



# Strategic Plan 2017-2020



## Dear Friends of Saskatchewan Soccer,

As the new President of the Saskatchewan Soccer Association (SSA), it gives me great pleasure to introduce our new four-year Strategic Plan to you!

This new plan builds on the accomplishments and progress made through our outgoing Strategic Plan (2012-15) and adds exciting new goals, defined targets, and measurable rigour that stretches to all corners of our game!

This plan defines what activities the SSA will engage in to develop the game, and where its associated energy and investment will be deployed through 2020. Through it, you can fully understand what we are trying to achieve and how you can benefit and get involved.

Our new plan focuses our activities in six core strategic areas - players, coaches, referees, organization (SSA itself), membership, and community. In these crucial areas of soccer development, we have set exciting and ambitious goals and targets, developed through a robust consultation process with all our stakeholders - from major funding partners to the very people who play the game at grassroots level, young and old.

Please take some time to read our new plan and familiarize yourself with it. This plan belongs to everyone who has an interest in the well-being of Saskatchewan soccer! The goals in the plan are ambitious. Their successful implementation means everyone in our game wins - coaches, referees, volunteers, member organizations, sponsors, and of course, the players themselves - and we will need your support to tackle them!

I would like to thank Past President Leslie Blyth for her leadership of the SSA over the past four years and during the Strategic Plan development. As well, I would like to thank the Strategic Planning Committee, SSA Executive Director Doug Pederson, his staff, and Paul Varian at Capitis Consulting. All played integral roles in developing a new Strategic Plan that has ambition and rigour, a plan that we can all stand by and be proud of!

I look forward to working with you all to implement the exciting objectives in the new plan over the coming years.

Yours sincerely,



Len Chelack  
President  
Saskatchewan Soccer Association



## Our 2012-15 Strategic Plan - What We Achieved

*“We are proud to have achieved substantial progress in all of the 32 Key Success Factors targeted in our 2012-15 Strategic Plan. By their nature, many success factors describe the desired future states that will always require ongoing attention. With the year 2016 identified as a time of transition, focused work during the past four years has brought the Association to a very strong position as we enter a new era in soccer. Ongoing work will be completed in 2016 or carried over as strategic ambition for the 2020 Strategic Plan.”*

**- Leslie Blyth, Past President, Saskatchewan Soccer Association**



**Among other accomplishments, the following are highlights achieved from the implementation of our 2012-15 Strategic Plan:**

### *Sport Programming*

- *Streams for soccer involvement were defined in areas of introductory (Grassroots), sport-for-life (Recreational), sport-for-life (Competitive) and High Performance; SSA is seen as a leader with the development of our Player Pathway that clearly articulates the choices available to athletes within the streams*
- *Plans for the development of coaches and referees enhanced*
- *Club Excellence program launched and will support excellence in Member Organization and Club operations*
- *Long term High Performance work positioned SSA for CSA approval as a Regional Excel Centre (REX)*
- *Contributions to five major CSA committees (Administration, Technical and Referee Development, Competitions, and Members Forum)*

### *Building Organizational Capacity*

- *Strengthened financial position, with financial management rating from SaskSport improved from C- to B*
- *Established fully functioning SSA Committees and Advisory Groups*
- *Increased opportunities for professional development for Board and staff (39 PD opportunities for Staff, Formal Complaints and Board Governance training)*
- *Major improvements in policy followed by annual review/amendment processes established in all areas including SSA Policies and Procedures (13 Sections), Personnel Policy, Article of Incorporation, Bylaws, and Governance Policies*
- *SSA recognized as a leader and the only province in Canada to meet CSA requirements of a Governance Board*

### *Growing Involvement & Participation*

- *Saskatchewan was the only province in Canada to report increased participation since 2008, and since 2011 has seen an increase of 22% (7843 registrations)*
- *Soccer is one of the top two sports in Saskatchewan in terms of participation rates*
- *Prioritized MAP funding focused on Coaching, Referee, Grassroots and Organizational Development and encouraged barriers to be reduced for aboriginal, new Canadians, and athletes with disabilities*
- *Academies and Futsal welcomed; Special Olympics Saskatchewan and CSA Para-Soccer partnerships enhanced*

### *Membership Development*

- *Historically significant changes to the Articles of Incorporation welcomed Participants, Volunteers and Entities into the SSA Member family*
- *Member consultations result in a Member Services staff position being created to drive on-site support and the development of expertise, resources, resource sharing and best practices among members*
- *Member benefits, roles, responsibilities and expectations defined*
- *Framework of review of Membership structures initiated*

## Enhancing Relationships

- GOALLINE introduced, providing a province wide online registration/soccer management platform, allowing communication to be enhanced with all members
- SSA website re-developed and social media presence enhanced
- 2015 Grassroots Workshops introduced and 32 visits completed
- Corporate partnerships established and enhanced
- Achievement of key success factors from the 2012-2015 Plan along with improved relations with Sask Sport resulted in an increase in funding of 32% since 2011

## How We Built Our New Strategic Plan

Development of our new Strategic Plan started in summer 2015 and took nine months of extensive research, consultation, and review. To ensure professional management of the planning process, the SSA contracted sport planning consultancy Capitis Consulting, who have a strong background in planning in the Canadian soccer industry. They led a rigorous process of consultation that ensured everyone had the chance to have their say in what should be a priority in the new plan.

The resultant plan has clear and measurable targets/KPI's (Key Performance Indicators) and underlying financial planning has been established. This enables us to understand the financial resources required to implement the Plan.

Through the process below, we are proud to have built a plan that is measurable and implementable, and firmly represents what people involved in the game in Saskatchewan have identified as important.

July 2015	Strategic area identification & 2012-15 Strategic Plan review
August 2015	SSA organizational assessment
September - October 2015	Stakeholder consultation (member meetings, sponsor/funding partner interviews, player/coach/referee surveys) SWOT analysis
October - November 2015	Membership structure review
December 2015 - January 2016	Draft Strategic Plan development
February 2016	External Advisory Group plan review
February - March 2016	Financial planning & KPI development
March 2016	Final Strategic Plan presentation at the Annual General Meeting

*"Through our consultation process, we are proud to have gathered the views of over 1,360 people involved in Saskatchewan Soccer, ranging from leadership in SSA Member and Partner Organizations, to the very people who play, coach, officiate and manage the game from day to day. It is this depth of input that makes the plan relevant and compelling to those it impacts."*

**- Paul Varian, Principal, Capitis Consulting**



## Our Vision, Mission & Values

Our vision, mission, and values are the ‘beacons’ that guide the long term direction of the SSA and outline our fundamental purpose. Ultimately, they inform the overall direction of the Association and Strategic Plan.

**A Vision Statement** is a utopian statement of time that the SSA would like to see achieved. It does not describe what the SSA does, nor what it aims to do! Instead, it speaks to what we would like to see achieved (regardless of our role in achieving it).

### Our Vision

*Soccer enriches people’s lives and builds strong relationships in Saskatchewan.*

**A Mission Statement** describes what the SSA does to achieve its Vision Statement. It should not be a long description of the Association’s services, but should speak fundamentally to our core purpose as it relates to our Vision.

### Our Mission

*To develop great people and connect healthy communities in Saskatchewan through lifelong participation in soccer.*

**Values** are descriptive of what the SSA respects, rewards and prioritizes as an organization. They are reflected in the SSA’s brand, the activities we engage in, and how our people (staff and volunteers) act.

### Our Values

#### Participant-centred

*Players, coaches, officials & volunteers are at the heart of everything we do.*

#### Innovation

*We seek to find new and creative approaches to developing the sport throughout the province.*

#### Collaboration

*We work together and with our key partners to achieve the goals of the Association.*

#### Quality

*We strive to achieve personal bests in everything that we do.*

#### Integrity

*We believe in being open, transparent and honest in all of our interactions.*

# PLAYERS

‘Every player gets the chance to learn, enjoy, and reach their goals through soccer’

Strategic Goal	2018 Target	2020 Target
1) Increase the quality of programming throughout the SSA Player Pathway.	a) Expectations of quality are being actively explored for all levels of the SSA Player Pathway.	b) Quality has been defined for all levels of the SSA Player Pathway and implementation is underway.
2) Expand the range of soccer competition and programming opportunities for players at Grassroots, Recreational, Competitive, and High Performance levels, in line with the SSA Player Pathway.	a) Competition and program development opportunities have been identified at Grassroots, Recreational, Competitive, and High Performance levels and are in the process of being implemented.	b) Competition and program development opportunities at Grassroots, Recreational, Competitive, and High Performance levels have been fully implemented.
3) Boost overall enrolment through the implementation of the SSA's Player Pathway.	<p>a) Registered participation at mini level has increased from 12,122 to 12,800 (outdoor) and from 3,887 to 4,100 (indoor).</p> <p>b) Registered participation at youth level has increased from 6,066 to 6,250 (outdoor) and from 3,727 to 3,850 (indoor).</p> <p>c) Registered participation at senior level has increased from 5,860 to 6,000 (outdoor) and from 6,968 to 7,250 (indoor).</p> <p>d) Overall registered participation (all levels) has increased 4.25% from 38,630 to 40,250.</p>	<p>e) Registered participation at mini level has increased to 13,100 (outdoor) and 4,200 (indoor).</p> <p>f) Registered participation at youth level has increased to 6,500 (outdoor) and 4,000 (indoor).</p> <p>g) Registered participation at senior level has increased to 6,250 (outdoor) and 7,500 (indoor).</p> <p>h) Overall registered participation (all levels) has increased 7.6% to 41,550.</p>
4) Build a cohesive high performance framework that assures the preparation of Saskatchewan's top youth soccer talent for higher soccer opportunities.	<p>a) 60% of graduating High Performance Stream athletes transition to competing within the CIS, CCAA, NCAA, NAIA or similar high performance environments.</p> <p>b) Three levels of Centre of Excellence have been developed and sanctioned Province-wide, with 7 Certification Level I, 5 Certification Level II and 3 Certification Level III Centres of Excellence.</p> <p>c) A standards-based youth high performance competition structure has been introduced for all High Performance Stream participants.</p> <p>d) 50% of High Performance competition structure participants are training in year-round full-time High Performance Centres of Excellence.</p>	<p>e) 75% of graduating High Performance Stream athletes transition to competing within the CIS, CCAA, NCAA, NAIA or similar high performance environments.</p> <p>f) Three levels of Centre of Excellence have been developed and sanctioned province-wide, with 10 Certification Level I, 7 Certification Level II and 4 Certification Level III Centres of Excellence.</p> <p>g) A standards-based youth high performance competition structure has evolved into two divisions for Training to Train and Training to Compete Stages.</p> <p>h) 75% of High Performance competition structure participants are training in year-round full-time High Performance Centres of Excellence.</p>

# COACHES

‘Saskatchewan soccer coaches can unlock the potential in their soccer players’

Strategic Goal	2018 Target	2020 Target
5) Expand the volume of registered soccer coaches in Saskatchewan.	<ul style="list-style-type: none"> <li>a) The volume of registered outdoor soccer coaches has increased from 2,176 to 2,400 across Saskatchewan.</li> <li>b) The volume of registered indoor soccer coaches has increased from 1,080 to 1,200 across Saskatchewan.</li> </ul>	<ul style="list-style-type: none"> <li>c) The volume of registered outdoor soccer coaches has increased to 2,500 across Saskatchewan.</li> <li>d) The volume of registered indoor soccer coaches has increased to 1,300 across Saskatchewan.</li> </ul>
6) Enhance the availability (volume and consistency) and accessibility to coach training and development around the province.	<ul style="list-style-type: none"> <li>a) The establishment of hybrid referee/coach qualifications and practices have been investigated.</li> <li>b) Web-based coach accreditation and development opportunities have been explored.</li> <li>c) The number of imbedded Learning Facilitators actively delivering coaching courses within Member Organizations has increased.</li> <li>d) All Saskatchewan coaches meet the minimum standards of training and certification for their level of participation.</li> </ul>	<ul style="list-style-type: none"> <li>e) Saskatchewan coaches can receive support, resources and (where possible) courseware they need remotely through technology.</li> <li>f) All Saskatchewan coaches continue to meet the minimum standards of training and certification for their level of participation.</li> </ul>
7) Enhance the quality of training for coaches entering the High Performance Stream with advanced coach licensing courses and mentorships with Master Coaches.	<ul style="list-style-type: none"> <li>a) The volume of Pre-C/C-License coaches is maintained at a minimum of 8-10 coaches yearly.</li> <li>b) 75% of the entrants into the coach certification pathway achieve their C-License and transition into the Provincial-B certification pathway.</li> <li>c) 50% of Provincial-B applicants achieve Provincial-B status within three months of course entry.</li> <li>d) 50% of coaches graduating from the SSA coach certification pathway are tested for national certification within two years of receiving a Provincial-B License.</li> </ul>	<ul style="list-style-type: none"> <li>e) The volume of yearly Pre-C/C-License coaches is maintained.</li> <li>f) 75% of certified coaches retained within the High Performance Stream and 90% retained within the soccer system at recreational or competitive level.</li> <li>g) The volume of Provincial-B License coaches is maintained at a minimum of 5-8 coaches annually.</li> <li>h) 50% of Provincial-B coaches are tested for national certification within two years of receiving a Provincial-B License.</li> </ul>
8) Target the adoption of coaching among young adult players (U16-U25).	<ul style="list-style-type: none"> <li>a) 15% of all registered outdoor Saskatchewan soccer coaches are aged 16-25.</li> <li>b) 12% of all registered indoor Saskatchewan soccer coaches are aged 16-25.</li> </ul>	<ul style="list-style-type: none"> <li>c) 18% of all registered outdoor Saskatchewan soccer coaches are aged 16-25.</li> <li>d) 15% of all registered indoor Saskatchewan soccer coaches are aged 16-25.</li> </ul>
9) Target the adoption of coaching among females, particularly at competitive and High Performance levels	<ul style="list-style-type: none"> <li>a) Overall volume of female coaches is maintained at the current level proportionate to the number of female players.</li> <li>b) Baseline data on the percentage of female coaches at Competitive and High Performance level is established.</li> </ul>	<ul style="list-style-type: none"> <li>c) Overall volume of female coaches is maintained at the current level proportionate to the number of female players.</li> <li>d) The percentage of female coaches at Competitive and High Performance levels has increased from 2018 baseline.</li> </ul>
10) Build unity and connectivity in the Saskatchewan coaching community.	<ul style="list-style-type: none"> <li>a) The number of non-certification educational opportunities for coaches has been increased.</li> <li>b) Specific training and development opportunities for technical leaders (Technical Directors, Head Coaches, Team Personnel) have been introduced.</li> <li>c) Initiatives to build an online Saskatchewan coaching community have been launched.</li> </ul>	<ul style="list-style-type: none"> <li>d) Saskatchewan coaches can receive support, resources and (where possible) courseware they need remotely through technology.</li> <li>e) Technical leaders in Saskatchewan can access leadership-focused development opportunities from the SSA every year.</li> </ul>



# REFEREES

‘Saskatchewan referees enhance the game experience and are respected for it’

Strategic Goal	2018 Target	2020 Target
11) Create a unified, co-ordinated vertical system for referee development in Saskatchewan.	a) The role/responsibility of referee associations and member organizations has been standardized, as it relates to SSA referee development initiatives.	b) 6 Referee Associations/Member Organizations have a referee development plan in place, aligned to the provincial system. c) 8 Referee Associations/Member Organizations nominate referees for SSA competitions and programs.
12) Increase the volume of certified referees.	a) The referee population is expanded from 517 to 530. b) The number of Member Organizations registering officials has increased to from 12 to 16. c) Referee volumes required to service member needs have been studied and understood. d) Baseline data on retention rates of registered officials has been studied and developed. e) Returning referee and departing referee surveys have been introduced to increase understanding of issues impacting retention. f) Yearly and 3 year referee retention strategies and targets are established.	g) The referee population is expanded to 550. h) The number of Member Organizations registering officials has increased to 18. i) A 5-year referee retention rate has been established, with yearly and 3-year retention rates increasing by 5%.
13) Reduce barriers to referee development in rural areas of Saskatchewan.	a) The establishment of hybrid referee/coach qualifications and practices has been investigated. b) Web-based referee accreditation and development opportunities have been explored.	c) Saskatchewan referees can receive support, resources and (where possible) courseware remotely through technology.
14) Drive referee support across Saskatchewan.	a) 26 referee mentors have been developed. b) Referee assessor volume has increased from 11 to 15. c) Referee instructor volume has increased from 6 to 8. d) The number of qualified facilitators for education sessions has increased from 6 to 15. e) 100 referees receive mentoring. f) 50 referees receive 250 assessments. g) 200 referees attend educational sessions annually.	h) 30 referee mentors have been developed. i) Referee assessor volume has increased to 16. j) Referee instructor volume has increased to 10. k) The number of qualified facilitators for education sessions has increased to 20. l) 125 referees receive mentoring. m) 60 referees receive 300 assessments. n) 225 referees attend educational sessions annually.
15) Support the development of Saskatchewan's top referees.	a) 30 regional-level referees have been developed. b) 16 provincial-level referees have been developed. c) 2 national &/or FIFA-level referees have been developed.	d) 34 regional-level referees have been developed. e) 20 provincial-level referees have been developed. f) 3 national &/or FIFA-level referees have been developed.
16) Create a respectful game-time environment for Saskatchewan referees.	a) Saskatchewan referees who have never received abuse has increased from 19.4% to 25%. b) In referees who have experienced abuse, the percentage that experience abuse less than 25% of the time has increased from 69.8% to 75%.	c) Saskatchewan referees who have never received abuse has increased to 30%. d) In referees who have experienced abuse, the percentage that experience abuse less than 25% of the time has increased to 80%.

# ORGANIZATION (SSA)

‘The SSA is productive and responsible to its stakeholders’

Strategic Goal	2018 Target	2020 Target
17) The SSA has the financial and human capacity to meet the priorities of the plan.	<ul style="list-style-type: none"> <li>a) SSA’s staffing and budget requirements are adjusted to strategic priorities that have been identified.</li> <li>b) Rural delivery strategies are enhanced and add value.</li> <li>c) Programming shows consistency in delivery around the Province and year-to-year.</li> </ul>	<ul style="list-style-type: none"> <li>d) Satisfaction surveying shows improvement in SSA service and program value.</li> </ul>
18) Continue to drive high standards in governance and Board practice.	<ul style="list-style-type: none"> <li>a) The SSA complies with the Requirements of Good Governance of the Canadian Soccer Association.</li> <li>b) Annual succession planning for the SSA Board of Directors and Standing Committees has been created.</li> <li>c) Standards-based assessment for the Board of Directors has been tested and refined.</li> </ul>	<ul style="list-style-type: none"> <li>d) The SSA continues to be regarded as the leader in governance practice among CSA PTSO members.</li> <li>e) The Board of Directors receives a high score in the 2019 and 2020 internal evaluations.</li> </ul>
19) Develop the skills and capacity of the SSA’s human resources to enhance productivity.	<ul style="list-style-type: none"> <li>a) Structured Board education and Director support has been introduced.</li> <li>b) An enhanced in-house SSA staff development program has been introduced.</li> </ul>	<ul style="list-style-type: none"> <li>c) Member surveying shows improved satisfaction with staff and staff-driven metrics (e.g. customer service, responsiveness).</li> </ul>
20) Enhance the SSA’s organizational ‘listening’ capabilities.	<ul style="list-style-type: none"> <li>a) Staff-based marketing and communications capability has been enhanced.</li> <li>b) Systematic stakeholder surveying and satisfaction analysis has been introduced and tested.</li> </ul>	<ul style="list-style-type: none"> <li>c) A province-wide consumer-driven marketing campaign promoting participation in soccer has been launched.</li> <li>d) Systematic, structured annual satisfaction surveying of the SSA’s various stakeholders is conducted.</li> </ul>
21) Data requirements are enhanced through full implementation of GOALLINE within all SSA Member Organizations.	<ul style="list-style-type: none"> <li>a) All participants register online through GOALLINE.</li> <li>b) An increased number of participants provide consent for communications with SSA.</li> <li>c) GOALLINE provides all required data for Sask Sport, FIFA, CSA and SSA standards.</li> <li>d) Support to soccer management through GOALLINE is enhanced.</li> <li>e) Annual GOALLINE satisfaction surveys are introduced.</li> </ul>	<ul style="list-style-type: none"> <li>f) Annual GOALLINE satisfaction surveys achieve high scores.</li> </ul>

*“Our organizational strategic goals focus heavily on the SSA’s desire to provide compelling value to our membership and other stakeholders .This starts with best practice in governance and the development of a quality, service-driven staff team. ”*

**- Doug Pederson, Executive Director, Saskatchewan Soccer Association**

# MEMBERSHIP

‘The SSA membership is efficient and effective in delivering soccer in Saskatchewan’

Strategic Goal	2018 Target	2020 Target
22) Grow respect and trust for the Saskatchewan Soccer Association brand among its members.	a) Overall satisfaction rating of the SSA by its members is at 70%. b) Brand perception among SSA members is evaluated.	c) Overall satisfaction rating of the SSA by its members is at 75%. d) Brand perception among SSA members is improving.
23) Implement a simplified, effective membership structure for Saskatchewan soccer.	a) A new membership structure that creates clarity, equity and simplicity in the SSA membership system has been introduced.	b) SSA member organizations rate member structure effectiveness at 70%+ (from 55.6% in 2015).
24) Establish defined, valued member service and support.	a) SSA member service satisfaction has improved to 70%+ (from 56.2% in 2015). b) The SSA's suite of member services has been reviewed and updated.	c) SSA member service satisfaction has improved to 75% (from 56.2% in 2015).
25) Implement a strategy, policy and standards approach to member management.	a) Strategy in the SSA's core areas of member focus have been written and communicated to membership. b) The SSA's member policy framework has been reviewed and updated.	c) Base standards for SSA member programs and activities have been set and communicated. d) Member Organizations align their activities with SSA strategic targets, policies, and standards of excellence.
26) Drive consistent SSA-to-member and member-to-member connection.	a) Member engagement and development needs have been explored and tested. b) An annual calendar of member engagement has been established. c) Web-based opportunities are explored and lead to increased member-to-member interaction.	d) Web-based strategies for member interaction have been implemented. e) Opportunities for member development are evaluated annually.
27) Create and implement a standards-based recognition and reward system of member excellence.	a) SSA Club Excellence Program has been launched, with members actively acquiring accreditation. b) Governance standards are established for Member Organizations of differing size.	c) SSA Club Excellence Program has progressed to secondary and tertiary levels of accreditation. d) 50% of Member Organizations have acquired or are in the process of acquiring Club Excellence accreditation.





# COMMUNITY

**'The value of soccer is constantly brought to new Saskatchewan community groups'**

Strategic Goal	2018 Target	2020 Target
28) Target partnerships to develop soccer priority growth areas.	a) A member-driven plan targeting aboriginal & new Canadian participation in soccer has been established and is being implemented. b) Strategy development is completed and defines SSA's approach to growing participation of aboriginal & new Canadians. c) New programs/partner opportunities have emerged. d) Tracking options are available for communities with primarily Aboriginal participation and communities with high levels of new Canadians. e) SSA scores 'B' from Sask Sport in outreach to under-represented groups.	f) SSA scores 'A' from Sask Sport in outreach to under-represented groups. g) Participation among aboriginal and new Canadian participants has increased.
29) Enhance support to those in under-represented groups and those with barriers to participation.	a) Partnership and programming opportunities have been explored that define SSA's role with: <ul style="list-style-type: none"> <li>• Those who are economically disadvantaged</li> <li>• Athletes with disabilities</li> <li>• Remote/northern communities</li> </ul> b) SSA scores a minimum 'B' from Sask Sport in outreach to under-presented groups.	c) SSA scores an 'A' from Sask Sport in outreach to under-represented groups.
30) Drive local corporate investment into community-level soccer.	a) Two (2) new corporate sponsors have been secured, sponsoring SSA community-directed programs.	b) Four (4) new corporate sponsors have been secured, sponsoring SSA community-directed programs.
31) Advocate and support for the development of soccer fields and facilities in Saskatchewan.	a) SSA has provided lobbying/advocacy-based assistance/support to at least six (6) soccer field/facility development initiatives. b) There is evidence of growth in the use of gymnasiums in new communities (e.g. for futsal programs).	c) SSA has provided lobbying/advocacy-based assistance/support to at least ten (10) soccer field/facility development initiatives.

*"Soccer is a hugely important sport that actively tackles important issues in preventative healthcare, early childhood development, social inclusion and the building of strong Saskatchewan communities. We are proud to partner with Saskatchewan Soccer to drive participation in the game at all levels, in all community groups."*

**- Tavia Laliberte, President, Sask Sport**

*"SaskTel is proud to support soccer in Saskatchewan, helping connect our communities through both sports and communications."*

**- Ron Styles, President and CEO, SaskTel**



## One Plan, Many Authors!

The Saskatchewan Soccer Association is proud to present a Strategic Plan that has been informed by a diverse and wide cross-section of people and organizations involved in the game province wide.

To that end, the Board of Directors and management of the SSA would like to sincerely thank the over 1,360 individuals who openly and honestly offered their experiences, observations, opinions and ideas on the sport of soccer in Saskatchewan. This plan could not have been developed without this crucial feedback!

In particular the Saskatchewan Soccer Association would like to thank the following individuals:

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