

**ABORIGINAL SPORT CIRCLE OF  
THE WESTERN ARCTIC**



**STRATEGIC PLAN 2007-2010**

## **BACKGROUND:**

The Aboriginal Sport Circle of the Western Arctic is the NWT branch of the Aboriginal Sport Circle (ACS) - a national organization geared to foster sport and recreation opportunities for Aboriginal peoples. The ASCWA builds on and supports the mission and mandate of the national ACS.

“The Aboriginal Sport Circle (ASC) is Canada’s national voice for Aboriginal sport, which brings together the interests of First Nations, Inuit and Metis peoples. Established in 1995, the ASC was created through a national consensus-building process, in response to the need for more accessible and equitable sport and recreation opportunities for Aboriginal peoples.

The ACS is a collective of Provincial/Territorial Aboriginal Sport Bodies. Each of them carries the mandate to represent the grassroots sport and recreation interests of the Aboriginal peoples of their regions. It is their voice that guides the direction of the ASC and establishes its national priorities.

The ASC views sport and recreation as an integral part of the Aboriginal community wellness model because of its positive impact on the quality of people’s lives.

The ASC is committed to the development of Aboriginal athletes and coaches by supporting their efforts to achieve personal best through sport. The ASC takes a holistic approach to sport by promoting an environment which offers a balanced approach to the physical and mental, as well as the spiritual and cultural development of Aboriginal athletes, coaches and community sport leaders”.

## **VISION:**

All Aboriginal people in the NWT will have the opportunity to participate in sport and recreational activities at a level of involvement they find meaningful and valuable.

## **MISSION:**

To work with Aboriginal people and other sport and recreation organizations in the NWT to:

- Foster community involvement in sport and recreation,
- Encourage and support participation in sport from initiation to high performance,
- Integrate Aboriginal culture and traditional values in sport and recreation activities.

## **MANDATE:**

- Work in collaboration with other sport bodies to organize and deliver events in communities across the NT.
- Contribute funding to support sporting and cultural events.
- Help support increased access to sport and recreation.
- Continue to work with sport and recreation partners to promote traditional games and other multisport events
- Take the lead role and authority for NWT participation in NAIG and the National Aboriginal Hockey Championships.
- Assure the growth of NWT coaching and officiating at the community level.
- Assure the growth of volunteerism at the community level
- Partner with the Kidsport organization to help children from financially challenged families participate in sporting events throughout the year.
- Facilitate and support, where possible, charitable donations of equipment to Aboriginal residents who have shown a need.
- Act as the lead agency in the NWT in the development and promotion of cultural and traditional values through sport and recreation.
- Receive, acquire and hold grants, gifts, donations, legacies and other such benefits that will assist in the promotion of sport and recreation.
- Monitor the selection process for all Games teams.

## **HOW THE PLAN WILL BE USED:**

Based on a three-year cycle, the strategic plan is the primary tool used to set and communicate ASCAW's priorities for sport and recreation activity. It will be reviewed annually at the AGM to assess the achievement of goals. It will provide the basis for the development of the annual ASCWA Business Plan, and the work of individual staff members.

## **THEMES:**

The main goals and objectives of the Aboriginal Sport Circle of the Western Arctic over the next three years are classified into the following seven themes:

1. Communication and Public Relations
2. Partnerships and Relationships with other Organizations
3. Governance, Budgeting and Finance
4. Coach and Volunteer Support
5. Games Support
6. Grassroots Sport and Athlete Development
7. Aboriginal Culture, Traditions and Values

## **THEME # 1 – COMMUNICATION AND PUBLIC RELATIONS:**

Communication is essential to share the organization's vision, mission and mandate. ASCWA's communication objectives are intended to: 1) Increase communication amongst ASCWA and other sport bodies and organizations in the NWT, 2) communicate information about sport events and achievement relevant to Aboriginal northerners, and 3) increase ASCWA's public profile and relations.

### Desired Outcomes:

- Develop an ASCWA Quarterly Newsletter conveying information about sport and recreation events, coaching clinics, community S/R participation statistics, and to profile the achievements of Aboriginal athletes and teams. Need to consider translation services. First issue - May 1<sup>st</sup>, 2007.
- Continue to update ASCWA Web Page. Current Page should be updated by April 1<sup>st</sup>, 2007. Include lots of pictures.
- Increase the profile of ASCWA by having a representative/table at trade shows, career days, and Aboriginal Leadership Assemblies. Develop display materials.
- Sponsor one to three Aboriginal students attending the post secondary education by awarding \$500 dollar scholarships. Need to develop criteria for the selection such as participation in sports, coaching or volunteering.
- Circulate ASCWA paraphernalia at sporting events and trade shows, to raise profile of ASCWA, such as: Clothing, cups, pens, notepads, water bottles, and backpacks. Executive Director to get pricing.
- Increase communication with community recreation coordinators to share information about events and services and to gather data on participation.
- Poster campaign – to promote Aboriginal athletes and role models. Begin to develop September 1<sup>st</sup>, 2007.
- Awards: 1) Start ASCWA Awards in 2007. Categories to include: volunteer, coach, official, male athlete, female athlete. Awards to become a part of the AGM. Publicize ASCWA Awards and Awards ceremony in local media. 2) Oversee NWT nominations for the Tom Longboat Awards.
- Increase communication and advertisement of coaching clinics, athlete development camps, and other sport and recreation events.
- Communication of ASCWA Values: Fair Play, Self Respect, Respect of Elders, Caring and Sharing, etc...

## **THEME # 2 – PARTNERSHIPS AND RELATIONSHIPS**

ASCWA is one of many sport organizations in the NWT under the umbrella of the Sport and Recreation Council of the GNWT (MACA). It is important that ASCWA have a strong voice in decisions impacting sport and recreation in the North. This theme has the twofold purpose of improving relationships between ASCWA and other sport bodies and other government departments, as well as strengthening ASCWA voice in sport and recreation focused decision making.

Desired Outcomes:

- ASCWA Executive Director to travel in to communities to discuss the role of ASCWA and to open up dialogue with community leadership regarding sport and recreation needs.
- Foster and develop partnerships as they relate to advancing ASCWA's mandate, including partnerships and relationships with other sport and recreation organizations, government, community recreation coordinators, and community leadership.
- Foster and develop relationships with Metis Locals and Regional Tribal Councils.
- Ensure that ASCWA is represented on councils and groups that develop policy or make decisions related to sport in the NWT
- Increase awareness of the strategic plans and mandates of other sport and recreation organizations: including the NWT Sport and Recreation Council, Mackenzie Rec., Sport North, Beaufort Delta/Sahtu Recreation Association, Territorial Sport Organizations, the Recreation Leaders Program at Aurora College, Sport Canada, and the national ASC.
- Use models developed by NWT sport and recreation partners such as the SCR, MRA, and Sport North in the development of ASCWA's constitution, by-laws, and policies and procedures.
- Work in relationship with partners on programs such as KidSport and NCCP
- Work with sport and recreation partners to develop an NWT sport and recreation resource library; including studies, books, manuals, and videos and other visual media.

## **THEME # 3 – GOVERNANCE, BUDGETING AND FINANCE**

This theme has to do with the overall governance of the Aboriginal Sport Circle of the Western Arctic. The vision, mission and mandate of ASCWA will be achieved only through sound leadership and fiscal responsibility of the organization. Meticulous attention to detail must be ensured in developing by-laws, in managing budgets, in maintaining infrastructure, and in keeping records of developments within ASCWA.

Desired Outcomes:

### *Policy*

- ASCWA will continue the development of their constitution, by-laws, and policies and procedures pertaining to board responsibilities, travel, team selection, player behavior, and allocation of funds. Check what other sport and recreation organizations in the North have developed as potential templates and models. These developments will be reviewed annually. Eventually these important aspects of the ASCWA organization will be compiled in a binder or book.

### *Finances*

- Meet all the terms of the Contribution Agreement between ASCWA and the SRC, including the diligent management of programs and services, yearly audit, record keeping, acknowledging the SRC's logo, and reporting on programs and services.
- Each year ASCWA board members will set the budget based on the strategic plan and organizational objectives
- Meet up to four times annually, in person or by teleconference, to review financial statements, projected expenditures and review operational plan.
- Engage auditor to complete yearly financial statements at the fiscal year end. Review and approve audited financial statements at the AGM. Make necessary corrections to finances based on year end audits.
- ASCWA will attempt to access other funds, such as: Corporate/Private Industry funds, Community Capacity Building Funds, Federal money, community, Metis, Dene Nation or Tribal Council money in order to carry out programs and services that are in line with ASCWA vision, mission and mandate. ASCWA will consider hiring a fund raiser who would access funds for a finder's fee. Also consider PD for staff in fund raising.

### *Annual General Meeting*

- ASCWA will hold an Annual General Meeting to review the Strategic Plan, prepare an annual operational plan and budget, vote in officers, give out the annual ASCWA Awards, and set an agenda for the upcoming year. Stakeholders can be invited to attend.

### *Governance*

- Conduct annual evaluation of ASCWA Board and Chair. Protocols have to be set in place for performance appraisals. Professional development will be carried out as necessary.
- Conduct annual evaluation of Executive Director and program personnel. Protocols have to be set in place for performance appraisals.
- Review job description for Executive Director. Consider succession planning for ED and for new board members. Provide orientation and materials for new Board members.
- ASCWA Board to stay abreast of and oversee the work of specific ASCWA committees.
- ASCWA board to review Strategic Plan and develop annual Business Plan and Organizational Objectives for the Executive Director.
- ASCWA Leadership will demonstrate ASCWA values and the values of the Maskwachees Declaration in all ASCWA functions.

### *Office Infrastructure and Records*

- ASCWA staff will keep thorough records and files including minute taking, team and event files, book keeping, and other records deemed important by ASCWA Executive Director and/or Board.
- Develop office infrastructure and organization; i.e. take inventory of ASCWA material assets. Update office furniture, purchase digital camera, laptop, and other materials necessary for ASCWA operations.
- Keep statistics and records on athlete and community involvement in sport and recreation. These numbers will provide baselines over time for evaluating the increase or decrease of participation in sport and recreation activities.

## **THEME # 4 COACHING, OFFICIATING AND VOLUNTEER SUPPORT AND DEVELOPMENT**

The head of England's ministry of sport and recreation once said, *if you take the volunteers out of sport, you take the sport out of England*. Without coaches, officials and other volunteers, sport will be severely impacted in the NWT. Communities cannot rely on transient employees to build sport and recreation activity programs. In order for these programs to be sustainable over time, they have to be supported by community members. This is why it is crucial to develop coaches, officials and sport volunteers in small communities.

### Desired Outcomes:

- Evaluate how many coaches have been trained over the past several years. Work to increase the number of trained coaches, officials and volunteers working in sport and recreation in communities. Collect baseline data and work to show measurable increase.
- Over the next three years every community in the NWT will have the opportunity to participate in the Aboriginal Coaching Clinic developed by the Coaching Association of Canada.
- Look at the possibility of getting high school children involved in coaching, officiating and volunteering by offering high school credit for structured participation; i.e. CALM hours.
- Increase the communication of time and location of clinics, and talk to partners about a Coaching Development Plan.
- Review existing research on coaching, officiating and volunteerism in sport in the NWT.
- Develop a course called *Getting Involved: Increasing Sport Volunteers in Small Communities* – this could be a one or two day training program.
- Use Northerners to run clinics: There are exceptional northern Aboriginal athletes who would love to teach and run clinics if asked.
- Honour Aboriginal coaches, officials and volunteers at the ASCWA AGM; give out ASCWA Awards and publicize.
- If employees from outside the community (such as teachers, nurses, and RCMP) start innovative sport and recreation programs, find a way for the sport programs to carry on after the employee moves out of the community.

## **THEME # 5 – GAMES SUPPORT**

Much of ASCWA's activity over the past several years has been involvement with Games such as: NAIG, National Aboriginal Hockey Tournament, Arctic Winter Games, NWT Games, and the Canada Winter Games. This theme has to do with the overall direction and objectives related to Games.

Desired Outcomes:

- Using health care status/number as an indicator of Aboriginal or Metis status, work with other partners to assess the composition of Aboriginal participants in Games.
- Develop policy related to funding, support and team selection for Games.
- Take the lead in the NWT for developing and promoting traditional sports and games.
- Coordinate the selection, development, transportation, and participation of Team NWT in NAIG and the NAHC.
- Lobby government, the private sector, and volunteers to cooperate in the organization and funding of NAIG.
- Collate and share audiovisual and print resources on Dene Hand Games and other traditional sports and games.

## **THEME # 6 – GRASSROOTS SPORT AND ATHLETE DEVELOPMENT**

This theme pertains to ASCWA's role in developing sports in all NWT communities. It ties into other themes such as Coach and Volunteer Development, Culture and Traditions, and Governance. This theme has two components: 1) Development and support of specific sports in all NWT communities, which includes continued development of sports that are already ongoing as well as initiating and supporting sports that are not currently occurring, and 2) Thinking about and taking action on ways that ASCWA will help individual athletes in each community develop their skill to the highest level possible. There is a need to balance basic sport development and participation for fun and health with high performance development.

### Desired Outcomes:

- Work with community recreation leaders to assess what sports are or are not occurring in small communities.
- Ensure coaching and officiating clinics in all communities.
- Based on communication between ASCWA and individual communities to assess interest and need, support and promote development and multisport camps at the community level.
- Advocate increased regional and community participation in sport; i.e. encourage small communities to participate as hosts for sport and recreation events and tournaments.
- Begin programs to foster holistic development through dry land training, sports medicine and sports psychology, healthy lifestyles and nutrition in the context of high performance athlete development.
- Liaison with both formal and informal sports leaders in communities to develop sports, athletes, coaches, officials, and volunteers. Formal sports leaders include recreation coordinators; informal leaders include for the most part volunteers who have advocated for one or more sports in their community.
- Establish a contribution program for athletes and teams; need to develop clear criteria for outside agencies or individuals seeking funding.
- Develop a mentorship program for Aboriginal high performance athletes from the NWT; i.e. match younger athletes with older athletes.

## **THEME # 7 – CULTURE AND TRADITION**

One of the primary functions of the ASCWA is to foster the support of Aboriginal culture and traditional values via sport and recreation activities. This theme pertains to specific ways that this broad goal can be achieved and evaluated.

Desired Outcomes:

- Work to increase the involvement of Elders in sport and recreation activities and events in the NWT.
- Support use of traditional knowledge in all applicable sports.
- Take a role in the selection process for the traditional games portion of Arctic Winter Games.
- Play a lead role in the development of traditional sports and games coaching manuals.
- Foster traditional values of caring, sharing and respect in all sport activities.
- Work with other sport and recreation partners in the NWT, regional boards, government and the private sector in promoting Aboriginal culture and traditional values through sport and recreation activity.
- See what other jurisdictions in the ASC are doing to foster Aboriginal culture. Take the lead nationally in fostering Aboriginal culture, traditions, and values through sport and recreation activity.