

Review of NWT Multi-Sport Games

Final Report – February 27, 2009 - for the
Government of Northwest Territories

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Overview

- Purpose of the Review
- Method
- Literature Review
- Select findings from other jurisdictions
- Key informant interview results
- Conclusions
- Recommendations
- Acronyms used in the report



Purpose of the Review

- Identify appropriate level of investment in multi-sport Games; identify means to maximize benefit for citizens
- Review and recommend more efficient & effective approach to Games participation & delivery
- Examine issues related to:
 - Mandates of organizations involved
 - Team selection processes
 - Host community responsibilities
 - Discipline and appeals policies and procedures
 - Access to events by athletes in smaller communities
 - HR requirements to manage process and events
 - Communication among organizations and with athletes, coaches and the general public



Method

- Literature review
- Survey of 6 provinces & 2 territories
- 34 Key informant interviews (see next slide for breakdown), majority in person, some via telephone from Sept. 30 – Nov. 3/08
- Sport North Forum (27 TSOs, 5 SNF Board members, and others) – Nov. 1/08

Key Informants

Organization	Volunteers	Staff	Staff
		NGO	Government
Sport and Recreation Council	7		
Sport North Federation	1	4	
Regional Recreation Associations		2	
Regional Trials Coordinators			5
Territorial Sport Organizations	9		
AWG International	1		
Aboriginal Sport Circle of W.A.	1	2	
Recreation and Parks Association	1	1	
Totals: (34)	20	9	5

Review of literature on benefits of investment in Multi-Sport Games

Highlights only ~ Details Appendix A



Literature Review ~ 1

- Review of 58 documents: peer-reviewed journals, conference proceedings, consulting reports, books, journal articles.
- Impact of participation:
 - Physical activity, sport and recreation participation have great potential to serve as a preventive tool for a wide range of serious diseases and illnesses; enhancing quality of life for those who already have incorporated physical activity into their daily lives.
 - Social benefits (leadership, role modeling and volunteerism) derive from physical activity, sport and recreation participation, positively impacting on individuals and broader community development



Literature Review ~ 2

- Economic spin-offs through creating healthy and productive businesses and communities arise from investment in physical activity, sport and recreation
- Hosting multi-sport games:
 - Can achieve economic benefits for the community especially when done in a manner that addresses broader social issues: infrastructure improvements (sport and otherwise), outside funding support, tourism and place marketing, and economic activities throughout the region.
 - Can results in social benefits where innovative planning efforts can result in a volunteer legacy and can impact housing, social services and employment



Literature Review ~ 3

- Hosting multi-sport Games (continued)
 - Can create cultural benefits such as learned traditions and education of both the local community, participants and visitors
 - Has potential to increase overall health benefits for a community. Done right, the long-term sport, recreation and physical activity benefits will be developed before hosting an event.
 - The view that elite sport events may have a “trickle down” effect on general community sport participation remains anecdotal at present.

Other Provinces & Territories

Highlights only ~ see Appendix C

AWG funding & participation

Funding for team selection, number of athletes participating in selection and numbers selected

2008 Arctic Winter Games Funding				
	Yukon	NWT	Nunavut	Northern Alberta
Team selection funding	\$13,000	\$613,940	\$1,000,000	\$75,000
Athletes participating	500	1209	1300	N/A
Athletes selected to team	259	356	280	213
Cost per athlete selected	~\$50	~\$1,725	~\$3,571	~\$352

NAIG funding & participation

□ Team selection funding for NAIG

2008 North American Indigenous Games Funding				
	Yukon	NWT	Nunavut	Saskatchewan
Team selection funding	\$28,000	\$0	\$120,000	\$430,000
Athletes participating	300	N/A	96	2,384
Athletes selected to team	128	223	20	392
Cost per athlete selected	~\$219	0	~\$6,000	~\$1,097



Team selection processes - AWG

- Yukon: no regional trials, TSOs and Sport Yukon select team sport by sport, 2 – 5 months prior to AWG. YTG made some effort to communicate process to smaller communities; travel subsidies for road travel provided.
- Nunavut: Regional trials, Territorial Trials, AWG team selection, similar to NWT
- Northern Alberta: PSOs manage entire process, sport by sport with funding support from Alberta government



Games governance ~ 1

- BC – Games Society manages BC Teams to Canada Games, Western Canada Summer Games; ASRA manages NAIG; Majority of governance outside of Government
- Alberta – ASRPWF manages participation, team selection by PSOs; ISCA manages NAIG
- Saskatchewan – Saskatchewan Games Council and SaskSport manage participation; team selection by PSOs; FSIN manages NAIG



Games governance ~ 2

- Manitoba – Sport Manitoba manages major Games participation, along with PSOs; MASRC manages NAIG
- New Brunswick – Government manages participation (Chef, Mission, etc), PSOs select team
- Nova Scotia - Canada Games Management Group--- Mission Staff selection and training, Team NS logistics and preparations, sport high performance funding; PSOs select team; ASC manages NAIG



Games governance ~ 3

- Yukon - Sport Yukon contracted to assist YTG in the administration, assembly and management of the Yukon team. Team selection – TSOs YTG funded admin costs. YASC manages NAIG
- Nunavut - Sport Nunavut Division (GN) hosts tournaments with TSOs, pays for athlete travel, accommodations, meals etc... “... *Sport Nunavut* [Government of Nunavut] *works with the TSO to ensure that a fair process is in place*”. Winner advance system.



Games Governance summary

- 3 of 6 provinces have established “games councils”; 2 of 6 contract “federations” to manage the Games program outside government (Alberta is hybrid)
- GN manages process; YTG shares leadership with Sport Yukon

Interview Findings



Problems identified ~ 1

Key informants identified main problems, mostly associated with AWG:

- Athlete support lacking: talent identification, training, proper equipment
- Coach support lacking: coaching programs not in communities where coaches are, TSOs have limited capacity to identify and recruit coaches, coaches are not trained or supported
- Timing of trials – Regional Trials for 2008 AWG were held in April 2007. Message about the new dates was not delivered/not received, resulting in lower than normal numbers participating. Deadline re-opened. TSOs / regions who had “played by the rules” were angry.



Problems identified ~ 2

- Politicization of sport decision-making—MLAs got involved in team selection decisions
- Confusion about where the money is to fund sport development:
 - Regional Recreation Associations (RRAs) were funded to provide community sport and recreation development support where Sport North Federation (SNF) was not perceived to be providing support
 - Currently, limitations on communication among SNF, TSOs and RRAs about athlete & coach identification, support and delivery of AWG Regional Trials. Limitations on communication affect the ability of organizations to understand and deliver on their roles and responsibilities.



Problems identified ~ 3

- Capacity limitations
 - TSOs' programs are managed and delivered primarily by volunteers with limited support from SNF.
 - SNF used to have “Sport Development Officers” that provided support to TSOs. Some TSOs still believe there are SDOs, but SNF staff do not have those titles anymore and are focused on delivering Territory-wide programs



Key informants’ Response to questions

(Questionnaire included in Appendix B)



Access for athletes to try-out

Key informants reported that:

- Most felt there was no equal access for athletes to try-out for teams
- Barriers to equal access to try-outs included:
 - Distance and cost of travel
 - Community attitude (focused on issues other than sport and recreation opportunities for youth)
 - Lack of communication between communities (recreation coordinators) and TSOs/SNF



Access and barriers

- Barriers to equal access to try-outs (cont'd):
 - Lack of links between TSOs, SNF and schools
 - Lack of facilities in communities
 - Lack of coaching in communities
 - Poor communication from Sport North about AWG try-out opportunities
 - Lack of sport development opportunities at regional level (no fitness, nutrition training, competitive opportunities).
- Whose job is it to advise about and provide equal opportunities? All stakeholders suggest that the responsibility lies with an organization other than their own: recreation coordinators, MACA advisors, RRAs, TSOs, Sport North.



Access: Options for the future

- Consider ways to strengthen athlete development in the community
- Clarify roles and responsibilities so that all the players (organizations) know where they fit in, what they have to do to support sport development, and can work in harmony with each other. This will help the athletes, parents and volunteers see clearly the pathway to a Games berth.
- All stakeholders must work together to determine their respective roles.



Access to coaching ~ 1

Key informants reported that:

- Most report that access to coaching is not equal for all NWT athletes
- Barriers to access coaching identified:
 - Community capacity lacking—TSOs need to send information to community recreation coordinators and follow-up, to seek out likely coaches (identification and recruitment) and ask them to volunteer
 - Transient population in leadership roles in communities (teachers, police, government, oil workers)



Access to coaching ~ 2

- Barriers identified (cont'd)
 - Sport North and TSOs' clinics not offered in small communities (small #s); literacy problem
 - Distance, travel costs
 - Communities and volunteers need to identify coaching as a priority
 - Requirements to become (and remain) a coach are seen as too bureaucratic (selection, appeals, paperwork, registration, affiliation fees, etc)



Responsibility for coaching

Key informants reported that :

- Responsibility of coaching:
 - Rests with TSOs
 - Rests with Sport North Federation
 - Rests with community recreation coordinators for recruitment and Sport North for development
- Simply, there is lack of agreement, clarity and understanding.
- Responsibility for coaching overall is not coordinated; some reported that Sport North has a coaching plan under development but were not aware of details such as goals, timing
- Most think there is no strategy, note lack of overall leadership or direction



Barriers to coach development

Key informants reported that barriers include:

- Willingness to volunteer (burn-out with “bureaucracy”; need for mentoring)
- Distance, cost, personal time needed to participate in clinics
- Value of NCCP certification not recognised
- Clinics don’t go to where the coaches are: few Theory A & B clinics offered outside of Yellowknife. NCCP minimum #s inhibits offerings, literacy
- Some TSOs are willing to assist in mentoring in communities, others not—”hit and miss”—as well some communities are more receptive than others



ASCWA Approach

- ASCWA described approach to NAIG team selection that focused at the community level
 - Individual visits to communities were made to connect with athletes and potential coaches
 - Extensive community outreach described (youth development program, radio program)
- Potential lessons here for all partners about an effective approach at the community level



NWT-Recreation & Parks Association

- Communities and community recreation coordinators are their members; RPA has leadership development expertise
- Opportunity to do joint planning with MRA and BDSRA (not done now); sport (athletes & coaches) development could be made a priority; could focus on recruitment and community program delivery
- Opportunity to strengthen connections with TSOs/SNF to identify sport development needs
- Identified need to re-focus School of Community Government beyond facilities and into programming



Possible coaching solutions ~ 1

- SRC should engage all its partners in leadership development. Some (ASCWA & NWT-RPA) can share development experience with others (Sport North & TSOs) to identify and develop coaches in small communities
- Enhancing communication between:
 - Sport North & TSOs and ASCWA and NWT-RPA (for coach identification, recruitment and development)
 - Sport North and TSOs (to support coach development initiatives)
 - TSOs and Regional Recreation Associations and their members (to communicate opportunities about sport development and to recruit coaches)
 - RRAs and community recreation coordinators (to share strategic information about sport and coach development)
 - Among all of the above
- Might result in a cooperative and comprehensive approach to coach identification, development and mentoring



Possible coaching solutions ~ 2

- To attract more coaches, a volunteer development workshop could be designed with focus on introduction to sport, pre-NCCCP, plain language, and offered in all NWT communities
- Sport North needs to work with Territorial Sport Organizations to determine appropriate support levels, and then find ways to provide the required support



Role of community in sport development

Key informants reported that:

- ❑ Most communities do not have plans for sport development, but many key informants didn't know
- ❑ TSOs reported as taking the lead once an athlete is identified, but little or no interaction between TSOs and communities *per se*, although this varies by sport.
- ❑ In smaller communities, schools were seen as taking a role in athlete identification and sport development
- ❑ SNF requirement for sport clubs (as funding vehicle) may inhibit organization of sport opportunities and therefore access at community level
- ❑ Several key informants not aware of what role the community played (if any)



Community Support

Key informants reported that:

- Level of support to communities varies with TSOs—some are very responsive and communicative; others not as much (this can also depend on the interest level of the community)
- When Trials are held in smaller communities and volunteers are expected to feed and house teams, insufficient support is provided to volunteers
- Perception that community recreation coordinators are focused on facility maintenance as opposed to sport development

Helping the community to develop athletes: potential solutions ~ 1

- Develop a sport development strategy for the Territory, consistent with LTAD, including identifying roles of different organizations (MACA, SRC, SNF, RRAs, TSOs, RPA, recreation coordinators) and funding sources
- Build capacity within TSOs to connect to communities—names, email contacts, phone #s of recreation coordinators. Opportunity to link between RPA and SNF—RPA knows the recreation coordinators and can make the links. Build on ASCWA's community connections.
 - Recognize that not all communities will display interest. TSOs should not invest energy in a community, nor be held accountable if the community does not engage.



Helping the community to develop athletes: potential solutions ~ 2

- Encourage development camps (skill building) in communities offered by TSOs, with follow-up to ensure development is taking place which can be a forum for talent identification
- Support communities to host camps and try-outs by promoting the economic benefits of hosting and impact on their own youth of observing and participating in different sports. Consider small hosting grants as incentive.
- Re-focus community recreation coordinators' role to include sport development, not as much on recreation facility maintenance

Advising athletes they've made the NWT team

Key informants reported that:

- Most observed that coaches or TSO inform the athletes at the Territorial Trials (AWG), and at selection process for CS/WG and Western Canada Summer Games
- NAIG – athletes informed by coaches, names publicized through newspaper ads, radio profiles, website
- For AWG, Sport North publishes names on website, but there was lack of agreement on whether they published names in newspaper, or issued a news release. Likewise, lack of agreement on whether athletes received letter from Chef congratulating them on making the team



What's next after making the team: identified solutions

Key informants advised that:

- Sport North not supporting TSOs to the extent needed in team selection, athlete development process
- Coaches (TSOs) need to continue to communicate with athletes, especially if from small communities, with no ready access to training facilities, coaching. Need training program.
- TSOs need to work with their coaches to ensure their coaches communicate with athletes and their parents, explain training, financial commitments, timing, dates once selected for teams
- Sport organization responsible for athlete identification and team selection in the future needs to maintain strong links with the community as well as with SNF—constant communication back and forth is key

Preparation levels of athletes to CG, WCSG, NAIG

Key informants reported that for:

- Canada Games, Western Canada Summer Games
 - For summer sport teams, athletes not prepared
 - For winter individual sports, athletes better prepared
 - Financial (travel), facility, competitive opportunities barriers to participate in training
 - Some suggest focusing on individual sports as opposed to team sports
- NAIG – better prepared, but lower level of competition/expectation



Preparation levels: AWG

Key informants reported that:

- NWT Teams were better prepared (than for high performance Games), but other jurisdictions are raising the bar
- Lack of clarity on purpose of Games: participatory or high performance
 - Results in athletes in communities not consistently training after selection
 - Reported message from MLAs as being "how many medals did we win?"—suggests public high performance expectation
 - TSOs believe it is high performance—"once you're on a team, the point is to win"
- Selection deadline for Territorial Trials too close to Games to permit team development or advanced strategy and tactics development
- Change in deadline for Regional Trials caused confusion—reported lack of clarity in AWG Team Handbook on roles, funding, decision making, responsibilities



AWG Trial Roles ~ 1

Key informants reported that:

- Generally, roles not clear in AWG Team Handbook
- Information provided on TSOs' roles:
 - TSOs select community but don't always get agreement from Senior Administrative Officer/ Mayor
 - Not always aware of lack of capacity in community selected for trial
 - Regional Trials Coordinators not fully aware of everything that the TSOs plan to do
 - Different athlete selection criteria for Territorial Trials and Regional Trials



AWG Trial Roles ~ 2

Key informants reported that:

- Host communities' role:
 - Financial obligations not always understood—not clear in Handbook
 - Need written hosting agreement with all responsibilities set out, and signed by SAO or Mayor (may have been addressed by SNF already)
 - Volunteers need training in their roles and need to understand the scope of the Trial and their responsibilities, including off-field-of-play athlete supervision



AWG Trial Roles ~ 3

Key informants reported that:

- Regional Trial Coordinators role:
 - Both volunteers' and paid RTCs' roles need to be clarified as to responsibilities
 - Volunteer RTCs need assistance from paid RTCs
 - Communications between the community and TSOs needs to be improved
- Regional Recreation Associations
 - Undertake initial planning for regional trials, host community selection, manage logistics, ensure fees are paid
 - Provide funding for trials



AWG Trial Roles ~ 4

Key informants reported that:

- Recreation coordinators' role was to:
 - Communicate information within communities about trials opportunities, support travel
 - Administrative role, application forms & fees collection
 - TSOs' connection to them is tenuous
- Volunteers' role:
 - Critical to delivery of trials—cooking, facility preparation, security, minor officials roles



AWG Trial Roles ~ 5

Key informants reported that:

- ❑ Sport North Federation delivers Territorial trials
- ❑ SNF regards their focus as TSOs' support, signing agreements with hosts for Territorial Trials, overall responsibility for Games
- ❑ TSOs, communities, others sees SNF responsible for communication about Regional & Territorial Trials
- ❑ Need for Regional Trials Coordinators to meet in person for briefing with follow-up conference call updates
- ❑ Some believe that roles are defined in AWG handbook, other feel the Handbook is unclear



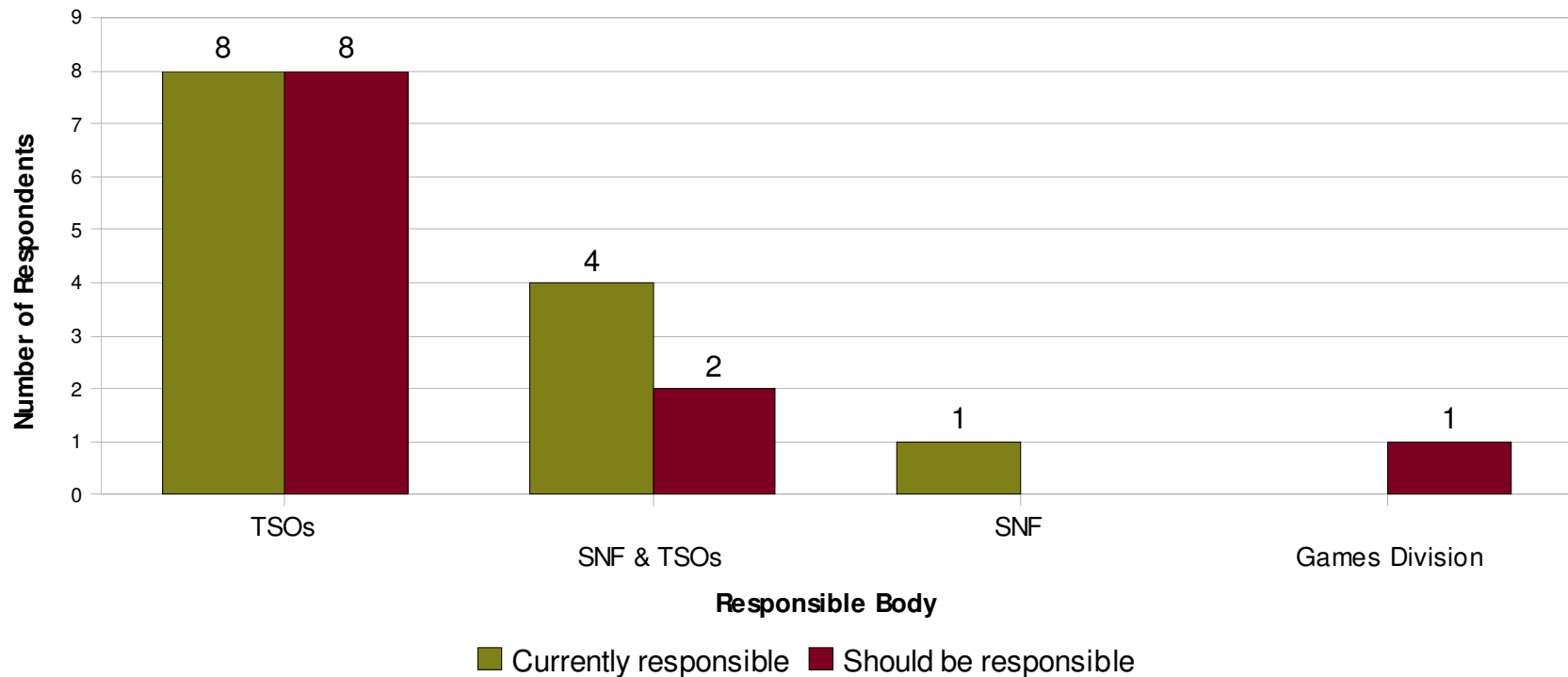
Responsibility for team selection

- Key informants were asked to indicate who they believed was responsible for team selection and who they felt should be responsible for team selection for the different multi-sport Games
- Results are shown on subsequent slides

(Please note on NAIG, two respondents indicated that they were neither clear on who currently selected teams for NAIG nor clear on who should select teams for NAIG and reported “?”. Not all respondents answered this question.)

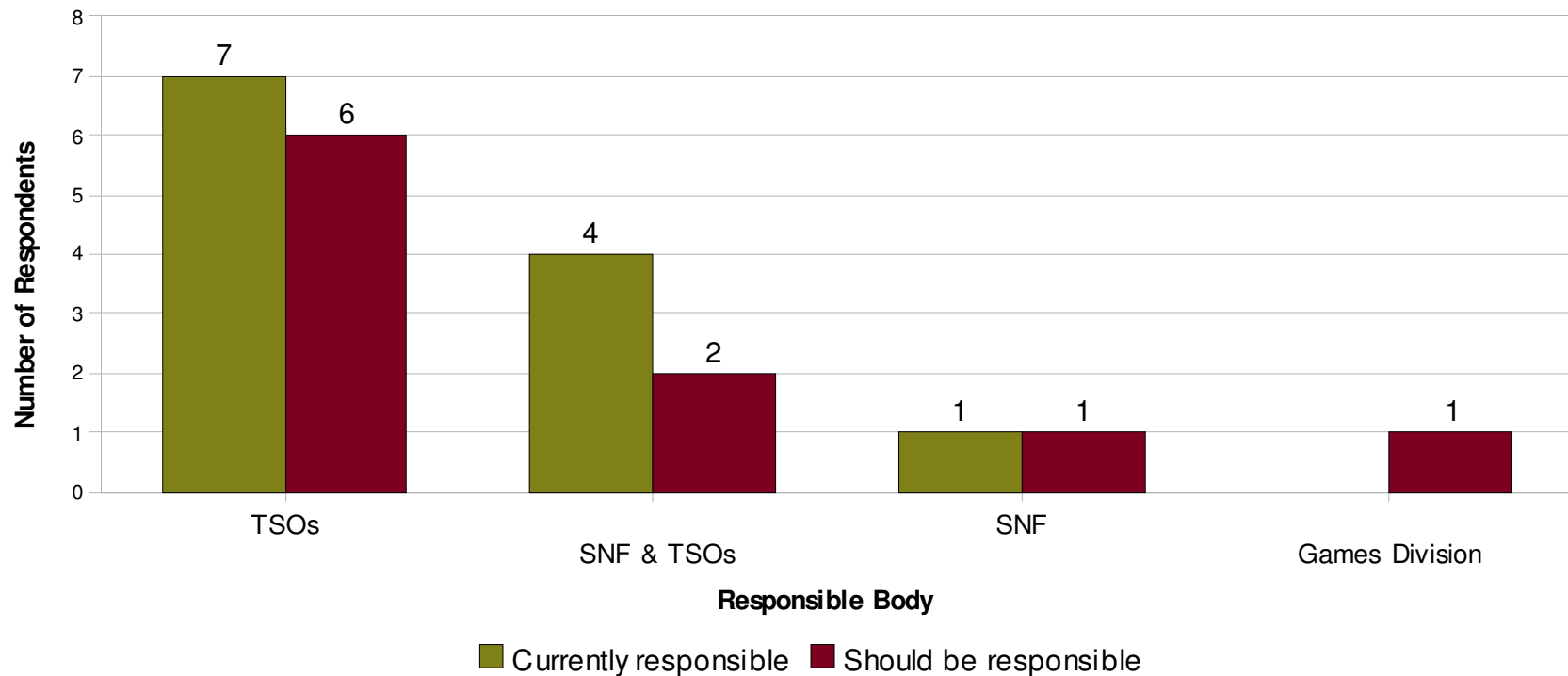
Perceived/proposed responsibility ~ 1

Canada Games - Team Selection



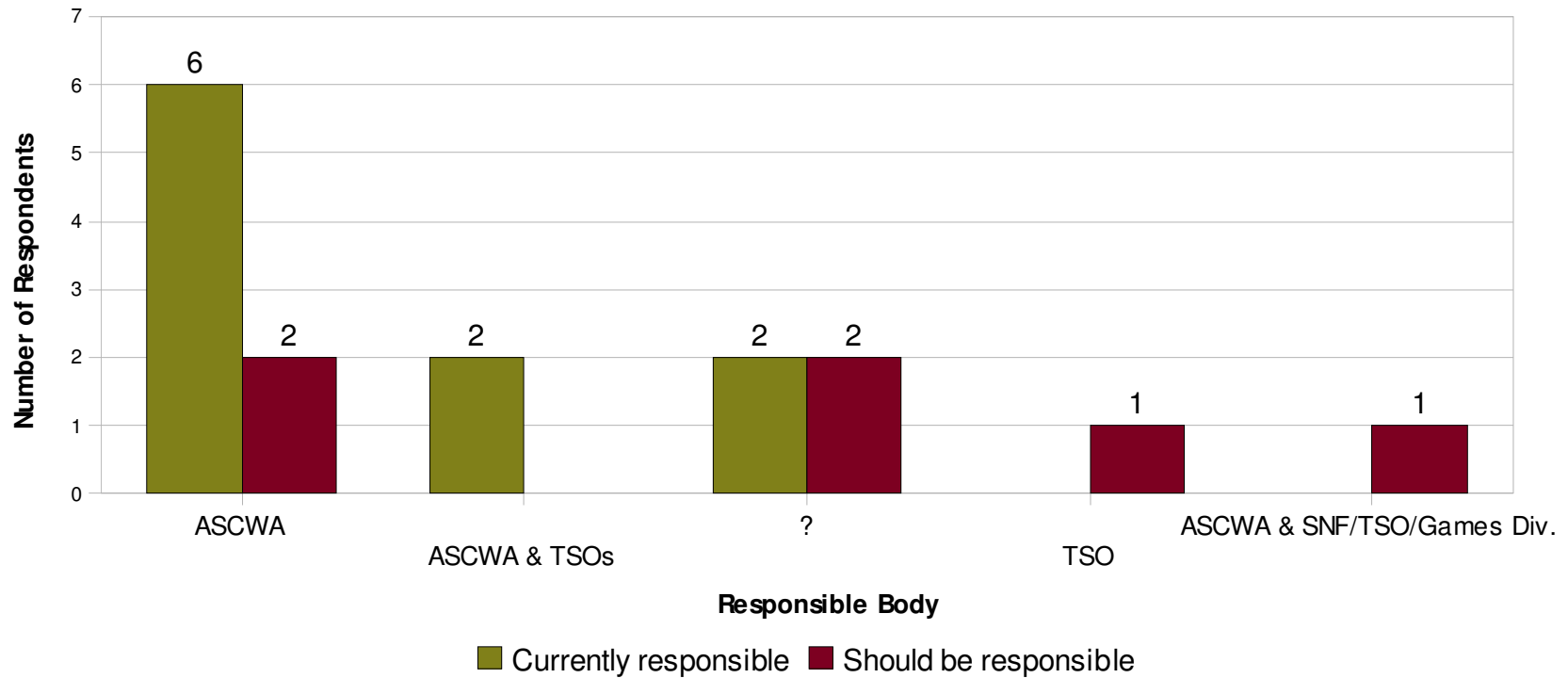
Perceived/proposed responsibility ~ 2

Western Canada Summer Games - Team Selection



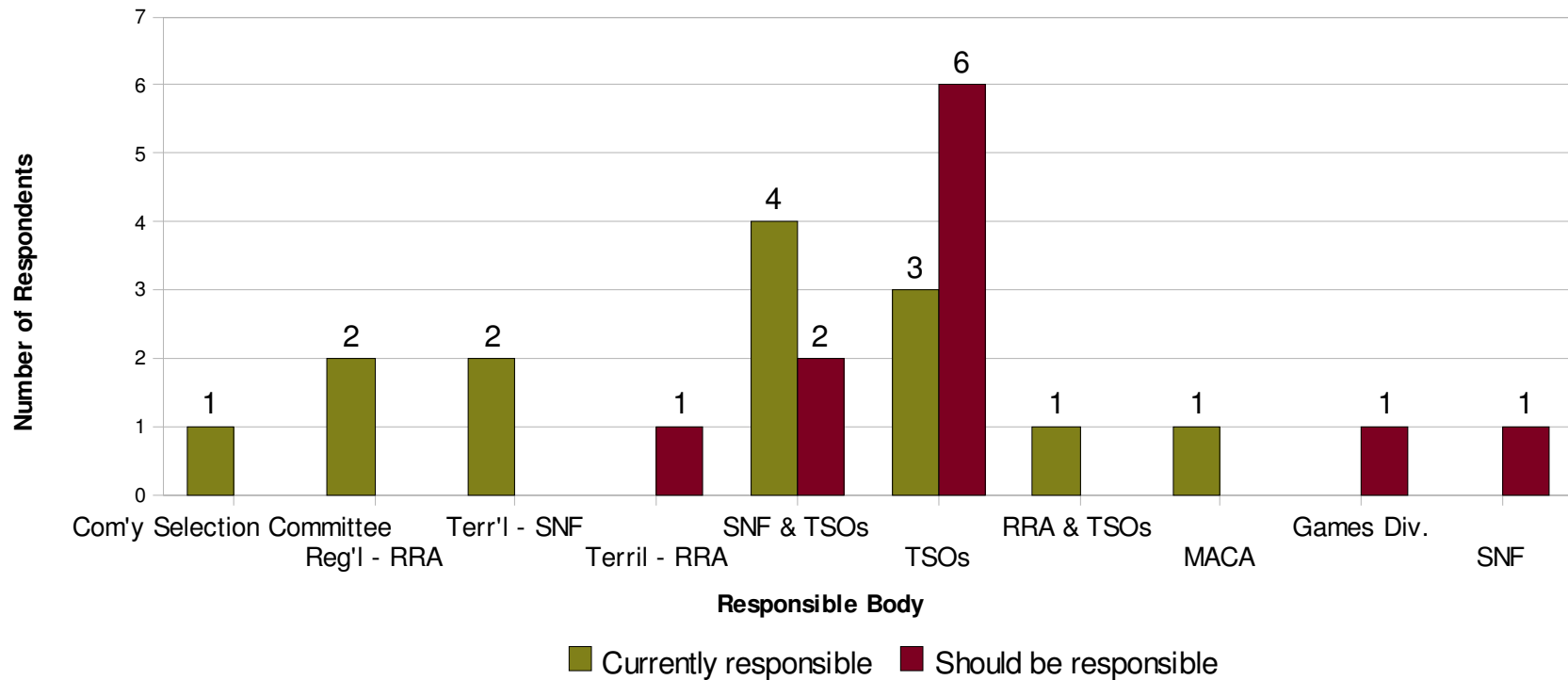
Perceived/proposed responsibility ~ 3

NAIG - Team Selection



Perceived/proposed responsibility ~ 4

Arctic Winter Games - Team Selection





Responsibility for team selection

- Appears to be agreement amongst key informants about who is and who should be responsible for selecting the teams for Canada Games and Western Canada Summer Games
- Less certainty about NAIG—may be attributable to lack of communication between ASCWA and some stakeholders
- Arctic Winter Games` response reflects a more complex situation which appears to have lead to confusion of roles

Team Selection – Canada Games & Western Canada Summer Games

Key informants reported that:

- Process is clearer for Canada Games and Western Canada Summer Games team selection as responsibility rests with TSOs
- Depending on capacity of TSO, selection process may or may not be:
 - Well structured
 - Fully explained or communicated to athletes & parents, coaches, recreation coordinators, schools and Regional Recreation Associations.
 - Free of pre-conceived bias and providing equal opportunity or access
 - Based on a competitive process



Team Selection – NAIG

Key informants reported that:

- ASCWA reported that they work with 8 of the 9 TSOs whose sports are represented in the Games and whose sports are played by NWT athletes.
- The 8 TSOs manage the selection process with supervision by ASCWA.
- ASCWA's objectives (community participation) are clear, so through supervision of the process they reported having to ask one TSO to revise its selection process
- ASCWA appears to achieve results, but some key informants expressed their doubts

Team Selection – Arctic Winter Games ~ 1

Key informants reported that:

- ❑ Current process is not effective.
- ❑ Selection process not evident in all sports—needs to be consistent, written and published
- ❑ Athlete development at the regional level is not taking place, affecting selection
- ❑ Ideally, athletes who are already competing in a sport, should have opportunity to try out for AWG
 - In reality, AWG are used in some cases as an opportunity for an athlete to try a sport and travel outside their community

Team Selection – Arctic Winter Games ~ 2

- Some sports don't have sufficient entries at regional level, so no competition, and automatic entry to territorial trials, some even automatic entry to AWG. TSOs do not support this approach but are over-ridden by regional level decisions. By-passes opportunity for team and strategy/tactical development between regional and territorial trials.
- Team sports: collective view that camp format is best way to select the best team **BUT** once selected, if the team does not have opportunity to train together, or if fitness levels not maintained and training regimen not followed, then athletes and team's competitive edge will decline
- Once selected, if an athlete returns to a small community, s/he is on his/her own to train and maintain same level of fitness as others on the team. Without a coach, this may be an insurmountable challenge

Team Selection – Arctic Winter Games ~ 3

Key informants reported that:

- ❑ Regional Recreation Associations do not see it as their role to offer sport development—their focus is on recreation opportunities and they aren't connected with TSOs that would allow strengthening of RRA's sport development knowledge, planning and skills
- ❑ Recreation Coordinators in small communities are not focused on sport development, nor is the message about sport development reinforced either through RRAs or through NWT RPA; skill level / training of Recreation Coordinators may be a factor
- ❑ Selection process between regional and territorial trials is not consistent—different standards—confusing for athletes, volunteers and families



AWG Team Selection – potential solutions

- Athletes selection should include alternates so that youth once selected know they may lose their spot on the team if they don't maintain fitness levels
- Separate sport development from selection
- Emphasize sport development at the community level through Territory Sport Development Strategy; development lead by SRC, engaging all partners
- Engage community players in sport development—community recreation coordinators and regional recreation associations—make it part of their role



Discipline

Key informants reported that:

- Some TSOs have their own policy and procedures
 - Others use Sport North's policy & procedure
- At Regional Trials, Regional Recreation Association have their own off-field-of-play athlete supervision expectations, but TSO volunteers selecting athletes are unaware of and may not follow them
- Not well defined in AWG Team Handbook



Appeals Process

Key informants reported that:

- Appeals process reported to exist in most TSOs for appeals of selection decisions
- Few appeals reported at Regional Trials level
- No consensus on the effectiveness of the appeals process.
 - In some cases seen as too “legalistic” for a process involving volunteers (TSOs)
 - Need to establish principles of fairness and a decision that is in the best interests of the athlete for AWG
 - Others reflected on lack of clarity on the different organizations’ roles, so that grounds for appeal were unclear



Appeals Process: Options for the future

- Contract Centre for Sport & the Law to develop a model Appeals Process, recognizing the volunteer nature of the leadership in TSOs
- Support TSOs to bring in Coach Evaluators from out of territory to make the final selection for the Games team/athletes
- Ensure that the selection and appeals/discipline procedures are documented and published prior to try-outs / team selection at any level.



Timing of team selection ~ 1

Key informants reported that:

- For Canada Games and Western Canada Summer Games—team selection timing seemed to work
- For AWG most observed that team selection (Territorials) is not done far enough in advance of the Games
- Concern expressed that TSOs are not in all cases implementing the sport development plans they propose in their funding application to SNF and are not monitored by SNF
- Move of AWG regional trials to spring of previous year was good move for team sports (except for problem of people missing the deadline). It allowed time for team and tactical development and considered natural ice surfaces and snow roads
 - View not supported by individual sports → need for consultation with sports about the appropriate deadline consistent with athlete development in their sport



Timing of team selection ~ 2

Key informants reported that:

- Moving AWG Territorials Trials to the previous year (6 – 12 months out) would be seen a positive move by many (team) sports
- Recognizing sports' different developmental cycles and letting the sports determine when the trials should be within a certain set of principles (athlete development/LTAD, coach recruitment/development and coaching) might be most effective way



Team selection ~ conclusion

- To get the best players in team sports, athletes should be picked from all over the Territory in an all-star camp format, using objective measures and an out-of-Territory Coach Evaluator.
- Then the athletes should be funded to train together in advance of the competition and provided with training and workout schedule in their home communities to get to and stay at a competition ready level. They may need an adult guide to help them stay on track—opportunity to tie to role of Recreation Coordinator



Team selection: Options for the future

- Yukon holds TSOs responsible for trials—no regional/territorial trials at fixed dates. Athletes are selected through open process to “training squad” and then coach works with athletes to develop their skills and ultimately selects AWG team from this squad.
- Consider cancelling Regional/Territorial trials process and diverting funds into sport development at community level, and TSO capacity to provide sport development, train coaches, select teams. TSOs could then conduct trials on a sport by sport basis. Funding could be used for both sport development strategy and TSO support.



Final comments from key informants ~ 1

- Spend more money on sport development (coaches in communities, individual sports) as opposed to selection and competition, and hold organizations accountable for delivering results
- Ensure effective planning and communication
- Participation in NAIG and AWG should be limited to one opportunity; athletes should move up (to Canada Games/Western Canada Summer Games) or out (to recreational participation) after one multi-sport Games experience.



Final comments from key informants ~ 2

- Focus on volunteer development to support athletes
- Clarify all organizations' roles, including MACA and connect parts of sport system: schools, TSOs, communities, RTCs, RRAs, SNF, RPA, MACA, SRC
- Limit political (MLA) involvement in team selection



Conclusions ~ 1

- Everyone is responsible for delivery of the Arctic Winter Games, but no-one is held accountable for their deliverables
- There is more clarity around “high performance” Multi-Sport Games (Canada Games, Western Canada Summer Games) –TSOs are responsible for recruitment, selection, training and support to the teams, SNF plays Mission Staff role
 - Recruitment of and support to athletes from smaller communities is limited by TSOs’ capacity



Conclusions ~ 2

- NAIG is clearer because ASCWA has clearly defined NWT's NAIG team as “participatory” and works within that framework to support some TSOs in recruiting athletes and coaches
- ASCWA defines their mandate as “promoting sport and recreation and cultural awareness”—some feel this can include a focus on community delivery
- Other partner organizations appear to have lost sight of the importance of connecting with communities



Recommendations: Multi-Sport Games

1. Continue involvement in all multi-sport Games (MSG) for the cultural, health, economic and social benefits
2. Re-establish balance within the sport system by continuing investment in MSG but strengthening sport development at the community level through support to TSOs (HR, funding, accountability)
3. Consider support system required for Games (Chef, Mission) and scale it back or create an organization with sole responsibility for Games; allow SNF to focus on supporting TSOs, and sport development through delivering programs



Recommendations: Mandates

4. Clarify roles of organizations/positions, fund them to deliver those roles & responsibilities, and hold them accountable for delivery:
 - Sport North Federation
 - TSOs & ASCWA
 - Recreation and Parks Association
 - Regional Recreation Associations
 - Community Recreation Coordinators
 - Sport and Recreation Council
 - MACA Regional Recreation Programs Advisors and Regional Superintendents
5. Work out the roles/responsibilities collectively, so that there is buy-in from all that are affected, and everyone knows what everyone else is supposed to be doing—it will take time, but it will be worth it
6. Ensure clarity of roles and strengthen the connection among SNF, TSOs, ACSWA, Recreation and Parks Association, Regional Recreation Associations and community recreation coordinators as it relates to the successful development and implementation of a sport development strategy and selection process for all MSG



Recommendation: Team selection ~1

7. Put TSOs in charge of team selection for all Games including NAIG; leave team selection for CS/WG, WCSG, with TSOs, SNF through Excel NT
 - Will involve extensive support to TSOs and new working relationships with ASCWA for NAIG
 - Sports without TSOs (e.g.: Dene Games) will need special approach
8. For AWG (and all other MSGs), ensure athlete selection process is published for each sport, then allow TSOs to determine most appropriate time and method to select teams, ensure dates and processes are well published
 - Engage Centre for Sport & the Law to outline selection principles to be included in procedures
 - Require that TSOs post the athlete selection process & dates on their website, or SNF's website if they don't have their own website; publish in newspapers, radio
 - Engage out-of-territory expertise to conduct selection for each TSO for Team NWT to each Games



Recommendation: Team selection ~ 2

9. Eliminate direct entry to AWG. Support TSOs to travel to communities both for sport development (identification, recruitment, training) and selection of athletes.
10. Limit athletes to accepting only one offer of entry to AWG; first offer precludes continued consideration for Team NWT
11. Only one trip to NAIG or AWG for an athlete. Next step is up to Western Canada Summer Games or Canada Games or out to recreational sport and coaching/officiating.
12. Create a new position of Regional Sport Development Officer and make strong linkages with SNF and TSOs and community recreation coordinators
13. Recruit NWT RPA to assist in orienting recreation coordinators to sport development, role and function of TSOs, link to Regional Sport Development Officers; modify focus of School of Community Government to include recreation leadership and sport development



Recommendations: Host community

14. Describe responsibilities for hosting a skills development/selection camp and confirm in writing to Mayor/SAO
15. Develop and post on SNF website host community template agreement and ensure responsible parties sign, including Senior Administrative Officer
16. Ensure TSOs and others involved in athlete selection understand host community's role, by making it clear in a handbook, developed collectively and updated annually



Recommendations: Appeals & Discipline

17. Engage Centre for Sport and Law to develop model appeals and discipline policies that can be used by all sport partners in all MSG and sport development
18. Ensure each TSO's appeals' and discipline processes are clear, comprehensive, consistent with Centre for Sport and Law's template, and published
 - Ensure each party's (to the appeal/discipline) role is clarified
 - Reinforce mediation, link to SDRCC



Recommendation: Sport Development

19. Develop a Sport Development Strategy for NWT that focuses on athlete, coach and official development:
 - Use LTAD as a foundation
 - Incorporate roles of recreation coordinators to support athletes/participants in small communities, linked with Regional Sport Development Officers (new position)
 - Develop continuum of multi-sport Games consistent with LTAD showing progression; position CS/WG, WCSG within LTAD's Training to Compete stage; position AWG and NAIG within Training to Train
 - Emphasize progression for sport development—athletes attend one set of Games and then move up to the next set of Games or out to recreational participation and/or coaching/officiating/administrative sport leadership.



Overall Conclusions

- ❑ Communicate
- ❑ Clarify roles, confirm in writing, engage all parties in the process
- ❑ Build community (coach, recreation coordinator) capacity to support sport development, provide more opportunities to participate at community level, connect with TSOs
- ❑ Shift focus of AWG away from trials to TSO based sport development and athlete selection; strengthen TSOs so they have the capacity to deliver this



Acronyms & Glossary ~1

AWG – Arctic Winter Games

ASCWA – Aboriginal Sport Circle of the Western Arctic, primary organizer of NAIG for NWT

ASRA – British Columbia Aboriginal Sport and Recreation Association

ASRPWF – Alberta Sport Recreation Parks and Wildlife Foundation

AWG Regional Trials Coordinators — individuals across the NWT who played a key role in organizing the regional trials process, at times fulfilled by a sport volunteer, at times fulfilled by MACA Senior Recreation Development Officers. For the 2008 Arctic Winter Games there were five volunteer Regional Trial Coordinators (RTCs) and four MACA staff RTCs.

CSG, CWG – Canada Summer and Winter Games

Centre for Sport and Law – organization that exists to provide leadership and support to sport organizations on the effective governance of sport

CRLP – Community Recreation Leaders Program, training program offered through the School of Community Government, intended to replace the former Recreation Leaders Program delivered through Aurora College

Excel NT – high performance funding program for the NWT, provides funding to TSOs that put forward multi-year high performance development programs



Acronyms & Glossary ~ 2

FSIN – Federation of Saskatchewan Indian Nations – Saskatchewan organization that manages Saskatchewan’s participation in NAIG

GN – Government of Nunavut

ISCA – Indigenous Sport Council of Alberta - organization that manages Alberta’s participation in NAIG

LTAD/CS4L – Long Term Athlete Development model, also known as Canadian Sport for Life

MACA – Municipal and Community Affairs, Government of NWT

MASRC – Manitoba Aboriginal Sport and Recreation Circle - organization that manages Manitoba’s participation in NAIG

Mission Staff – Chef de Mission, Assistant Chef de Mission and Mission Staff fulfill the role of overall management and responsibility for Team NWT at any multi-sport games

MLA – Members of the Legislative Assembly

MSG - Multi-sport Games (Provincial/Territorial Games, AWG, NAIG, WCSG, CSG, CWG, 55+ Games, Aboriginal or First Nation, Francophone, Atlantic Canada).

NAIG – North American Indigenous Games



Acronyms & Glossary ~ 3

NCCP – National Coaching Certification Program

NGO – Non-governmental organization

NWT RPA – NWT Recreation and Parks Association, has a partial mandate for recreation leadership

PSO/TSO – Provincial Sport organization, Territorial Sport Organization

Recreation Coordinators – employees of community governments

Regionals – first level of selection for athletes for AWG, successful athletes advance to Territorials

RRA – Regional Recreation Association – in this case refers to Mackenzie Recreation Association and the Beaufort Delta Sahtu Recreation Association.

RTC – See AWG Regional Trials Coordinator above

SAO – Senior Administrative Officer, highest non-elected person in a community, leads community government

School of Community Government – leadership and training division within MACA

Senior Recreation Development Officers – regional employees of MACA who have fulfilled the role of AWG Regional Coordinator in the past



Acronyms & Glossary ~ 4

SDRCC – Sport Dispute Resolution Centre of Canada is an independent national organization established by federal legislation whose mission is to provide the sport community in Canada with a national alternative dispute resolution service for sport disputes.

SNF – Sport North Federation

Sport Development Officers – positions that formerly existed within the Sport North Federation

SRC – NWT Sport and Recreation Council

Territorials – final selection event for Team NWT for the AWG

WCSG – Western Canada Summer Games

YASC – Yukon Aboriginal Sport Circle - organization that manages Yukon's participation in NAIG

YTG – Yukon Territorial Government