

SUMMARY OF SPORT NORTH FEDERATION STRATEGIC PLANNING
PROCESS



6 May 2019

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(On behalf of consulting team)



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List of Acronyms

ASCNWT – Aboriginal Sport Circle of the Northwest Territories

ECE – Department of Education, Culture and Employment, Government of the Northwest Territories

GNWT – Government of the Northwest Territories

MACA – Municipal and Community Affairs, Government of the Northwest Territories

NWTPRA – NWT Parks and Recreation Association

SNF – Sport North Federation

TSO – Territorial Sport Organization

SPAR – Sport, Physical Activity and Recreation

1 Background

Sport North Federation (SNF) has, since 1976, led the promotion and development of amateur sport in the Northwest Territories (NWT). Sport North represents the Territorial Sport Organizations (TSOs) of the NWT, and is dedicated to the development of sport at every level of participation in the Northwest Territories.

Moving Sport Forward: Since Sport North Federation's most recent strategic plan was developed, there have been systemic changes to how sport is funded and delivered in the NWT, including to Sport North's role in delivering sports programs and services. While SNF no longer disseminates funds to TSOs, this change has also led to new opportunities and areas where Sport North can lead and assume other responsibilities. Up to the fall of 2018, Sport North has carried out initial consultation and engagement with its stakeholders and members. The strategic planning process began in February 2019 and aimed to follow up on Sport North's previous discussions, engaging with members and partners about proposed future directions. The goal of this strategic planning work is to establish consensus and priorities for Sport North's three-year strategic plan.

Given recent staff and board strategic goal setting workshops on March 30th, and April 13th, 2019, the strategic plan draft for member's feedback is not included in AGM binders, but will be circulated ahead of the 2019 AGM to all Sport North members. Sport North appreciates members' review of the document and plans to dedicate time at the AGM to collect feedback from members for consideration in the final strategic plan, which will be completed before the end of 2019.

Sport North invited submission of interest from several firms, and hired Daitch & Associates to provide its strategic planning facilitation and support services. The consultant was guided by a three person Sport North Federation Steering Committee, composed of Executive Director Doug Rentmeister and SNF board members and Glenn Tait and Richard Daitch. The Steering Committee's guidance has been constructive and useful throughout the process.

2 Working Mission and Vision

One result of both SNF's earlier engagement with members and partners, and the strategic planning process are updated mission and vision statements to capture the new direction.

Previous Vision: Sport North Federation will be the recognized leader in sport development and will ensure that opportunities in sport, based on fair play, are accessible to all residents of the NWT.

Proposed Vision: Sport North Federation envisions a Northwest Territories where people are active, healthy and engaged in sport and physical activity, which will result in the enhanced well-being of people and communities.

Previous Mission: Sport North represents the Territorial Sport Organizations of the Northwest Territories. We are dedicated to the development of sport at every level of participation in the Northwest Territories.

Proposed Mission: Sport North Federation supports inclusive and accessible opportunities in sport delivered in a safe, ethical, developmentally and culturally appropriate manner, by qualified leaders and sustained by organizational excellence.

3 Project Approach

- **Understand diverse perspectives and expectations:** among Sport North Federation Staff, Board, Members and key stakeholders regarding organizational priorities and strategic vision.
- **Develop a clear mandate:** to use the strategic planning process as a vehicle for organizational renewal, and clarity on new direction to be taken.
- **Design and facilitate:** a participatory process yielding a three-year strategy and plan for implementation steps.

To facilitate SNF's strategic planning process, we followed these steps:

- ✓ Completed a desktop review of baseline documents provided by SNF.
- ✓ Established an interview protocol and an interviewee list of NWT sport stakeholders.
- ✓ Completed interviews, compiled assessment, analyzed findings. This informed the agenda and preparation for Staff strategic goal setting workshop March 29th.
- ✓ Used outputs of Staff strategic goal setting workshop to re-prioritize and update recommendations for SNF Board input and direction.
- ✓ Facilitated a strategic planning workshop with Sport North Board of Directors to refine, prioritize and adapt strategic goals and related activities.
- ✓ Prepared materials and draft strategy plan for SNF to share and discuss with membership at the Annual General Meeting.

4 Stakeholder Interviews

4.1 Overview

Twelve interviews were conducted with a variety of NWT sports sector leaders and several athletes identified by SNF's strategic planning Steering Committee from late February to the end of March 2019. Interview findings and responses were combined and thematically analyzed to create a summary and assessment report. The interviews were designed based on a situation analysis approach, assessing current state, and looking at potential future opportunities.

- ✓ Current state: *Where is Sport North and the NWT sports sector now?*
- ✓ Future state: *What do you want Sport North to look like?*
- ✓ Generation of a set of ideas or innovations to address the challenges named "*How might we think and act differently to bring about the desired future state?*"
- ✓ Specific feedback on three of Sport North's proposed key thematic areas: (1) Creating Safe Sport Environments (2) Developing Leaders and Organizational Excellence (3) Filling gaps in the Athlete Development Pathway and Coaching Development Pathway in the NWT.

- ✓ Developing pathways to implementation that consider both predictable challenges and opportunities ("how will we put this into action?")

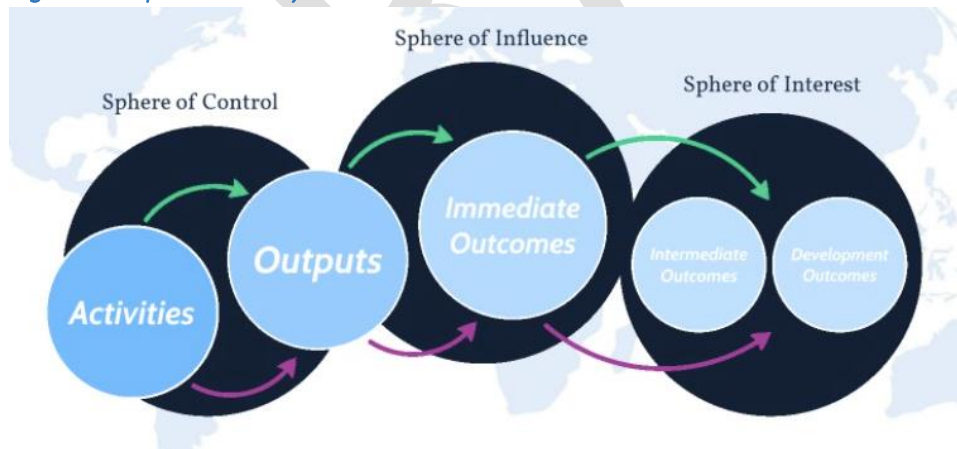
4.2 Description of Stakeholders Participating in the Interviews

Twelve interviews were conducted, including interviews with three athletes to inform the strategic planning work. The stakeholders interviewed were nominated by Sport North’s strategic planning steering committee for their extensive NWT sport system involvement, volunteerism and leadership. Six of the interviewees were past or current presidents of Territorial Sport Organizations (TSOs). Interviewees included nine males and three females, while six individuals came from Yellowknife, and six were based in communities. Five interviewees were Indigenous, while seven were non-Indigenous. Six of the interviewees had extensive TSO experience, while an additional six had some TSO experience, combined with significant experience in other aspects of the NWT sport system, including coaching and competing as athletes.

4.3 Analytical Framework

To analyze the insights provided by NWT sports sector leaders, we used an **Impact Pathway analysis**. An Impact Pathway is used as the base for monitoring and evaluation of a theory of change,¹ and describes in detail the output (e.g. the direct and tangible results) to outcome (e.g. changes in awareness or skills) and system relationships and changes, with preferably measurable indicators for output and outcome.² The Impact Pathway is a good fit for Sport North’s work in the context of the wider NWT Sport System, because this approach uses ‘spheres’ to demonstrate how much impact a program has, within a system. This is separated into three ‘spheres’:

Figure 1: Impact Pathway



¹ A Theory of Change outlines the process through which change will occur, and specifies the ways in which all of the required early and intermediate outcomes related to achieving a desired long-term changes will be brought about and documented as they occur (Anderson, 2006).

² Netherlands Organization For Scientific Research (NWO) <https://www.nwo.nl/en/about-nwo/organisation/nwo-domains/wotro/Impact+toolkit/Impact+toolkit+-+tools+and+methods>

We selected this approach because it is grounded in reality and applies readily to programs aiming to achieve change that is part of a larger system. It also shows how the spheres can overlap as part of a system. In addition, this way of analysing information lends itself well to developing metrics to gauge progress as the plan is implemented.

Based on the responses, we categorized the information at three levels: (1) Community and Territorial Level, (2) Organizational and Institutional Level, and (3) Individual Level.

4.4 Staff and Board Strategic Goal Setting Workshops

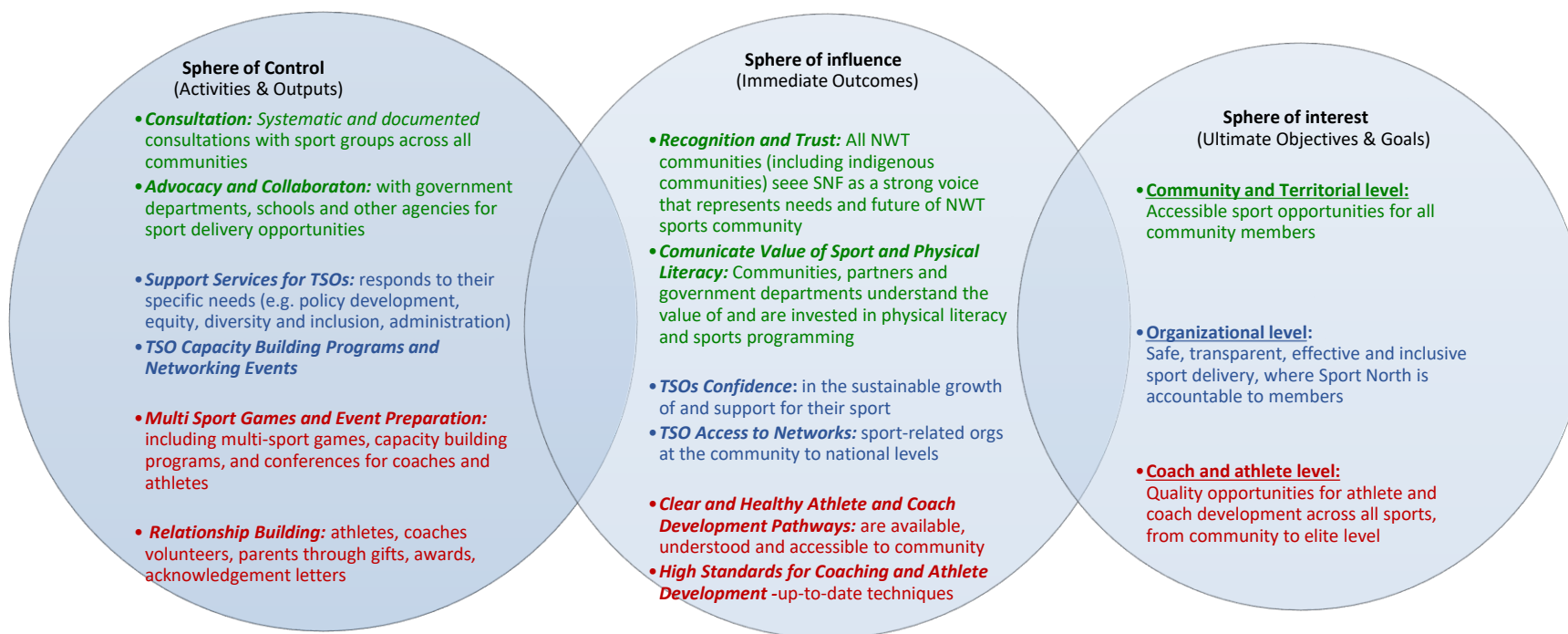
On March 29th, all six Sport North Staff members spent an intensive day in a facilitated workshop. Staff completed a comprehensive review of the previous strategic plan to understand what has been accomplished and what they thought should be carried forward. In small groups, they reflected on the stakeholder priorities identified ahead of the workshop, and then completed activities assessing the viability of stakeholder recommendations. Staff mapped additional activities and objectives onto those already generated by stakeholders, and identified priorities. The day concluded with discussion and clarification on the next stages of the strategic planning process.

SNF's board meeting April 13th also featured facilitated strategic goal setting, including discussion and refinement of strategic goals and recommendations, prioritization of the potential areas of work, and a good discussion on board structures to be used to ensure there is oversight of strategic plan implementation through review and comparison to Annual Business Plans using a Board Committee.

4.5 Stakeholders, Staff and SNF Board Members' Perspectives

This section summarizes all the information gathered from Stakeholders, Staff and SNF Board Members, organized by the three spheres. We aim to capture the perceptions, based on what activities Stakeholders, Staff and Board believe should fall within Sport North's sphere of control, what the result of this activity would be (sphere of influence) and how this will contribute to the ultimate objectives (sphere of interest). This section represents high level views, while more detailed recommendations and examples are found in the tables that follow.

Figure 2: Impact Pathway Analysis of Sport North Stakeholders Interviewed, Staff, and Board Members



Color Code for Impact Pathway Analysis in Figure 2

Color	Level
Green	Community and Territorial Level
Blue	Organizational/Institutional Level
Red	Individual Level

4.6 Recommendations Combining the Priorities of Stakeholders, Staff and Board Members

We identified strengths and difficulties faced at each of the three levels:

- (1) **Community and Territorial Level** - System organizations (MACA, ASC, NWT PRA and other GNWT bodies), Education organizations, and other sport organizations, like national coaching associations
- (2) **Organizational and Institutional Level** – Territorial Sport Organizations
- (3) **Individual Level** – Focus on coaches and athletes, may also include volunteers and officials

At each level, we analyzed the recommendations offered by the sports leaders interviewed. We then combined those with the priorities identified by Staff, and Board Members during their respective strategic goal setting workshops. These recommendations were weighted by priority, combining both the perceived importance of this recommendation by Stakeholders, Staff, and Board and the frequency with which Stakeholders identified this recommendation. After generating additional themes and recommendations, Staff (on March 30th) and Board Members (on April 13th) were asked to select their priorities based on which recommendations they found to be the most strategic or attainable, and could make a difference to inspire and improve the sport system, and be viable to obtain funding. This prioritization was combined with the original weighting from stakeholders to create recommended strategic actions for Sport North's next three years each of the three levels outlined above.

Table 1 – Classification for Strength of Combined Stakeholder and Staff Recommendations for Sport North Federation

Priority Level	Weighting of Recommendation
High	The majority or many stakeholders (half or more than half) generated this recommendation, and felt this recommendation was of high importance for Sport North's future. Staff and Board Members also flagged this recommendation as being of high importance for Sport North's future.
Medium/ Mixed	There were some differences between how highly SNF Staff and stakeholders prioritized this recommendation, while the SNF Board viewed the theme was important for the federation to pursue, though at a lower level of importance.

Strategic Goal 1 – Community / Territorial Level: Accessible Sports Opportunities for All Community Members

The following tables combine the outcomes of stakeholder interviews and how they generated and weighed recommendations, with the priorities identified by SNF Staff and Board Members, focussed on the community and territorial level.

Table 2 - High Priorities for Stakeholders, Staff and Board at Community and Territorial Level

High Priority	Recommendations
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1. Build on the success of SNF's history and games management	A. Focus on expanding multisport gaming activities Activity recommendation: Organizing NWT or pan territorial summer or winter games e.g. (using previous model of NWT Games tested in Fort Smith).
	B. Reinstating High Performance Preparation program for multi-sport games to enable games and championships preparedness (new version of Excel NT).
	C. Build personalized connections and recognition with community members through prizes or recognition to volunteers, coaches or athletes at events or activities – e.g. social media feature, gift of Sport North/Team NWT branded items. Activity recommendation: SNF continues to sponsor an NNSL Athlete of the Week, build on this through a list or recognition of NWT athletes competing at collegiate level. SNF could employ the Sport Ambassador outlined in the previous SNF Strategic Plan.
2. Act as an Advocacy organization for specific objectives	Act as conduit between government departments and sport organizations where there is potential for growth on particular sport opportunities, accompanied by an advocacy plan e.g. Health, Education, Justice, physical literacy in schools, coaching modules for high school students, interdependence of sport and well-being.
	Activity recommendation: Secure long-term funding agreements for current and new programs; use CS4L (Canadian Sport 4 Life) to promote participation in sport. SNF can support TSO members to be the conduit for this funding.
	Activity recommendation: Influence conversation on government sport policy for NWT (currently there is no clear government objectives or direction for sport). SNF can collaborate with members to participate in and endorse this approach.
3. Work collaboratively with other groups to understand and clarify roles within the sport sector	A. Integrate the Red Deer Declaration on Safer Sport, related activities, and national policy areas to which MACA has ascribed on behalf of the Government of the NWT.
	B. Be prepared to submit funding applications aligned with MACA's new SPAR framework. Sport North's a new application process this fall for 2020 should be guided by program funding opportunities under the SPAR framework. Applications beyond core funding, will be evaluated from a programmatic perspective in line with SPAR objectives and indicators, and organizations will receive funding to deliver programs. SNF can use this as an opportunity to align with TSO members.
4. Take a client-centered (direct consultative) approach to program and service development for communities	A. Conduct consultations with community organizations (e.g. rec leaders or regional sport bodies) to identify sports of interest by region, demographics, need, potential for growth, and resources needed. Activity recommendation: SNF conduct a baseline assessment with the support of community members e.g. one method suggested was a program to train a community consultant or trainee in several targeted communities to use the "Collective Impact 3.0 approach: an evolving framework for community change" to then map with communities sport strengths, both identifying needs for program support and building a Sport North relationship with these communities.
5. Work closely with schools to more effectively integrate sport opportunities in classrooms and curriculum development	A. Work with schools - dedicated SNF staff member that works on physical literacy education and integrating sports into the education system (early leadership development). Activity recommendations: physical literacy in schools: mandatory physical education for K-12 in NWT (phase in per grade if required); a travelling sport fair to visit communities, in partnership with schools to promote physical literacy and sports of interest in that community.

	<p>B. Include NCCP coach training offered through schools to high school students – provide basic coaching skills for athletes, in preparation for future</p> <p>Activity recommendation: encourage coach mentoring to obtain higher coach certification levels, promote the benefits of trained/certified coaches, and create opportunities for up and coming coaches, in collaboration with the members.</p>
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Table 5 – Medium or Mixed priority items as indicated by Stakeholders, Staff and Board the Community and Territorial level

Medium Priority	Recommendations
1. Review internal structure and roles definition of SNF staff	<p>A. Review all Sport North staff's current tasks and compare them with what staff 'needs' are going forward; based on this, create new roles or redefine/rearrange current staffing e.g. government relations role: working with multiple agencies; enhancing online engagement.</p>
	<p>B. Provide capacity building for Sport North staff in areas they feel additional skills are needed for new roles and responsibilities.</p>
2. More Indigenous and rural communities should be represented in the SNF's leadership, staff, programming, and language of strategic plan, policies, and monitoring and evaluation activities	<p>A. Review and incorporate the TRC recommendations into Sport North planning and programs, formal acknowledgement and endorsement of TRC Calls to Action. SNF can encourage members to do the same.</p> <p>Activity recommendation: continued work from the recent efforts of banner development acknowledging TRC calls to action for use at Games and NWT sport events.</p>
	<p>B. Ensure objectives and monitoring and evaluation (M&E) tools feature Indigenous inclusiveness as a prominent component across programs, services and indicator of success. SNF can encourage and members to do the same.</p>
	<p>C. Work collaboratively with other groups (e.g. ASCNWT, Truth and Reconciliation Commission (TRC), (MACA) to ensure Sport North policies, procedures and activities are carried out through a decolonization lens, are inclusive and represents the needs of all territorial communities. SNF can encourage membership to use this approach as well.</p>

Strategic Goal 2 - Organizational /Institutional Level: Safe, transparent, effective and inclusive sport delivery and management where Sport North is accountable to members

The following tables combine the outcomes of stakeholder interviews and how they generated and weighed recommendations, with the priorities identified by SNF staff and Board Members, focussed on the organizational and institutional level.

Table 6 - High Priority for Stakeholders, Staff and Board at Organizational and Institutional Level

High Priority	Recommendations
1. Acts as consultant or advisor to TSOs and individuals	<p>A. Based on consultations with the TSOs and other organizations, support them in the areas they identify where supports are most needed.</p> <p>B. E.g. board governance, obtaining charitable donations, submission of funding applications, capacity, skill building and leadership development activities, or for athletes, coaches, volunteers, officials.</p>

	<p>Activity recommendation: TSO support to help them to deliver their sport specific long term athlete development pathways. SNF can identify a TSO Liaison from its staff as part of a job description and mandate.</p>
	<p>C. Focus on support services for TSOs, communities, athlete's parents, coaches, who are 'working off the side of their desk' and don't have dedicated staff or resources in the sports sector.</p> <p>Activity recommendation: Host open days as a 'drop-in center or office space' at the SNF office for TSOs that need a place to do printing, host a meeting, etc. Offer lunch and learn sessions, where TSO members attend a learning session at SNF on topics such as preparing effective grant applications or other TSO needs. SNF provides vetted list of grant professionals to TSOs wanting to pursue fund development.</p>
	<p>D. Identify funding opportunities and support application processes for TSOs as needed</p> <p>Activity recommendation: Connect with companies who have existing opportunities for athletes and coaches, and facilitate those connections with TSOs e.g. RBC athlete grant program.</p> <p>Activity recommendation: assist those TSOs with their annual funding applications, keeping them in good standing e.g. NWT Societies.</p>
2. Developing a more sustainable sport community and filling SPAR framework gaps	<p>A. Encourage and incentivize TSOs to focus on mentorship/apprentice programs for coaches when participating in SNF programs or multi-sport games.</p>
3. Provide TSOs with guidelines and online resources that are easily accessible	<p>A. Provide online and in person resources that support TSOs to navigate funding application processes and development opportunities.</p> <p>Activity recommendation: Sport North role with education, awareness and support to TSOs to manage bullying, harassment or appeal complaints in line with new standards through independent complaint handling (as required by Sport Canada.)</p> <p>Activity recommendation: Convene sharing of athlete/coach development best practices amongst TSOs.</p>
4. Client centered approach to program and service development for TSOs	<p>A. Provide training for TSOs on themes like Women in Sport, people with disabilities, elder involvement, volunteer management, diversity and inclusion, based on semi annual input from TSOs.</p> <p>Activity/ Planning recommendation: ensure suitable budgets prepared and assigned for initiatives.</p>
5. Expand on the success of SNF's history through Hall of Fame.	<p>A. Expanded Hall of Fame - give the Hall of Fame and TSO work more visibility</p> <p>Activity recommendation: Create a physical NWT Sport Hall of Fame building, using existing infrastructure to start with an exhibit e.g. Legislative Assembly, Prince of Whales Museum, explore culture and heritage funding for this purpose.</p>

Table 7 - Medium or Mixed Priority Items as indicated by Stakeholders, Staff and Board at the Organizational and Institutional Level

Medium Priority	Recommendations
1. Annual update to TSOs through a panel discussion - clarity of roles between sport sector organizations	<p>A. Coordinate with sport system partners 'beyond' the TSO level (e.g. Regional bodies, ASC, Sport North, MACA) to determine how to work together effectively to support the NWT sport system.</p> <p>E.g. Host a regular panel discussion that shares how each organization can support TSOs and clarify each organizations' roles, provides updates on particular programs and activities of each organization.</p>

2. Provide capacity building programs for TSOs on common issues	<p>Annual coach/TSO conference weekend – To encourage participation, SNF could investigate membership requirements, obligations for attendance, and potential consequences to not meeting those.</p> <p>A. E.g. Subjects at a conference should respond to TSO needs/interests - stakeholder suggestions included: avoiding volunteer burnout, parents as partners in athlete development and excellence, diversity, gender bias, social and economic challenges, safety from discrimination, concussion protocols, abuse in sport, the TRC recommendations, women in sport, non sport specific coaching modules.</p>
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Strategic Sport North Federation at the Individual Level – Quality opportunities for athlete and coach development pathways across all sports from community to elite level

The following tables combine the outcomes of Stakeholder interviews with the priorities identified by Sport North Staff and Board Members, focussed on the individual level (coaches and athletes). A discussion was held with staff on whether officials and volunteers should be included in this wording, points raised were that Sport North has limited influence on this due to officials and sport volunteers being trained and recruited by TSOs directly.

Table 8 - High priority for Stakeholders, Staff and Board

High Priority Theme	Recommendations
Provide guidelines and resources for coaches and athletes	<p>A. Work to provide sport excellence services in partnership with provincial/national bodies for provision of athlete and coach development or services e.g. sport nutrition, psychology, strength training and sports science. Activity recommendation: Re-establish NWT Games as a coach and athlete recruitment approach; advance multisport games and championship preparation for athletes, mission staff, parents, coaching e.g. convening elite athletes and/or coaches across sports preparing for games or championships through learning series with experts on sports psychology, nutrition, sport science, strength training and other cross sport topics of interest.</p>
	<p>B. Provide online resources on policies, procedures and guidelines for coaches that have situations where athletes may be experiencing violence or other harmful situations outside the sport arena.</p>
	<p>C. Develop more online coach course modules E.g. Introduction to coaching course online Staff observation: Ability to do this depends on whether Coaches Association of Canada makes content available in an online format.</p>
	<p>D. Provide resources related to funding applications and processes for athletes and coaches Activity recommendation: research external funding potential for those requesting information, e.g. SNF could subscribe to a grants website allowing for access by member TSOs to support this.</p>

Medium or Mixed priority items as indicated by Stakeholders, Staff and Board at the Individual Level

Develop a more direct, personal connection to high performance athletes	<p>A. Social Media feature or online recognition on SNF's website and communication channels, on a monthly or bimonthly basis for high performance athletes.</p>
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5 Sport North Staff, Stakeholders and Board Strategic Goal Setting Key Take Aways

Key takeaways from the Staff and Board strategic goal setting workshops included:

Motivation to Use the Impact Pathway for Monitoring and Oversight - Staff, Board Members and several stakeholders interviewed all emphasized that the usefulness of the previous strategic plan was severely limited in that it was not used for monitoring progress and it did not match work flows and job descriptions. It was agreed that the Board can play a key role in monitoring progress using the strategic plan and the Executive Director as a way to communicate between the Staff and Board in a structured way, allowing board input to be put into practice by Staff. The Board is currently considering the best structure to provide oversight for the strategic plan; an option is an ongoing committee to provide accountability for the Executive Director on the Plan's implementation. This would involve:

- I. **Board of Directors Steering Committee provides oversight:** Executive Director to chair the ongoing Strategic Planning Steering Committee.
- II. **Selecting Annual Priorities:** Strategic Planning Steering Committee identifies each January four to five annual priorities to guide the Annual Business Plan.
- III. **Annual Business Plan:** Executive Director uses Strategic Plan to guide and draft an Annual Business Plan (with implementation details); Strategic Planning Committee provides oversight and review of Annual Business Plan.
- IV. **Committee Review During the Year:** Strategic Planning Steering Committee will conduct a review two to three times per year, at the same time when board financial reviews are completed. This would involve reviewing progress and the annual plan against strategic goals, in consideration of financial information.

Reflections on Capacity and Viability of Recommendations – Staff and Board Members were mindful that the agenda emerging was large for a small team, and recognized a need for Staff to clarify its strengths and build a niche of key priorities that make a difference in athletes' lives. Numerous recommendations were seen as viable by Sport North Staff, if SNF had the resources, training, support or personnel that are not currently in place. It was seen by Staff to either avoid being too ambitious, or secure the resources needed to implement what is prioritized. Staff noted that Sport North is a player in building a positive sports movement in the NWT. As one Staff member put it, "We are in the inspiring business, and must persevere to build a movement around sport and achievement."

5.1 Emerging Themes that Stakeholders Emphasized as Most Strategic, Attainable and Could Have Greatest Influence at Three Levels

Community and Territorial Level: Sport North's Experience in NWT Sport System

Stakeholders identified some challenges for Sport North in the transition to no longer being the TSO funding partner. There is a perception that TSO members and the public do not have a clear understanding or awareness of Sport North's activities and outcomes, beyond multi sport games delivery. The need for greater transparency and better communication was identified.

Games and Hall of Fame Experience Can Be Continued and Expanded: The majority of stakeholders interviewed identified Sport North's strength as its experience with the sport system in the NWT. Stakeholders identified three key areas of strength that Sport North should continue as core activities in the next three-year cycle: first, organizing and managing multi-sport games (strength seen in the logistics and administration) second, running the NWT Sport Hall of Fame, and third sourcing and providing Team NWT clothing.

Stakeholders also identified an opportunity for Sport North to play a role in collaborating with the education boards to integrate physical literacy objectives, and coach education opportunities for older students into the schools.

Organizational/Institutional Level Opportunities:

While stakeholders identified the need for the Federation to clarify its role, and wondered how SNF and the membership might come together as a community without financial incentives to do so, they identified several opportunities for SNF.

Leadership role in fostering safe sport environments: Stakeholders saw an opportunity for SNF to fill a leadership role in creating safe sport environments, with activities designed around the needs of TSOs. SNF's strengths include support for policy development, given that all TSOs will need both a harassment policy, accompanied by actively promoting safe sport environments. Inclusion and diversity requirements are also an area being taken more seriously at select NSO levels and therefore, Sport North can lead in this realm.

Individual Level Opportunities:

Stakeholders flagged that many individual athletes do not feel a strong connection to Sport North. Sport North can strengthen these relationships, through connecting athletes and coaches to development opportunities, as part of games preparation.

Cross Sport Coach Education: The majority of stakeholders interviewed noted that coach development programming is a strength and well implemented by SNF. Stakeholders suggested that SNF can further target its efforts on coach education by focussing on aspects that are cross sports disciplines, for example, ethical decision making, dealing with violence or risks to safety, safer sport, inclusion, diversity, LBGTQ, how to engage parents effectively, and other cross sport issues.

5.2 Emerging Themes that Staff and Board Members Emphasized as Most Strategic, Attainable and Could Have Greatest Influence

The following were the key themes identified by Staff and Board Members as having the highest potential. (For details, consult the tables highlighted by level in this document.)

Community /Territorial Level:

- Working with Schools (physical literacy, travelling sports fair).
- Acting as an advocacy organization in a targeted way on specific issues or to reach objectives e.g. Safer Sport Movement, aligning with SPAR funding opportunities,

clarifying roles within the NWT sport system, Truth and Reconciliation sports recommendations, encouraging an NWT Sports Policy.

- Re-establishing an NWT Games as a coach and athlete development tool. When previously piloted by SNF, Staff noted it was one of the initiatives where the whole NWT sport sector really worked together.

Institutional/Organizational Level:

- Advisor/ service provider to TSOs – identifying needs on a semi annual basis.
 - Educating parents as athlete development partners
 - Support TSOs to create and manage the development of athlete pathways, through providing education, including information on the specific roles of all partners in NWT sports. In addition, SNF sees the need for a general NWT athlete pathway linked to Canadian Sport For Life and physical literacy, defining roles for each NWT sport system stakeholder.
 - Supporting TSOs needing support with administrative and governance matters
- Client centred approach – implementing a mapping and needs assessment using the collaborative impact method for a community based trainee/consultant to champion the sports opportunities and needs in that community.
- Sustainable sport community – to include TSO trainings and inclusion on LGBTQ matters, diversity, women and girls, safe sport, complaint handling procedures guidance for TSOs (concussions, bullying).
- Multi-sport – create an environment to bring TSOs, athletes, coaches together (the annual coaches conference, exchange of best practices across TSOs, athlete learning series).

Individual Level

- Resources for coaches and athletes on avoiding off the field risks including violence.

6 Next Steps for Sport North Federation in the Strategic Planning Process

- **AGM Preparation and Engagement** - Members will receive a draft of the strategic plan from SNF before May 10th. This will allow members to send appropriate representatives who can represent TSOs in this strategic discussion at the AGM. The strategic plan itself will be presented to members as a draft for their feedback, which the Steering Committee will consider for the final strategic plan. Staff identified goals for the AGM including obtaining feedback from membership on the strategic plan, allowing for TSOs to have input before and after the AGM, and to make use of the draft plan to influence the SPAR process as part of Sport North's advocacy role.
- **Need for SNF to Incorporate Member Feedback into Draft Strategic Plan** – This consultancy concludes with the preparation of the draft ahead of the AGM, SNF's Executive Director will be responsible, in coordination with the strategic plan Steering Committee to address member feedback for a final draft strategic plan.

- **Need for Fall 2019 Review of Sport North Strategic Plan** – Sport North will review and update the draft strategic plan in the fall of 2019 for Board’s approval when the logic model for SPAR is complete, to ensure alignment and viability of proposed strategic goals, programs and activities.
- **Develop a Performance Measurement Framework** – Sport North will require a service provider to build and finalize SNF’s indicators for monitoring and performance measurement during the fall review of the plan, and after TSO input has been addressed. This will be necessary to allow SNF to use the plan in an ongoing way to track progress on strategic goals, and adapt work and resources as needed.

DRAFT