



# EMPOWERING COMMUNITIES TRANSFORMING LIVES

**INDIGENOUS SPORT, PHYSICAL ACTIVITY & RECREATION STRATEGY (BC)**





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## A Renewed Strategy

RESEARCH SHOWS THAT CHILDREN AND YOUTH WHO PARTICIPATE IN SPORT AND RECREATIONAL ACTIVITIES ARE NOT ONLY PHYSICALLY STRONGER AND HEALTHIER, BUT ALSO THRIVE EMOTIONALLY AND ARE MORE LIKELY TO MAKE HEALTHY LIFE CHOICES.

The year 2018 marked the 10-year anniversary of the development of the Aboriginal Sport, Recreation and Physical Activity Strategy. Important work has been accomplished over the past decade and the level of transformational change in the health and well-being of First Nations, Métis, and Inuit people across the province continues to grow.

In order to continue to meet the needs of the communities it serves, the Strategy must grow too. The focus of this renewed Strategy remains consistent—to contribute to a healthier future for individuals, families, and Indigenous communities by making participation in sport, physical activity and recreation a priority. By applying a holistic perspective on health and wellness, which is a common thread across our diverse cultures, the Strategy acknowledges the interconnectedness of the physical, mental (intellectual and emotional), cultural, and spiritual facets of life.

Two important foundational documents underpin this renewed Strategy: the **United Nations Declaration on the Rights of Indigenous Peoples** and the **Truth and Reconciliation Commission’s Calls to Action**. These documents inform and guide the Strategy and the day-to-day work being conducted in communities across BC to create positive and engaging sport, physical activity, and recreation opportunities that contribute to the improved health and well-being of Indigenous peoples.

The Strategy continues to employ a youth-centered approach and emphasizes provincial leadership, which allows regionally and locally generated priorities to be considered and community-based programs to be delivered. It also recognizes that since more than 75% of Indigenous people are now living in urban areas, continuing to connect with this rapidly changing demographic is vital. The Strategy also recognizes the need to increase the number of collaborative partnerships within the mainstream and Indigenous sport, physical activity, recreation, and healthy living systems.

The Indigenous Sport, Physical Activity and Recreation Council (I-SPARC), together with the BC Association of Aboriginal Friendship Centres (BCAAFC), First Nations Health Authority (FNHA), and Métis Nation BC (MNBC), provides stewardship over the Strategy with a unified commitment to use the power of sport, physical activity, and recreation to achieve transformational change. I-SPARC’s continued role is to implement and deliver on this new “roadmap,” which will advance the kind of meaningful and sustainable impact envisioned by its founders.



# SELF-EMPOWERMENT



## Province-Wide Engagement Process

TO ENSURE THAT LOCAL PRIORITIES AND GOALS WERE WOVEN INTO THE NEW STRATEGY, A COMPREHENSIVE STAKEHOLDER ENGAGEMENT PROCESS WAS IMPLEMENTED.

In keeping with I-SPARC's tradition of regional engagement, over a ten-month period individuals and organizations from a variety of sectors and communities across BC were invited to offer their input. This approach has resulted in a unified and cohesive plan that is locally driven, yet provincially focused. Below is a summary of activities that contributed to the renewed Strategy:

- Roundtable discussion with representatives from the provincial government and I-SPARC Regional Leads
- Six regional engagement meetings (over 150 participants)
- Online survey (over 160 participants)
- One-on-one interviews with stakeholder representatives
- Targeted focus groups with representatives from the BC Aboriginal Friendship Centres and Métis Nation BC



# STRENGTHENING PATHWAYS



## Our Vision

TO EMPOWER AND INSPIRE INDIGENOUS PEOPLE, FAMILIES, AND COMMUNITIES TO LIVE HEALTHY, ACTIVE, PURPOSEFUL LIVES.

## Guiding Principles

- 1 The fundamental rights of Indigenous peoples are paramount, including the right to health, culture and language, education, and play.
- 2 Indigenous peoples are inclusive of First Nations, Métis, and Inuit, each with unique histories, languages, cultural practices, and spiritual beliefs.
- 3 Sport, physical activity, and recreation are recognized as important vehicles for advancing the Truth and Reconciliation Commission's Calls to Action.
- 4 A holistic approach supports the development of all aspects of a participant, including their physical, mental (intellectual and emotional), cultural, and spiritual well-being.
- 5 Participants are encouraged and nurtured within a fun, safe, and welcoming environment.
- 6 Ethical standards are set and maintained in the design and delivery of programs.
- 7 Healthy living, including being physically active and making healthy choices, is fundamental to personal well-being and to building vibrant communities.
- 8 The history of Indigenous sport and physical activity in BC is honoured and integrated as the foundation from which we work.
- 9 Continued harmonization of the mainstream concepts of sport, physical activity, and recreation with traditional cultural and holistic practices is fundamental to increasing participation.
- 10 Life is an active event. Developing physical literacy empowers people to be active for life.
- 11 Developing and deepening relationships are the foundation from which growth and change occur.
- 12 Building meaningful partnerships requires time, openness, and commitment.

## Our Shared Values

### INCLUSIVE

We are all connected. Our experiences are shaped by complex historical and social factors. It is our collective responsibility to understand our diverse and unique cultures, our history, and our important role in facilitating reconciliatory relationships between First Nations, Métis, Inuit, and non-Indigenous peoples.

### STEADFAST

We are a credible, dependable, and responsive network. We are resilient and effective in our work and we strive for excellence.

### PASSIONATE

Our dedication and love for what we do guides our work. We inspire others with energy, joy, and purpose.

### ACCOUNTABLE

We are professional and transparent in the delivery of the Strategy. We maintain credible and trusting relationships with our partners and stakeholders. We demonstrate honesty and integrity while upholding our commitments, decisions, and processes.

### RESPECTFUL

In keeping with our cultures and traditional teachings, we demonstrate care, humility, and fairness in everything we do. We foster respectful relationships, building trust and integrity.

### COLLABORATIVE

We believe it is essential to develop and sustain meaningful partnerships that create opportunities to share perspectives and embrace our individual strengths. We are authentic, open-minded, and engaged.





# THE FOUR PILLAR PLAN



THE STRATEGY IS ORGANIZED AND SUPPORTED BY FOUR PILLARS THAT, THROUGH THE SUM OF THEIR ACTIONS, WILL CREATE RESPONSIVE AND ENDURING PROGRAMS FOR INDIGENOUS PEOPLE ACROSS BC AND WILL HAVE A POSITIVE IMPACT ON THE HEALTH AND WELL-BEING OF INDIVIDUALS, FAMILIES, AND COMMUNITIES.

1. HEALTHY LIVING – Self-Empowerment
2. SPORT – Strengthening Pathways
3. ENGAGEMENT – Inspiring Participation
4. SUSTAINABILITY – Building Capacity

Within each Pillar, goals have been established as strategic-level aspirations and are accompanied by actions that describe how each goal will be achieved and where (i.e., community, urban, rural, and remote locations). Detailed outcome statements summarize the desired result from the courses of action. Collectively, these four Pillars, with their goals and realistic, informed plans of how to achieve them, are the bridge between where we are now and where we want to be.

# PILLAR 1

The core priority of Pillar 1 – Healthy Living, is to empower Indigenous people to lead healthy and active lives.

This is achieved by supporting individuals who are passionate about improving the health and wellness of Indigenous individuals, families, and communities.

Programs are designed to build capacity in communities, where leaders are empowered to deliver their own community-based projects that promote healthy living.

An intergenerational approach instills a sense of connectedness and increased self-awareness, confidence, pride, and the knowledge and ability to make positive life choices.



## HEALTHY LIVING ACTIVITIES

EXPAND AND IMPLEMENT INNOVATIVE INITIATIVES THAT RESPOND TO COMMUNITY NEEDS AND CAPACITY LEVELS



## PHYSICAL LITERACY

PROMOTE ACTIVE LIVING ACQUIRED THROUGH FUNDAMENTAL MOVEMENT SKILLS AND IMPROVED PHYSICAL LITERACY



## RECREATION

ESTABLISH OPPORTUNITIES TO DEVELOP AND IMPLEMENT STRUCTURED RECREATIONAL ACTIVITIES

### GOALS ▶

### ACTIONS ▶

### OUTCOMES

1. Enhance, expand, and implement programs and resources for healthy living initiatives
2. Increase and support Indigenous leaders and facilitators to deliver programs and opportunities in all areas of the province
3. Develop new strategic partnerships with the health sector and physical activity stakeholders to share expertise and focus resources on building capacity in communities
4. Strengthen connections and partnerships with the school systems to increase participation in healthy living initiatives

1. Educate leaders and participants on the benefits of physical literacy
2. Adapt current programming models to integrate physical literacy methods
3. Adapt mainstream physical literacy initiatives for use within Indigenous communities

1. Promote land-based activities
2. Support the delivery of cultural/traditional activities as a way of promoting increased participation in physical activity and recreation
3. Explore partnerships to enhance aquatic instruction and other water-based training and activities

1. Trained, confident community leaders are championing healthy living initiatives and leading the delivery of holistic and sustainable community-based programming
2. The geographical reach of healthy living programs has expanded into more communities
3. Program participation is multigenerational, involving entire families, and supporting social development through increased health and active lifestyles (Active for Life)
4. More youth are choosing to stay active throughout their school years
5. The number of healthy living program participants both on and off reserve has increased
6. Broader, reciprocal partnerships are sustaining healthy living initiatives

1. Participants show improved competence in performing fundamental movement skills during both unstructured play and intentional instruction
2. Participants are more confident, leading to increased desire and motivation to participate in physical activity
3. There is an increase in multigenerational participation – children, youth, adults, Elders – in a wide range of activities
4. Improved knowledge and capacity has resulted in broad use of physical literacy material and resources in community program design

1. New and innovative programs are established that enable greater participation through a broader range of activity choices
2. New programs are implemented that provide a deeper connection to Indigenous cultures, languages, and traditional knowledge
3. New partnerships are developed for joint-initiative programming



# PILLAR 1

# HEALTHY LIVING

Self-Empowerment

GOALS ▶



**CULTURAL ENGAGEMENT**

DEVELOP AND FACILITATE OPPORTUNITIES THAT PROMOTE INCLUSION THROUGH INCREASED APPRECIATION OF INDIGENOUS HISTORY, CULTURE, TRADITIONAL TEACHINGS, AND HOLISTIC PRACTICES



**MENTAL WELLNESS**

ENHANCE MENTAL WELLNESS COMPONENTS WITHIN EXISTING INITIATIVES



ACTIONS ▶

1. Ensure all activities and initiatives are designed to be inclusive, culturally appropriate, and guided by holistic principles

2. Increase cultural learning within the mainstream sport, physical activity, and recreation systems

3. Use programs to advance reconciliation, promoting reciprocal partnerships and cultural understanding

1. Implement mental wellness strategies into healthy living initiatives and sport programs

2. Establish partnerships with mental wellness stakeholders and advocates

3. Create educational resources and support for programs and leaders

OUTCOMES

1. Balance is achieved in programs, allowing for the holistic development of participants

2. Participants have gained life skills and social skills through cultural and traditional activities that positively influence healthy choices and behaviours

3. Mainstream stakeholders have increased their Indigenous Cultural Safety, resulting in organizational development in the areas of governance, policy, program design, and delivery

4. Mainstream sport, physical activity, and recreation are more inclusive, creating a safe and welcoming environment for Indigenous people

1. Mental wellness is a recognized and supported priority within key programming areas

2. Partnerships have brought in new mental wellness expertise, resources, and support

3. There is a greater understanding and appreciation of the positive impact that healthy living and sport have on mental wellness





# PILLAR 2

The core priority of Pillar 2 – Sport, is to foster and increase community sport and performance sport opportunities aligned with the Indigenous Long-Term Participant Development Pathway (ILTPD).

The ILTPD Pathway provides the roadmap for bridging sport opportunities between the Indigenous and mainstream sport systems. Supported by the Holistic Model, it promotes community-based sport development to performance-based sport opportunities as a pathway for Indigenous people to embrace sport and become physically active for life.



## PARTICIPANT PATHWAYS

IMPROVE THE QUALITY OF SPORT PROGRAMS THROUGH THE USE AND PROMOTION OF THE *INDIGENOUS LONG-TERM PARTICIPANT DEVELOPMENT PATHWAY AND SPORT FOR LIFE RESOURCES*



## COMMUNITY SPORT DEVELOPMENT

ENABLE THE DESIGN AND DELIVERY OF CULTURALLY APPROPRIATE, COMMUNITY-DRIVEN PROGRAMS THAT INCREASE ACCESS TO AND PARTICIPATION IN SPORT



## PERFORMANCE SPORT DEVELOPMENT

FOSTER AND INCREASE PERFORMANCE-BASED OPPORTUNITIES THAT ALLOW PARTICIPANTS TO BETTER PREPARE FOR, MEASURE, AND IMPROVE THEIR PERFORMANCE IN COMPETITION

### GOALS ▶

### ACTIONS ▶

### OUTCOMES

1. Advance and promote the Indigenous Long-Term Participant Development Pathway (ILTPD)
2. Support the design and delivery of ILTPD Pathway initiatives with mainstream partners
3. Continue to support the growth and increased capacity of the Indigenous sport system
4. Recruit and train Indigenous facilitators and provide continued support to deliver key foundational resources (e.g., Aboriginal Coaching Modules, ILTPD, and Indigenous Communities: Active for Life workshops)

1. Deliver introduction to sport activities that provide opportunity for discovery, movement, and play
2. Deliver multi-week programs that provide opportunities to develop sport skills, knowledge, and confidence
3. Support in-school and after-school sport programs
4. Create sustainable programs designed to meet the needs of Indigenous people and families living in rural and remote communities as well as urban environments
5. Support the delivery of sport programs as a vehicle for reconciliation, social development, and the promotion of positive values

1. Support performance-based athlete and coach development pathways through the delivery of provincial competitions and athlete development camps
2. Continue to advance Indigenous athletes and coaches through programming that supports their progression through the Excellence stages of the ILTPD Pathway

1. The number of youth participating in quality programs designed to improve physical literacy has increased
2. The number of participants who remain active in sport throughout all stages of their lives has increased

1. Community-driven sport activities meet the unique needs and priorities of each community and region
2. Quality, structured sport programs are developmentally appropriate
3. There is a higher percentage of physically literate youth with the fundamental skills to participate in organized or unorganized sports
4. More Indigenous youth have access to sport opportunities wherever they live
5. There is a significant increase in youth participation in sport activities
6. Lasting community partnerships with local sport organizations (LSOs) to sustain programs have been developed
7. Sport is recognized for its role in positive social development




1. There is increased participation in provincial Indigenous competitions and camps
2. There is increased participation of Indigenous athletes and coaches in mainstream training and competitions
3. There is a demonstrated growth in sport performance opportunities



# PILLAR 2

# SPORT

## Strengthening Pathways

| GOALS  |  | ACTIONS   | OUTCOMES   |
|---|--|--|--|
|          | <b>PERFORMANCE SPORT DEVELOPMENT<br/>CONTINUED</b>   | <ul style="list-style-type: none"><li>3. Strengthen relationships and linkages to the mainstream sport system by collaborating with provincial stakeholders</li><li>4. Expand performance sport programming to include traditional knowledge and sport sciences</li></ul>  | <ul style="list-style-type: none"><li>4. Policy and operational changes in mainstream sport are made as a result of collaborations with the Indigenous sport system</li></ul>  |
|   | <b>MAJOR GAMES AND EVENTS</b><br><br>SUPPORT THE DEVELOPMENT OF COMPREHENSIVE INITIATIVES TO INCREASE MEANINGFUL PARTICIPATION IN PROVINCIAL, NATIONAL, AND INTERNATIONAL MULTI-SPORT EVENTS | <ul style="list-style-type: none"><li>1. Design and deliver Team BC programs for participation in the North American Indigenous Games (NAIG)</li><li>2. Design and deliver a Team BC program for participation in the National Aboriginal Hockey Championships (NAHC)</li><li>3. Support collaborative opportunities to increase the participation of Indigenous communities, athletes, coaches, and officials in the BC Games</li><li>4. Engage mainstream sport stakeholders in the development of initiatives that increase Indigenous participation in provincial, national, and international multi-sport games and championships (e.g. Canada Games)</li></ul> | <ul style="list-style-type: none"><li>1. There is an increase in level of performance and number of podium finishes at multi-sport games and championships</li><li>2. There is a marked growth in opportunities for participation in Indigenous teams, competitions, and games</li><li>3. Quality performance sport experiences are accessible for participants in both the Indigenous and mainstream sport systems</li><li>4. There is a higher percentage of Indigenous athletes and coaches participating in mainstream multi-sport championships and games</li></ul> |
|   | <b>COACH AND OFFICIALS DEVELOPMENT</b><br><br>SUPPORT THE TRAINING AND ONGOING PROFESSIONAL DEVELOPMENT OF INDIGENOUS COACHES AND OFFICIALS  | <ul style="list-style-type: none"><li>1. Support training, certification, and development opportunities for Indigenous coaches and officials</li><li>2. Recruit, engage, and retain community coaches and leaders to deliver quality age- and stage-appropriate programs</li><li>3. Enhance training opportunities through the development of interactive education tools and the building of resource-sharing opportunities</li><li>4. Build mentorship programs</li><li>5. Apply best coaching practices that align with the Coaching Association of Canada's <i>Responsible Coaching Movement</i></li></ul>   | <ul style="list-style-type: none"><li>1. A growing number of trained Indigenous leaders in urban and rural areas are actively championing and supporting the design and delivery of sport development programs and initiatives</li><li>2. New coaches and officials are being mentored through networks and knowledge-sharing</li><li>3. Trained community coaches are engaged and retained in sustainable programming</li><li>4. Safe, welcoming, and ethical sport environments encourage the participation of Indigenous athletes, coaches, and officials</li></ul>   |



# PILLAR 3

The core priority of Pillar 3 – Engagement, is to innovate, collaborate, and communicate to fully engage Indigenous people in the implementation of the Strategy.

This is achieved by building strong, collaborative relationships that connect communities, stakeholders, partners, leaders, and participants.

These relationships are inclusive and ever-evolving. Elevating communication and awareness of community-based opportunities and resources are key components to increasing Indigenous people’s participation in sport, physical activity, and recreation.



## GOALS ▶

### PARTNERSHIPS

CREATE AND ENHANCE PARTNERSHIPS THAT PROMOTE TWO-WAY ENGAGEMENT

### INCLUSIVITY

PROMOTE AND BUILD PARTNERSHIPS WITH AGENCIES THAT SUPPORT YOUTH IN CARE, K-12 AND POST-SECONDARY STUDENTS, 2SLGBTQQIPA, AND PEOPLE WITH DISABILITIES

### RECOGNITION

INCREASE THE OPPORTUNITIES TO CELEBRATE THE ACCOMPLISHMENTS, SHARE THE STORIES, AND RAISE THE PROFILE OF INDIGENOUS ATHLETES, COACHES, AND VOLUNTEERS

# ENGAGEMENT

Inspiring Participation

## ACTIONS ▶

1. Enhance existing and forge new partnerships supporting Indigenous sport, physical activity, and recreation initiatives in all community settings
2. Implement initiatives purposefully designed to promote participation of First Nations, Métis, and Inuit people in urban, rural, and remote communities
3. Partner with post-secondary institutions to create new training and academic opportunities that increase employment in the sport, physical activity, and recreation sectors

1. Promote and build resources designed to increase reach, awareness, and opportunities for youth who are (or have been) in government care
2. Create and implement a plan to strengthen the school system’s involvement in the Strategy
3. Establish and implement policies, procedures, and program design to create a safe and welcoming environment for the 2SLGBTQQIPA communities
4. Establish and implement policies, procedures, and program design to create welcoming and accessible environments for people with sensory, intellectual, and physical disabilities

1. Enhance existing opportunities for recognition of Indigenous athletes and their accomplishments, both on and off the field of play
2. Explore opportunities to recognize coaches, officials, and volunteer leaders at the local, provincial, and national levels
3. Work with the mainstream sport system to identify existing recognition programs where there is an opportunity to expand categories to include Indigenous people

## OUTCOMES

1. Stronger, reciprocal, meaningful, and growing partnerships that advance the Strategy have been developed
2. First Nations, Métis Chartered Communities, Friendship Centres, and their memberships, as well as Inuit communities, are connected through knowledge-sharing and purposeful program delivery
3. Reciprocal accountability amongst the Partner Agencies (stewards of the Strategy) has enhanced the work and increased the participation of First Nations, Métis, and Inuit people in urban, rural, and remote communities throughout the province
4. Post-secondary programs linked to the Strategy are providing a career path and better preparing the Indigenous workforce

1. More youth in care are active participants in physical activity and or sport opportunities
2. Initiatives are being delivered in schools and teachers are being trained as healthy living leaders and coaches, resulting in greater youth participation
3. Programs and policies within the Indigenous sport system have resulted in an increase in the inclusion of 2SLGBTQQIPA participants
3. Programs and policies have resulted in more Indigenous people with disabilities actively participating in physical activity and or sport opportunities

1. Recognition programs are enhanced to promote and celebrate a broad range of achievements and contributions at all levels and with various stakeholders (provincially and nationally)
2. Indigenous sport and physical activity role models are engaged in the promotion of healthy, active lifestyles
3. The contribution of Indigenous athletes, coaches, officials, and volunteer leaders are appreciated and recognized across the Indigenous and mainstream sport systems



# PILLAR 3

# ENGAGEMENT

Inspiring Participation

## GOALS ▶



### FEEDBACK AND CONSTANT IMPROVEMENT

PROVIDE SHARED SPACE FOR COMMUNITY-BASED INPUT THAT SUPPORTS THE DEVELOPMENT AND EVOLUTION OF PROGRAMMING



### MARKETING AND COMMUNICATIONS

IMPROVING THE OVERALL PARTICIPANT EXPERIENCE AND STRENGTHENING AWARENESS WITH TARGET AUDIENCES, PARTNERS, AND STAKEHOLDERS



## ACTIONS ▶

1. Conduct regular program reviews that involve the Partner Agencies, program partners, and participants
2. Continue to provide inclusive forums through Regional structures and engagement processes to build consensus, set priorities, share information, and make and strengthen connections
3. Develop evaluation processes that include both qualitative and quantitative metrics

1. Create a communications plan that promotes the brand, supports reciprocal accountability, enhances reach, and addresses gaps
2. Develop tailored initiatives to increase reach and awareness of opportunities with Métis Chartered Communities and Friendship Centres
3. Explore and utilize an online platform for community champions and volunteer leaders to network, share best practices, and access training resources



## OUTCOMES

1. Trusting relationships are built and maintained through ongoing engagement opportunities
2. Programs continue to evolve and are enriched in order to respond to the needs and priorities of Indigenous communities and cultures

1. Greater reach, impact, and brand recognition across all Partner Agencies and their constituent groups is achieved
2. Indigenous peoples living in urban, rural and remote settings are better connected and have access to resources that support sport, physical activity, and recreation opportunities
3. There is an increased online, social media, and traditional media presence that promotes and supports the implementation of the Strategy





# PILLAR 4

The core priority of Pillar 4 – Sustainability, is to build on the existing infrastructure and increase capacity while delivering programming that reflects operational excellence.

This will be achieved by strengthening established partnerships and networks while cultivating new ones, formalizing a governance structure that maintains the Strategy’s vision and accountability, and continuing to support and expand the growing community leadership base.

Developing diverse revenue-generation opportunities and increased funding support are crucial as well, in order to continue to provide human resources, expertise, and tools in response to the sport, physical activity, and recreation needs of Indigenous people across BC.



## DECISION-MAKING

CREATE DECISION-MAKING STRUCTURES THAT HONOUR THE SHARED SPACE AMONG THE PARTNER AGENCIES IN THE STEWARDSHIP OF THE STRATEGY



## LEADERSHIP

DEMONSTRATE AND SHARE EXPERTISE AT THE LOCAL, PROVINCIAL, AND NATIONAL LEVELS THAT INFLUENCES SYSTEM-WIDE CHANGE



## RESEARCH

ENGAGE AND PARTNER IN RESEARCH PROJECTS THAT ADVANCE THE STRATEGY AND ITS OUTCOMES

# SUSTAINABILITY

## Building Capacity

### GOALS ▶

### ACTIONS ▶

### OUTCOMES

1. Establish a new governance model
2. Enhance I-SPARC’S operating structure to meet the increased demands of implementing the Strategy
3. Improve Regional structures and grow networks to ensure program design and delivery is driven by the needs and priorities of communities
4. Strengthen collaboration with Partner Agencies to enhance reciprocal accountability

1. A shared accountability among Partner Agencies continues to grow to enable and support the successful implementation of the Strategy
2. Regional structures are inclusive and Partner Agency representation has been formalized, resulting in a strong sense of shared ownership in the implementation of the Strategy
3. A nimble and vibrant organization is created that is focused on the Strategy and is accountable and transparent in its implementation
4. There is continued growth in the capacity of communities that I-SPARC services.

1. Participate in Indigenous and mainstream processes that advance strategic priorities
2. Support initiatives that develop leadership and build capacity within communities

1. System-wide change is achieved through the active engagement of Indigenous sport, physical activity, recreation, and healthy living experts in Indigenous and mainstream processes
2. Community sport, physical activity, and recreation leaders are viewed as agents of change
3. Leaders are engaging in ongoing educational and professional development opportunities

1. Identify opportunities to initiate targeted research connected to I-SPARC and its activities
2. Support external research opportunities that study health benefits and social impacts of sport, physical activity, and recreation

1. Research has definitively linked sport and physical activity to positive health outcomes and social development impacts for Indigenous peoples and communities
2. Enhanced funding opportunities are available to advance the implementation of the Strategy



# PILLAR 4

# SUSTAINABILITY

Building Capacity

GOALS ▶



**FINANCIAL SUSTAINABILITY**  
ESTABLISH A REVENUE-GENERATION MODEL THAT ENABLES I-SPARC TO ACHIEVE STRATEGIC GOALS AND OUTCOMES



**FINANCIAL EMPOWERMENT**  
BROADEN FUNDING OPPORTUNITIES TO SUPPORT PRIORITIES THAT REDUCE BARRIERS TO PARTICIPATION



**OPERATIONS**  
CONTINUE TO EMBRACE AND STRENGTHEN OPERATIONAL EXCELLENCE



ACTIONS ▶

OUTCOMES

1. Maintain and grow current funding relationships and agreements

2. Identify and pursue new revenue-generation opportunities

1. Financial stability is achieved with diversified revenue streams and longer-term funding commitments

2. Increased revenue and value in-kind is secured through existing and new funding sources that support both community-based and provincial programming initiatives

3. Government investment in I-SPARC's work has expanded to a wider range of provincial ministries and federal departments

1. Secure funding that can be allocated through granting programs

1. Barriers to participation have been reduced, resulting in more Indigenous peoples having access to sport, physical activity, and recreation opportunities

1. Streamline programming and administrative processes

2. Support I-SPARC's evolving governance and growing operations

3. Enhance and refine planning, reporting, and accountability processes

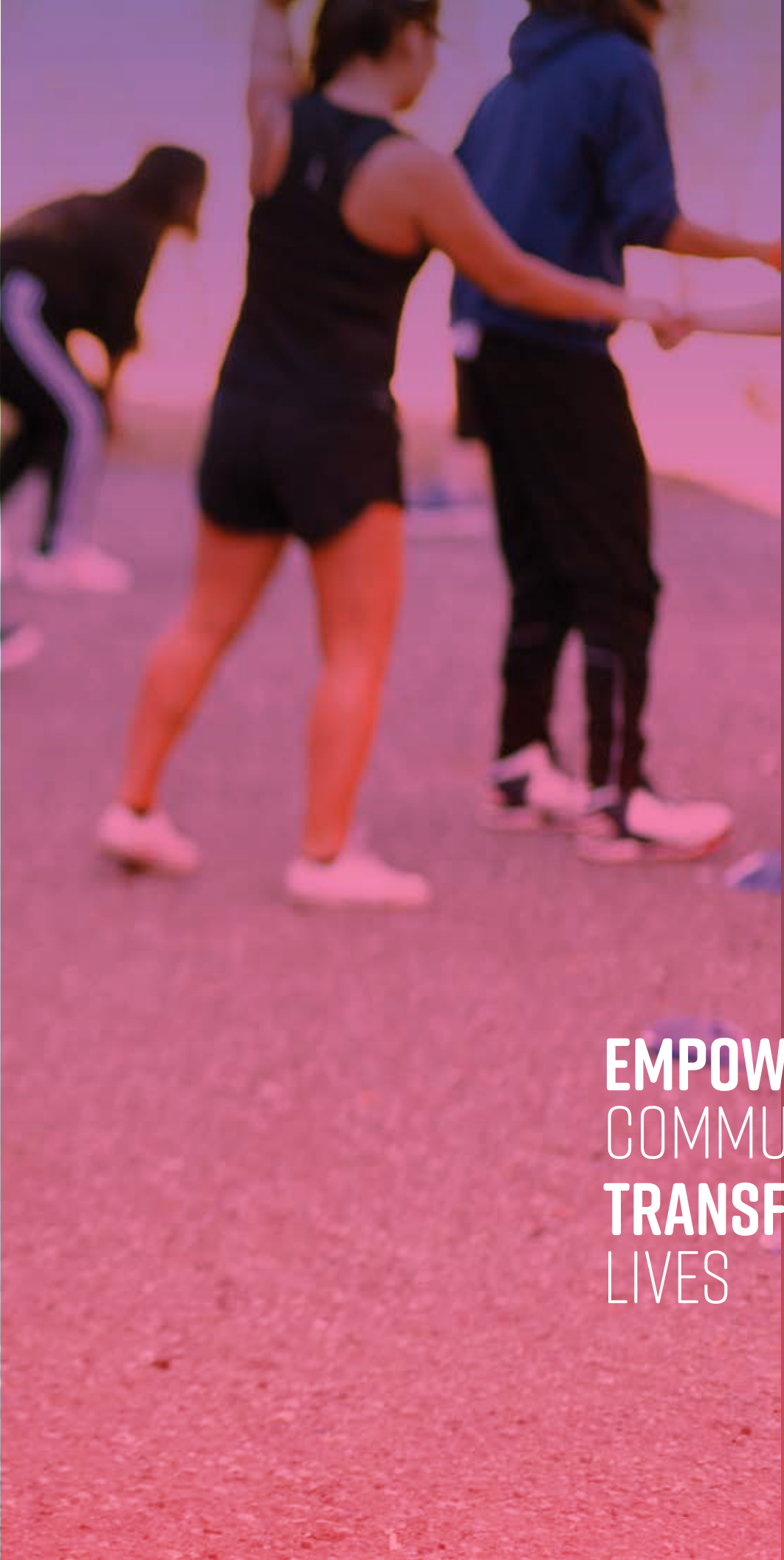
1. Tools and technology are implemented to increase operating efficiencies and reduce administrative costs

2. Human resources are supported with opportunities for the training required to build and grow their skills

3. Programs are strengthened through ongoing participant input and feedback







**EMPOWERING  
COMMUNITIES  
TRANSFORMING  
LIVES**



# INDIGENOUS SPORT, PHYSICAL ACTIVITY & RECREATION STRATEGY (BC)