



strategic plan

Developed for Sport Yukon
by Mammoth Marketing Agency

CONFIDENTIAL

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introduction

Sport Yukon is a non-governmental organization at the centre of the Yukon's sport community. Founded in the 1970s, Sport Yukon advocates for and supports the development of sport in the territory by assisting organizations through training and development programming, in navigating funding and sport tourism initiatives, and financial assistance to break down barriers to sport.

Sport Yukon engaged Mammoth Agency in Whitehorse to facilitate the development of a 3-year strategic plan to identify and confirm areas for improvement and development. This plan will help to guide priorities and processes as the organization builds on the successes of its previous strategic plan and continues to grow its existing programs and initiatives, while building operational capacity through member engagement and community partnerships in order to expand and grow those offerings over time.

methodology

The research and development methodology for this strategic plan included a mix of facilitated workshops with Board, staff, and membership of Sport Yukon, as well as ongoing communications and feedback rounds. This process began with an initial session facilitated by Mammoth which included brainstorming and ideation of Sport Yukon's vision, mission, and values, as well as a situational analysis of the organization and establishment of its core competencies.

A subsequent workshop session was done with a large number of Sport Yukon's members during their member meeting in November 2022. In this session, we established goals as well as possible actions across what would become all four of the strategic priorities, and began organizing those goals from short-to-long-term achievability.

The final component of the development of this plan was ongoing contact with and feedback/input from Sport Yukon's staff and Board, distilling and refining the Vision, Mission, and Value statements, and targeted notes on the goals and actions outlined in this plan.

vision, mission, & values

Vision, mission, and value statements are crucial tools in determining the strategic direction of an organization. They outline an organization's aspirational goals, its purpose and drive, and the ethical code by which it will conduct itself in the pursuit of those goals and purposes.

The Sport Yukon staff and board have participated in brainstorming and working sessions that have helped distill these guiding statements.

Vision Statement

An organization's vision statement is meant to be a distillation of its most far-reaching aspirations of the impact of its efforts.

Based on extensive workshops, meetings, interviews, and other research, Sport Yukon's vision is:

“Cultivating a vibrant, supportive, inclusive, and coordinated sport community for every Yukoner.”

Mission Statement

The mission statement of an organization better communicates its real world purpose, and reflects its practical approach to working toward its vision.

The mission of Sport Yukon is:

“We are a hub for Yukon sport organizations and the voice for sport in the territory. We elevate sport by facilitating education and partnerships for our members, as well as providing advocacy, promotion, development of sport tourism, events, and access to administrative and financial resources.”

Values

Value statements establish a broad ethical code of conduct that helps guide the manner in which the organization works to achieve its vision and the fulfillment of its mission.

Sport Yukon's guiding principles are represented by the following values:

Integrity

"We recognize the importance of conducting ourselves with integrity and to operating at the highest standard of professionalism. In all that we do, we maintain accountability by engaging openly, honestly, and transparently."

Inclusion

"We believe in breaking down barriers to sport for every Yukoner; we strive in all ways to make sport accessible, inclusive, and available to all regardless of age, ability, geography, or experience."

Leadership

"We embrace our role in the Yukon sport community, providing leadership and guidance for our member organizations by staying informed and involved in industry trends and shifts."

Responsiveness

"We strive in all aspects to embody a spirit of open and responsive communication - to be approachable, helpful, prompt, and friendly in all our interactions with members, athletes, partners, and the community."

Competence

"We believe that by supporting and encouraging our members to build policies, processes, and partnerships - as well as administrative and financial skills - we are building a competent, sustainable ecology of sport organizations."

Growth

"We see the promise of Yukon athletes and sport organizations and are committed to raising their voices and helping them develop talent, build capacity, and discover opportunities that will help them find success today, and continue to grow in the future."

strategic priorities

As part of the strategic planning process, three strategic priority pillars were identified for Sport Yukon, based on an assessment of specific input from the membership as well as findings from meetings and sessions with Sport Yukon staff and Board members. These are broad categories designed to isolate high-level areas of interest and development as the organization grows.

The three strategic priority pillars identified for this plan are:

Operational Capacity

Governance, staffing, facility management, core funding, and other vital operations of the organization.

Sport Development

Advocacy, sport tourism planning and support, administration of sport funding initiatives, training and development, and other sport-related programming undertaken by the organization.

Marketing & Communications

Internal and external communications, strategies and planning, key messaging, information and resource management, and other public- or member-facing elements of Sport Yukon's operations.

Community Engagement

Includes fundraising, community events and activities, professional networking and relationship building, and more.

In the following sections, these strategic priorities are broken down into goals and example action steps, and placed into a timeline over the three years of this strategic plan. That timeline was determined in part by hard real-world deadlines, in part based on the sequential impacts of some tasks on future actions, and in part with consideration for the capacity of Sport Yukon's Board and Staff.

It is not the intent of this plan to indicate that these goals and actions must only occur when they have been slotted in the timeline. Rather, the timeline is meant to indicate a rough guidepost for the consideration and implementation of those goals and actions. This is a living plan, and the Board is able to advance certain actions and goals if the opportunity arises and capacity permits.

goals & actions

Strategic Priority	Immediate (Year 1) Fiscal 2023-2024	Short-Term (Year 2) Fiscal 2024-2025	Mid-Term (Year 3) Fiscal 2025-2026
Operational Capacity	<p>Restructure and reorganize the working space within the building to accommodate the needs of Sport Yukon and member organizations</p> <p>Develop an advocacy strategy for increased core funding from SARB</p> <p>Establish a framework for member participation in Sport Yukon staff/board committees</p> <p>Build comprehensive database of current facilities, booking procedures, primary contact info, etc. for membership</p>	<p>Implement new committee structure and recruit member representatives for committee assignments</p> <p>Optimize inter-member communications regarding facility usage, volunteer coordination, etc.</p>	<p>Grow staffing to address increased need for centralized administration of programming, sport tourism, member coordination, information and resource management, etc.</p> <p>Review strategic plan progress and initiate a new strategic planning initiative</p>
Sport Development	<p>Activate targeted advocacy for expanded sport facilities</p> <p>Engage membership in whitepaper advocacy projects (funding, facilities, travel and training, etc.)</p> <p>Strengthen relationship with YG Tourism & Culture with regard to the role of sport and sport events in Yukon tourism (Yukon Quest, Softball, etc.)</p>	<p>Develop forums for community participation in sport advocacy work (town halls, conferences, etc.)</p> <p>Reflect on the failure of the 2027 Canada Winter Games bid and assess risks for future bids</p> <p>Investigate growth of high-level training for athletes in the Yukon (“Sport School”) to keep kids and families in the North</p>	<p>Implement coordinated sport recruitment events (sport “trade shows”, “try a sport” program, etc.)</p> <p>Develop an internal strategy for the coordination and development of major sport tourism bids</p>
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Marketing & Communications	<p>Build on digital display program and integrate it fully into ongoing marketing and communications initiatives</p> <p>Increase member awareness/education regarding the National Sport Trust Fund</p> <p>Complete major updates / upgrades to the new website</p> <p>Establish the importance of the 40th running of the Klondike Road Relay (marketing, registrations, sponsors, events)</p>	<p>Explore ongoing/periodic social media training and skills building for members</p> <p>Build a comprehensive list of available sport funding grants and opportunities / build deadlines/info into periodic/quarterly messaging</p> <p>Shift focus of content marketing from Team Yukon and major events to athlete spotlights, post-secondary successes of Yukoners, Indigenous athletes, etc.</p>	<p>Development / integration of some kind of centralized facility usage calendar or other reference document for members</p>
Community Engagement	<p>Strengthen relationships with First Nations and FN sport orgs (ASC) and events (NAIG)</p> <p>Strengthen/improve relationship with City of Whitehorse Recreation department</p>	<p>Establish programs in partnership with external organizations to support operational issues (Volunteer Yukon, School Boards, etc.)</p> <p>Explore partnership with City of Whitehorse / CGC to optimize facility bookings / space sharing / joint use agreements, etc.</p>	<p>Formalize accommodations program with school boards for community teams.</p>