



ABORIGINAL
SPORTS CIRCLE NWT

2020-2025 Strategic Plan

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The Aboriginal Sports Circle NWT (ASCNWT) strategic plan reflects input from communities across the NWT that ASCNWT serves, and was developed by the ASCNWT board of directors and staff.

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About the Aboriginal Sport Circle NWT

The Aboriginal Sports Circle (ASC) national body was established in 1995 through a national consensus-building process in response to the need for more accessible and equitable sport, recreation and physical activity opportunities for Aboriginal peoples across Canada.

In 1999 The Aboriginal Sports Circle NWT (ASCNWT) was established to ensure Aboriginal residents of the NT and the communities had access to more equitable sport, recreation and physical activity opportunities. At this time ASCNWT was the recognized Provincial and Territorial Sport Body (PTASB) and an established member of the ASC national body.

ASCNWT believes that all Aboriginal people and communities in the NWT should have the opportunity to participate in sport and recreational activities at a level of involvement they find meaningful and valuable. Since its establishment in 1999, the ASCNWT has worked to promote and enhance community wellness and cultural awareness through sport and recreational activities. It has done so in a number of ways including:

- Delivering sports programs, with a cultural connection, across the NT.
- Supporting communities and other organizations in developing aboriginal athletes across the NT.
- Identifying, developing and celebrating Aboriginal athletes, coaches and volunteers in the NT,
- Developing and maintaining a connection between traditional sports and Aboriginal culture,
- Working in partnership with federal and territorial governments to further grow sport, recreation, physical activity and cultural awareness in NT communities,
- Planning and delivering Team NT for the North American Indigenous Games,
- Aligning and developing partnership with the National Aboriginal Sport Organizations, including the Aboriginal Sports Circle Canada and North American Indigenous Games Council.

Environmental Scan

April 2019 marks the 20 year anniversary of ASCNWT. Over that time it has grown from an organization with one employee and a budget of less than \$100,000 to a prominent organization in the sport, recreation and physical activity sector with 5 full time employees and a budget in excess of \$1 million. Over that time, ASCNWT has developed strong partnerships, established flagship programs including its awards, Archery Championships and Arctic Sports and Dene Games. ASCNWT has raised its profile through its role in activities such as the North American Indigenous Games (NAIG), National Aboriginal Hockey Championships (NAHC) and the Traditional Games Championships.

Despite this success, many of those ASCNWT serves do not understand the role and mandate of the organization, confuse it with other organizations in the sector, and think of it as a funding organization, rather than a program-delivery organization.

One of the challenges ASCNWT faces includes delivering programs in its repertoire to communities regardless of whether the community shows interest in the program, rather than being truly responsive to the needs of communities. Additionally, ASCNWT sometimes gets drawn into pursuing and delivering programs outside its mandate, or delivering more programs than it can effectively manage.

In the current political environment, there is a heightened awareness of and support for Aboriginal communities and culture. As a result, many funding opportunities exist, as do opportunities to develop partnerships in support of ASCNWT's mission. At the same time, there is an increased awareness among the public, and within governments, of the significant benefits of physical activity. Links are made between physical activity, health and education. These links create funding and partnership opportunities.

Technology is continually evolving, people in communities are constantly finding ways to incorporate technology into sport, recreation and physical activity. As personal electronics evolve, people, especially youth, are spending more time online, and less time being active. When people are active, that activity is increasingly integrated with technology. For example, more people are using fitness trackers (Fitbit and similar) and are participating in on-line challenges (Walk to Tuk and similar).

There are also social influences in the current environment, that ASCNWT must be aware of and responsive to as it moves into the future. The cost of living in the north is high. Families are changing as more parents are working and spending less time with family.

There is a shortage of volunteers for a number of reasons. The high cost of northern living means that more and more potential volunteers are hoping or wanting to be paid for their time (rather than volunteering). For some volunteer roles, like coaches, certification is required. Certification takes significant time and commitment on the part of the volunteer, and once the certification is achieved, there is an expectation that significant additional time will be volunteered in the role for which the volunteer is now certified. This leads to volunteer burnout.

The North continues to be challenged by size and geography. Without roads connecting communities, travel to most communities is by air, and the cost of northern air travel is high, and there has been a recent consolidation of airlines serving northern communities with the merger of First Air and Canadian North. As such, travel costs consume a large portion of ASCNWT's program delivery costs.

There are constantly threats to ASCNWT funding, as different sectors grow, they are continually looking at the sport and recreation sectors funding streams as a means to access funding of their own. An example of this is the Arts sector formally seeking to have access to lottery dollar funding.

SWOT Analysis

Strengths

ASCNWT has a good balance of strengths. These strengths include:

- Strong, energetic, homegrown staff.
- Delivering programs in all 33 communities; working with schools, volunteers and recreation/cultural leaders.
- Strong participation in all programming from major events to grassroots programming.
- ASC feels confident that it is making an impact in communities.
- Stable funding, working towards not relying solely on government funding.
- Diversified communication; social media to faxing.
- Variety of strong partnerships across all programs.

Weaknesses

ASCNWT identified a number of weaknesses in how it does things, ranging from administrative structures, strategic thinking and miscommunication regarding ASCNWT's identity. Weaknesses include:

- Limited strategic planning and direction.
- Misunderstanding and lack of awareness of what ASCNWT's mandate is amongst communities.
- The organization struggles to balance programming with its mandate. This often leads to a quantity over quality situation with our programs.
- Understanding community desires in relation to sport, recreation and cultural programming.
- Building capacity for sustained programming in communities once ASCNWT staff and instructors leave.

Opportunities

- Truth and Reconciliation Commission (TRC) and UNDRIP continue to provide opportunities for ASCNWT to lever additional funds for programming.
- Opportunities to partner with a variety of NGO's and Government organizations that share a similar vision.
- Ability to raise awareness of ASCNWT by attending community events, assemblies and gatherings.
- ASCNWT's Board restructure is an opportunity to review policies and procedures to help ASCNWT deliver quality programming.

Threats

Few threats have been identified, those that were identified were evenly distributed across people, process, programs and performance. Threats include:

- Staff burnout due to quantity of programming not aligned with mandate.
- Volunteer burnout in communities could threaten ASCNWT's momentum.
- Relying too heavily on government funding. Other sectors (I.E. Arts) are trying to get access to lottery funding.
- Rising cost of living also increases the cost to do business.
- ASCNWT's has a volunteer Board of Directors. These directors have full time jobs and other commitments resulting in time constraints.

Strategic Plan

Vision

The Aboriginal Sports Circle NWT envisions a future of healthy, active and culturally connected indigenous communities.

Mission

The Aboriginal Sports Circle NWT empowers and builds capacity within NWT communities, promotes and supports culturally relevant programming, and develops athletes and coaches in a level of involvement they find meaningful.

Priorities

Youth: The Aboriginal Sport Circle NWT serves communities as a whole. It recognizes that healthy youth are key to a healthy community now and in the future.

Volunteers: The Aboriginal Sports Circle NWT recognizes that volunteers, at all levels, are a critical component to ensure a sustainable sport, recreation and physically active community.

Culture: First Nations, Inuit and Metis culture is an integral element in the NWT's society. It's important that culture be included in all aspects of the Aboriginal Sport Circle NWT.

Goals

The following 5 goals of ASCNWT are stated as outcomes. They reflect the end results that ASCNWT wishes to achieve over the next 5 years and beyond, through the work it does and the programs it delivers.

1. **Supporting youth participation at all levels (community, territorially and nationally)** – ASCNWT will work with communities to build capacity and provide opportunities for youth to be physically active in all levels of sport and recreation.
2. **Build a culture of Volunteer and leadership development:** ASCNWT will work with individuals and communities to provide opportunities for volunteers to feel valued, supported and have the right tools necessary to build and sustain quality programming.
3. **Meeting Community Needs:** Through ongoing collaboration, ASCNWT will work with communities to deliver meaningful programming and build capacity that reflects community interests.
4. **Strong Network of Partnerships:** ASCNWT will continually strive to have a strategic network of partnerships that help the organization fulfill its mission and vision.
5. **ASCNWT identity:** ASCNWT will be recognized as a leading organization in community development within the sport and recreation sector.

Objectives

The following objectives are ways that ASCNWT plans to try and reach their goals over the next 5 years. Objectives will be revisited annually to ensure they are still relevant or if change must happen in order to achieve success.

Supporting youth participation at all levels (community, territorially and nationally)

1. Increase the amount of communities represented for every ASCNWT Event.
2. Have funding opportunities for youth and community easy to find and navigate.
3. Increase the amount of programming in isolated communities.
4. Highlight the successes of youth in Sport, Recreation and Culture.
5. Increase the amount of community representation on Territorial sports teams.
6. Support TSO's that are trying to develop programming in communities.
7. Support communities who are partnering with TSO's and creating opportunities for youth.
8. Support "High Performance" athletes who are looking for more opportunities.
9. Provide Northern Games and Dene Games opportunities for athletes in between Arctic Winter Games Years.
10. Continued development, support and organization of territorial events including; NWT Archery Championships Traditional Games Championships and Territorial Trials for Northern Games and Dene Games.
11. Continued development, support and organization of Team NT at the North American Indigenous Games (NAIG).

Build a culture of Volunteer and leadership development

1. Increase the amount of certified Indigenous Officials.
2. Strive to have all Indigenous coaches for all ASCNWT events.
3. Increase the number of trained volunteers across the NT.
4. Provide volunteer development opportunities in isolated communities.
5. Provide support to communities trying to increase or develop volunteers.
6. Eliminate the amount of coaching exemptions needed for events.
7. Provide leadership development opportunities to residents that help them develop skills necessary to benefit their community(s).
8. Identify and deliver specific courses that connect and provide benefits to sport, recreation, culture and indigenous people.

Meeting Community Needs

1. Maintain strong relationships with community leaders and have contact information for these leaders available for all staff.
2. Develop community work plans that help staff build upon opportunities that have already been delivered.
3. Create "follow up" plans with communities and organizations after opportunities have been delivered.
4. Provide more opportunity for communities to speak up and have their opinions heard.
5. Find ways for communities to access equipment easier.

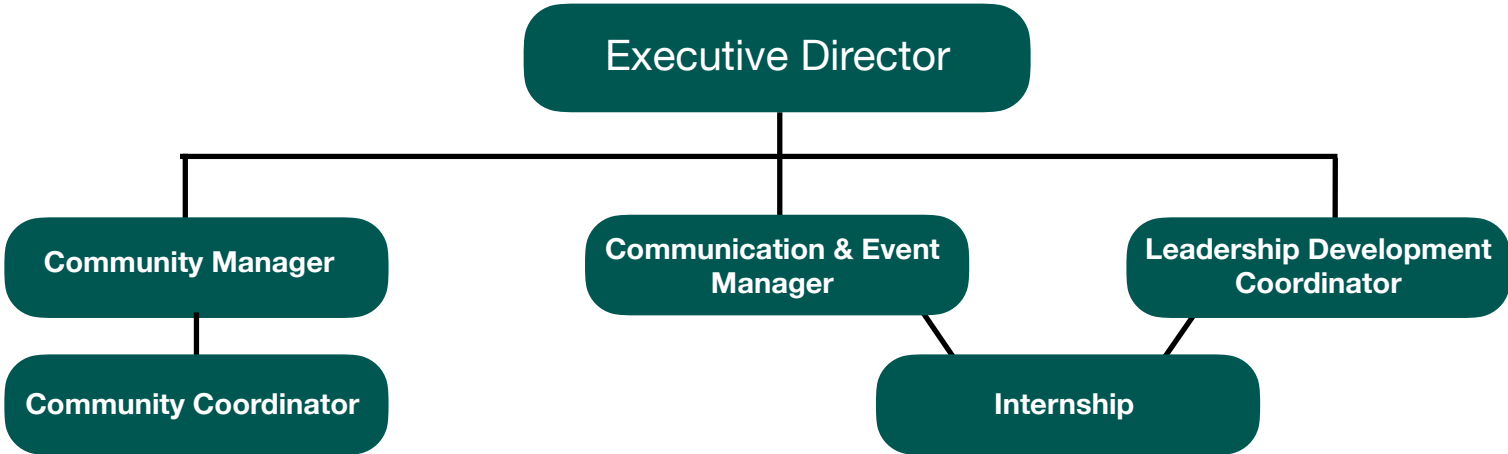
2. Strong Network of Partnerships

1. ASCNWT will develop a strong network of partnerships to help deliver community programs that meet the specific needs of communities.
2. ASCNWT will develop national partnerships with leading sport, physical activity and recreation organizations.
3. ASCNWT will strive to create partnerships to elevate the dependability of lottery funding.

3. ASCNWT identity

1. ASCNWT will strive to have residents of the NT have a better understanding of the organization, it's vision and mission.

Organizational Chart



Community Programming

ASCNWT will develop responsive programs based off community interest, strengths and desires. The organization will work with communities to get a greater understanding of their strengths and weaknesses related to sport/recreation programming. ASCNWT will strive to help communities and build capacity in activities the communities find beneficial.

Community Manager

Responsible for overseeing all of the community development plans, creating strong partnerships with communities and TSO's . Responsible for the coordination of Archery and AS/DG NT and their related working groups.

Community Coordinator

Will work alongside Community Manager to help develop community development plans and coordination with TSO's. Will travel with TSO's into communities to assist and also meet with local volunteers to asses further needs for development. Will help coordinate Archery and AS/DG NT alongside Community Manager.

ASCNWT Events

ASCNWT coordinates many yearly events. These events help build upon current community programs and also align with the Aboriginal Sports Circle National Body.

Events Include: NWT Archery Championships, ASCNWT Awards Dinner, Team North (NAHC), Traditional Games Championships, ASNCWT Scholarship

Communications & Event Manager

Responsible for the organization, promotion and delivery of all ASCNWT events. Will work alongside community manager to ensure certain events align with vision of Archery and AS/DG NT.

This position is also responsible for maintaining ASCNWT communications which includes; management and upkeep of ASCNWT website and all social media platforms.

Leadership Development

ASCNWT strives to provide leadership development opportunities for indigenous people and communities in the NWT. The organization will develop strong relationships with other NSO, TSO's and NGO's to ensure we are offering adequate training opportunities. There will be a focus on nationally developed workshops (ACM, Active Indigenous Communities) and also internally developed programs like the Indigenous Coach Development Program (ICDP).

Leadership Development Coordinator

Will create yearly plan and administer leadership opportunities for NWT residents/communities. The coordinator will be responsible for delivering ACM workshops and the coordination of the ICD program. In coordination with the community manager the LD coordinator will be responsible for identifying additional leadership opportunities in communities to help with development plans. The LD coordinator will also be responsible for working closely with CAC, CS4L and other NGO's.