

InMotion Network

STRATEGIC

PLAN

2022-2024



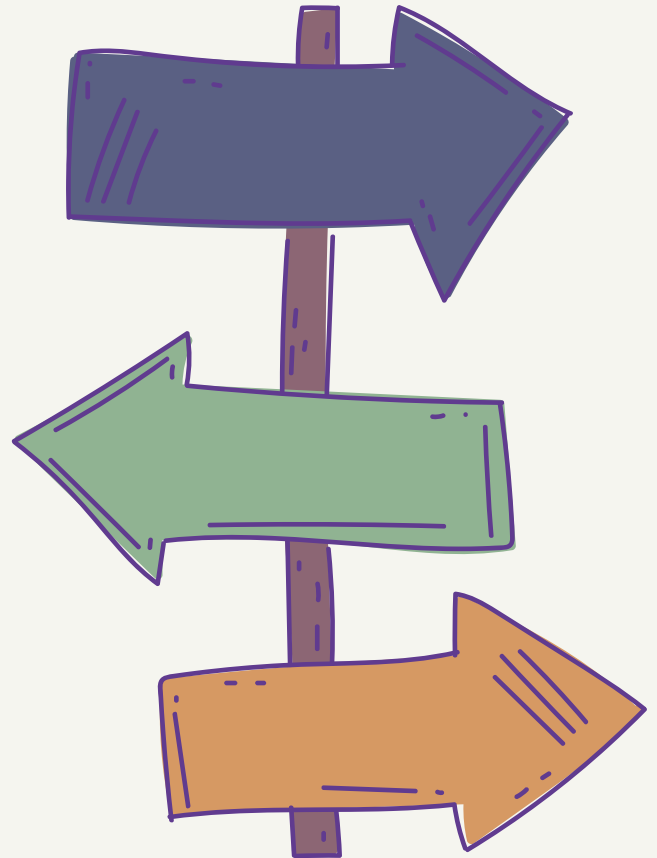
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INTRODUCTION

A New Era

In November 2021, InMotion began the process of developing a new strategic plan. Having both a new board chair and a new executive director, it seemed like the perfect time to embark on a journey of organizational transformation. We engaged a consultancy with extensive experience working with sport and recreation organizations and collected information from board members, staff, and stakeholders. Over a three-month period, we assessed our organizational strengths and areas for improvement. The information gathered provided the foundation for a three-year strategic plan; one that will guide our work now and into the future.



Acknowledgements

The InMotion Network respectfully acknowledges that our office is located on Treaty 6 territory – the territory of the Papaschase, and the homeland of the Métis Nation. Our organization also works across Alberta on the traditional and ancestral territories of many First Nation, Métis and Inuit peoples. As a colonial organization working on traditional Indigenous territories, we wish to be held accountable for the ways our words or actions contribute to further harms or injustices.

OUR VISION & MISSION

OUR VISION

We envision, and will cultivate, a network that recognizes equity is fundamental to ensuring individuals who identify as women and girls have the opportunity to meaningfully participate, in all of their diversity, as leaders, coaches, officials, athletes, participants and administrators in Alberta's sporting, recreation, and physical activity systems.

OUR MISSION

The InMotion Network is an organization that aims to increase opportunities for individuals who have been, and continue to be, underserved by our sporting, recreation, and physical activity systems. While our focus is on removing barriers for those identifying as women and girls, we acknowledge that gender is just one of the many intersecting categories that contribute to exclusion. We have therefore adopted an intersectional approach, meaning all of our organizational activities and policies account for the ways gender intersects with race, class, sexual orientation, (dis)ability, religion, age and other identity markers to create different forms of discrimination and privilege.

SPORT PARTICIPATION RATES FOR
CANADIAN GIRLS
DECLINE STEADILY FROM CHILDHOOD
TO ADOLESCENCE
WITH AS MANY AS **62%**
OF GIRLS NOT PLAYING ANY
SPORT AT ALL

Rally Report, 2020

OUR COMMITMENT & APPROACH

OUR COMMITMENT

Our work is driven by a commitment to equity. We understand equity to mean fairness in access and the opportunity to participate. We also understand that equity is not possible without an acknowledgement of the harms experienced by historically oppressed individuals and groups. We, therefore, acknowledge the history of exclusion in Canada's sporting, recreation and physical activity systems (and society more broadly) and wish to be held accountable for the ways we reproduce these ongoing inequities.

OUR APPROACH

We understand that in order to increase opportunities for individuals who have been, and continue to be, underserved by our sporting, recreation, and physical activity systems, work must happen at multiple levels. As such, our goal is to focus on influencing change at the individual, organizational, and systemic level. More specifically, our activities and policies will focus on changing individual behaviours and assumptions; organizational norms and programs; and system-level policies and funding frameworks. Working across these interrelated levels is important because collectively they create the structures and processes that have created, and continue to sustain, our inequitable sporting, recreation, and physical activity systems.

OUR STRATEGIC PILLARS

Framed by our commitment to equity and the recognition that we need to work across multiple levels, we have identified four strategic pillars. Each pillar is defined by a clear statement of intent and supported by our organizational committees.

1

Community and Organizational Support

We recognize the essential role community groups and other non-profit organizations play in the development and implementation of sport, recreation, and physical activity programs. We also recognize that many of these organizations face financial barriers.

Through our community and organizational support pillar we provide financial assistance to non-profit organizations in two separate streams:

Participation Stream

Through this stream we provide financial support to non-profit organizations offering movement opportunities to individuals identifying as women and/or girls. Examples of support programs in this stream include Go Girl, Girls in Motion and Women in Motion.

Leadership Stream

Through this stream we help individuals who identify as women and girls become experienced leaders in sport and physical activity by funding training courses, certifications, and other professional development opportunities. Examples of support programs in this stream include Take the Lead.

Within both streams, we aim to stay true to our commitment to equity. We do this by prioritizing programs and activities that target individuals and groups that experience more than one form of oppression (e.g., race and gender or disability and gender).

2

Knowledge Mobilization

We are a learning organization that values a diverse range of knowledge and lived realities. We therefore use a number of knowledge mobilization activities to help reduce the inequities inherent in our existing sporting, recreation, and physical activity systems.

Through our knowledge mobilization pillar, we support activities that focus on the one-way transfer of knowledge, as well as **activities** that encourage the interactive exchange of knowledge.

2a. Education

We provide a variety of education and awareness activities intended to help organizations reduce barriers in sport, recreation, and physical activity environments. Specifically, we promote a number of resources and host a variety of training opportunities. All resources and training opportunities directly align with our organizational mission and are vetted using an equity, diversity, and inclusion lens.

2b. Consulting

We offer consulting services to non-profit groups looking to embed equity, diversity, and inclusion within their organization. Using a participatory process, we will assist organizations as they work to create more equitable programming and diversify their boards, staff, participants.

3

Advocacy

We recognize that sport, recreation, and physical activity are not apolitical. For many individuals who have been positioned on the margins (e.g., individuals identifying as women and girls, racialized individuals, disabled individuals, individuals living in poverty), having the time, the money, and the physical and mental ability to participate is directly linked to childcare policies, access policies, health care policies, and/or economic policies that determine minimum wage and tax rates.

Through our advocacy pillar we bring attention to how these seemingly unrelated policies contribute to whether or not individuals are able to participate in sport, recreation, and physical activity programs. Our goal in doing so, is to ensure governments and other funding agencies develop the policies and funding frameworks needed to create the structural and material conditions required for members of historically excluded groups (especially those who identify as women and girls) to be active in a variety of movement opportunities.

4

Network Growth & Stability

We recognize and value our staff, volunteers, and community members. Through our network growth and stability pillar we develop the processes and procedures required for a diverse, equitable and ethical network where all staff, volunteers, and community are respected, valued and held accountable for their actions.

OUR ORGANIZATIONAL COMMITTEES

Our strategic pillars are supported by three key organizational committees. Collectively, these committees support all areas of the organization. Each committee is co-chaired by our Executive Director and one of our board members. They are accountable to the board of directors.

PROGRAMS & ACTIVITIES

COMMITTEE

Work in this area focuses on the programs and activities intended to increase movement opportunities for individuals who have been, and continue to be, underserved by our sporting, recreation, and physical activity systems. The programs and activities committee is therefore responsible for overseeing the activities in the areas of community and organizational support, knowledge mobilization, and advocacy. Given the scope of this committee, a lead for each area has been identified.

GOVERNANCE

COMMITTEE

Work in this area focuses on organizational operations and culture. The governance committee is therefore responsible for organizational bylaws, policies and practices; board nominations and orientation; staff recruitment and performance reviews; and internal communication processes and procedures.

FINANCE

COMMITTEE

Work in this area focuses on ensuring both financial stability and fiscal responsibility. In addition to monitoring the organization's expenses and ensuring funds are used appropriately, the finance committee is responsible for strategic decisions related to revenue generation in three primary areas:

1. Organizational grants
2. Sponsorship and donations
3. Membership

OUR ORGANIZATIONAL STRUCTURE

Our organizational structure consists of six interconnected entities: 1) Board, 2) Programs and Activities Committee; 3) Governance Committee; 4) Finance Committee; 5) Executive Director; 6) staff and consultants. All six entities work collaboratively to realize our organizational mission.

