

Not applicable

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Ensure proper annual funding applications and follow up reports are completed on an annual basis as required by Sask Sport Inc. (Sask Lotteries Trust)			
2. Establish and maintain a positive working relationship with Sask Sport Inc.			

### Outcome Measurements

<u>Services Provided</u>	<u>Progress</u>
1. Annual Funding application submitted as required to Sask Sport/Sask Lotteries Trust.	
2. Follow up reports submitted as required to Sask Sport/Sask Lotteries Trust.	
<u>Desired Change</u>	
1. Council is a member in good standing with Sask Sport Inc.	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

### Strategic Objective #3 – To ensure and maintain financial stability for the Council

#### Strategic Goal #2 – To establish and maintain self-help revenue

##### Program Overview associated with Strategic Goal

The self-help revenue program is designed to generate income from a variety of sources. This income is to be utilized to further the mission of the Council.

##### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Provide, as time permits, on a fee for service basis appropriate consulting services for athletes and coaches who are not designated for limited free service from the Council.			
<p>2. Review our role in: "fee-for-services"</p> <p>Questions to discuss</p> <ul style="list-style-type: none"> <li>- Should we provide programs and services for all Saskatchewan athletes and coaches? This is a big mandate for a small organization),</li> <li>- Are we service providers for all of Saskatchewan or for Sask Sport members only?</li> <li>-Should we prioritize providing services to professional teams (WHL, SJHL, Riders, etc.) and others who are not eligible for "in-kind" services? If yes, we would need to increase fee-for-service charge, as currently the per hour fee does not cover the cost of the SMSCS's administrative time, therefore we are using Sask Sport funding to coordinate services to non-Sask Sport clients</li> <li>-Do we have the resources (manpower and consultants) for this?</li> <li>-Should we be competing with private business?</li> </ul>			



3. Provide appropriate sport medicine and science items for sale for all athletes and coaches.			
4. Develop and maintain other areas of self-help revenue that may include, membership dues, event medical coverage, advertisers, sponsors, interest income, professional development conference registration fees and first aid supplies.			

**Outcome Measurements**

<b>Services Provided</b>	<b>Progress</b>
1. Generate at least the past 3-year average of science and medicine consulting fees.	
2. Generate at least the past 3-year average in total self-help revenue (includes CSCS funding).	
<b>Desired Change</b>	
1. Enhancement of programs and services	
2. Financial stability.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #3 – To ensure and maintain financial stability for the Council**

**Strategic Goal #3 – To ensure sound financial controls are in place.**

**Program Overview associated with Strategic Goal - *Not applicable***

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Establish an effective and efficient financial operation, including procedures to monitor the conservation and maintenance of the Council's cash and non-cash assets.			
2. As part of succession planning conduct a financial policies review and report and/or identification of risks to the board of directors  Note: See Articles of Incorporation and Bylaws and board policies section for further details			

### Outcome Measurements

<u>Services Provided</u>	Progress
1. Yearly Budget (including any major revisions).	
2. Financial reports produced monthly.	
3. Financial policies and procedures reviewed as required.	
4. Ongoing management of assets	
<u>Desired Change</u>	
1. Increased financial stability and accountability.	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #3 – To ensure and maintain financial stability for the Council**

**Strategic Goal #4 – Ensure the Council maintains a sufficient level of overall revenue.**

**Program Overview associated with Strategic Goal**

Not applicable

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Ensure all revenue streams are maximized.			

**Outcome Measurements**

<u>Services Provided</u>	<u>Progress</u>
1. Maintain a minimum of at least the past 3-year average of total revenue.	
2. Strive to maintain a minimum of one year's funding (\$650,000) in retained earnings/net assets.	
<u>Desired Change</u>	
1. Increased financial stability	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #3 – To ensure and maintain financial stability for the Council**

**Strategic Goal #5 – To pursue alternate sources of revenue where appropriate.**

**Program Overview associated with Strategic Goal**

Not applicable

**Forward Plan**

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Investigate and were feasible and appropriate search for and secure alternative sources of revenue.			

**Outcome Measurements**

Services Provided	Progress
1. If feasible, strategy developed to pursue and secure alternative sources of revenue	
Desired Change	
1. Increased financial stability and enhancement of programs and services.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #4 – To develop an overall sponsorship, promotion and communication strategy for the Council**

**Strategic Goal #1 – To develop an overall sponsorship strategy for the Council.**

### Program Overview associated with Strategic Goal

The current Sponsorship objectives are:

- Secure sponsorship for the cost associated with administering and implementing the Professional Development Program.
- Maintain and or improve current pricing agreement with Diamond Athletic Medical Supplies or other Suppliers.
- Pursue other sponsorship opportunities as appropriate

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Where appropriate develop sponsorship guidelines and strategy to actively pursue sponsorship for the Council in general and/or targeted programs and services.			
2. Develop, maintain and update as needed all newsletter and website advertising policies and procedures (if relevant and appropriate).			
3. Review and update sponsorship plan for the Council			

### Outcome Measurements

Services Provided	Progress
1. Secure sponsorship and/or partnerships for designated programs/areas as deemed relevant, feasible and appropriate.	
Desired Change	
Enhancement of programs and services	
Increase exposure of the Council	

### Additional Program/Services Notes

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #4 – To develop an overall sponsorship, promotion and communication strategy for the Council**

**Strategic Goal #2 – To develop an overall communication and promotion strategy for the Council**

### Program Overview associated with Strategic Goal

The Council communication and promotion goals are:

- Ensure all targeted clients (athletes and coaches who are members of Sask Sport Inc.) are aware of the programs and services available to them through the Council.
  - Promote the Council to all organizations, businesses and government agencies involved in sport
- As resources and time permit, ensure other Saskatchewan athletes and coaches (fee-for-service) are aware of the programs and services offered through the Council.

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. To design communication and promotion tools (eg. website, newsletter, and promotional material).			
2. Review and survey new technologies as required including determining the councils use of social media.			
3. To actively promote the programs and services provided by the SMSCS to potential clients.			
<p>4. Review and update overall goals and objectives for sponsorship, communication and promotion for the following areas:</p> <ul style="list-style-type: none"> <li>-programs and services (clients)</li> <li>-members, consultants and service providers</li> <li>-professional development programs</li> </ul> <p><b>Note:</b> The specific areas above have their own communication, promotion and sponsorship areas in this plan and may need to be updated following the review.</p>			

**Outcome Measurements**

<b><u>Services Provided</u></b>	<b>Progress</b>
1. Regular communication and promotion via email.	
2. Distribute an electronic newsletter three times annually	
3. Ensure website is updated and remains current.	
4. Utilize emails, newsletter and media and social media as required to promote the Council.	
<b><u>Desired Change</u></b>	
1. Increase the exposure of the SMSCS and its programs to and services.	

**Additional Program/Services Notes**

## 2025-2027 - Priority #3 – Organizational Development (Administration, Capacity and Interaction)

**Strategic Objective #4 – To develop an overall sponsorship, promotion and communication strategy for the Council**

**Strategic Goal #3 – To pursue provincial and national recognition for the Council.**

### Program Overview associated with Strategic Goal

To ensure the Council staff, members and consultants are recognized nationally and provincially where appropriate.

### Forward Plan

Action Item	2025 Accomplishment	2026 Accomplishment	2027 Accomplishment
1. Improve interaction and agreements with key partners and funding agencies; Sask Sport, - Canadian Sport Centre Saskatchewan (CSCS), Sask Games Council, Universities			
2. Ensure Sask representation at relevant national and provincial meetings where appropriate			
3. Foster national and provincial recognition where appropriate.			
4. Through the newsletter and website recognize member's, consultant's and staff's national and international activities and accomplishments			
5. Signage and other promotional items displayed at major sports and other events/conferences, etc. where appropriate			

### Outcome Measurements

<u>Services Provided</u>	Progress
1. Staff working with key partners to enhance relationships and/or agreements	
1. Staff, members and consultants attending national and provincial conferences and meetings where appropriate.	
2. Staff, members and consultants involved with National Committee's and Organization's (eg. Sport Canada, OTP).	
3. Staff, members and consultants involved in provincial organizations and events.	
<b>Desired Change</b>	
1. Enhance our expert status.	
2. Increase our visibility and profile.	

### Additional Program/Services Notes