



2020-2026 HIGH PERFORMANCE PLAN



We strive to maximize the use of all our resources innovatively, efficiently, and effectively to support and encourage sustained excellence in all competitive contexts.

Message from the Chair, Water Polo Saskatchewan



Water Polo Saskatchewan (WPS) is dedicated to growing and developing water polo in Saskatchewan. When WPS created its vision “to be a national leader in water polo”, this may have seemed like a tall task. Through the exceptional effort of athletes, coaches, officials, staff, and volunteers, I believe we have made large strides towards achieving that vision. Despite that effort of all those individuals, without the tremendous support of our funding partner, Sask Sport, we would not have been able to create and deliver our High-Performance Plan, which has been instrumental in our clubs development and success over the past several years.

WPS developed and began implementation of a high-performance plan in 2014. Thanks to this plan, the leadership of Executive Director Cyril Dorgigne and all the high-performance coaches over the past several years, Saskatchewan athletes have been able to achieve great results in the pool, within Canada and throughout the world. I have had the opportunity to travel and watch water polo across the country, interacting with coaches, athletes, and parents, and I can say without a doubt that that quality and consistency of the high-performance program in Saskatchewan is the envy of clubs across the country. This is a result of the long-term dedication of our coaches and staff, and the stability and contributions of Sask Sport.

Since the implementation of the last high-performance plan, the success of Saskatchewan athletes continues to be on display. Saskatchewan has claimed multiple National Championships in multiple age divisions, won many Western Championships, and had many athletes, coaches and officials represent Canada at international events.

Regina has been designated by Water Polo Canada as National Development Training Centre, which allows our competitive athletes to train in the home community at still work towards achieving their long-term athletic goals. WPS coaches have been recognized as leaders in Canada, winning National Awards and coaching Canadian teams on the international level. Having high quality coaches is a tremendous benefit to the development of our athletes in the province. The continued support of Sask Sport towards our high-performance program is the main reason that we have been able to maintain the quality and consistency that we have in Saskatchewan.

I am very excited to be involved in the next high-performance plan for WPS. This plan strives to build on the successes that WPS has achieved over recent years, continue to develop and become the leader in water polo in Canada. Through the setting of these goals, the hard work of the athletes and coaches, and the continued support of Sask Sport, I am sure that WPS will get closer to the goal of achieving and maintaining our vision “to be a national leader in water polo.

*Yours truly,
Dwayne Donald
Chair, Water Polo Saskatchewan*

1.1 Introduction

Water Polo Saskatchewan is committed to having teams systematically excel in high performance contexts and producing high performance athletes that consistently perform at the highest levels both nationally and internationally. As the provincial sport governing body for all water polo in Saskatchewan since 1972, we are also committed to growing our sport through membership growth and providing effective administration in all our interactions with our members. Our vision, mission, and values have been and are extremely important in ensuring that our organization is healthy and effective:

VISION

Water Polo Saskatchewan is a National Leader in Water Polo.

MISSION

Water Polo Saskatchewan:

- Provides leadership resources and services to enable its members to achieve EXCELLENCE in water polo
- Encourages PARTICIPATION through athlete centered and member driven programming.
- Builds CAPACITY of the sport including through the development of partnerships with its stakeholders
- Provides strong ADMINISTRATION, accountable and responsive to its members

VALUES

The principles and beliefs that guide our actions are as follows:

ACCOUNTABILITY

- We believe in holding ourselves accountable for our actions and holding our members accountable for theirs.

ATHLETE-CENTRED

- We believe that funding and program decisions should be made with the individual athletes in mind.

DEVELOPMENT

- We believe in empowering our members by providing opportunities to improve their skills and abilities and to overcome their difficulties.

EXCELLENCE

- We believe in the pursuit of personal and organizational excellence.

FAIRNESS

- We believe in striving to be fair in all our dealings with members and stakeholders.

INTEGRITY

- We believe in maintaining dignity and upholding our values in all actions.

RELATIONSHIP

- We believe in fostering goodwill and friendship in all our relationships.

RESPONSIVE

- We believe in being responsive to our members concerns and needs.

SPORTSMANSHIP

- We believe in fair play and playing in the spirit of the game. This includes behaving in an ethical manner with integrity and respect for all.

This plan focuses on high performance, specifically how Water Polo Saskatchewan can continue to realize its vision as a national leader with respect to high performance.

Since 2007, WPS has achieved significant high performance successes with several medals at National Club Championships and many athletes competing for their respective national team programs. However, the ebb and flow of these successes has led to regular and significant gaps in high performance results.

In 2007, Water Polo Saskatchewan was in crisis. We were too small of a sport and had too many high performance gaps. Our annual funding was at risk. To minimize this risk and increase the level of high performance in Saskatchewan, the then executive director Jimmy Kaye Demchuk took the decision to hire former national team athlete and high performance coach Cyril Dorgigne. Since his arrival, the level of high performance has consistently increased.

In 2013, Sask Sport supported WPS in building a High Performance (HP) Plan for 2014-2019 with the goal of having Team Sask as consistent medal contenders in all age groups and genders, as well as provide national team athletes to most of the age group national teams.

The results that yielded from this HP plan exceeded our expectation. Every season since 2013, Team Sask has won a medal at National Championships for a total of 24 medals. In addition to our team performances, the number of individual athletes who have been identified, centralized, and selected for the age group national teams has been consistent as one of the most represented provinces on every team. A number of our athletes have continued to have success after high school; 18 of our athletes have earned scholarships in the NCAA, and 3 athletes have played on various professional water polo teams in Europe. Finally, 3 of our male and female athletes were included in the Senior NT program.

However, all these past successes do not ensure our future success, and there is certainly still room for improvement. To remain at the top of our performance capacity, there are further gaps to close in planning and this 2020-2026 HP plan will work toward this goal.

2.1 High Performance Planning Initiative

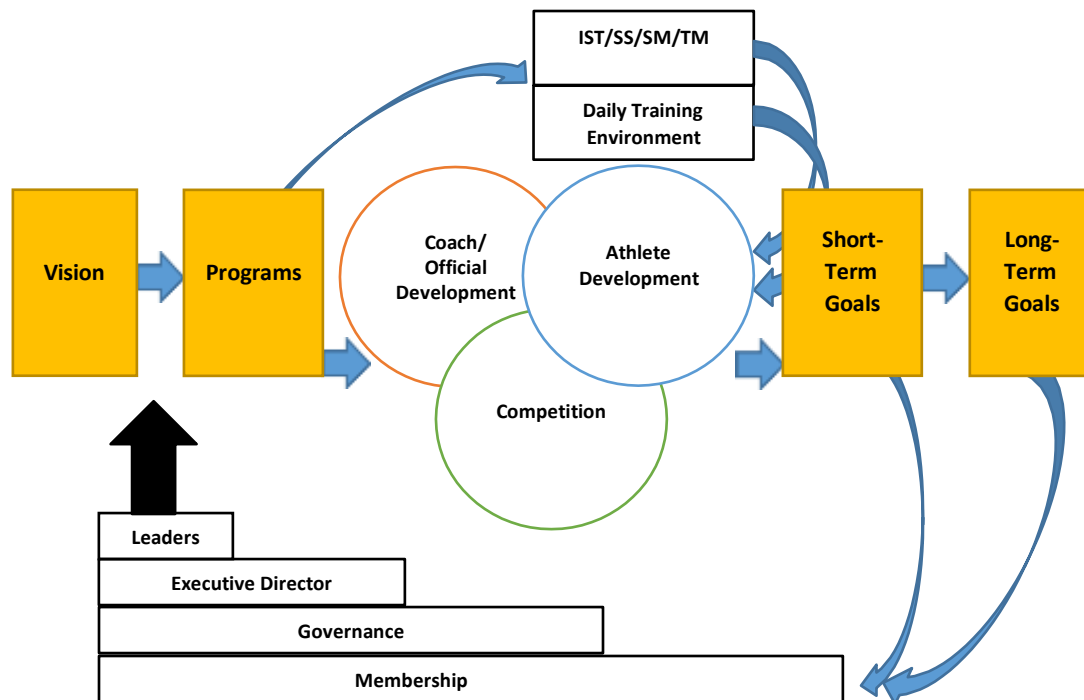
At the beginning of 2013, Water Polo Saskatchewan took advantage of an initiative proposed by Sask Sport, our main funding source, to develop a high performance plan. Since the initial consultation phase, a high performance planning committee was formed and met several times to determine how this plan would develop, the level of stakeholder engagement, and the strategic implementation process.

In 2020, WPS used the same process to build the 2020-2026 HP plan. We achieved this plan in three phases – visioning, background/gap analysis, and document review – during which a high performance committee made up of key, knowledgeable stakeholders heavily contributed.

Programming and other operational aspects of this plan, such as determining main competition, were developed by Water Polo Saskatchewan staff. The planning process gave us a chance to put to paper Dorgigne’s vision, develop a deep analysis of high performance gaps, and expand our programming to meet aggressive performance goals. The combination of performance goals and the programs to achieve them are intended to “keep the ratio win/loss positive” against our toughest competition and “increase the gap” from mediocre opponents.

2.2 Critical Success Factors

Water Polo Saskatchewan’s High Performance Plan is comprehensive. The comprehensiveness of the plan accounts for goals and programs that span six critical success factors or variables. These critical success factors are athlete development, coach / official development, competition, daily training environment, integrated support team / sport science / sports medicine / technology management, and governance. We view these critical success factors as highly interconnected and the following figure illustrates how these the interconnectivities relate to the planning framework:



2.3 High Performance Vision

The first phase of the high performance planning process involved determining a high performance vision. Our high performance vision stems directly from our overall vision of being a national leader in water polo in Canada:

We strive to maximize the use of all our resources innovatively, efficiently, and effectively to support and encourage sustained excellence in all competitive contexts.

2.4 Our Main Competition

Water Polo Saskatchewan focuses most of its resources within the competitive stream on the preparation for and the performance in the National Championship League (NCL). 15U, 17U and senior training programs and mid-season competition schedules are structured to support excellence during the NCL season, to perform at Western Championships, qualify for and earn a medal placement at NCL Finals. We strive to support high performance competition in provincial events and encourage athletes to be selected for and excel on their respective national teams. These auxiliary foci emerge from our primary focus of excellence at national events.

The identification of our main competition depends on the age and gender of the high performance group we are focusing on, the assessed potential of that group and the expected success of competitive teams/clubs/provinces in the upcoming domestic season. WPS staff identifies main competitions using information from previous seasons and through closely monitoring teams' progress throughout events and league play to determine who will be the main competition for the upcoming season at national events. As a result, our main competition is a moving target but generally for women is a CAMO (Quebec), Calgary (Alberta), Fraser Valley (British Columbia) and Pacific Storm (British Columbia). For the men, our main competition in the past has been similar to the above teams but also includes Ottawa (Ontario), DDO (Quebec) and Toronto (Ontario).

2.5 Overarching Goal

Water Polo Saskatchewan is committed through this high performance plan and through all our interactions with our sport leaders, our stakeholders and our members to achieve the following overarching goal:

To have a sustainable high performance program that consistently produces teams in the top rankings in the country and consistently produces successful national team athletes at all levels.

Performance targets and program goals will be listed at after the analysis section.

3.1 Analysis

Background Information.

The background information was derived from a SWOT analysis. SWOT – strengths, weaknesses, opportunities, and threats – allowed us to look at what was working or not, what we can fix, and what is relatively fixed to prepare us to determine what areas are considered gaps (for a complete description of the SWOT analysis see Appendix 1).

1) Athlete Development:

- a. Strengths
 - i. Professional Coaching – The quality of practices is high in Regina.
 - ii. High Performance Programming – The regional development centres, high performance centres, and the high school excellence program run very efficiently and get high results given some threats and weaknesses.
 - iii. Our High School Excellence has been recognized as a Regional Development Centre from Water Polo Canada as a part of its Gold Medal Pathway.
- b. Weaknesses
 - i. Low Numbers – Water polo is a niche sport in our province and country alike.
 - ii. Facility Limitation – Regina, Weyburn, and Estevan all have facility constraints that limit high performance potential.
- c. Opportunities
 - i. Saskatoon has had low athlete retention, and growth would be very positive.
 - ii. Estevan and Weyburn have many athletes that could train in HP.
 - iii. New NCL age groups now include a senior level, which we hope will help retain HP athletes longer in our province.
- d. Threats
 - i. Low numbers and facility constraints can shut down high performance programming
 - ii. COVID-19

2) Coach/Official Development

- a. Strengths
 - i. Knowledgeable and certified coaching/official leaders and evaluators
 - ii. Budget support for official and coaching development
- b. Weaknesses
 - i. No high performance coaches in Weyburn and Estevan
 - ii. Lack of professional HP coaches in Canada
- c. Opportunities
 - i. High Performance Coaching Grant Extension
- d. Threats:
 - i. Loss of Funding
 - ii. No professional HP coach available for succession of professional coach when they leave
 - iii. COVID-19

3) Competition

- a. Strengths

- i. Competition Schedule of NCL
 - b. Weakness
 - i. Cost of competition schedule
 - ii. Have to travel for high performance competition
 - iii. 18+ Athlete Retention
 - c. Opportunities
 - i. New National League format (15U, 17U, senior)
 - d. Threats
 - i. Rising costs
 - ii. COVID-19
- 4) Daily Training Environment
- a. Strengths
 - i. Quantity of High Performance Programming in Regina (13.5 hours in 7 practices)
 - ii. High School Excellence Program
 - iii. SMSC financial and expertise support
 - b. Weaknesses
 - i. Cost of facility rentals
 - ii. No increase of pool time available in Regina
 - iii. Facility constraints in Weyburn, Estevan and Regina
 - c. Opportunities
 - i. Potential to implement HSE programs in Saskatoon when we will have enough HP athletes
 - ii. Potential to improve training quantity and quality to Weyburn and Estevan HP athletes
 - d. Threats
 - i. Cost and facility quality
 - ii. Decrease in facility access.
 - iii. COVID-19
- 5) Integrated Support Team (IST) / Sports Sciences and Sports Medicine (SS/SM) / Technology Management (TM)
- a. Strengths
 - i. Professional Coaching Education
 - ii. Virtual connectivity platforms
 - iii. Strength and Conditioning
 - iv. Other SMSC services (mental training, nutrition, injury prevention, etc...)
 - b. Weaknesses
 - i. No Medical integrated team
 - c. Opportunities
 - i. Video use for bio mechanic analysis can be done
 - d. Threats
 - i. Cost of services, need innovative cost-saving opportunities
- 6) Governance:

- a. Strengths
 - i. High performance operations are entirely determined by PSO.
 - ii. Governance/Organizational Structure of WPS – Governance board manages policy and Executive Director manages operations.
- b. Weakness
 - i. Membership engagement in previous bottom-up activities (i.e. working groups)
- c. Opportunities
 - i. More effective membership engagement (e.g. virtual platforms)
- d. Threats
 - i. Potential for decision-making to be unduly influenced by non-neutral and biased board members

Gap Analysis

The purpose of the gap analysis is to better understand the effects of prevailing weakness, imminent threats, and missed opportunities. In addition, it allowed us to better link the underlying causes of gaps to the gaps themselves so that we may propose programming that is comprehensive and on target. Below is a table of summarizing the gap analysis.

Key Gaps	Major Contributing Factor	Secondary Factor
Athlete Development		
Low numbers	Need greater numbers in participation stream	Recruitment and Retention
Retention of 18U+	17U age grouping (WPC)	Cost/No Programming
Low Training Quality in Weyburn and Estevan	No high performance coaches Not enough training hours No Strength and Conditioning	Volunteer coaches Inappropriate facility Limited pool access
Low number of athletes in Saskatoon	No efficient recruitment	No club leadership
Coaching (and Officials)		
HP Coaching recruitment	HP Coaching requires a valuable amount of experience Lack of professional coach in Canada	No program to supplement a lack of experience Professional WP coach is not an attractive career
National Referee	Low numbers of Regional referee goes to Provincial level and even less to National level	Officiate at HP level is intimidating with a huge amount of pressure
Competition		
Limited Intra-Provincial High Performance Competition Program	Low participation numbers means smaller high performance pool of athletes	Low feeder numbers in Estevan, Weyburn, and Saskatoon to make a club competition for 16+
Cost of HP Competition Schedule	NCL requires travel across western Canada	International travel needed for HSE athletes
Daily Training Environment		
Low Training Quality in Weyburn and Estevan	No high performance coaches Not enough training hours No Strength and Conditioning	Volunteer coaches Inappropriate facility Limited pool access
Low number of athletes in Saskatoon	Not enough athletes to run HP practices	Not enough athletes to pay pool/coaching cost
Sport Sciences/Sports Medicine, IST, Technology		

Management		
Sport Medicine & Science	No Medical Team	No Video use for bio mechanic analysis
Governance/Management		
Better engagement		

4.1 Performance Targets

In all categories, we want to qualify teams for NCL Finals. However, qualification matches are played after the regular season at Western Championships, and the number of teams qualified to NCL Finals changes from year to year. Our target will focus on Western Championships for all age groups, and then National Finals (if qualified).

Another one of our target is to put athletes on national teams every year.

Finally, our current 2020-2026 HP Plan will now include the realistic goal of being the top placed team each season for all categories.

Performance at Westerns Championships and National Finals

	2021	2022	2023	2024	2025	2026
15U Boys	Top 3	Top 3	Top 3	Top 3	Top 3	Top 3
17U Men	Top 3	Top 3	Top 3	Top 3	Top 3	Top 3
Senior Men	Top 3	Top 3	Top 3	Top 3	Top 3	Top 3
15U Girls	Top 3	Top 3	Top 3	Top 3	Top 3	Top 3
17U Women	Top 3	Top 3	Top 3	Top 3	Top 3	Top 3
Senior Women	Top 3	Top 3	Top 3	Top 3	Top 3	Top 3

National Team representation

	2021		2022		2023		2024		2025		2026	
	Long list	Final Team	Long list	Final Team	Long list	Final Team	Long list	Final Team	Long list	Final Team	Long list	Final Team
Youth Boys	3	1	4	2	4	2	4	2	4	2	4	2
Junior Men	2	1	3	1	4	2	4	2	4	2	4	2
FISU/Sr Men	2	1	2	2	4	2	4	2	4	2	4	2
Youth Girls	3	1	4	2	4	2	4	2	4	2	4	2
Junior Women	2	1	3	1	4	2	4	2	4	2	4	2
FISU/Senior Women	1	0	2	1	4	2	4	2	4	2	4	2

5.1 Goal Summary

The following table illustrates the suite of program goals that should address the gaps listed above. The table describes the goal, its priority type, when it should be completed (horizon), the steps or milestones likely to be seen as the goal moves through time, the key performance indicator (KPI) or the way the goal’s success is being measured, and the alignment. Alignment refers to whether the goal aligns with other goals (horizontal) and/or whether it aligns with Water Polo Canada (vertical). A full list of program goals that includes existing programs and their descriptions is in the next section.

Goal	Priority Type	Horizon	Gap	KPI 2021	KPI 2022	KPI 2023	KPI 2024	KPI 2025	KPI 2026
1) Develop Provincial Centres (DC and then HC) in Saskatoon	Medium	Mid-Term to long term (3 years for DC, 5 years for HC)	Low Number of athletes	Support clubs for recruitment	Support clubs for recruitment Start DC with at least 5 athletes	Support clubs for recruitment DC with 8 athletes	DC with 12 athletes Start HC with 5 athletes	DC with 15 athletes HC with 8 athletes	DC with 15 athletes HC with 12 athletes
2) Identify and certify 3 Coaches in Estevan and Weyburn and mentor them	High	Short Term / on going	Low Training Quality in Estevan and Weyburn Inexperience coaches with yearly turnover	Monthly Provincial coach visits to each club Fall training every year for new coaches and advance existing coaches Training drills video platform for them	Idem (same as previously mentioned)	Idem	Idem	Idem	Idem
3) Increase DTE (Daily Training Environment) in Estevan and Weyburn	Medium	Mid-Term to long term (2 years to 5 years)	Low Training Quality in Estevan and Weyburn Not enough training hours		Add 30min to existing clubs' practices to get to 3h per week	Add 1 training session per week to get to 3 practices per week and 4h training	Increase each practice minutes to get 5h clubs training per week Add 1 Strength and conditioning	Add a 4th practice per week to reach to 7h training per week Add 2 Strength and conditioning	Idem

4) Identify, train and certify referees every year	Medium	Short-Term to Mid-Term / ongoing	Move officials up the referee pipeline toward HP	Certify 4 Regional referees Train 4 Provincial Referees	Certify 4 Regional referees Train 4 Provincial Referees	Certify 4 Regional referees Train 4 Provincial Referees Certify 2 Provincial referees	Certify 4 Regional referees Train 4 Provincial Referees Certify 2 Provincial referees Train 1 National Referee	Idem	Idem
5) Professional HP coaches	High	Short-Term (1 Years) / ongoing	Lack of Professional coaches in Canada	Secure existing HP professional coaches With competitive salary Identify and train potential local coaches to hire Identify and network potential professional coach outside Sask	Idem	Idem	Idem	Idem	Idem

6) Innovative training	Medium	Mid-Term (3 Years)	Innovative training programs that will use technology to stay at the "top"		Research in Biomechanics with the use of video technology to beneficiate HP athletes development				
7) Develop a Medical integrate support to athletes	Low	Long-Term(5 Years)	Integrated Medical cell around athletes including doctor, physio, massage, Chiropractor, mental trainer, etc...			Work with partners as SMSC and other PSO to create a join Medial cell around HP National Level athletes	Build Medical cell Build policies of qualification of HP athletes and services	Launch and implement	
8) High Performance Competition Program in Saskatchewan	Medium	Mid-Term (3 Years)	No Local HP Competition		Create Provincial League to 16 + with NCL format	Insure the competitive interest of the PL16+ with: 1.athletes identify themselves to a specific club to stimulate the positive competitive spirit 2.Teams are around the same level of play to make results	Idem	Idem	Idem + add Saskatoon in the picture

						unpredictable			
9) National Championship League for Seniors	High	Short Term to Long Term (1 year to 5 years)	Retention of athletes and especially HP athletes after 18 years old	Engage a Senior Men and Women teams in NCL Sr Retain 3 or more 18+ in each team	Retain 3 or more 17+ in each team Create a business model to subsidize 25% of the travel cost to players	Retain 5 or more 17+ in each team Create a business model to subsidize 50% of the travel cost to players	Retain 7 or more 17+ in each team Create a business model to subsidize 75% of the travel cost to players	Retain 9 or more 17+ in each team Create a business model to subsidize 100% of the travel cost to players	Idem

5. 2 High Performance Programming

(Additions/Modifications from previous 2013-2019 HP plan in Red)

The following programs will lead to our short- and long-term performance targets, contributing to closing gaps against the toughest teams and widening gaps against mediocre teams. This is a framework that has been expanded to account for performance and program gaps that have been identified in previous sections. Our high performance vision guides the day to day decision-making relating to how these programs are implemented and in all cases, the interactions with our sport leaders, members, and stakeholders will determine the effectiveness of existing programs, their expansions, and new programs.

1. Athlete Development

- 1.1 Development Centre – Expansion (Saskatoon 2022)
- 1.2 High Performance Centre – Expansion (Saskatoon 2024)
- 1.3 High School Excellence Program

2. Coach and Official Development

- 2.1 Coaching Certification Program – Mentoring (Estevan & Weyburn) + Succession plan Professional coach (2021)
- 2.2 Official Certification Program – Identify and encourage referees to feed the development pipeline toward HP (2021 to 2024)

3. Competition

- 3.1 Competition Schedule – addition of Intra-Provincial High Performance 16+ Competition Program (2022 to 2023) and of Senior NCL
- 3.2 NCL Senior – Development and implementation of a business model

4. Daily Training Environment

- 4.1 HSE/RDC: 7 water practices + 3 Strength and conditioning sessions per week
- 4.2 HC program 3 - 5 water session per week + 1 Strength and conditioning sessions per week - Increase Weyburn and Estevan from 3 to 5 sessions per week + S&C to match with Regina (2022 to 2025)

5. Integrated Support Team / Sports Sciences & Sports Medicine / Technology Management

- 5.1 Research & Development Program – focus on use of video technology to explore bio-mechanic training opportunities (2022)
- 5.2 Create a Medical integrated cell to look after athletes (2023-2025)

6. Governance

- 6.1 High Performance Plan Strategic Implementation and Review

<p>Program 1.1: Expansion of Existing Program</p> <p>Development Centre</p> <p>Regina, <i>Saskatoon (2022)</i>, & Weyburn/Estevan</p>	
<p>Program Description:</p> <p>This is a flagship program of WPS in the last several years. It is the entrance to the high performance stream that nearly all high performance athletes have taken and recent national team members from Saskatchewan have started in. It involves additional weekly practices and exposure to high quality coaching and training environments.</p>	
<p>Key Final Outcome: Achievement of Goal 1 & 6</p>	
<p>KEY STAKEHOLDERS/ACCOUNTABILITIES</p>	
<p>Key Driver – primary responsibility</p> <p>1 Provincial Coaches – operation of program</p> <p>2 Executive Director – oversight</p>	<p>Other stakeholders necessary for effective implementation</p> <p>1 Athletes</p> <p>2 Community Club Coaches</p> <p>3 Saskatoon Board of directors</p> <p>4 All Facilities Managers</p>

<p>Program 1.2: Expansion of existing program</p> <p>High Performance Centre</p> <p>Regina, <i>Saskatoon (2024)</i>, & Weyburn/Estevan</p>	
<p>Program Description: The high performance centres currently operate in 2 regions and an expansion of the program would bring this centre to Saskatoon. This would increase the quantity of high performance practices in the region and provide consistency of training across all centres.</p>	
<p>Key Final Outcome: Achievement of Goal 2 & 7</p>	
<p>KEY STAKEHOLDERS/ACCOUNTABILITIES</p>	
<p>Key Driver – primary responsibility</p> <p>1 Provincial Coaches – operation of program</p> <p>2 Executive Director – oversight</p>	<p>Other stakeholders necessary for effective implementation</p> <p>1 Athletes</p> <p>2 Community Club Coaches</p> <p>3 Saskatoon Board of directors</p> <p>4 All Facilities Managers</p>

<p>Program 1.3 Existing Program</p> <p><i>High School Excellence Program - RDC</i></p>	
<p>Program Description: This program involves 3 additional lunch time practices a week for athletes who live in or are centralized in Regina during the school week. It provides an opportunity for high quality and quantity of training.</p>	
<p>Key Final Outcome: A sustainable program with at least 10 members.</p>	
<p>KEY STAKEHOLDERS/ACCOUNTABILITIES</p>	
<p>Key Driver – primary responsibility</p> <p>1 Head Provincial Coach – operation and oversight</p> <p>2 WPS professional coach – support</p>	<p>Other stakeholders necessary for effective implementation</p> <p>1 Athletes</p> <p>2 High School Partnership</p> <p>3 NSO</p> <p>4 SMSC</p> <p>5 Club of Regina</p> <p>6 Regina Facility manager</p>

<p>Program 2.1 Expansion of Current Program</p> <p><i>Coaching Certification Program</i></p> <p><i>Mentoring (Estevan & Weyburn) + Succession plan Professional coach (2021)</i></p>	
<p>Program Description: Currently we certify coaches annually offering a courses as a capacity building service. Courses are designed at the national level (vertical alignment), organized by the province, and delivered by key provincial facilitators.</p>	
<p>Key Final Outcome: Achievement of Goal 3</p>	
<p>KEY STAKEHOLDERS/ACCOUNTABILITIES</p>	
<p>Key Driver – primary responsibility</p> <p>1 Executive Director or staff delegate – planning and recruitment</p> <p>2 Facilitators – facilitation of courses</p> <p>3 HP Coaching staff – to mentor clubs coaches</p>	<p>Other stakeholders necessary for effective implementation</p> <p>1 Estevan and Weyburn Clubs coaches</p> <p>2 Water Polo Canada</p> <p>3 Coaches Association of Canada</p> <p>4 Professional coaches in Canada</p> <p>5 Potential sask coach with skills and desire to become professional coach</p>

Program 2.2 Expansion of Existing Program

Official Certification Program

Identify and encourage referees to feed the development pipeline toward HP (2021 to 2024)

Program Description: Currently we certify officials annually offering a courses as a capacity building service. Courses are designed at the national level (vertical alignment), organized by the province, and delivered by key provincial facilitators. This is buttressed by a national evaluation program, stewarded locally by our Referee in Chief, the province and certified evaluators. At this time we have very little officials certified from Saskatoon.

Key Final Outcome: Achievement of Goal 4

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver – primary responsibility 1 WPS Staff – planning and oversight 2 Facilitators – facilitation 3 Referee in Chief – oversight and liaising with Water Polo Canada	Other stakeholders necessary for effective implementation 1 Participants 2 Water Polo Canada
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Program 3.1 Expansion of Existing Program

Competition Schedule

Intra-Provincial High Performance 16+ Competition Program

Program Description: The competition schedule is designed yearly with the goal of maximizing the number of high quality games at as low of a cost as possible, recognizing we have limited capacity for local high performance competition and a schedule somewhat predetermined by national leagues and external organizers.

Key Final Outcome: n/a

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver – primary responsibility 1 Head Provincial Coach – planning and scheduling 2 WPS Staff – event planning and management	Other stakeholders necessary foreffective implementation 1 Participants 2 Parents 3 Clubs 4 Regina Facility Managers
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Program 3.2 New Program Competition Schedule <i>NCL Senior – Development and implementation of a business model</i>	
Program Description: The competition schedule is designed yearly with the goal of maximizing the number of high quality games at as low of a cost as possible, recognizing we have limited capacity for local high performance competition and a schedule somewhat predetermined by national leagues and external organizers.	
Key Final Outcome: n/a	
KEY STAKEHOLDERS/ACCOUNTABILITIES	
Key Driver – primary responsibility 1 Head Provincial Coach – Planning and scheduling 2 WPS Staff – Development and implementation of the Business model 3 Executive Director - Monitoring	Other stakeholders necessary for effective implementation 1 Participants 2 Parents 3 Club Regina 4 Regina Facility Managers 5 Partner/Sponsors 6 NSO

Program 4.1 Existing Program Daily Training Environment <i>HSE/RDC: 7 water practices + 3 Strength and conditioning sessions per week</i>	
Program Description: High performance athletes add additional 3 weight training sessions a week to their pool training and short dryland sessions before each training time.	
Key Final Outcome: n/a	
KEY STAKEHOLDERS/ACCOUNTABILITIES	
Key Driver – primary responsibility 1 Provincial professional Coaches – planning and oversight 2 Weight Trainer – programming and facilitation	Other stakeholders necessary for effective implementation 1 Athletes 2 Regina Facility Managers 3 Club Regina 4 NSO 5 SMSC 6 S&C private local partner (gym)

Program 4.2 Expansion of Existing Program

Daily Training Environment

HC program 3 - 5 water session per week + 1 Strength and conditioning sessions per week

Increase Weyburn and Estevan from 3 to 5 sessions per week + S&C to match with Regina (2022 to 2025)

Program Description: High performance athletes add additional 3 weight training sessions a week to their pool training and short dryland sessions before each training time.

Key Final Outcome: n/a

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver – primary responsibility

- 1 Provincial professional Coaches – planning and oversight
- 2 Provincial coaches - implementing
- 3 Weight Trainer – programming and implementing S&C

Other stakeholders necessary for effective implementation

1. Athletes
2. Facility Managers
3. Weyburn and Estevan Clubs
4. S&C private local partner (gym)
5. SMSC

Program 5.1 Expansion of Existing Program

Integrated Support Team / Sports Sciences & Sports Medicine / Technology Management

Research & Development Program – focus on use of video technology to explore bio-mechanic training opportunities (2022)

5.3 Create a Medical integrated cell to look after athletes (2023-2025)

Program Description: Research will be done regarding the identification and formulation of partnerships that will help us form a cost-effective integrated support team, engagement with sport sciences and sports medicine and better ways to manage technology.

Key Final Outcome: Achievement of Goal 8 & 9

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver – primary responsibility

1. WPS professional Coach Staff – coordinate research
2. Executive Director – monitoring
3. SMSC consultants

Other stakeholders necessary for effective implementation

- 1 Future Partners
- 2 SMSC
- 3 NSO

Program 5.2 New Program

Integrated Support Team / Sports Sciences & Sports Medicine / Technology Management

Create a Medical integrated cell to look after athletes (2023-2025)

Program Description: Research will be done regarding the identification and formulation of partnerships that will help us form a cost-effective integrated support team, engagement with sport sciences and sports medicine and better ways to manage technology.

Key Final Outcome: Achievement of Goal 8 & 9

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver – primary responsibility Key Driver – primary responsibility 1. WPS professional Coach Staff – coordinate research 2. Executive Director – monitoring 3. SMSC consultants	Other stakeholders necessary for effective implementation 1 Future Partners 2 SMSC 3 PSO partners
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Program 6.1 Existing Program

High Performance Visioning and Planning

Program Description: This program involves the annual review and strategic implementation of this plan. In addition, this program will involve the review and replanning of the entire plan after 5 years.

Key Final Outcome: Achievement of Goal 5

KEY STAKEHOLDERS/ACCOUNTABILITIES

Key Driver – primary responsibility 1 High Performance Planning Committee – visioning and review 2 WPS Staff – implementation	Other stakeholders necessary for effective implementation 1 Sask Sport
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Appendix 1: Background Information – Strengths, Weaknesses, Opportunities and Threats

Athlete Development

Strengths:

Our main strengths stem from three areas: Professional Coaching, High Performance Training Programs, and High Performance Development Programs. Currently we have three full time provincial professional coaches and one part time contracted professional coach. These coaches have a relatively high level of exposure to strong high performance training and competitions as athletes themselves and now as coaches and officials. Our head provincial coach is current Junior Women's National Team head coach and a recognized leader in the Canadian water polo community. Through this, he can provide unique insight on the needs of our athletes locally to excel nationally and internationally when selected to national teams. Our professional provincial coaches are located where we host our HSE/RDC (Regina) and travel weekly across the province to our other HC.

Our high performance training program exceeds the national standard. The high performance athletes train 13.5 hours a week in seven practices. They train four out of five nights a week and three times a week at lunch through our high school excellence program. In addition, training support pertaining to dryland and three strength and conditioning sessions provided through external professional trainers from Level 10.

We provide direct linkages to this training program through a high quality high performance development program. We have three main areas that provide these linkages: a development centres (located in Regina, Estevan and Weyburn), High Performance Centres (located in Regina, Estevan and Weyburn) and a age respective provincial leagues that span the domestic season and result in competition in all four club regions (Estevan, Weyburn, Regina, and Saskatoon).

These strengths directly lead to a competitive context for athlete development wherein those athletes that are committed and dedicated experience high levels of athlete development.

Weaknesses:

We are both limited by general sport constraints and by unique sport-specific challenges. Three main weaknesses emerge that are likely to be general sport constraints. First is that because we have low numbers, the quality of practices can be adversely affected and cause us to include non-high performance athletes that lower the quality of those practices. This is necessary in order to have a team. The centre in Saskatoon is most affected by the lack of players and has made the implementation of our DC and HC very fluctuant and fragile.

Second, in order to deliver a robust competition schedule that allows for greater exposure to other teams, the cost of a high performance season can range anywhere from \$7,000 to \$10,000. While these two weaknesses are significant, the most difficult to address is the latter, which is relatively unchangeable.

Third, in our main centre (Regina), we have significant pool limitations. We are not able to get the pool time required to grow and diversify our high performance programming in Regina.

Another fixed weakness is that our smaller communities (Weyburn and Estevan) have limited facility capacity and has an adverse effect on the high performance development of these athletes. The limited facility capacity coupled with limited coaching resources in these communities provides a context where high performance can be limited and where our provincial coaching staff must travel weekly to these communities.

Retention of older athletes, particularly as they transition from HC (hosted in their own city/town to HSE centralized in Regina) and from 18U to Senior, limits the development of the youngest athletes. This limitation results from breaking continuity and intergenerational transmission of knowledge and experience from older to younger athletes. It also lowers the pool of financial and human resources to support a high performance program overall.

Opportunities:

There are three main areas of opportunity: the increase of retention of seniors with the creation of the National Senior League, potential for improving the DTE (Daily Training Environment) in Weyburn and Estevan and increasing the number of athletes in Saskatoon to develop DC and later HC.

First, WPC has modified in 2020 its National Championship League age categories in order to promote and develop a robust Senior League. It has been identified at the National level that the lack of a strong Senior National League is a gap in athletes' retention that is needed for their high performance pathway. This league will offer additional domestic games to the Senior National Team pool of athletes and a higher quality competition to prepare the best National junior athletes.

Secondly, as Weyburn and Estevan are clubs that provide a consistent flow of athletes into our high performance pathway, there is room to improve the daily training environment. There is a significant gap between the DTE in Regina and in these other centres that can be improved to close the gap.

Finally, despite its larger population size and access to better facility conditions, the program development in Saskatoon has remained below par even though it was one of the top priorities in our 2013-2019 HP Plan. We did not reach our goal to develop the level of DTE in Saskatoon or increase the number of HP athletes at this centre. Therefore, our upcoming approach will be focused on an earlier stage or age category of the pathway and a more gradual progression to high performance.

Threats:

Two principal weaknesses act as a significant threat to the success of our athlete development program: low numbers and facility constraints. The sustainability of a high performance program in relation to athlete development is significantly threatened by lower numbers to an

extent that high performance programming can disappear at any given year if we do not have viable high performance candidates coming through our programs. In addition, facility constraints through the struggle to provide quantity and quality of training.

Coaching and Official Development

Strengths:

Our coaching development and athlete development strengths are closely related. Securing HPCC Grant allows us to support three professional coaches within the province. This allows for greater knowledge transmission for developing coaches in all our centres, but also gives the opportunity to all our athletes who are in the HP pathway (from 10 years old until Sr), to be coached by one of our three professional coach at least once a week.

We support coaching development by providing coaching education both in annual classroom settings and in practical settings. We have knowledgeable and certified facilitators to deliver these courses and support coaching development by developing additional materials for coaches. In practical settings, coaching by developing coaches is monitored by WPS staff and regular feedback is provided during provincial events.

Our official development is supported by our budget which includes support for HP Officials. This support is delivered through professional development opportunities such as courses and high performance tournaments. This is coupled with the fact that we have quality official development leaders who are linked into of high performance officiating at the national and international level. In particular, our referee in chief is an experienced official trainer, evaluator and mentor that is also the chair of the Water Polo Canada Officials Work Group.

Through this program we developed 2 International referees during our last HP Plan.

Weaknesses:

We have no high performance coaches in Weyburn and Estevan. This limits the ability for coaching education and knowledge transmission among high performance and developing coaches. In addition, the turnover of coaches in these centres are not allowing the development of their coaches into HP.

The lack of professional coaches in Canada makes the succession plan of our three professional coaches very difficult and uncertain.

Water polo is a very difficult sport to officiating and can be intimidating at a high level. Unfortunately, this results in a low number of trained entry level referees moving up to the HP pipeline. We train many Regional referees, but very few are moving to provincial level, and even less to the national stage.

Opportunities:

A significant opportunity for coaching development relates directly to the extension of our High Performance Coaching Capacity Grant. Because we have secured professional coaching for three staff we can continue to identify new ways to capitalize on the benefits of knowledge transmission among professional and developing coaches.

Opportunities also stem from changes taking place at the national level. The new National

Championship League for seniors will provide a greater frequency and quality of high performance opportunities for both coaches and officials as their exposure to high performance increases.

Threats:

Our major threat results from the potential to lose funding if we do not comply with Sask Sport expectations. We increase our capacity through dedicating portions of our budget to official and coaching development. If this funding is taken away, then official and coaching development will suffer significantly.

Competition

Strengths:

Our main strength is the linkage between high quality, sustainable high performance development programs and our high performance competition program. Our high performance development program is notably efficient. Our program involves provincial leagues, provincial team camps, and three provincial championship events all delivered in a cost-effective and easily accessible way. The program involves a high frequency of events, is accessible to all four communities and integrates an understanding of the particular features of a prairie province such as geographic, demographic and climate realities. As a result, the efficacy of the high performance development program leads to relatively high levels of participation in each development age group and the level of participation is increasing annually. This facilitates greater high performance identification and development of the limited number of high performance athletes that we have. It also increases the quality of competitions that encourages greater exposure to high performance competitive situations for our other athletes. Linking high performance development programs with our high performance competition program, participants' transition into a competition program that builds on the foundation provided in the high performance development program.

Our high performance competition program maximizes the use of resources and is successful. There is a high frequency of games and this is expected to increase in the upcoming seasons. Our teams are able to play against the best teams in Western Canada. In addition, we build into each season international exposure such as annual trips to California which house the best teams in North America.

Weakness:

In order to deliver a high quality high performance competition program, the cost for families is significantly high. This is exacerbated for families who have multiple water polo athletes in the family, which is typical for water polo.

We do rely on interprovincial and international travel. The burden of travel for some families can be high as a result and can discourage recruitment for the high performance competition program.

Opportunities:

As a result of the new National Championship League for seniors, we are hoping to retain more HP athletes. If so, we should be able to also add a Provincial League for HP athletes and add even more HP games for very little cost.

The NCL Senior League will open a new opportunity for promotion and sponsorship of these events that could be built in a new business model around the Senior Elite National League.

Threats:

Again cost is an issue in particular for athletes who are 18+. Costs cannot be the same for athletes who are under 18 and those who are over 18 because of the latter group typically assumes greater financial responsibility as they get older. This means the participating numbers of 18+ athletes needs to be high to support any sustainable programming.

Daily Training Environment

Strengths:

We have a strong daily training environment given our available resources and typical constraints. We have provided the quantity and quality within those constraints that allow for a high level of high performance training. For example, we have a total of seven practices in water Monday to Friday for a total of 15.5 hours for the majority of our high performance athletes. Those athletes that have moved to Regina to access this training are able to return home on noncompetition weekends within this weekly schedule. Included in those hours, our High School Excellence Program involves lunch time practices as a result of an arrangement with a high school in Regina. While high frequency of training and competing can adversely affect academics with our high performance athletes, partnering with the local high school is both a strength in relation to allowing for a more robust daily training environment and an opportunity as a precedence for partnership in other regions to adopt a similar program when they have the numbers and the interest to support it (e.g. Saskatoon).

Finally the support of SMSC has allowed us to provide a National level Strength and Conditioning program to our HSE athletes.

Weaknesses:

Costs of pool rentals are always increasing. This issue strains family's budgets and reduces the attractiveness of high performance programs for future candidates. The latter issue results in adverse effects toward team dynamics.

The facility access is also a weakness in the daily training environment. Our smaller communities (Weyburn and Estevan) do not have the facilities to support an effective high performance daily training environment, although our provincial programming involves access to Regina's environment. The facility in Regina is limited as we only have one 25 meter deep area to train with deep water activities and because of the limited space, our practices are

very late (e.g. ending at 11pm). This negatively impacts the daily training environment, strains the capacity of our developing high performance athletes' schedule, and burdens families who must transport their children to from the pool at such late hours.

Medical support for a successful daily training environment is available but sometimes difficult to access, as it is not onsite for our athletes. This diminishes the linkage between the physical or mental health of our athletes and their training capacities.

Opportunities:

Saskatoon has the only facility that could support an ideal daily training environment. This a world class facility and more appropriate daily training hours are available. However, the current number of athletes and their level of performance in Saskatoon does not make this option feasible for our current programming.

The City of Regina is starting plans to build a new aquatic facility which would only support an improvement of our HSE/RDC athletes' DTE.

Threats:

As with other critical success factors, cost and facility quality is an issue for Regina, as a major centre, and for the smaller communities in relation to their development for a more effective daily training environment.

Similarly, our low numbers in our competitive high performance program is a major threat to proper daily training environments. The threat is that we will have to close the program if numbers dwindle too much, as we had to in Saskatoon. In addition, secondary effects of low numbers in a daily training environment results in intangible adverse effects such as poor team dynamics.

Sport Science/Sport Medicine, Integrated Support Team and Technology Management

Strengths:

The SMSC was restructured 5 years ago to allow the PSO's to take leadership in planning their services and would support the PSO's through an annual plan to be approved each season. We are able now to allocate resources mostly towards a Strength and Conditioning program that was a big lack in our previous HP plan. Results were astonishing as it yielded a decrease in the prevalence of injuries, and therefore also a significant gain in training capacity and level of performance. SMSC also allowed us to offer several important services, such as mental training, nutrition education, injury prevention sessions, etc., at key moments of athlete development during each season.

We use technologies as they are required, or as we see fit to assist our athlete's development, such as onsite video modelling with iPad application programs. Although our website is commonplace in our technology management profile, we also raise awareness of our high

performance programming, competitions, and results through social media. We keep our website and social media platforms updated as the season continues to increase the exposure to high performance activities.

Weaknesses:

Our use of new technology remains limited regarding our scientific analysis of movements and athlete technique.

Opportunities:

Use of new technologies for bio mechanic analysis among others, with the goal of extracting new training methods, will improve our program.

Threats:

If the costs of services are too high, especially in relation to existing training and competition costs, then this aspect of a high performance program will be the first to be cut.

Use of new technologies for science needs highly competent people that are not easy to find and are expensive.

Governance

Strengths:

Our governance structure facilitates a skills-based system in relation to high performance programming and operations. Water Polo Saskatchewan's board is a governance board responsible for policy making and directing the actions of the Executive Director. As a result, they evaluate the performance of the executive director and do not define the means and content of the high performance program. This is optimal because it allows for a maximization of skills for both the board and the executive director. As a result, high performance operations are determined by someone with the appropriate knowledge base and the program is largely independent to the board. In addition, qualified and knowledgeable board members are recruited which allows for appropriate and comprehensive evaluations of the executive director in relation to high performance operations.

We have a close alignment with our national sport organization in relation to operational policy. Our policies and organizational structure have been developed and validated by the same individuals who developed and validated our national sport organizations policies and organizational structure. This close alignment is a major strength in governance.

Weaknesses:

There are very little weaknesses in governance. However this model does operate well only

with a qualified professional staff and with a strong parallel monitoring system in place to control ends and limitations are respected.

Opportunities:

There can be more opportunities to engage our membership in more effective ways, for example using virtual platforms. However, these opportunities are limited to the level of membership interest and the knowledge base within our membership about high performance programming. If other areas can be identified that are known to support high performance programming, such as general recruitment and retention, and the right platform can be implemented, then we can capitalize on membership intelligence and support the actions of the executive director from both the top-down (our board) and the bottom-up (our membership).

Threats:

While our board is governance board, there is still potential at least indirectly for high performance decision-making to be influenced by our board members. Although this is a rare issue, the potential of non-neutral and biased influence is a threat to the critical success of governance within an effective high performance decision-making process.

Finally, if provincial funding is decreased or lost, the governance model that is supported by professional staff running all operation will collapse.