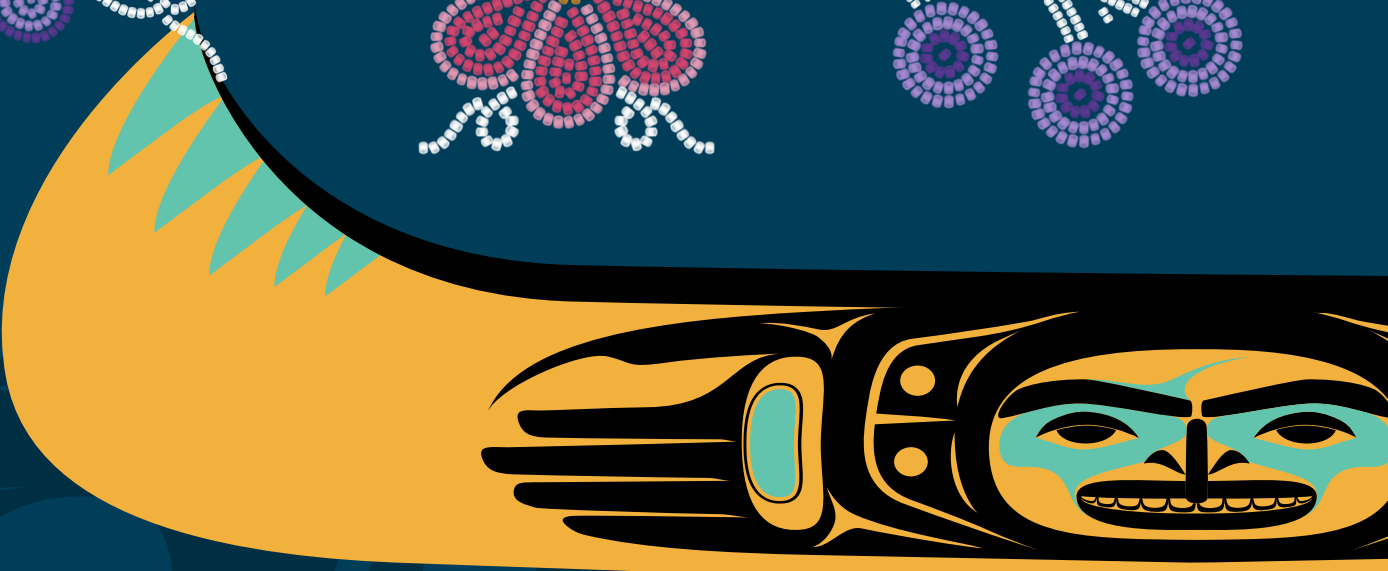




THE SPIRIT OF SPORT

— ACTIVE TOGETHER —



**A National Strategy for Indigenous Peoples' Participation
in Sport, Physical Activity, and Recreation in Canada**



The Spirit of Sport – Active Together:

A National Strategy for Indigenous Peoples' Participation in Sport, Physical Activity, and Recreation in Canada

Aboriginal Sport Circle 2025

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Aboriginal Sport Circle (ASC) would like to acknowledge and express our deep gratitude to the Indigenous athletes, coaches, leaders, Elders, and Knowledge Keepers from coast to coast to coast whose voices, experiences, and guidance have shaped this National Strategy. Their dedication to strengthening Indigenous sport, physical activity, and recreation has provided the foundation for this work.

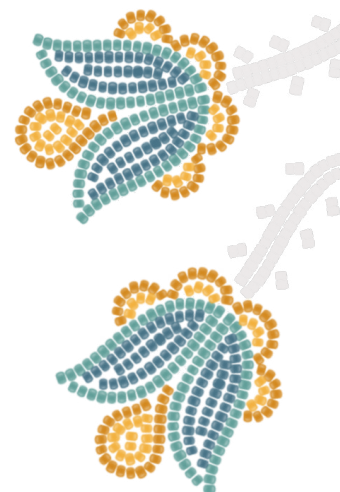
We also acknowledge the partnerships and collaborations across sectors that have supported this strategy. Meaningful change is only possible through collective action, and we appreciate the commitment of all those working to advance Indigenous sport at the community, regional, and national levels. We want to extend a special thank you to the Provincial and Territorial Aboriginal Sport Bodies (PTASBs) who have dedicated their time, efforts, and hearts to informing, driving, and inspiring this strategy.

Finally, we honour the generations of Indigenous participants, builders, volunteers, and leaders within sport, physical activity, and recreation who have long charted the path on which we travel together today and into the future.

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CONTENTS



THE JOURNEY

- Our Vision for the Next Decade / 6
- The Pathway Here / 7
- The Spirit of Sport – Active Together / 8
- Advancing Existing Frameworks / 9
- Fostering Mutually Supportive Systems / 11
- Embracing Our Collaborative Approach / 13

TAKING ACTION

- Our 5 Strategic Focus Areas / 18
- 1** Advocacy and Awareness / 19
- 2** Relationships and Partnerships / 23
- 3** Leadership and Capacity Building / 25
- 4** Participation / 28
- 5** Sustainable Investments / 31

NEXT STEPS

- A Tenfold Investment for Sustainable Impact / 34
- References / 35
- Appendix: Identified Action Items
for National Strategy Partners / 36

ACRONYMS & KEY TERMS

2SLGBTQIA+	Two-spirit, lesbian, gay, bisexual, transgender, queer or questioning, intersex, asexual, and additional sexual orientations and gender identities
ASC	Aboriginal Sport Circle
C-SPAR	Canadian Sport, Physical Activity, and Recreation System
I-SPAR	Indigenous Sport, Physical Activity, and Recreation System
MMIWG	Missing and Murdered Indigenous Women and Girls
NAIG	North American Indigenous Games
PTASBs	Provincial and Territorial Aboriginal Sports Bodies
RCAP	Royal Commission on Aboriginal Peoples
TRC	Truth and Reconciliation Commission
UNDRIP	United Nations Declaration on the Rights of Indigenous Peoples

Cultural humility is an ongoing process of self-reflection and personal critique that acknowledges the limits of one's own cultural perspective. It involves recognizing and addressing inherent power imbalances in relationships and actively learning from others' lived experiences. This approach fosters respectful, open dialogue and mutual understanding, emphasizing that cultural competence is not a destination but a continuous journey of growth.

Cultural safety refers to creating environments that respect and affirm the cultural identities of all individuals. It requires practitioners and institutions to recognize and mitigate power imbalances, systemic biases, and historical inequities. By centering the perspectives and needs of marginalized communities, cultural safety ensures that individuals feel secure, respected, and empowered in their interactions with service providers.

Decolonization: For our purposes, we define decolonization as an ongoing process of dismantling colonial structures, systems, and ideologies that impact Indigenous peoples, communities, organizations, and Nations. It involves restoring Indigenous cultural practices (including sports and games), land, languages, knowledge systems, and governance systems while challenging and transforming colonial ways of thinking and doing. Decolonization requires both structural changes—such as institutionalizing Indigenous knowledges and perspectives in policy reforms, and legal recognition of Indigenous rights—and personal commitments to unlearning colonial biases, upholding Indigenous ways of knowing and being, and fostering equitable relationships.

Indigenous-led refers to initiatives, organizations, programs, or decisions that are guided, governed, and implemented by Indigenous peoples, communities, organizations, and Nations. It means that Indigenous leadership, knowledge systems, priorities, and governance structures are at the forefront, ensuring that actions and outcomes support Indigenous self-determination.



THE JOURNEY



OUR VISION FOR THE NEXT DECADE

The National Strategy for Indigenous Peoples' Participation in Sport, Physical Activity, and Recreation envisions a future where all Indigenous peoples in Canada — across all ages, abilities, and regions — have access to meaningful opportunities that inspire hope, foster well-being, and strengthen communities and Indigenous nationhood. This future is shaped by Indigenous needs and interests, ensuring a self-determined Indigenous sport, physical activity, and recreation system that prospers alongside, and at times connects with, an inclusive Canadian system.

It does this by setting a clear direction for fostering culturally appropriate engagement, policy development, and systemic change across Canada's Indigenous and non-Indigenous sport, physical activity, and recreation sector. Grounded in the insights and leadership of First Nation, Métis, and Inuit peoples, communities, and organizations it ensures that actions are shaped by those who have the clearest vision of what is working well, what needs to change, and why change is needed, as well as how to get to their preferred vision for the future.

As a ten-year initiative, the National Strategy serves as both a vision and a roadmap, laying the foundation for Indigenous peoples, communities, and Nations to flourish through sport, physical activity, and recreation. It focuses on building culturally responsive systems that not only promote Indigenous well-being and empowerment but also reshape relationships, institutions, and policies within the broader Canadian landscape to be inclusive, equitable, and respectful of Indigenous cultures, communities, and Nations.

At the heart of this strategy is the recognition and restoration of Indigenous ways of knowing, being, and doing. This includes revitalizing Indigenous sports, games, and land-based activities, while integrating cultural values and teachings that support holistic well-being. By reaffirming a collective commitment to honouring Indigenous cultures, traditions, and rights, this strategy acknowledges the perseverance and agency of Indigenous peoples in reimagining, reclaiming, and rebuilding a future through sport, physical activity and recreation — one that aligns with their vision for health, community, and self-determination in Canada.

Once implemented, the National Strategy will serve as a powerful framework for collaboration, empowering stakeholders to build alliances, share best practices, and enhance operational capacity. Most significantly, the proposed tenfold increase in investment will be a game-changer for the entire sport, physical activity, and recreation sector. This substantial funding boost will drive transformative action, ensuring sustained progress toward well-defined priorities that foster Indigenous participation, leadership, and self-determination. By expanding resources and opportunities at an unprecedented scale, this investment will help create a more inclusive, equitable, and culturally responsive system that supports Indigenous peoples, communities, and Nations for generations to come.

THE PATHWAY HERE

In the fall of 2021, the Aboriginal Sport Circle (ASC) was entrusted with developing a National Strategy for Indigenous Sport, Physical Activity, and Recreation in Canada—a milestone in an advocacy effort that had been underway since at least 2016. Its development followed a phased approach, beginning in the winter of 2022, and was shaped by extensive consultation and research. Over three and a half years, the ASC engaged with individuals, communities, and organizations across every region of Canada, explored key issues, and facilitated both in-person and virtual national meetings and gatherings. This wealth of knowledge was carefully consolidated, addressing gaps and analyzing critical challenges. The process culminated in the formal report *Phase 1: Reimagining Our Future*, submitted to Sport Canada in the spring of 2024. The framework established in that report was further strengthened and refined, leading to the creation of the National Strategy as it stands today as *The Spirit of Sport – Active Together*.

As a ten-year initiative, the National Strategy serves as both a vision and a roadmap, laying the foundation for Indigenous peoples, communities, and Nations to flourish through sport, physical activity, and recreation. It focuses on building culturally responsive systems that not only promote Indigenous well-being and empowerment but also reshape relationships, institutions, and policies within the broader Canadian landscape to be inclusive, equitable, and respectful of Indigenous cultures, communities, and Nations.

THE SPIRIT OF SPORT – ACTIVE TOGETHER

The Spirit of Sport – Active Together reflects how Indigenous and non-Indigenous peoples in sport, physical activity, and recreation now see the world — woven with greater nuance, deeper understanding, and a shared commitment to reciprocity. The title itself carries the weight of that vision.

This journey toward an equitable and balanced future is not a paved road — rigid, unyielding, and built for speed at the cost of understanding. Instead, it is a river — fluid and alive, a current of powerful energy that blends, adapts, and carves new channels while nourishing the lands it moves through.

And in these waters, there are many paddlers.

To Indigenous peoples, *The Spirit of Sport – Active Together* is a vessel — a means of carrying forward the aspirations of our ancestors, our communities, and our Nations, infused with our knowledges, histories, and experiences with sport, physical activity, and recreation. Like a canoe moving with the current, it bears the wisdom of the past while navigating toward a future rooted in justice and collaboration. For non-Indigenous peoples, it is an invitation — to travel alongside, to engage fully, and to lend their energy to bring this future to life.

Ultimately, *The Spirit of Sport – Active Together* reflects a deep, collective yearning to unite diverse ways of knowing and being — to weave knowledge, perspective, and practice together in harmony, rather than elevating one way of moving forward over another, as has been done for too long.

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ADVANCING EXISTING FRAMEWORKS

The *Spirit of Sport – Active Together* builds on decades of advocacy movements and actions, bringing together key recommendations into a unified framework. These initiatives advance what Indigenous peoples already know—that invigorating Indigenous engagement in sport, physical activity, and recreation not only fosters individual and community wellness but also serves as a powerful catalyst for self-determination, the revitalization of Indigenous nationhood, and stronger relationships between Indigenous and non-Indigenous peoples. These advocacy efforts have both shaped, and been reinforced by, domestic and international frameworks, driven by the strategic leadership of Indigenous peoples across the country. Key among these frameworks are:

- The *United Nations Declaration on the Rights of Indigenous Peoples* (United Nations General Assembly, 2007): A foundational instrument for Indigenous self-determination in Canada and globally, UNDRIP—along with Canada’s domestic UNDRIP legislation (Canada, 2021)—recognizes the right of Indigenous peoples to self-govern, including in sport, recreation, and traditional practices, as well as the right to participate fully in all mainstream activities. These rights are stated in Articles 5 and 31.
- The *Royal Commission on Aboriginal Peoples* (RCAP, 1996): RCAP’s final report, notably sections 4.4.3 and 4.4.4, highlighted the critical role of sport and recreation in building community capacity, promoting education, and supporting overall wellness. Its recommendations continue to inform policies and programs today.
- The *Maskwachees Declaration* (F-PT Advisory Committee on Fitness and Recreation, 2000): Developed through a roundtable hosted by the Federal-Provincial/Territorial Advisory Committee on Fitness and Recreation, the Declaration provides key insights into advancing sport, physical activity, recreation, physical education, and traditional practices. Included as Appendix B in *Sport Canada’s Policy on Aboriginal Peoples’ Participation in Sport*, the *Maskwachees Declaration* establishes why and how these activities are essential to fostering healthy individuals, families, communities, and Nations.

Invigorating Indigenous engagement in sport, physical activity, and recreation not only fosters individual and community wellness but also serves as a powerful catalyst for self-determination, the revitalization of Indigenous nationhood, and stronger relationships between Indigenous and non-Indigenous peoples.



The *Maskwachees Declaration* has since guided the work of numerous organizations, including the ASC, while also influencing government policy.

- *Sport Canada's Policy on Aboriginal Peoples' Participation in Sport* (Canadian Heritage, 2005): For instance, the *Maskwachees Declaration* provided the foundation for this federal policy, which identified barriers and outlined policy solutions that remain relevant today. The policy committed to: enhancing Indigenous sporting opportunities through equitable access to resources; developing programs that reflect Indigenous needs and priorities; strengthening the capacity of Indigenous sport organizations, leaders, and coaches; and supporting research and data collection that addresses Indigenous interests.
- *The Truth and Reconciliation Commission's 94 Calls to Action* (TRC, 2015): Calls to Action #87-91 specifically address sport and emphasize: recognizing and sharing the histories of Indigenous athletes; supporting the long-term development of Indigenous athletes; updating national Acts, programs, policies, and initiatives to meaningfully include Indigenous peoples; honouring Indigenous territorial protocols and engaging with communities; and ensuring fair participation in national and international sporting events.
- *The National Inquiry into Missing and Murdered Indigenous Women and Girls* (MMIWG, 2019): The MMIWG final report identifies systemic socio-economic and political factors that have made Indigenous women, girls, and 2SLGBTQQIA+ people disproportionately vulnerable to violence and oppression. Several of its Calls for Justice, notably 3.1 and 7.3, directly relate to sport, physical activity, and recreation as tools for fostering well-being, inclusion, and empowerment. Governments and organizations at all levels have a responsibility to respond to these Calls to Justice to make meaningful progress in addressing the ongoing crisis of MMIWG.

Decades of Indigenous advocacy and leadership clearly underscore the vital role of culturally relevant and accessible sport, physical activity, and recreation programs in promoting health, well-being, and community development. The National Strategy is deeply rooted in the collective wisdom and successes of these efforts, building upon a strong foundation of policy and strategic activism. This legacy also reinforces the urgent and ongoing responsibility of governments, non-profits, corporate funders, and allied organizations to actively support and implement the National Strategy in partnership with Indigenous peoples and the sport, physical activity, and recreation organizations they have created to enact their preferred vision for the future.

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FOSTERING MUTUALLY SUPPORTIVE SYSTEMS

In Canada, two distinct sport, physical activity, and recreation (SPAR) systems exist: the Indigenous system (I-SPAR) and the Canadian ‘mainstream’ system (C-SPAR). With the passage of *Bill C-15, An Act Respecting UNDRIP* (Canada, 2021), which received royal assent in June 2021, the federal government committed to aligning Canadian legislation with UNDRIP. This can be interpreted to include supporting the growth and development of I-SPAR alongside C-SPAR.

I-SPAR is designed by Indigenous organizers for Indigenous participants, offering culturally grounded programs that foster Indigenous identity and pride. The ASC and its provincial/territorial Aboriginal sport bodies (PTASBs) serve as the backbone of this system. For over 30 years, alongside Indigenous service providers, such as friendship centres and clubs, they have played a central role in leading and supporting Indigenous sport, physical activity, and recreation development both regionally and nationally. I-SPAR encompasses a wide range of programming, from community and inter-community gatherings to provincial tournaments, national competitions, and international events.

C-SPAR, by contrast, is largely shaped by non-Indigenous organizers and operates through a structured, hierarchical system at the community, provincial, national, and international levels. While C-SPAR organizations no longer formally exclude Indigenous participants, they often do not actively facilitate Indigenous inclusion, such as by addressing the social determinants of Indigenous health or ensuring culturally safe environments. Structural barriers persist, including overt and covert anti-Indigenous racism and policies that discourage Indigenous cultural expression.

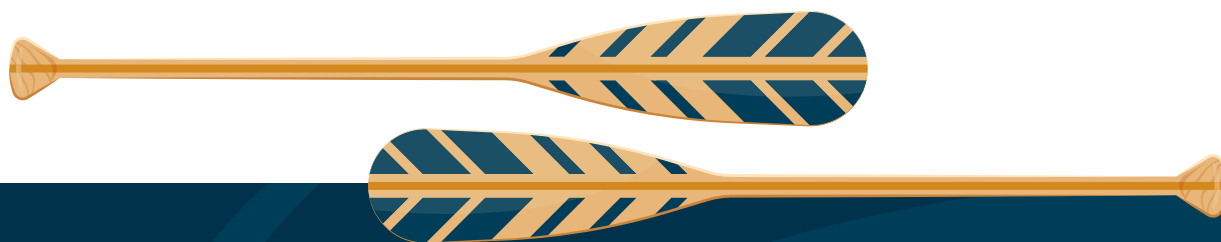
I-SPAR, the Indigenous Sport, Physical Activity, and Recreation system, encompasses a wide range of programming, from community and inter-community gatherings to provincial tournaments, national competitions, and international events.

C-SPAR, the wider Canadian system, by contrast is largely shaped by non-Indigenous organizers and operates through a structured, hierarchical system at the community, provincial, national, and international levels.

While I-SPAR and C-SPAR operate independently, they occasionally intersect through shared initiatives. For example:

- The National Coaching Certification Program, developed within C-SPAR, includes an Aboriginal Coaching Module, created and facilitated by Indigenous experts under the authority of the ASC. This coaching module is accessible to all National Coaching Certification Program members and is a mandatory requirement for coaches at selected events, such as the North American Indigenous Games (NAIG).
- The Aboriginal Apprentice Coach Program allows each province and territory to send two Indigenous coaches to the Canada Games (summer and winter) as apprentices, helping them gain experience that they can apply within both I-SPAR and C-SPAR. This program is a collaborative effort between organizations from both systems, including the ASC, PTASBs, Provincial/Territorial Coaching Representatives, the Canada Games Council, and the Coaching Association of Canada.

These initiatives illustrate how I-SPAR and C-SPAR can work together to create mutually beneficial opportunities, strengthening both systems. This relationship — of independent but mutually supportive systems — is the driving force behind the National Strategy. It commits everyone involved to supporting a self-determined I-SPAR while ensuring a more inclusive, equitable, and culturally responsive C-SPAR.



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EMBRACING OUR COLLABORATIVE APPROACH

As we embark on a collective journey to renew and revitalize Indigenous involvement in sport, physical activity, and recreation in Canada, we embrace the powerful metaphor of a canoe journey—an image deeply rooted in Indigenous and Canadian cultures. Being together in the canoe, paddling toward a shared destination, reflects our commitment to one another. And just as paddlers navigate diverse and sometimes challenging waters, we pledge to support and uplift each other along the way.

This National Strategy is our canoe—built to be strong and inclusive—while we, as paddlers, remain flexible and responsive to the evolving needs and aspirations of Indigenous peoples and communities, as well as to shifts in the political and policy landscape. This journey reminds all of us that our collective path must be purposeful, grounded in Indigenous cultures, guided by Indigenous wisdom and experience, and always striving toward a self-determined future.

To support this journey, **the National Strategy is guided by a strong framework, including a vision, mission, values, principles, and goals.** Together, these elements shape our commitments and serve as the foundation for the primary focus areas that will bring the National Strategy to life.



VISION

Our vision is a future where Indigenous peoples of every age, ability, and background enjoy equitable access to sport, physical activity, and recreation opportunities that inspire hope, promote well-being, and strengthen both personal and community relationships. We aim to cultivate a flourishing Indigenous system that thrives alongside a safe, culturally affirming, and inclusive Canadian system.



MISSION

Our mission is to build a future where Indigenous peoples are empowered through sport, physical activity, and recreation. By increasing visibility, fostering aspiration, and supporting achievement, we aim to create meaningful, lasting change. These activities will promote health and well-being, deepen connections between individuals and communities, and celebrate cultural pride, resilience, and self-determination.



VALUES

Each action taken toward the National Strategy should reflect these foundational values:

- **Upholding Indigenous rights:** Recognize and respect Indigenous sovereignty, self-determination, and inherent rights. Every decision and action must honour and advance these rights.
- **Centring Indigenous ways of knowing, being, and doing:** Root our approach in Indigenous worldviews and practices, ensuring our strategy remains deeply connected to culture and identity.
- **Prioritizing a holistic approach:** Address the physical, mental/emotional, spiritual, and cultural well-being of individuals and communities, ensuring balance in all aspects of life.
- **Empowering youth and communities:** Invest in youth and community leadership to build confidence, create opportunities, and lay the foundation for a brighter future.
- **Generating collective strength and unity:** Emphasize collaboration, teamwork, and shared responsibility as the cornerstone of our collective success.
- **Improving health and well-being outcomes:** Commit to enhancing the overall health of Indigenous individuals, families, and communities by fostering pathways for healing and resurgence through sport, physical activity, and recreation.



PRINCIPLES

Our principles form the foundation of our approach, guiding our actions and decisions as we work toward our vision. Each principle embodies our commitment to integrity and respect in overcoming challenges.

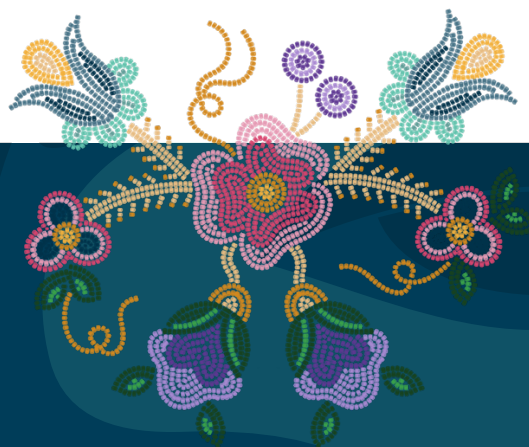
- **Accountability, responsibility, and integrity:** We hold every individual and organization accountable, ensuring honesty and transparency at every step. Responsibility means aligning our efforts with our core values and maintaining the integrity of our work.
- **Collaboration, partnership, and sharing the work:** Collective action drives progress. Through collaboration and partnership, we share responsibilities and combine contributions, ensuring that no one bears the burden alone.
- **Transparency, honesty, and sincerity:** Clear communication builds understanding and trust. With honesty and sincerity as our guide, we act openly and honour every contribution.

- **Respecting Indigenous diversity:** We honour the uniqueness of each Indigenous community, Nation, and organization by taking a distinction-based approach that adapts to their cultural traditions, governance structures, and needs, while also recognizing shared spaces and responsibilities in advancing self-determination and culturally relevant solutions.
- **Equity and inclusion:** We are dedicated to amplifying the diverse voices and contributions of Indigenous peoples. By actively dismantling the complex barriers faced by Indigenous communities—especially those affecting 2SLGBTQQIA+ individuals, girls, and women—we are helping to forge a healthier, more resilient, and cohesive future.

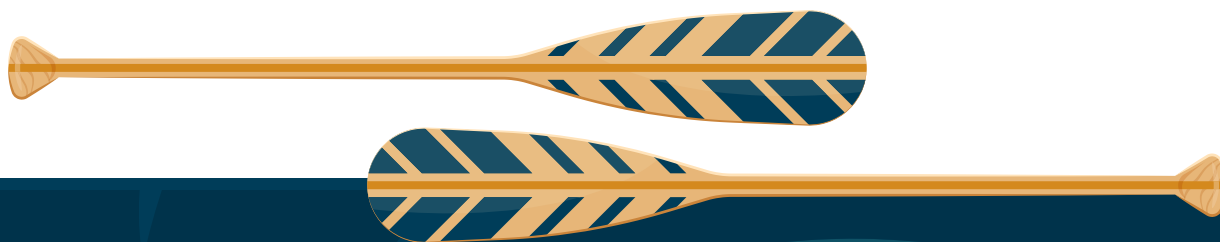
STRATEGIC GOALS

Our strategic goals outline the broad, long-term outcomes that the strategy aims to achieve. They provide a high-level understanding of what success looks like and serve as a rallying point for governments, stakeholders, and partners to align their efforts.

- **Embedding I-SPAR aspirations within C-SPAR:** For too long, I-SPAR organizations have had to align with C-SPAR objectives, highlighting inequitable power dynamics. This goal reverses that historic trend by requiring C-SPAR organizations and governments to integrate the ambitions outlined in this strategy into their policies and programs through co-development, creating a more inclusive and effective Canadian system.
- **Greater investment in the ASC and PTASBs:** This goal aims to increase investment in the ASC and PTASBs to strengthen their capacity to support I-SPAR. This includes providing funding, resources, and support to enhance their ability to affect policy and legislation and to deliver programs and services that meet the needs of Indigenous peoples and communities.
- **Improved services to I-SPAR organizations:** This goal focuses on improving the quality and accessibility of services provided to I-SPAR organizations. This includes enhancing training, capacity-building, and networking opportunities for Indigenous organizations to enhance their overall effectiveness and sustainability in the SPAR landscape.



- **Advancing a social determinants of indigenous health approach:** This goal aims to advance Indigenous needs and priorities for all SPAR activities using a social determinants of Indigenous health approach. This will require a ‘whole-of-government’ approach, as well as breaking down silos between relevant sectors such as sport, physical activity, recreation, education, health, and Indigenous services.
- **Progress toward a new fiscal relationship:** This goal seeks to advance progress toward a new fiscal relationship between Indigenous peoples, organizations, and governments based on mutual respect, recognition, partnership, and Indigenous self-determination. This involves advocating for changes to funding models and policies to better support SPAR initiatives.
- **Activation of relevant UNDRIP, RCAP, Maskwachees, TRC, and MMIWG obligations:** This goal aims to activate the principles, calls to action and justice, and ethical/legal obligations of UNDRIP, RCAP, Maskwachees, TRC, and the MMIWG. This includes incorporating these principles into policy and programming decisions to address the legacy of colonization and promote reconciliation.
- **Empowerment through a strong evidence base:** This goal recognizes that robust data collection, management, and analysis are essential for effective policymaking and advancing Indigenous self-determination in SPAR. It calls for a comprehensive data strategy—including research and the sharing of best practices—to ensure evidence-based approaches uphold Indigenous rights and deliver tangible benefits for Indigenous communities and organizations.



As we embark on a collective journey to renew and revitalize Indigenous involvement in sport, physical activity, and recreation in Canada, we embrace the powerful metaphor of a canoe journey—an image deeply rooted in Indigenous and Canadian culture.



TAKING ACTION



OUR 5 STRATEGIC FOCUS AREAS

This section outlines collective steps toward enacting the National Strategy. Like paddlers in a canoe heading toward a set destination, these five strategic focus areas ensure our efforts will result in meaningful and lasting change:



These strategic focus areas represent our implementation priorities for the next 10 years. They provide a clear, actionable plan that, while not exhaustive, emphasizes achievable, high-impact actions to build a strong foundation, generate momentum, and create pathways for future growth. They are also deeply interconnected. Success depends on an integrated approach that reinforces our holistic vision for the entire SPAR landscape.

While governments and Canadian society bear moral, ethical, and legal obligations to Indigenous peoples, communities, and Nations, the strategic focus areas are not meant to be prescriptive. Indigenous communities and organizations may adopt the elements that best suit their needs, while non-Indigenous partners are called to support—not supplant—Indigenous leadership in each area. As a living document, this National Strategy will evolve as we address emerging challenges and shifting priorities, and adjust to lessons learned. We welcome ongoing collaboration and dialogue to ensure it remains responsive to the needs of Indigenous peoples, communities and organizations.

Like paddlers in a canoe heading toward a set destination, these five strategic focus areas ensure our efforts will result in meaningful and lasting change: Advocacy and awareness; Relationships and partnerships; Leadership and capacity building; Participation; and Sustainable investments.

PRIORITY 1: INCREASING AWARENESS

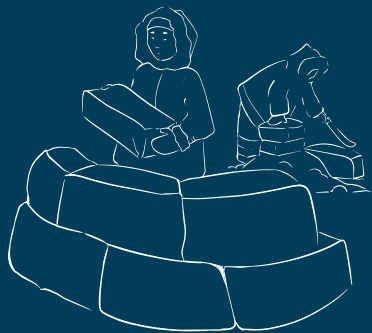
This priority area aims to enhance awareness and participation in sport, physical activity, and recreation among Indigenous peoples at the local, regional, provincial/territorial, and national levels. It will leverage tailored, culturally responsive communication strategies to celebrate the legacy of Indigenous excellence in these fields while promoting the broad benefits of active lifestyles. These benefits include improved health and well-being, cultural revitalization and identity, community strengthening, and economic and employment opportunities, among others.

- **Action Item 1:** Establish an *Indigenous-led Marketing and Communication Team* to develop targeted SPAR marketing and communication strategies focused on the following:
 - Tailor messaging to specific audiences, considering their values, languages, and resource availability.
 - Link awareness efforts to health benefits, including healthy lifestyles, mental well-being, social development, and the positive return on investment in areas beyond SPAR, such as justice.
 - Promote public education in alignment with TRC Call to Action 87, sharing the national story of Indigenous athletes throughout history.
 - Showcase Indigenous sport events, competitions, and athletes at regional, provincial/territorial, national, and international levels, with a focus on youth, coaches, community and elite athletes, para-athletes, and 2SLGBTQQIA+ participants.
 - Highlight Indigenous sport organizations and programs nationwide to improve access, participation, and support for Indigenous-led initiatives.
- **Action Item 2:** Establish an Indigenous-led *National Strategy Implementation Team* to develop a National Strategy Communication Plan that will:
 - Promote awareness and understanding of the National Strategy.
 - Effectively convey key messages.
 - Engage stakeholders across sectors.
 - Support successful implementation through clear, culturally relevant, and action-oriented communication.

PRIORITY 2: ADVANCING INDIGENOUS LEADERSHIP AND SELF-DETERMINATION

This priority area will advance Indigenous leadership and self-determination by ensuring meaningful participation in decision-making processes at every level of sports governance within the SPAR systems. It will advocate for the inclusion of Indigenous perspectives in policy development, strategic planning, and resource allocation, foster equitable representation, and support culturally relevant approaches to sports governance, which contributes toward addressing TRC Call to Action #89.

- **Action Item 3:** Sport Canada and Provincial/Territorial C-SPAR government departments will establish dedicated positions for Indigenous representatives within C-SPAR organizations at the national and provincial/territorial levels, as well as within disability sport organizations and major games and events. These positions will ensure Indigenous voices are represented in key decision-making processes.
- **Action Item 4:** Sport Canada and Provincial/Territorial C-SPAR government departments will integrate Indigenous decision-makers into C-SPAR policy development processes that impact Indigenous sport, physical activity, and recreation. This collaboration will support the co-development of policies, funding frameworks, and program strategies so that they reflect Indigenous priorities, self-determination, and community needs.
- **Action Item 5:** The National Strategy Implementation Team will host annual training sessions for Indigenous decision-makers embedded in C-SPAR organizations and policy processes. These sessions will strengthen advocacy skills, facilitate knowledge-sharing, and highlight promising practices and challenges.



The national strategy's
5 strategic focus areas
encompass **19 priorities**
and **49 action items**.

PRIORITY 3: BUILDING A SELF-DETERMINED EVIDENCE BASE

This priority area will establish a robust, self-determined evidence base, ensuring that Indigenous participation in SPAR is accurately and ethically represented in national and regional data collection efforts. This will be achieved through strong partnerships and culturally relevant methodologies.

- **Action Item 6:** Form an *Indigenous-led Sport and Physical Activity Research Team* to oversee and develop the self-determined evidence base.
 - Map and prioritize five key research areas:
 1. Identify data needs for I-SPAR policy development and addressing systemic barriers to Indigenous participation.
 2. Conduct comparative analyses of culturally relevant programs in sport, physical activity, and recreation.
 3. Explore the role of Indigenous mentorship and leadership in community-based physical activity and recreation programs.
 4. Assess the health and wellness impacts of Indigenous participation in sport, physical activity, and recreation.
 5. Strengthen the ASC's organizational control over data and research outputs:
 - Develop a data governance framework to ensure ethical data collection, management, and use.
 - Engage relevant partners to prevent duplication, identify gaps, gather insights, and co-develop solutions.
 - Implement and monitor small-scale initiatives to test, refine, and evaluate research priorities.
- **Action Item 7:** The Indigenous-led Sport and Physical Activity Research Team will develop guidelines for all SPAR organizations to support the generation of accurate and reliable information on Indigenous participation.
- **Action Item 8:** I-SPAR organizations will collaborate with the Indigenous-led Sport and Physical Activity Research Team, along with relevant government departments and organizations, to generate and access meaningful data for program planning and advocacy. This work will align with Indigenous data principles, such as OCAP® (ownership, control, access, possession).

PRIORITY 4: RECOGNIZING ACHIEVEMENT

This priority area will celebrate successes in Indigenous sport, physical activity, and recreation to empower individuals, families, and communities, foster pride, challenge stereotypes, and promote well-being. Recognizing achievements strengthens cultural identity, enhances visibility, and elevates Indigenous sport, physical activity, and recreation within society—contributing to TRC Call to Action 87.

- **Action Item 9:** ASC and PTASBs will facilitate and celebrate the excellence of participants, coaches, leaders, builders, and volunteers through regional and national awards. This will build on existing recognitions, such as the National Coaching Award for Indigenous Excellence in Sport and the Tom Longboat Awards.
- **Action Item 10:** The Indigenous-led Marketing and Communication Team helps the ASC, PTASBs, I-SPAR organizations and communities to showcase success stories and achievements through digital platforms, social media, and community-based storytelling.
- **Action Item 11:** The Indigenous-led Marketing and Communication Team will support ASC and PTASBs in collaborating with C-SPAR organizations, including halls of fame, award programs, and events, to develop initiatives that highlight Indigenous participation and contributions.

This priority area focuses on celebrating successes in Indigenous sport, physical activity, and recreation to empower individuals, families, and communities, foster pride, challenge stereotypes, and promote well-being. Actions include recognizing achievements through regional and national awards, showcasing success stories via digital platforms, community-based storytelling and collaborating with organizations to highlight Indigenous contributions to sport.



2

RELATIONSHIPS AND PARTNERSHIPS

This strategic focus area harnesses the collective strength of relationships and formal partnerships across sectors and regions to support the effective implementation of the National Strategy. Relationships—built on trust, communication, and long-term engagement—connect individuals, organizations, and communities. Partnerships extend beyond relationships, forming structured, collaborative alliances that align common goals, share resources, and leverage expertise for mutual benefit. Here, we recognize the successful relationships and partnerships already in place and remain committed to strengthening and expanding connections among Indigenous communities, governments, organizations, and other partners. Sustainable progress is achieved through collaboration, mutual respect, and a shared commitment to creating meaningful opportunities that reflect and uphold Indigenous priorities and strengths.

PRIORITY 5: FACILITATING CROSS-SECTORAL RESPONSIBILITY

This priority area will clearly define responsibilities, expectations, and accountabilities for all involved in implementing the strategy. It will ensure that partners at every level are informed, engaged, and supported, while also fostering strong and sustainable relationships.

- **Action Item 12:** The National Strategy Implementation Team will provide strategic oversight, ensure accountability, and guide coordinated implementation of the National Strategy Action Items. This will be achieved through Indigenous-led decision-making, cross-sector collaboration, and transparent progress reporting.
- **Action Item 13:** The National Strategy Implementation Team will facilitate an annual summit, bringing together participants, coaches, and leaders from Indigenous and non-Indigenous organizations. The summit will foster relationships, align efforts, facilitate partnerships, showcase best practices, and ensure ongoing accountability.

PRIORITY 6: BUILDING MEANINGFUL RELATIONSHIPS WITHIN AND ACROSS SECTORS

This priority area will foster long-term relationships based on trust, mutual respect, and reciprocity, moving beyond short-term, transactional engagements. While many non-Indigenous organizations in sport and recreation have taken steps toward reconciliation, meaningful partnerships require a commitment to examining internal policies, governance structures, and organizational cultures to identify and dismantle systemic barriers, biases, and colonial frameworks.

- **Action Item 14:** An *Indigenous-led Program Administrators Team*, in collaboration with the *Indigenous Elders Advisory Team*, will develop ASC resources and tools to help C-SPAR organizations strengthen relationships with Indigenous participants and I-SPAR organizations. These resources will focus on anti-Indigenous racism, cultural safety and humility, Indigenous rights, governance practices, and the history and context of Indigenous sport, physical activity, and recreation, among other key areas.

PRIORITY 7: STRENGTHENING COMMUNITY ENGAGEMENT

This priority area will foster strong, lasting relationships between national and regional Indigenous sport, physical activity, and recreation organizations and communities. By prioritizing meaningful, responsive, and accountable partnerships, it will promote continuous communication, transparency, and trust, ensuring mutual respect and support for community-driven priorities.

- **Action Item 15:** The ASC and PTASBs will establish regular communication and engagement structures to keep communities informed, foster consensus, and strengthen connections with I-SPAR organizations.

While many non-Indigenous organizations in sport and recreation have taken steps toward reconciliation, meaningful partnerships require a commitment to examining internal policies, governance structures, and organizational cultures to identify and dismantle systemic barriers, biases, and colonial frameworks.



3

LEADERSHIP AND CAPACITY BUILDING

This strategic focus area will ensure that Indigenous sport, physical activity, and recreation systems remain sustainable, strong, culturally relevant, and community-driven by prioritizing leadership, capacity building, and program development. Strengthening skills, knowledge, and resources at the individual, organizational, and community levels is essential for long-term success in program design and delivery, leadership development, and sporting excellence. Investing in capacity building, including youth engagement and leadership development, not only fosters the creation and expansion of high-quality, culturally grounded programs but also empowers Indigenous voices to shape transformative change.

PRIORITY 8: FOSTERING ORGANIZATIONAL AND LEADERSHIP CAPACITY BUILDING

- **Action Item 16:** The Indigenous-led Program Administrators Team, in partnership with the ASC and PTASBs will create and offer workshops and training sessions on leadership, governance, financial planning, and grant writing tailored to the unique needs of I-SPAR organizations.
- **Action Item 17:** The Indigenous-led Program Administrators Team, in partnership with the ASC and PTASBs will facilitate regular peer-to-peer learning sessions, conferences, and/or networking events to promote collaboration, share best practices, and provide mutual support among I-SPAR organizations and leaders.
- **Action Item 18:** ASC in partnership with PTASBs will develop and disseminate toolkits, templates, and resource guides that assist Indigenous communities and I-SPAR organizations in managing their programs, covering financial management, partnership building, and program evaluation.
- **Action Item 19:** The ASC will collaborate with the Indigenous-led Program Administrators Team and post-secondary institutions to develop degree and certificate programs in I-SPAR administration while ensuring a safe, supportive, and inclusive learning environment for Indigenous learners.
- **Action Item 20:** The National Strategy Implementation Team will facilitate an annual meeting of all teams overseeing activities arising from the National Strategy. The purpose will be to share activities, address challenges and discuss best practices tied to leadership and capacity building for Indigenous organizations and individuals within SPAR.

PRIORITY 9: STRENGTHENING COACHING, OFFICIATING AND PROGRAM DEVELOPMENT PATHWAYS

This priority area will ensure that Indigenous coaches, officials, and SPAR activity providers have ongoing access to training, mentorship, and growth opportunities. By fostering culturally grounded, community-driven development, this approach will empower them to build skills, confidence, and leadership, ultimately enhancing sport and recreation opportunities for Indigenous participants.

- **Action Item 21:** SPAR organizations will expand access to culturally relevant, nationally recognized training, certification, and development opportunities for Indigenous coaches and officials, including through the ACM and the Indigenous coaching apprenticeship programs.
- **Action Item 22:** The Indigenous-led Program Administrators Team will work with SPAR organizations delivering coach and officials training to adapt existing training programs and resources to ensure cultural relevance for all leaders.
- **Action Item 23:** The Indigenous-Led Program Administrators Team will develop educational tools and resource-sharing networks to enhance coaching and officiating capacity and facilitate knowledge exchange across the ASC, PTASBs, and communities.
- **Action Item 24:** The Indigenous-Led Program Administrators Team will work in conjunction with ASC and PTASBs to establish and expand mentorship programs that connect emerging Indigenous coaches and officials with experienced mentors to support skill development and leadership growth.

Sustainable progress is achieved through collaboration, mutual respect, and a shared commitment to creating meaningful opportunities that reflect and uphold Indigenous priorities and strengths.



PRIORITY 10: GENERATING AND SUPPORTING VOLUNTEERISM

Volunteers are the backbone within both I-SPAR and C-SPAR, playing essential formal and informal roles as coaches, officials, mentors, organizers, and community leaders. It is essential that Indigenous youth see Indigenous peoples in key roles within SPAR organizations, fostering representation, leadership, and a strong sense of community connection. This priority area will enhance volunteerism by implementing a coordinated approach to recruit, train, and support Indigenous volunteers—ensuring they are valued, culturally safe, and provided with clear pathways for growth.

- **Action Item 25:** The Indigenous-led Program Administrators Team will work in conjunction with the Indigenous Elders Advisory Team, ASC, and PTASBs to support and build efforts to recruit, train, retain, and provide ongoing support to Indigenous volunteers that aligns with community values and ensures cultural safety, including access to relevant training and mentorship programs.
- **Action Item 26:** The Indigenous-Led Program Administrators Team and the *Indigenous-led Funding Team* will identify and address financial, logistical, and systemic barriers to volunteer participation, such as travel support, honoraria, and childcare.
- **Action Item 27:** The Indigenous-Led Program Administrators Team will work in conjunction with ASC and PTASBs to create opportunities for volunteers to transition into leadership, coaching, and governance roles within both I-SPAR and C-SPAR.

PRIORITY 11: ELEVATING AND CENTRING FIRST NATIONS, INUIT, AND MÉTIS YOUTH VOICES

This priority area ensures Indigenous youth have a voice in advising and guiding the ASC and PTASBs. Establishing Youth Advisory Teams fosters meaningful engagement, leadership development, and mentorship. These teams will also create opportunities for meet-ups that blend sport, cultural identity, and life skills—strengthening community connections and encouraging ongoing participation in SPAR.

- **Action Item 28:** Establish *Indigenous Youth Advisory Teams* within the ASC and PTASBs to empower Indigenous youth and ensure their voices play a meaningful role in organizational decision-making.
- **Action Item 29:** ASC and PTASBs host annual and regional gatherings for Indigenous youth, blending sport, physical activity, and recreation, cultural identity, and life skills programming. These events foster community connections, strengthen leadership skills, and create pathways for sustained engagement in SPAR.

4

PARTICIPATION

This strategic focus area cultivates safe, inclusive spaces where Indigenous participants can grow and succeed, free from discrimination, violence, and access barriers. It prioritizes environments that nurture wellbeing, belonging, and opportunity, particularly for those facing multiple layers of marginalization. Non-Indigenous organizations are called to move beyond symbolic gestures, embracing a fundamental shift that dismantles systemic barriers, challenges colonial norms, and builds equitable structures centered on Indigenous voices, knowledge, and leadership. Achieving this requires a critical examination of policies, practices, and institutional cultures to foster genuine inclusion, trust, accountability, and sustained collaboration with Indigenous communities. Moreover, this approach affirms the inherent right of Indigenous participants to access safe, culturally grounded SPAR infrastructure that reflects their traditions and ways of knowing—supporting excellence while fostering connection, healing, and a strong sense of identity.

PRIORITY 12: STRENGTHENING PARTICIPANT DEVELOPMENT PATHWAYS

This priority area strengthens structured pathways that support Indigenous participants from initial exploration to long-term engagement, skill development, and leadership, ensuring sustained growth and participation in SPAR.

- **Action Item 30:** ASC and PTASBs ensure that there are robust pathways for Indigenous long-term participant development that are widely adopted, understood, and embedded across I-SPAR and C-SPAR, aligning with the Indigenous Long-Term Participant Development Pathway document.
- **Action Item 31:** ASC and PTASBs work with Sport Canada, provincial/territorial governments, SPAR organizations, and educational institutions to embed Indigenous participant pathway principles into policies, programs, and athlete development. This collaboration aims to reduce barriers and ensure inclusive opportunities for Indigenous peoples at every stage of the pathway.
- **Action Item 32:** PTASBs and ASC create and strengthen structured pathways that connect community-based sport to elite-level opportunities, enabling Indigenous athletes to progress and compete at higher levels in both I-SPAR and C-SPAR.
- **Action Item 33:** Sport Canada and/or Provincial/Territorial governments increase resource support for the North American Indigenous Games (NAIG) as a vital platform for athlete development, cultural pride, and community connection, in alignment with TRC Call to Action #88.

PRIORITY 13: TRAINING, POLICY, AND TOOLS FOR SAFETY

This priority area ensures the physical, mental/emotional, cultural and spiritual safety of Indigenous participants by developing and expanding responsive training, policies, and tools for partners, leaders, officials, coaches, and participants across SPAR.

- **Action Item 34:** The Indigenous-led Program Administrators Team develops and delivers training programs aligned with TRC Call to Action 90 (iv) to SPAR organizations that incorporate anti-Indigenous racism, equity, and cultural safety/humility modules while promoting existing resources such as the ASC's Aboriginal Coaching Modules.
- **Action Item 35:** The Indigenous-Led Program Administrators Team develops, and SPAR organizations implement, organizational policies, including codes of conduct, zero-tolerance measures, cultural protocols, and inclusive practices for gender and 2SLGBTQQIA+ communities to ensure the safety of Indigenous participants.
- **Action Item 36:** The Indigenous Elders Advisory Team and the Indigenous-led Sport and Physical Activity Research Team work with the ASC to ensure that Safe Sport participant initiatives demonstrate a level of cultural competency. They will work in collaboration with I-SPAR organizations to co-develop and implement culturally relevant policies and processes, including investigations and resolutions, and using Indigenous approaches to justice, such as restorative models.

PRIORITY 14: ADVANCING INCLUSIVITY, EQUITY, AND BELONGING

This priority area will ensure equitable access to SPAR sporting facilities, programs, and resources for Indigenous individuals of all ages, abilities, locations, and backgrounds while fostering culturally safe, inclusive environments for Indigenous peoples, in keeping with UNDRIP, notably Article 5.

- **Action Item 37:** PTASBs identify underserved Indigenous populations — such as women, girls, seniors, 2SLGBTQQIA+ individuals, people with disabilities, children, youth, families involved in child and family services, street-involved individuals, and those involved in the criminal justice system and assess their specific needs and priorities.
- **Action Item 38:** In alignment with TRC Call to Action 91, the Indigenous Elders Advisory Team works in conjunction with the ASC to ensure that major C-SPAR games and events at the provincial/territorial, national, and international levels (including the Canada Games, Olympics, Pan Am, and Commonwealth Games) implement policies and protocols that create culturally safe, inclusive, and equitable environments for Indigenous participants, coaches, officials, and volunteers.

PRIORITY 15: SUPPORTING HOLISTIC SPAR PROGRAMMING

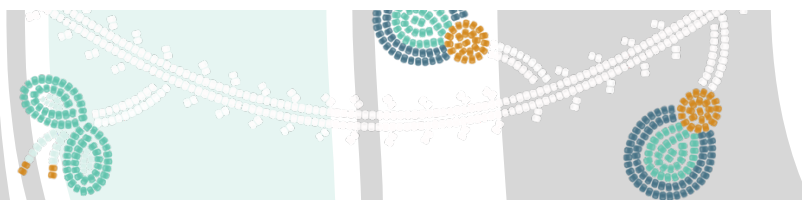
This priority area will support the provision of accessible holistic sport, physical activity, and recreation education and activities.

- **Action Item 39:** SPAR organizations, guided by the Indigenous Elders Advisory Team and the Indigenous-Led Program Administrators Team, generate welcoming, low-barrier opportunities that encourage individuals of all ages to explore and participate in holistic approaches to sport, physical activity, and recreation in supportive environments.
- **Action Item 40:** Departments of Education and Indigenous communities, guided by the Indigenous Elders Advisory Team and the Indigenous-Led Program Administrators Team, enhance land-based education in schools and communities for Indigenous and non-Indigenous youth, incorporating land-based practices, traditional knowledge, and physical literacy in culturally respectful and meaningful ways.
- **Action Item 41:** Departments of Education, guided by the Indigenous Elders Advisory Team and the Indigenous-Led Program Administrators Team, support the development of school-based programs that integrate physical activity with cultural teachings, mental health education, nutritional guidance, and access to social services.

PRIORITY 16: EXPANDING ACCESS TO MEANINGFUL, ACCESSIBLE COMPETITIONS

This priority area will increase the number of meaningful, accessible competitions for Indigenous sport and recreation participants to strengthen athlete development, foster community pride, and enhance long-term participation.

- **Action Item 42:** ASC and PTASBs strengthen partnerships with SPAR organizations, governments, and private sector partners to expand competition opportunities and secure sustainable funding.
- **Action Item 43:** ASC and PTASBs support the development and growth of local, regional, provincial/territorial, national, and international Indigenous-led tournaments, championships, leagues, and multi-sport events that reflect Indigenous values, traditions, and competitive pathways.



5

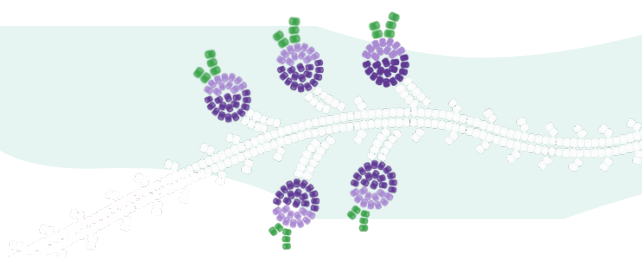
SUSTAINABLE INVESTMENTS

This strategic focus area concentrates on diversifying and growing funding sources for Indigenous participants, families, communities, and organizations. It includes securing multi-year investment commitments and exploring innovative funding models through engagement with government, corporate, and charitable partners. It also ensures that funding policies align with Indigenous priorities and values, positioning I-SPAR organizations and initiatives for lasting success.

PRIORITY 17: BUILDING MULTI-YEAR, FLEXIBLE, SUSTAINABLE, AND DECOLONIZED FUNDING OPPORTUNITIES

This priority area will advocate for new funding streams that support comprehensive, holistic sport, physical activity, and recreation programs by addressing capacity building, operational needs, facilities, equipment, affordability, transportation, the social determinants of Indigenous health and cultural wellness. Funding structures and reporting models must challenge unequal power dynamics by being relationship-based, strengths-focused, driven by Indigenous-defined outcomes and aligned with Indigenous values.

- **Action Item 44:** Establish an Indigenous-led Funding Team that engages government, charitable, and corporate sectors in creating sustainable, decolonized funding streams, with co-developed processes that uphold self-determination as per UNDRIP and other mechanisms.
- **Action Item 45:** The Indigenous-Led Funding Team, working with the Indigenous Elders Advisory Team and communities, develops and promotes decolonized funding models—from fund development and application criteria to reporting—that reflect Indigenous values, governance, and community-driven priorities.
- **Action Item 46:** The Indigenous-Led Funding Team builds a collaborative approach with ASC and PTASBs to explore new funding opportunities with philanthropic organizations and private sector partners to generate new funding and revenue opportunities.



PRIORITY 18: GENERATING EQUITABLE FUNDING

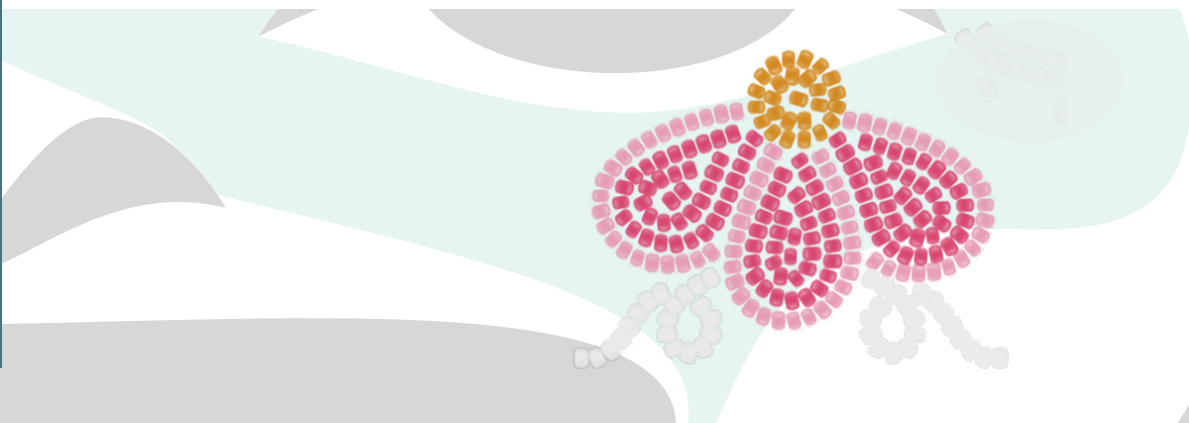
This priority area will advance equitable resource distribution based on need, recognizing the social determinants of Indigenous health, to ensure that all Indigenous communities—urban, rural, and remote—and equity-deserving groups within Indigenous populations receive the support necessary to fully participate in I-SPAR initiatives.

- **Action Item 47:** The Indigenous-Led Funding Team works with ASC, PTASBs and communities to advocate for and implement targeted equitable funding solutions that address the unique requirements, barriers, and opportunities faced by Indigenous peoples, including women, girls, seniors, 2SLGBTQIA+ individuals, people with disabilities, children, youth, families involved in child and family services, street-involved individuals, and those involved in the criminal justice system.

PRIORITY 19: FUNDING INFRASTRUCTURE

This priority area will invest in and enhance sports and recreation infrastructure in Indigenous communities and schools, ensuring facilities are accessible, culturally relevant, and supportive of diverse programs.

- **Action Item 48:** The Indigenous-Led Program Administrators Team and the ASC support PTASB efforts to collect information on facilities within Indigenous communities, their use and accessibility, and state of repair, and ASC collates this information nationally to support advocacy efforts related to funding infrastructure.
- **Action Item 49:** ASC advocates to provincial/territorial governments for a targeted funding stream for constructing new sport, physical activity, and recreation facilities in remote, rural, and underserved Indigenous communities, including land-based activity spaces, which includes support for ongoing maintenance and operational costs, to ensure sustainability of these facilities.





NEXT STEPS



NEXT STEPS

The first priority after the release of this National Strategy is forming the National Strategy Implementation Team. This team, equipped with a deep understanding of the strategy, will identify key partners to lead each Action Item, support the creation of teams to carry them out, and facilitate collaboration among all strategy partners. Together, these partners will combine their knowledge and skills to advance the shared vision to enhance self-determination and promote individual, community, and Nation well-being through Indigenous participation in sport, physical activity, and recreation.

A TENFOLD INVESTMENT FOR SUSTAINABLE IMPACT

This National Strategy — *The Spirit of Sport – Active Together* — outlines an ambitious vision for both Indigenous and Canadian sport, physical activity, and recreation over the next decade. Its true strength, however, lies in its implementation. As we move forward, our actions must be guided by Indigenous leadership, reinforced by strategic partnerships, and sustained by ongoing investments. To that end, the National Strategy will require a ten-fold investment to bring this vision to life.

It will also demand the wholehearted commitment of all partners — communities, governments, sport organizations, and funders — to engage in meaningful collaboration and maintain unwavering accountability. Implementation will require continuous adaptation and persistent advocacy, ensuring that Indigenous peoples, leaders, and communities gain the resources, opportunities, and environments necessary to thrive.

The Spirit of Sport – Active Together marks not an endpoint, but the beginning of a collective journey — a journey defined by our shared responsibility to act in the spirit of self-determination, equity, and reconciliation. It calls us to move forward together, forging a future that is both inclusive and sustainable.

While the ASC will assume key responsibilities in this ten-year journey, *The Spirit of Sport – Active Together* extends far beyond any single organization. Given the vast and complex ecosystem of sport, physical activity, and recreation in Canada, there is ample work to be done. But as the steward and advocate of this strategy, the ASC will lead the charge by partnering with stakeholders to develop and implement action plans, monitor progress, and make necessary adjustments along the way. We warmly invite you to join us on this transformative journey toward a vibrant, inclusive, and equitable future.

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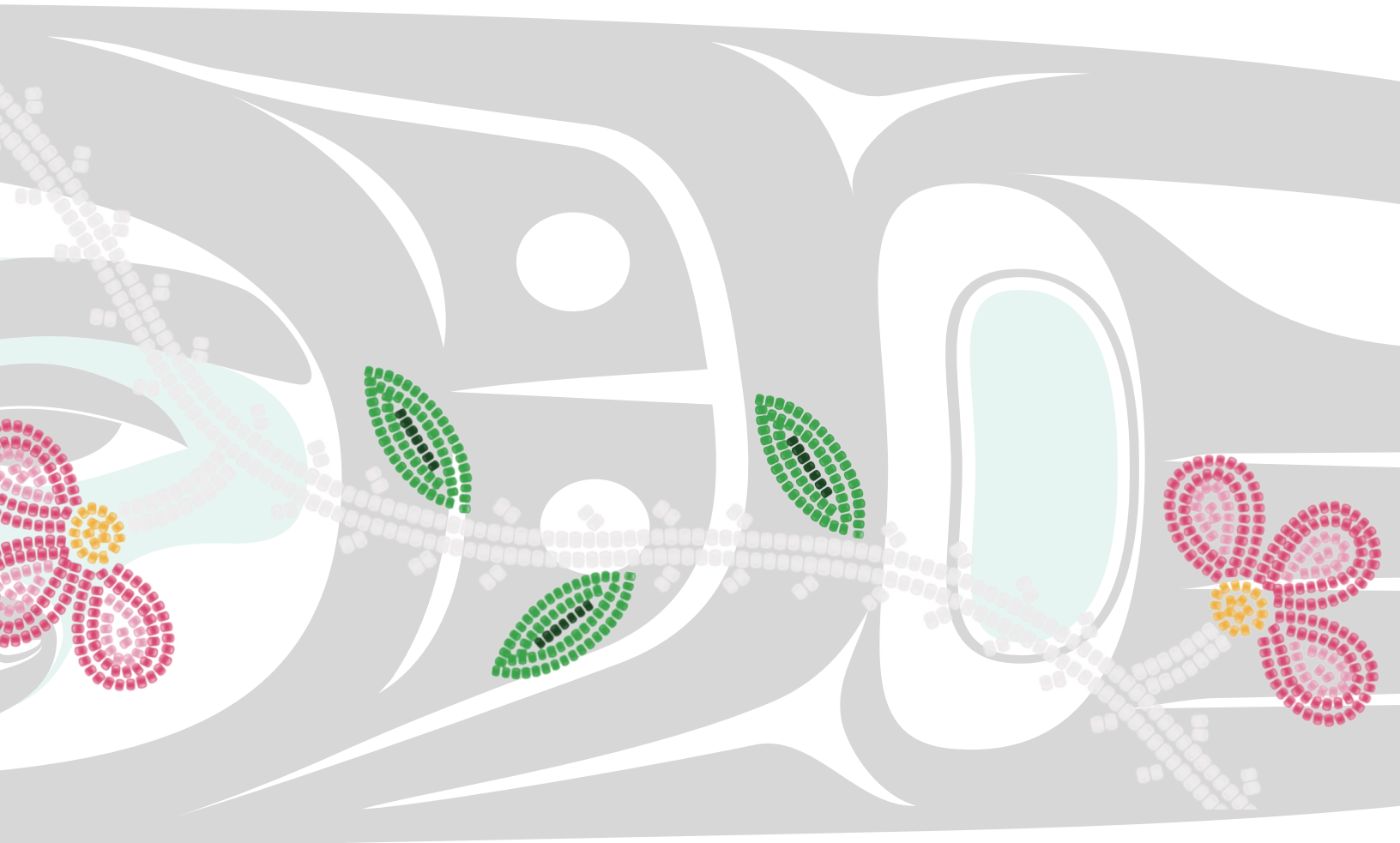
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APPENDIX: IDENTIFIED ACTION ITEMS FOR NATIONAL STRATEGY PARTNERS

In keeping with the emphasis placed on relationships and partnerships in *The Spirit of Sport – Active Together*, this appendix identifies the various strategy partners who will be engaged in developing and/or receiving benefits tied to each action item. While the Indigenous-led National Strategy Implementation Team will guide this process by identifying the strategy partners leading the process tied to each action item, all partners listed will work together to ensure that each action item is completed.

As an example, the ASC will be engaged in 27 action items, in all five focus areas, and the specific action items are all listed by number in the final table. The Indigenous-led Marketing and Communication Team, by contrast, will be engaged in three action items, all found in the first focus area on Advocacy and Awareness.



Strategy partners at a glance: **Priorities and action areas**

Partner (total number of actions)	ASC (27)	I-SPAR (24)	PTASBs (22)	C-SPAR (18)
ADVOCACY AND AWARENESS				
Priority 1: Awareness		■		■
Priority 2: Leadership & Self-Determination				■
Priority 3: Evidence Base	■	■	■	■
Priority 4: Recognizing Achievement	■	■		■
RELATIONSHIPS AND PARTNERSHIPS				
Priority 5: Cross-sectoral Responsibility		■		
Priority 6: Meaningful Relationships	■	■		■
Priority 7: Community Engagement	■		■	
LEADERSHIP AND CAPACITY BUILDING				
Priority 8: Capacity Building	■	■	■	
Priority 9: Coaching, Officiating, Programs	■	■	■	■
Priority 10: Volunteerism	■	■	■	
Priority 11: Youth Voices	■		■	
PARTICIPATION				
Priority 12: Participant Development	■	■	■	■
Priority 13: Safety	■	■		
Priority 14: Inclusivity, Equity, Belonging	■		■	■
Priority 15: Holistic SPAR Programming		■		
Priority 16: Competitions	■	■	■	■
SUSTAINABLE INVESTMENTS				
Priority 17: Funding Opportunities	■		■	
Priority 18: Equitable Funding	■		■	
Priority 19: Funding Infrastructure	■		■	

Strategy partners continued

Partner (total number of actions)	Program Administrators Team (16)	Communities (12)	Provincial & Territorial Governments (8)
ADVOCACY AND AWARENESS			
Priority 1: Awareness		■	
Priority 2: Leadership & Self-Determination			■
Priority 3: Evidence Base		■	■
Priority 4: Recognizing Achievement		■	
RELATIONSHIPS AND PARTNERSHIPS			
Priority 5: Cross-sectoral Responsibility			
Priority 6: Meaningful Relationships	■		
Priority 7: Community Engagement		■	
LEADERSHIP AND CAPACITY BUILDING			
Priority 8: Capacity Building	■	■	
Priority 9: Coaching, Officiating, Programs	■	■	
Priority 10: Volunteerism	■	■	
Priority 11: Youth Voices			
PARTICIPATION			
Priority 12: Participant Development		■	■
Priority 13: Safety	■		
Priority 14: Inclusivity, Equity, Belonging			
Priority 15: Holistic SPAR Programming	■	■	
Priority 16: Competitions			■
SUSTAINABLE INVESTMENTS			
Priority 17: Funding Opportunities		■	■
Priority 18: Equitable Funding		■	
Priority 19: Funding Infrastructure	■	■	■

Strategy partners continued

Partner (total number of actions)	Elders Advisory Team (8)	National Strategy Implementation Team (6)	Sport Canada (5)
ADVOCACY AND AWARENESS			
Priority 1: Awareness		■	■
Priority 2: Leadership & Self-Determination		■	■
Priority 3: Evidence Base			
Priority 4: Recognizing Achievement			
RELATIONSHIPS AND PARTNERSHIPS			
Priority 5: Cross-sectoral Responsibility		■	
Priority 6: Meaningful Relationships	■		
Priority 7: Community Engagement			
LEADERSHIP AND CAPACITY BUILDING			
Priority 8: Capacity Building		■	■
Priority 9: Coaching, Officiating, Programs			
Priority 10: Volunteerism	■		
Priority 11: Youth Voices			■
PARTICIPATION			
Priority 12: Participant Development			
Priority 13: Safety	■		
Priority 14: Inclusivity, Equity, Belonging	■		
Priority 15: Holistic SPAR Programming	■		
Priority 16: Competitions			
SUSTAINABLE INVESTMENTS			
Priority 17: Funding Opportunities	■		
Priority 18: Equitable Funding			
Priority 19: Funding Infrastructure			

Strategy partners continued

Partner (total number of actions)	Funding Team (5)	Sport & Physical Activity Research Team (4)	Education (4)
ADVOCACY AND AWARENESS			
Priority 1: Awareness			
Priority 2: Leadership & Self-Determination			
Priority 3: Evidence Base		■	
Priority 4: Recognizing Achievement			
RELATIONSHIPS AND PARTNERSHIPS			
Priority 5: Cross-sectoral Responsibility			
Priority 6: Meaningful Relationships			
Priority 7: Community Engagement			
LEADERSHIP AND CAPACITY BUILDING			
Priority 8: Capacity Building			■
Priority 9: Coaching, Officiating, Programs	■		
Priority 10: Volunteerism			
Priority 11: Youth Voices			
PARTICIPATION			
Priority 12: Participant Development			■
Priority 13: Safety		■	
Priority 14: Inclusivity, Equity, Belonging			
Priority 15: Holistic SPAR Programming			■
Priority 16: Competitions			
SUSTAINABLE INVESTMENTS			
Priority 17: Funding Opportunities	■		
Priority 18: Equitable Funding	■		
Priority 19: Funding Infrastructure			

Strategy partners continued

Partner (total number of actions)	Private/ Charitable Organizations (3)	Marketing & Communications Team (3)	Indigenous Youth Advisory Team (2)
ADVOCACY AND AWARENESS			
Priority 1: Awareness		■	
Priority 2: Leadership & Self-Determination			
Priority 3: Evidence Base		■	
Priority 4: Recognizing Achievement			
RELATIONSHIPS AND PARTNERSHIPS			
Priority 5: Cross-sectoral Responsibility			
Priority 6: Meaningful Relationships			
Priority 7: Community Engagement			
LEADERSHIP AND CAPACITY BUILDING			
Priority 8: Capacity Building			
Priority 9: Coaching, Officiating, Programs			
Priority 10: Volunteerism			
Priority 11: Youth Voices			■
PARTICIPATION			
Priority 12: Participant Development			
Priority 13: Safety			
Priority 14: Inclusivity, Equity, Belonging			
Priority 15: Holistic SPAR Programming			
Priority 16: Competitions	■		
SUSTAINABLE INVESTMENTS			
Priority 17: Funding Opportunities	■		
Priority 18: Equitable Funding			
Priority 19: Funding Infrastructure			

Strategy partners at a glance: Action numbers

Strategy partner	Total Actions	Action items
ASC	27	6, 9-11, 14-19, 23-25, 27-32, 36, 38, 42, 43, 46-49
C-SPAR organizations	18	1, 3-5, 7, 11, 14, 21, 22, 26, 30-32, 34, 35, 38, 39, 42
Communities	12	1, 6, 10, 15, 18, 23, 25, 32, 40, 45, 47, 48
Education	4	19, 31, 40, 41
Elders Advisory Team	8	14, 25, 36, 38-41, 45
Funding Team	5	26, 44-47
I-SPAR organizations	24	1, 6-8, 9-11, 14-18, 21, 22, 27, 30-32, 34-36, 39, 42, 43
Indigenous Youth Advisory Team	2	28, 29
Marketing & Communications Team	3	1, 10, 11
National Strategy Implementation Team	6	2, 5, 12, 13, 20
P/T Governments	8	3, 4, 8, 31, 33, 42, 44, 49
Private/Charitable Organizations	3	42, 44, 46
Program Administrators Team	16	14, 16, 17, 19, 22-27, 34, 35, 39-41, 48
PTASBs	22	9-11, 15-18, 23-25, 27-32, 37, 42, 43, 46-48
Sport & Physical Activity Research Team	4	6-8, 36
Sport Canada	5	3, 4, 31, 33, 44

ABOUT THE ARTISTS

Tahltan artist Alano Edzerza created this artwork specifically for the National Strategy. It features a human figure that represents strength, openness, and belonging. Drawing inspiration from the bold, fluid forms of Northwest Coast Indigenous art, the design captures a sense of movement, connection, and community and serves as a visual welcome, inviting all participants to feel empowered, valued, and at home. This work embodies the heart of the National Strategy: creating inclusive spaces where everyone can thrive through sport, physical activity, and recreation.



Métis artwork by Prairie Owl Beads



Inuit illustrations by Atiigo Media





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