

**CANADIAN  
SPORT POLICY  
RENEWAL**



and

**Manitoba Action Plan for Sport –  
(MAPS)**

**Renewal for 2012 & Beyond**



and

## **Manitoba Action Plan for Sport - MAPS**

### **Renewal for 2012 & Beyond**

Sport Manitoba was asked by the Province of Manitoba to facilitate the consultation process to seek Manitoba's input into the renewal of CSP which is planned for adoption as of April, 2012. Sport Manitoba is also in the process of updating our Manitoba Action Plan for Sport (MAPS) for implementation from 2012 to 2016.

Following four inaugural sessions held last September; a second round of consultation invited Manitoba's sports (see page 74 to 87) along with key partner and stakeholder organizations in sport to attend one of five focus group meetings held in May and early June 2011. Each session addressed eight "core questions"; while the Provincial Sport Organizations, whose members are involved in the direct delivery of their sport, were asked a number of additional questions

Sixty people attended what turned out to be a very successful series of four facilitated three hour long meetings:

- 15 participants from the recreation, health and aboriginal partners in Westman (pages 7-16)
- 15 participants from the "Winnipeg" partners including: City of Winnipeg, General Council of Winnipeg Community Centres, Winnipeg Regional Health Authority, United Way, Winnipeg Foundation, Tourism Winnipeg, Winnipeg Boys & Girls Club and the Winnipeg Aboriginal Centre.(page 17-27)
- 7 participants from the "provincial government and partners" in recreation, healthy living, aboriginal affairs and education(pages 28-38)
- 23 participants, mainly Presidents, from Provincial Sport Organizations (pages 39-52)

In addition, Sport Manitoba is pleased that a record number of individuals (255 out of 1,325 nation wide)as well as organizations (60 out of 434 nation wide) within Manitoba have so far (as of June 16<sup>th</sup>) provided their input into the renewal of the Canadian Sport Policy through their participation in an on line survey at <http://app.fluidsurveys.com/surveys/sirc/csp-renewal-2011/?l=eng>

Summaries of both the focus group discussions as well as input from the "answer sheets" completed by seven PSOs (pages 53-73) are integrated into a Manitoba perspective document which will be combined with other national/provincial perspectives to serve as the basis for discussions at a National Forum that will be held in November, 2011. This forum will provide the basis for the final Canadian Sport Policy as well as the 2012-16 Federal – Provincial/Territorial Action Plan both of which will be tabled in early 2012 with the Federal-Provincial/Territorial Ministers responsible for Sport, Physical Activity and Recreation.



Date: May 5, 2011

To: Sports and Sport Partner Organizations within Manitoba

From: Jeff Hnatiuk  
President & CEO  
Sport Manitoba

**Re: Renewal of the Canadian Sport Policy & MAPS**

Since its endorsement by the federal, provincial and territorial governments in 2002, the Canadian Sport Policy has served as the basis for long-range planning for the development and delivery of sport throughout the country. Sport Manitoba has been asked by the Province of Manitoba to facilitate the consultation process in seeking Manitoba's input into the renewal of CSP which is planned for adoption as of April, 2012. In addition Sport Manitoba is initiating the process of updating our Manitoba Action Plan for Sport (MAPS) for implementation from 2012 to 2016.

This process is being accomplished, in part, by inviting your organization as a partner and/or stakeholder in sport recreation, education and healthy living in Manitoba to attend one of five diversified focus group meetings scheduled in Thompson, Brandon and Winnipeg throughout May and early June, 2011. It is expected that each focus group session will take approximately 2 to 2 ½ hours. Please refer to the attached schedule for the session that you are being invited to attend. We are pleased that Mike Sterdan, who is currently facilitating the creation of a new to-be-shared Winnipeg Community Sport Policy, will serve as the facilitator for all five sessions.

Each session will address eight "core questions" (1, 2, 3, 4, 8, 10, 13 and 14) as per the Appendix "A" overview. Those Provincial Sport Organizations that are involved in the delivery of their sport will be also asked a number of additional questions (5, 6, 7, 9, 11 and 12). In order to both help you to prepare, as well as to expedite discussion at these round-table meetings, we ask that you complete your "answers" to the questions which are appropriate to your organization; and that you bring these to the session as well as send them electronically to: [Rick.Lambert@sportmanitoba.ca](mailto:Rick.Lambert@sportmanitoba.ca).

To get more background information on this project please see the Resource Centre within <http://www.sirc.ca/csprenewal/mb.cfm>.

FYI: Attached is a power point that outlines the development and framework of both the inaugural 2002 Canadian Sport Policy and the current CSP renewal process

We are pleased that the public and individual organizations in Manitoba will also have an opportunity to provide their input into the renewal of the Canadian Sport Policy through their access to an on line survey at <http://app.fluidsurveys.com/surveys/sirc/csp-renewal-2011/?l=eng>

In mid-June we will summarize discussions from our focus group sessions as well as input from the completed “answer sheets” into a Manitoba perspective document which will be integrated with other national and provincial perspectives to serve as the basis for discussions at a National Forum that will be held in November, 2011. This forum will provide the basis for the Canadian Sport Policy and 2012-16 Action Plan to be tabled with the Federal-/Provincial/Territorial Ministers responsible for Sport, Physical Activity and Recreation for their approval in early 2012.

Please RSVP as soon as possible to Marcie Halls Stronciski at 925-5910 or [Marcie.Halls-Stronciski@sportmanitoba.ca](mailto:Marcie.Halls-Stronciski@sportmanitoba.ca).

Should you wish to discuss this invitation, please contact Rick Lambert, Director of Community Development at 925-5901 or [Rick.Lambert@sportmanitoba.ca](mailto:Rick.Lambert@sportmanitoba.ca).

In closing we wish to thank you for your much valued input in helping to provide Manitoba’s perspective into the renewal of the Canadian Sport Policy.

## MANITOBA SPORT PARTNERS - FOCUS GROUP SESSIONS

<u>Date</u>	<u>Time</u>	<u>Location</u>	<u>Focus Group</u>
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### WESTMAN SPORT PARTNERS & STAKEHOLDERS

**WEDNESDAY, MAY 18<sup>TH</sup>, 2011: –**

Provincial Building, Brandon

Invited representatives from:

- Manitoba - Healthy Living - Recreation and Regional Services
- Westman Recreation Practitioners Association
- City of Brandon – Community Services
- Brandon Sport Alliance – Members
- MHSAA Zone 7, 9, 10, 15 Representatives
- Brandon Physical Education Teachers Association
- Brandon University
- Assiniboine College
- Brandon Regional Health Authority
- Assiniboine Regional Health Authority
- Dakota Ojibway Tribal Council
- Manitoba Metis Federation Southwestern Region
- Sport Manitoba – Westman Staff
- Sport Manitoba Board Member

### WINNIPEG SPORT PARTNERS & STAKEHOLDERS

**WEDNESDAY, JUNE 1<sup>ST</sup>, 2011**

Sport for Life Centre, Winnipeg

Invited representatives from:

- City of Winnipeg – Community and Recreation Services
- Winnipeg Community Sport Alliance
- General Council of Winnipeg Community Centres
- United Way of Winnipeg
- Boys & Girls Clubs
- Coalition of Winnipeg Youth Serving Agencies
- Winnipeg Regional Health Authority
- Aboriginal Centre of Winnipeg
- Winnipeg Aboriginal Sport Achievement Centre
- Winnipeg School Division
- Winnipeg Chamber of Commerce
- Yes Winnipeg
- Destination Winnipeg
- Winnipeg Foundation

## **PROVINCIAL PARTNERS & STAKEHOLDERS**

**THURSDAY, JUNE 2<sup>nd</sup>, 2011**

Sport for Life Centre, Winnipeg

Invited representatives from:

- Province of Manitoba:
  - Sport Secretariat
  - Aboriginal & Northern Affairs
  - Manitoba Education
  - Manitoba Healthy Living
  - Manitoba In Motion
  - Regional & Recreation Services
- Recreation Connections Manitoba
- Manitoba Physical Education Teachers Association
- Manitoba Physical Education Supervisors Association
- Manitoba Metis Federation
- Active Living Coalition of Older Manitobans
- Manitoba School Boards Association
- Assn. of Manitoba Municipalities

## **PROVINCIAL SPORT ORGANIZATIONS**

**THURSDAY, JUNE 2<sup>nd</sup>, 2011:**

Sport for Life Centre, Winnipeg

Invited representatives from:

- Provincial Sport Organizations' Presidents, Exec and Technical Directors
- Canadian Sport Centre – Manitoba
- Manitoba High Schools Athletic Association (MHSA)
- University of Manitoba - Athletic Departments
- University of Winnipeg – Athletic Department
- Red River College
- Mennonite University College
- Manitoba Aboriginal Sport & Recreation Council
- Manitoba Sport Medicine & Science Council
- Directeurat de l'activite sportive
- Coaching Manitoba Advisory Council

**CANADIAN SPORT POLICY RENEWAL  
MANITOBA CONSULTATION**



**WESTMAN CONSULTATION SESSION**

Attending:

- Kalah Mitchell - Pipestone – Albert Recreation District
- Claudia Nohr - Daly – Saskatchewan Rec. District
- Carole Williams - Souris Valley Recreation District
- Gloria Caldwell - Antler River Recreation District
- Laurel Lamb - Prairie West Recreation District
- Heidi McMillan - Carberry Plains Recreation Board
- Debbie Britton - Minnedosa Recreation District
- Amanda Cathcart - Town of Neepawa
- Nicole Desrochers - Prairie Lakes Recreation District
- Bonnie Michaudville - Midwest Recreation District
- Shannon Madsen - Shoal Lake Leisure Services
- Michael Blatherwick – Province of Manitoba - Healthy Living
- Pam Walker- Assiniboine Regional Health Authority
- Manitoba Metis Federation
- Bernie Chrisp – Sport Manitoba (Board of Directors)

<b>THEME</b>	<b>QUESTION</b>	<b>ANSWERS</b>
<b><i>PARTICIPATION</i></b>	1.0 What are the reasons for your organization’s interest in promoting participation in sport? Prioritize the reasons.	<ul style="list-style-type: none"> <li>• Promotes healthy living in our communities</li> <li>• Engages youth in positive/beneficial activities; builds life skills</li> <li>• Provides awareness of and pride within my community</li> <li>• Opportunity to engage and connect people, families and neighbours socially</li> <li>• Provides a sense of belonging</li> <li>• Teaches values of respect, hard work, team work, making a commitment to personal and/or common team goals</li> <li>• Provides leadership development in volunteers, especially youth/young adults</li> <li>• Provides skill development and opportunities for participants/ athletes to strive to be the best they can be</li> <li>• Builds self esteem, confidence, willing to try something new</li> </ul>

		<ul style="list-style-type: none"> <li>• Fun outlet for energy</li> </ul>
	<p>1.1 What are the most important challenges/issues affecting your organization's efforts to promote and increase participation in sport?</p>	<ul style="list-style-type: none"> <li>• Rural communities <ul style="list-style-type: none"> <li>○ population decline = lower number of sports to choose from and limits accessibility to nearby facilities and programs</li> <li>○ need to develop local leaders, volunteers and coaches</li> <li>○ high costs of transportation to compete</li> <li>○ hard to get and provide good training for staff (permanent, seasonal, summer)</li> </ul> </li> <li>• Many see sport as being "exclusive" and "elite"</li> <li>• Often difficult or too costly to access schools/ gyms in some larger communities</li> <li>• Too many demands (competitive and training) on young athletes at too early an age</li> <li>• Low #'s of volunteers due to: <ul style="list-style-type: none"> <li>○ Burn out ...too much work for too few people .fear of "the chair for life syndrome"</li> <li>○ Too many "hoops to jump through" for volunteer coaches/managers and officials including: criminal records/child abuse checks... and ever increasing certification requirements</li> <li>○ Two income families = time restraints/ other demands on parents</li> <li>○ Culture is changing..less desire to give back to my community, especially amongst youth</li> <li>○ Transiency – changing leadership and participants</li> <li>○ Single parent families in military community</li> <li>○ Limited number of participants to sustain programs</li> <li>○ Lack of specialized facilities/equipment for some sports</li> </ul> </li> </ul>
	<p>1.2 What strategies /opportunities have you identified to deal with the above challenges/issues/opportunities?</p>	<ul style="list-style-type: none"> <li>• Provides great opportunities to engage people in programs, events and new initiatives.</li> <li>• Creates opportunity for community to work</li> </ul>



		<p>together towards a common good and/or sharing resources = partnerships between various organizations/groups to build/upgrade facilities, develop joint / shared use agreements and host events, etc..</p>
	<p>2.0 How do you define a quality sport experience? (Prioritize if possible.)</p>	<ul style="list-style-type: none"> <li>• Provides <ul style="list-style-type: none"> <li>○ a fun and enjoyable experience within a safe environment</li> <li>○ skill development for all participants including sport and life skills</li> <li>○ a foundation to participate in sports/other physical activities for life..."once you are on the train..you tend to stay on the train"</li> <li>○ opportunities to build new friendships and relationships for life</li> </ul> </li> <li>• Appropriate and progressive level(s) of 'healthy' competition brings out the best in people</li> <li>• Is led and guided by quality coaches and instructors; whether they be 'volunteers' or 'paid'</li> <li>• Self satisfaction</li> <li>• Parents having realistic <ul style="list-style-type: none"> <li>○ expectations of the positive benefits of the children's "overall" sporting experiences</li> <li>○ demands on/of their team's/club's coaches</li> </ul> </li> </ul>
	<p>2.1 What barriers, to both getting and keeping people involved, currently exist?</p>	<ul style="list-style-type: none"> <li>• Not enough organizations strive to run quality programs that emphasize the development of progressive skills in their participants/athletes over the number of "age appropriate" competitions entered and won.</li> <li>• Lack planning between various sport and recreation organizations in coordinating their scheduling of games/practices/events at the same times for the same age group demographics</li> <li>• Competition for children/youth's attention from technology, television and social networking</li> </ul>

		<ul style="list-style-type: none"> <li>• Too many parents: <ul style="list-style-type: none"> <li>○ don't understand the health and social benefits of their children's participation in sport and recreational activities</li> <li>○ fail to encourage their children to simply go outside to play in unstructured self-directed activities</li> </ul> </li> <li>• Too many kids are totally dependent on their parents to organize their lives.</li> <li>• Societal obsession with safety (kids can't go out w/o adult supervision)</li> </ul>
<b>VALUES</b>	3.0 What values do you think should define sport, as practiced on the field of play, in Canada? Please identify the top five values in order of importance (with 1 being the most important).	<ul style="list-style-type: none"> <li>• The participants were asked to rank the Top 3 Priorities they felt should define sport. Here are the results: <ul style="list-style-type: none"> <li>○ Inclusion = 19</li> <li>○ Fair Play = 16 **</li> <li>○ Accessibility = 14</li> <li>○ Respect = 12</li> <li>○ Team Work = 6</li> <li>○ Ethical = 2</li> <li>○ Excellence – 1</li> </ul> </li> </ul> <p>** NOTE: The participants felt that the definition of "fair play"</p> <ul style="list-style-type: none"> <li>○ Means different things to participants at different ages and levels of interest.</li> <li>○ Doesn't always mean "equal play"... as it must be balanced by participants having realistic expectations about their performance opportunities based on their abilities, etc.</li> </ul>
<b>UNDER-REPRESENTED POPULATIONS</b>	4.0 Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?	<ul style="list-style-type: none"> <li>• The participants overwhelmingly agreed that efforts should be made to increase participation amongst: <ul style="list-style-type: none"> <li>○ Economically challenged families/individuals</li> <li>○ Special needs (physical and mental) children and adults</li> <li>○ New Canadians</li> <li>○ Gays and lesbians</li> <li>○ People with early factors that may lead to chronic diseases</li> <li>○ Indigenous populations</li> </ul> </li> </ul>

	4.1 If yes, how should the groups be identified <b>and what services should be provided?</b>	<ul style="list-style-type: none"> <li>• Must 1<sup>st</sup> address the specific barriers that prevents each sector from participating in sport: <ul style="list-style-type: none"> <li>○ Costs of transportation, special equipment and registration</li> <li>○ Feeling of not being welcome/accepted in 'main stream' and/or traditionally Canadian sports</li> </ul> </li> <li>• Organizers should strive to offer <ul style="list-style-type: none"> <li>○ more recreational/casual activities</li> <li>○ family oriented or company sponsored events/programs</li> <li>○ "affordable" activities. Ex: Free day time use passes to seniors</li> </ul> </li> </ul>
<b>OFFICIAL LANGUAGES</b>	5.0 Does your organization offer programs and services in both official languages?	Not applicable to most participating organizations... except the regional health authority.
	5.1 What are the current challenges in offering such programs and services in both official languages?	•
<b>HIGH PERFORMANCE</b>	6.0 Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. In this context, is there a need for governments to better define the respective roles and responsibilities of the federal and provincial/territorial governments with regard to high performance sport? Why, or why not?	Not applicable to participating organizations
	6.1 What areas need special attention?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	The CS4L model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all	Not applicable to participating organizations

	<p>ages and at all levels of development.</p> <p>7.0 What is the current impact of CS4L implementation?</p>	
	<p>7.1 What do you think will be the future impact of CS4L implementation?</p>	
	<p>7.2 What are the current barriers to successful implementation of the CS4L model?</p>	
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>8.0 Following is a list of program and service areas that have been identified to assess Canada’s sport development delivery system. <b>Please (HIGHLIGHT) identify the top five priorities for the sport development delivery system:</b></p> <ol style="list-style-type: none"> <li>1. Coaches and instructors</li> <li>2. Officials – referees, umpires, judges, etc.</li> <li>3. Facilities and equipment</li> <li>4. School sport system</li> <li>5. Para-sport development – inclusion/ integration</li> <li>6. Training and pathways to employment</li> <li>7. Capitalizing on international events</li> <li>8. Equity policies</li> <li>9. Organizational capacity</li> <li>10. Research and innovation</li> </ol> <p>8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p> <p>8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?</p>	<p>The participants did not rank their top priorities. Instead discussion centered around the need to develop provincial, regional and local strategies to train certified coaches/qualified program instructors in smaller communities/areas of the province.</p> <p># 1: Coaches and instructors; # 2: Organizational capacity # 3: Facilities and equipment</p>

<b>SYSTEM DESIGN AND ENABLERS</b>	9.0 Following is a list of program and service areas that have been identified as important components of Canada’s high performance delivery system. <b>Please identify (HIGHLIGHT) the top five priorities for the high performance delivery system:</b>	<b>Not applicable to participating organizations</b>
	<ol style="list-style-type: none"> <li>1. Coaches and technical leadership</li> <li>2. Training and competition</li> <li>3. Sport science, sport medicine and technology</li> <li>4. Athlete talent identification, recruitment and development</li> <li>5. Integrated athlete development pathways</li> <li>6. Organizational capacity and sustainability</li> <li>7. Direct athlete support and incentives</li> <li>8. Research and innovation</li> <li>9. Facilities and equipment</li> <li>10. Hosting of international events</li> </ol>	
	9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?	<b>Not applicable to participating organizations</b>
	9.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?	<b>Not applicable to participating organizations</b>
<b>SYSTEM DESIGN AND ENABLERS</b>	10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?	<b>The need to develop provincial, regional and local strategies to train certified coaches/qualified program instructors in the main sports that are “popular” within smaller communities/areas of the province.</b>
	10.1 What are some of the current limitations?	<ul style="list-style-type: none"> <li>• The increasing demands and strains on volunteer coaches</li> <li>• Unrealistic minimum numbers (approx 10) to hold sport specific coaches/officials certification clinics in smaller towns/areas</li> <li>• Limited capacity of Winnipeg-based</li> </ul>

		Provincial Sport Organizations to meet rural Manitoba's needs.
	10.2 What can you do about them or what have you done about them?	<p>Possible solutions include</p> <ul style="list-style-type: none"> <li>• providing more resources to Coaching Manitoba and PSOs to offer internet-based and webinars instead of costly/time consuming "in person" clinics, etc. to rural communities/centres.</li> <li>• developing a province wide data base of resources and opportunities available to educate and traing parents, coaches, officials and volunteers</li> <li>• grandfathering coaching equivalency for p.e./school teachers</li> <li>•</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	11.0 Does your organization have the human resource capacity (with regard to governance, professional development, recruitment of staff, retention, etc.) to meet the demands of the next decade; relating, for example, to the increasing diversity and aging of the population?	Participants identified the need for more ongoing funding for "recreation" including appropriate salaries for professionally trained senior and program staff
	11.1 What are the major issues with respect to the recruitment, training and retention of (i) staff and (ii) volunteers?	<ul style="list-style-type: none"> <li>• The lack of sufficient funds in many smaller communities/areas to recruit, hire/pay and retain trained/qualified recreation staff including directors and program staff.</li> <li>• The increasing expectations and demands on volunteers.</li> </ul>
	11.2 What are possible solutions to these issues?	<ul style="list-style-type: none"> <li>• Sport Manitoba working with and supporting Provincial Sport Organizations to develop appropriate and realistic 'regional sport development plans'</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	12.0 What are the benefits of improving linkages between national sport organizations and their provincial/territorial counterparts?	Not applicable to participating organizations
	12.1 What are the challenges to improving these linkages?	Not applicable to participating organizations

<b>SYSTEM DESIGN AND ENABLERS</b>	13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations?	The sharing of plans and resources between provincial and local sport organizations helps to coordinate both parties' needs with resources and produces quicker 'outcomes' and saves time, money and effort.
	13.1 What are the challenges to improving these linkages?	Need for greater provincial and local recognition of the benefits and value of recreation within communities
	13.2 What are the benefits of developing a common Community Sport for Life Plan that could be shared between local sport organizations/clubs, schools, municipal recreation departments /organizations and other key stakeholder organizations within your community?	Using the emerging Canadian Sport for Life model to connect the various partners in sport, recreation, education and healthy living together around a common shared framework.  Almost everyone sees the value of developing shared plans to make their community a better place to live, work and play including: <ul style="list-style-type: none"> <li>• Developing a shared sense of community pride</li> <li>• Facilitating overall community development through partnerships between government and not for profit organizations</li> <li>• Bringing new people into and/or from within the community to participate in and/or watch sport</li> <li>• Joining together to host major sporting events</li> <li>• Providing opportunities to include special populations in activities, events, etc.</li> </ul>
	13.3 What are the challenges to be addressed prior to initiating this process?	<ul style="list-style-type: none"> <li>• The new Physical Education curriculum for grade 11-12 students makes it mandatory for students to develop their own physical activity portfolio..thereby increasing their ongoing use of municipally owned facilities and programs</li> </ul>
	13.4 Please add any successful practices where your community's partners sport, education, recreation and healthy living are currently working together.	<ul style="list-style-type: none"> <li>• Recreation departments are working with health authorities to create Community Healthy Living Alliances to offer more jointly planned "in motion" programs, coordinated active living opportunities and healthy workplaces/families initiatives</li> </ul>

<b>COMMUNITY BUILDING</b>	14.0 Do you promote sport participation <u>intentionally</u> for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?	In general the participants indicated that they do promote sport for community-building purposes including economic development , social cohesion, youth and leadership development, health promotion, partnership building, etc.
	14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?	
	14.2 If yes, please share the positive outcomes from your efforts.	Example is the creation of the: Healthy Brandon in Motion coalition which annually engages over 7,000 citizens (20% of the population) in coordinated activities
	14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?	
<b>INTERNATIONAL INITIATIVES</b>	Canadians are involved in a wide range of international activities, including: participating in competitions and sporting exchanges; contributing to the governance of international sport bodies; hosting international sporting events; fighting doping in sport; promoting quality sport for persons with a disability and for women and girls; building relationships to advance sport development, both at home and abroad; and contributing to sport for development abroad.	Not applicable to participating organizations



	15.0 What should Canada's objectives be in international sport?	
	15.1 Should Canada's involvement in international activities be modified, increased or decreased? Why, or why not?	Not applicable to participating organizations
	15.2 If Canada's activities should be modified, increased or decreased, in what areas? What are the opportunities and challenges?	Not applicable to participating organizations

**CANADIAN SPORT POLICY RENEWAL  
MANITOBA CONSULTATION**

**WINNIPEG SPORT STAKEHOLDERS  
CONSULTATION SESSION**



Attending:

- Bob Gingras – General Council of Winnipeg Community Centres
- Connie Walker - United Way of Winnipeg
- Ron Brown – Winnipeg Boys & Girls Club
- Jan Schmalenberg – Winnipeg Regional Health Authority
- Monte Miller – Tourism Winnipeg
- Jennifer Partridge & Rick Lussier – Winnipeg Foundation
- Emily George – University of Manitoba
- Dan Prokopchuk – City of Winnipeg Community Services
- Gerald Oullette- Winnipeg Community Sport Alliance
- Katherine Kwiecien -Winnipeg Community Sport Alliance
- Gary Swanson – City of Winnipeg Community Services
- Damon Johnston & Michelle Amos Aboriginal Council of Winnipeg

THEME	QUESTION	ANSWERS:
<b>PARTICIPATION</b>	1.0 What are the reasons for your organization’s interest in promoting participation in sport? Prioritize the reasons.	<p><b>Participants asked “what is the definition of sport?”</b></p> <p><b>ANSWER: Sport Manitoba is using the Canadian Sport for Life model to include all levels and stages of sport from early years “Active Start” through to the learning of basic “Fundamental” movement and “Learn to Play” general sport skills through the various stages of organized sport to the “Active for Life” goal for all Manitobans.</b></p> <p>Participation in Sport...</p> <ul style="list-style-type: none"> <li>• Promotes healthy living and a sense of well being amongst participants</li> <li>• Engages people in “fun” enjoyable and positive social activities</li> <li>• Contributes to the prevention of chronic diseases</li> <li>• Provides a sense of community pride and identity</li> <li>• Allow for the inclusion and mixing of various cultures</li> <li>• Provides a sense of fun, well being, belonging, self</li> </ul>

		<p>confidence and respect for self and others.</p> <ul style="list-style-type: none"> <li>• Teaches values of team work and making a commitment to achieving personal goals</li> <li>• Provides leadership development in, as well as mentorship between, volunteers</li> <li>• Provides skill development and opportunities for participants/ athletes to strive to be the best they can be</li> <li>• Builds self esteem, confidence, willing to try something new</li> <li>• Provides opportunities to be the best you can be through engaging in healthy/appropriate competitions.</li> <li>• Is an economic driver within our community</li> <li>• Promotes tourism through sport participation and spectating.</li> </ul>
	<p>1.3 What are the most important challenges/issues affecting your organization’s efforts to promote and increase participation in sport?</p>	<ul style="list-style-type: none"> <li>• Costs/ distance of transportation as well as special equipment required to compete</li> <li>• Limited accessibility to near by facilities and programs</li> <li>• Lack of designed/coordinated “ physical environment “ planning and integrated programming at both the neighbourhood and city-wide levels.</li> <li>• Need to develop local leadership capacity</li> <li>• Often difficult or too costly to access community and school owned facilities</li> <li>• Parents’ safety concerns = children don’t go outside to simply play enough</li> <li>• Protection feelings between organizations and inability or lack of opportunity to work together</li> <li>• Need to “level the playing field” ...to provide suitable ‘entry level’ opportunities to participate for youth at risk and other non-athletes</li> <li>• Volunteer culture is changing <ul style="list-style-type: none"> <li>○ less desire to give back to my community</li> <li>○ lack of time</li> </ul> </li> </ul>
	<p>1.4 What strategies /opportunities have you identified to deal with the above challenges/issues/ opportunities?</p>	<ul style="list-style-type: none"> <li>• Creates opportunities for community building and development</li> <li>• Opens doors to break down barriers and form partnership between various organizations to work collaboratively towards achieving common good and/or sharing resources</li> </ul>

		<ul style="list-style-type: none"> <li>• The emerging Canadian for Life model is creating an awareness of the value of sport to the public as well as creating new linkages with sport’s partners in recreation, education, health and community development on the mutual benefits of promoting and supporting increased participation</li> <li>• Destination Winnipeg has created a Sport Tourism branch</li> </ul>
	<p>2.0 How do you define a quality sport experience? (Prioritize if possible.)</p>	<ul style="list-style-type: none"> <li>• Develops self esteem, personal growth and development that leads to enhanced personal choices and opportunities to build new friendships and relationships for life</li> <li>• Is a fun, enjoyable and rewarding experience that is grounded in the principles of “fair play”</li> <li>• Provides opportunities to progress along a pathway within appropriate levels of safe competition</li> <li>• Is lead and guided by quality coaches and instructors; whether they be ‘volunteers’ or ‘paid’</li> </ul>
	<p>2.1 What barriers, to both getting and keeping people involved, currently exist?</p>	<ul style="list-style-type: none"> <li>• Gender inequalities as well as the “sense that I don’t belong” in some sports</li> <li>• Failure of many sports to adapt their programs, equipment and competitions to meet the skill levels of many participants</li> <li>• Sport appears to many people to be “a closed door system” because of ‘micro politics’ and vested interests within clubs/organizations</li> <li>• There is an overall lack of public awareness/knowledge about the opportunities available to them</li> <li>• Lack of coordination between the various levels of “organized sport</li> <li>• Competition for children/youth’s attention from technology, television and social networking</li> <li>• Lack of a plan and resources to train and support leaders including coaches and volunteers</li> <li>• Lack of parental support; too many parents: <ul style="list-style-type: none"> <li>○ don’t understand the health and social benefits of their children’s participation in sport and recreational activities</li> <li>○ fail to encourage their children to simply go outside to simply play in unstructured self-directed activities</li> </ul> </li> <li>• Too many kids are totally dependent on their parents to organize their lives.</li> <li>• Lack of resources and/or adaptability to meet the</li> </ul>

		<p>needs of various language needs and cultural values of some ethnic communities</p> <ul style="list-style-type: none"> <li>• Too much competition and uncoordinated programming between sports and organizations for the same age groups.</li> </ul>
<b>VALUES</b>	<p>3.0 What values do you think should define sport, as practiced on the field of play, in Canada? Please identify the top five values in order of importance (with 1 being the most important).</p>	<p>The participants were asked to rank the Top 3 Priorities they felt should define sport. Here are the results with...</p> <p># 1's receiving 2 points, #2's – 2 points and # 3 = 1point each:</p> <ul style="list-style-type: none"> <li>○ Accessibility = 25</li> <li>○ A positive experience in all aspects = 19</li> <li>○ Inclusion = 18</li> <li>○ Respect = 16</li> <li>○ Excellence = 4</li> <li>○ Learning life skills = 3</li> <li>○ Safety = 2</li> <li>○ Accountability = 2</li> <li>○ Fair Play = 2</li> <li>○ Team Work = 1</li> <li>○ Ethical = 1</li> </ul>
<b>UNDER-REPRESENTED POPULATIONS</b>	<p>4.0 Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?</p>	<ul style="list-style-type: none"> <li>• The participants agreed that efforts should be made to increase participation amongst: <ul style="list-style-type: none"> <li>○ Females</li> <li>○ Economically challenged families/individuals</li> <li>○ Special needs children and adults</li> <li>○ New Canadians</li> <li>○ Rural Manitobans</li> <li>○ In active children and at risk people with factors that may lead to chronic diseases</li> <li>○ Indigenous populations</li> </ul> </li> </ul>
	<p>4.1 If yes, how should the groups be identified and what strategies should be developed?</p>	<ul style="list-style-type: none"> <li>• Must collectively re-think our sport delivery system to attempt to address the needs of all ages and levels of interest.</li> <li>• Every program emphasis should be on “participants having fun”</li> <li>• Engage youth early as potential leaders</li> <li>• Organize special events/programs for targeted groups including families</li> <li>• Use the United Way’s PEG data base as a resource to identify specific populations and find neighbourhood “networks”</li> </ul>

		<ul style="list-style-type: none"> <li>• Address the lack of organized recreational sport programs for young adults/older students who have not entered or dropped out of sport</li> <li>• Build clustered facilities that attract multi-use programs and multi generation/special populations.</li> <li>• Develop ongoing ‘sport for all’ marketing strategies to combat allure of youth towards ‘static’ technology and social networking activities</li> </ul>
<b>OFFICIAL LANGUAGES</b>	5.0 Does your organization offer programs and services in both official languages?	Not applicable to most participating organizations; except the City of Winnipeg and the Winnipeg Regional Health Authority.
	5.1 What are the current challenges in offering such programs and services in both official languages?	
<b>HIGH PERFORMANCE</b>	6.0 Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. In this context, is there a need for governments to better define the respective roles and responsibilities of the federal and provincial/ territorial governments with regard to high performance sport? Why, or why not?	Not applicable to participating organizations
	6.1 What areas need special attention?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	<p>The CS4L model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all ages and at all levels of development.</p> <p>7.0 What is the current impact of</p>	<p>The Canadian Sport for Life model has been used as one of the key foundations in the development the Winnipeg Community Sport Policy which will be shared by the six participating partner organizations including the:</p> <ul style="list-style-type: none"> <li>• City of Winnipeg – Community &amp; Recreation Services</li> <li>• Winnipeg Community Sport Alliance</li> <li>• General Council of Winnipeg Community Centres</li> </ul>

	<p>CS4L implementation?</p>	<ul style="list-style-type: none"> <li>• Manitoba (Winnipeg) Physical Education Supervisor</li> <li>• Winnipeg Regional Health Authority</li> <li>• Sport Manitoba (Provincial Sport Organizations)</li> </ul>
	<p>7.1 What do you think will be the future impact of CS4L implementation?</p>	<ul style="list-style-type: none"> <li>• CS4L will help the various partners and stakeholders in sport, recreation, physical education and health/healthy living to define their interests and roles in supporting specific stages within the model</li> </ul>
	<p>7.2 What are the current barriers to successful implementation of the CS4L model?</p>	<ul style="list-style-type: none"> <li>• There is a lack of public education and awareness within many community-based organizations and especially amongst parents</li> </ul>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>8.0 Following is a list of program and service areas that have been identified to assess Canada’s sport development delivery system.</p> <p><b>Please (HIGHLIGHT) identify the top five priorities for the sport development delivery system:</b></p> <p>Coaches and instructors</p> <ol style="list-style-type: none"> <li>1. Officials – referees, umpires, judges, etc.</li> <li>2. Facilities and equipment</li> <li>3. School sport system</li> <li>4. Para-sport development – inclusion/ integration</li> <li>5. Training and pathways to employment</li> <li>6. Capitalizing on international events</li> <li>7. Equity policies</li> <li>8. Organizational capacity</li> <li>9. Research and innovation</li> </ol> <p>8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p>	<p>The participants did not rank their top priorities.</p> <p>Discussions centered around the need to develop strategies and provide more resources to support volunteer-based as well as professional leadership to:</p> <ul style="list-style-type: none"> <li>• train/certify coaches and officials as well as qualified program instructors at the entry level of sport</li> <li>• support effective organizational planning , accountability and the designing of “quality assurance” programs at the community-based level of sport</li> <li>• help organizations to work together to avoid competing for the same participant/athlete at the same time, on the same day, in the same season, etc.</li> <li>• address the increasing demands and strains on volunteer coaches</li> </ul>

	8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?	
<b>SYSTEM DESIGN AND ENABLERS</b>	<p>9.0 Following is a list of program and service areas that have been identified as important components of Canada’s high performance delivery system. <b>Please identify (HIGHLIGHT) the top five priorities for the high performance delivery system:</b></p> <ol style="list-style-type: none"> <li>1. Coaches and technical leadership</li> <li>2. Training and competition</li> <li>3. Sport science, sport medicine and technology</li> <li>4. Athlete talent identification, recruitment and development</li> <li>5. Integrated athlete development pathways</li> <li>6. Organizational capacity and sustainability</li> <li>7. Direct athlete support and incentives</li> <li>8. Research and innovation</li> <li>9. Facilities and equipment</li> <li>10. Hosting of international events</li> </ol>	Not applicable to participating organizations
	9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?	Not applicable to participating organizations
	9.2 Identify the top three components that are currently insufficient .	Not applicable to participating organizations
<b>SYSTEM DESIGN</b>	10.0 What are the resources (e.g. human, financial,	Not applicable to participating organizations



<b>AND ENABLERS</b>	equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?	
	10.1 What are some of the current limitations?	Not applicable to participating organizations
	10.2 What can you do about them or what have you done about them?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	11.0 Does your organization have the human resource capacity (with regard to governance, professional development, recruitment of staff, retention, etc.) to meet the demands of the next decade; relating, for example, to the increasing diversity and aging of the population?	Not applicable to participating organizations
	11.1 What are the major issues with respect to the recruitment, training and retention of (i) staff and (ii) volunteers?	Not applicable to participating organizations
	11.2 What are possible solutions to these issues?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	12.0 What are the benefits of improving linkages between national sport organizations and their provincial/territorial counterparts?	Not applicable to participating organizations

	12.1 What are the challenges to improving these linkages?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations ?	Creates working relationships and networks between “community-based” partners and stakeholder organizations to achieve mutual goals including: <ul style="list-style-type: none"> <li>• Community development and capacity building</li> <li>• More active and safer neighbourhoods</li> <li>• Providing alternative/appropriate programming for specific populations thus linking sport and recreation together with health, education, justice, tourism, culture, arts, etc.</li> <li>• Development of joint use/shared facilities</li> </ul>
	13.1 What are the challenges to improving these linkages?	Need for greater recognition of the benefits and value of sport and recreation within communities.
	13.2 What are the benefits of developing a common Community Sport for Life Plan that could be shared between local sport organizations/clubs, schools , municipal recreation departments /organizations and other key stakeholder organizations within your community?	<ul style="list-style-type: none"> <li>• Coordinated facility development and user agreement/accessibility policies</li> <li>• Creating planning relationship to address the gaps and overlaps in the sport delivery system; as well as the duplication of efforts and resources.</li> <li>• Partners emphasis on promoting a multi-sport experience for young children</li> <li>•</li> <li>•</li> </ul>
	13.3 What are the challenges to be addressed prior to initiating this process?	
	13.4 Please add any successful practices where your community’s partners sport, education, recreation and healthy living are currently working together.	
		<ul style="list-style-type: none"> <li>• City of Winnipeg’s SPIN – Sport Programs for Inner City Neighbourhoods works with 36 local host organizations/community clubs to offer sport leadership training and skill development programs</li> <li>• United Way’s creation of/support for the Coalition of (17) Youth Serving Agencies</li> <li>• Redevelopment of Central Park , partnership between the City, the Winnipeg Foundation and the True Sport Foundation to bring together 15 various local groups to design the facility and create mutual ownership; as well as a sense of</li> </ul>

		<p>community achievement and pride</p> <ul style="list-style-type: none"> <li>• The Winnipeg Aboriginal Sport Achievement Centres works with the City as well as 3 school divisions/54 schools to offer summer and after school sport, recreational and cultural programming and leadership training for children, youth and young adults.</li> <li>• The North End Hockey Program initiated by the Winnipeg Police Services and supported by numerous community-based organizations.</li> </ul>
<b>COMMUNITY BUILDING</b>	14.0 Do you promote sport participation <u>intentionally</u> for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?	<ul style="list-style-type: none"> <li>• In general the participants indicated that they do promote sport for community-building purposes including economic and tourism development , social cohesion, youth and leadership development, health promotion, etc.</li> </ul>
	14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?	<ul style="list-style-type: none"> <li>•</li> </ul>
	14.2 If yes, please share the positive outcomes from your efforts.	<ul style="list-style-type: none"> <li>• Six key partners coming together to develop the soon to-be-shared Winnipeg Community Sport Policy</li> </ul>
	14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you	

	see merit in such a notion?	
<b>INTERNATIONAL INITIATIVES</b>	<p>Canadians are involved in a wide range of international activities, including: participating in competitions and sporting exchanges; contributing to the governance of international sport bodies; hosting international sporting events; fighting doping in sport; promoting quality sport for persons with a disability and for women and girls; building relationships to advance sport development, both at home and abroad; and contributing to sport for development abroad.</p> <p>15.0 What should Canada's objectives be in international sport?</p>	Not applicable to participating organizations
	<p>15.1 Should Canada's involvement in international activities be modified, increased or decreased? Why, or why not?</p>	Not applicable to participating organizations
	<p>15.2 If Canada's activities should be modified, increased or decreased, in what areas? What are the opportunities and challenges?</p>	Not applicable to participating organizations

## CANADIAN SPORT POLICY RENEWAL

### PROVINCIAL SPORT PARTNERS & STAKEHOLDERS CONSULTATION SESSION

Attending:

- Ray Irvine – MB Aboriginal and Northern Affairs
- Mike Benson - Sport Secretariat
- Joel Fingard - Sport Secretariat
- Paul Paquin – MB Education
- Jaymi Derrett – MB Healthy Living
- Cory Jackson- Recreation Connections Manitoba
- Katja Smutny – Manitoba Physical Education Teachers Assn.



THEME	QUESTION	ANSWERS
<b>PARTICIPATION</b>	1.0 What are the reasons for your organization’s interest in promoting participation in sport? Prioritize the reasons.	<p>Participation in Sport...</p> <ul style="list-style-type: none"> <li>• Provides a positive holistic response to social issues, including youth crime, and helps to alleviate health related chronic disease problems caused by inactivity and improper nutrition</li> <li>• Provides a sense of community pride and identity</li> <li>• Sport is seen as being an economic generator</li> <li>• Supports personal growth and development capacity and enhances self esteem/confidence in participants/athletes</li> <li>• Provides leadership development in, as well as promotes teamwork between, volunteers</li> <li>• Sport develops positive values in individuals, families and communities</li> </ul>
	1.5 What are the most important challenges/issues affecting your organization’s efforts to promote and increase participation in sport?	<ul style="list-style-type: none"> <li>• Not enough funding for local organizations to offer quality affordable programs</li> <li>• Infrastructure capacity deficit and aging facilities</li> <li>• Declining number of volunteers due to...                             <ul style="list-style-type: none"> <li>○ too many expectations placed on volunteers y organizations an parents</li> <li>○ too much red tape involved in becoming certified, getting child abuse/criminal record checks, etc.</li> <li>○ culture is changing with less desire by the “new generation” to give back to my</li> </ul> </li> </ul>

		<p>community</p> <ul style="list-style-type: none"> <li>• Sport is way too specialized and over organized for children and youth.</li> <li>• Not enough programs aimed at meeting the level of interest and skill/competencies of most “entry level” participants</li> <li>• Many sport’s field of play, equipment and technical requirements are too rigid for many local facilities</li> <li>• Sport is a very low priority in many isolated/remote communities where it is difficult to develop local leaders and coaches as well as to run quality programs</li> <li>• Need to widely promote the values and benefits of “recreation” amongst funders / decision makers</li> </ul>
	<p>1.6 What strategies /opportunities have you identified to deal with the above challenges/issues/opportunities?</p>	<ul style="list-style-type: none"> <li>• Recent research provides solid “political evidence” to allocate more public investment in sport and recreational/physical activities</li> <li>• Sport is starting to develop partnerships with recreation, education, health and social services in adopting a common/shared healthy living and community development approach.</li> <li>• Partners to jointly encourage the development of “physical literacy” in all children and emphasizing the need for them to have multi-sport/physical activity experiences</li> </ul>
	<p>2.0 How do you define a quality sport experience? (Prioritize if possible.)</p>	<ul style="list-style-type: none"> <li>• Every program’s emphasis should be on “participants having fun”</li> <li>• Where everyone... has an opportunity to play and contribute to the team...but does not necessarily get equal playing time</li> <li>• Provides opportunities to grow and develop within appropriate levels of development and engaging in healthy competition</li> <li>• Is lead and guided by quality coaches with a knowledge of both age appropriate childhood and basic skill development</li> <li>• Provides a challenging and rewarding learning experience which is facilitated by suitable facilities and resources</li> <li>• Ignites a passion within athletes</li> <li>• Encourages all participants to strive to get better</li> <li>• Demonstrates a spirit of fair play and respect for</li> </ul>

		teammates and opponents
	2.1 What barriers, to both getting and keeping people involved, currently exist?	<ul style="list-style-type: none"> <li>• Lack of appropriate programs and/or access to suitable facilities to attract and service mass participation</li> <li>• Fear that children will not do well or be successful in sport due to a lack of appropriate skill development and thus poor self-confidence to try new activities, etc.</li> <li>• Lack of a plan and resources to train and support leaders including coaches and volunteers</li> <li>• Parents failure to encourage their children to simply go outside to simply play in self-directed activities</li> <li>• Lack of coordinated programming between sports</li> </ul>
<b>VALUES</b>	3.0 What values do you think should define sport, as practiced on the field of play, in Canada? Please identify the top five values in order of importance (with 1 being the most important).	<ul style="list-style-type: none"> <li>• The participants were asked to rank the Top 3 Priorities they felt should define sport. Here are the results: <ul style="list-style-type: none"> <li>○ Inclusion = 10</li> <li>○ Accessibility = 3</li> <li>○ Excellence –Doing Your Best = 3</li> <li>○ Ethics = 2</li> <li>○ Respect = 2</li> </ul> </li> </ul>
<b>UNDER-REPRESENTED POPULATIONS</b>	4.0 Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?	<ul style="list-style-type: none"> <li>• The participants agreed that efforts should be made to increase participation amongst: <ul style="list-style-type: none"> <li>○ New Canadians don't know what is available or understand many main stream Canadian sports</li> <li>○ Special needs children and adults</li> <li>○ Aboriginal populations</li> </ul> </li> </ul>
	4.1 If yes, how should the groups be identified and what strategies should be developed?	<ul style="list-style-type: none"> <li>• Bring partners together to identify systemic barriers and then collaborate to attempt to eliminate them.</li> <li>• Taking the community development approach to encourage the 'entire community' to join together in planning, identifying common needs, sharing ideas and possible solutions, etc..</li> <li>• Providing opportunities for "delayed- late entry" and "re-entry" participants to get involved in appropriate sporting activities</li> </ul>

		<ul style="list-style-type: none"> <li>• Provide age/skill appropriate equipment and/or modified facilities to meet the needs of various ages as well as disabled participants.</li> <li>• Subsidize/eliminate programs costs for economically disadvantaged</li> </ul>
<b>OFFICIAL LANGUAGES</b>	5.0 Does your organization offer programs and services in both official languages?	
	5.1 What are the current challenges in offering such programs and services in both official languages?	
<b>HIGH PERFORMANCE</b>	6.0 Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. In this context, is there a need for governments to better define the respective roles and responsibilities of the federal and provincial/ territorial governments with regard to high performance sport? Why, or why not?	Not applicable to participating organizations
	6.1 What areas need special attention?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	The CS4L model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all ages and at all levels of development.	<ul style="list-style-type: none"> <li>• All participants had a basic understanding of the Canadian Sport for Life model and the roles that the various partners in sport, recreation physical education, healthy living and Aboriginal affairs maybe able to play in implementing a joint planning framework.</li> </ul>
	7.0 What is the current impact of CS4L implementation?	
	7.1 What do you think will be the	<ul style="list-style-type: none"> <li>• CS4L will help the various partners and</li> </ul>



	future impact of CS4L implementation?	stakeholders to define their interests and roles in supporting specific stages within the model
	7.2 What are the current barriers to successful implementation of the CS4L model?	<ul style="list-style-type: none"> <li>There is a lack of public education and awareness of the principles behind CS4L within many community-based organizations and especially amongst parents</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	<p>8.0 Following is a list of program and service areas that have been identified to assess Canada’s sport development delivery system.</p> <p><b>Please (HIGHLIGHT) identify the top five priorities for the sport development delivery system:</b></p> <ol style="list-style-type: none"> <li>Coaches and instructors</li> <li>Officials – referees, umpires, judges, etc.</li> <li>Facilities and equipment</li> <li>School sport system</li> <li>Para-sport development – inclusion/ integration</li> <li>Training and pathways to employment</li> <li>Capitalizing on international events</li> <li>Equity policies</li> <li>Organizational capacity</li> <li>Research and innovation</li> </ol> <p>8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p> <p>8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?</p>	<p>The participants did not rank their top priorities.</p> <p>Instead discussions centered around the need to first identify the current limitations of the sport system that prevent it from reaching its potential ...including:</p> <ul style="list-style-type: none"> <li>To need to more widely share and promote the benefits of adopting the Canadian Sport for Life model amongst community-based partners and especially with parents</li> <li>Lack of political appreciation for the value of recreation and thus the need for greater funding for recreation leadership and infrastructure</li> <li>The growing expectations of and accountability from “volunteer” coaches indicates a need for more “paid” positions</li> <li>Sports have been traditionally funded based on comparing each sport against the other sports. This... <ul style="list-style-type: none"> <li>has lead to sports being in competition with each other to recruit more participants from all ages to participate in year round programs and more levels of local and provincial competitions</li> <li>has fostered silo and protectionism mentality within most sport organizations</li> </ul> </li> </ul> <ul style="list-style-type: none"> <li>The need to support effective organizational planning , accountability and the designing of “quality assurance” programs at the community-based level of sport</li> <li>Providing support to sport, recreation education and health organizations to work together</li> <li>The need for more funding for municipal</li> </ul>

		<p>recreation – leadership, programs and infrastructure</p> <ul style="list-style-type: none"> <li>The need to develop a combined “Manitoba Action Plan for Healthy Living, Sport and Recreation” as well include both sport and recreation within Manitoba Healthy Living.</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	<p>9.0 Following is a list of program and service areas that have been identified as important components of Canada’s high performance delivery system. <b>Please identify (HIGHLIGHT) the top five priorities for the high performance delivery system:</b></p> <ol style="list-style-type: none"> <li>Coaches and technical leadership</li> <li>Training and competition</li> <li>Sport science, sport medicine and technology</li> <li>Athlete talent identification, recruitment and development</li> <li>Integrated athlete development pathways</li> <li>Organizational capacity and sustainability</li> <li>Direct athlete support and incentives</li> <li>Research and innovation</li> <li>Facilities and equipment</li> <li>Hosting of international events</li> </ol>	Not applicable to participating organizations
	<p>9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p>	Not applicable to participating organizations
	<p>9.2 Identify the top three components that are currently insufficient .</p>	Not applicable to participating organizations

<b>SYSTEM DESIGN AND ENABLERS</b>	10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?	Not applicable to participating organizations
	10.1 What are some of the current limitations?	Not applicable to participating organizations
	10.2 What can you do about them or what have you done about them?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	11.0 Does your organization have the human resource capacity (with regard to governance, professional development, recruitment of staff, retention, etc.) to meet the demands of the next decade; relating, for example, to the increasing diversity and aging of the population?	Not applicable to participating organizations
	11.1 What are the major issues with respect to the recruitment, training and retention of (i) staff and (ii) volunteers?	Not applicable to participating organizations
	11.2 What are possible solutions to these issues?	Not applicable to participating organizations
<b>SYSTEM DESIGN AND ENABLERS</b>	12.0 What are the benefits of improving linkages between national sport organizations and their provincial/territorial counterparts?	Not applicable to participating organizations
	12.1 What are the challenges to improving these linkages?	Not applicable to participating organizations
<b>SYSTEM DESIGN</b>	13.0 What are the benefits of	

<b>AND ENABLERS</b>	improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations ?	
	13.1 What are the challenges to improving these linkages?	Need for greater recognition of the benefits and value of sport and recreation within communities.
	<p>13.2 What are the benefits of developing a common Community Sport for Life Plan that could be shared between local sport organizations/clubs, schools , municipal recreation departments /organizations and other key stakeholder organizations within your community?</p> <p>13.3 What are the challenges to be addressed prior to initiating this process?</p> <p>13.4 Please add any successful practices where your community’s partners sport, education, recreation and healthy living are currently working together.</p>	The need for partners and stakeholders in sport to adopt and utilize the Canadian Sport for Life framework to clarify their roles and identify their support for specific stages within the model
<b>COMMUNITY BUILDING</b>	14.0 Do you promote sport participation <u>intentionally</u> for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and	<p>Most stakeholder organizations agree that they promote sport intentionally for reasons including:</p> <ul style="list-style-type: none"> <li>• Economic benefits and the community development legacy in facilities, equipment, programs and leadership provided by hosting major championships and Games</li> <li>• The new Grade 11 and 12 Physical Education curriculum encourage students to develop their own physical activity portfolio with an emphasis on participating in community- based programs and</li> </ul>

	<p>conflict resolution) or is your orientation primarily for sport objectives?</p>	<p>facilities</p>
	<p>14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?</p>	
	<p>14.2 If yes, please share the positive outcomes from your efforts.</p>	<p>The Canadian Sport for Life model has been used as one of the key foundations in the development the Winnipeg Community Sport Policy which will be shared by the six participating partner organizations including the:</p> <ul style="list-style-type: none"> <li>• City of Winnipeg – Community &amp; Recreation Services</li> <li>• Winnipeg Community Sport Alliance</li> <li>• General Council of Winnipeg Community Centres</li> <li>• Manitoba (Winnipeg) Physical Education Supervisors</li> <li>• Winnipeg Regional Health Authority</li> <li>• Sport Manitoba (Provincial Sport Organizations)</li> </ul>
	<p>14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?</p>	<ul style="list-style-type: none"> <li>• The Province of Manitoba’s “Healthy Kids...Healthy Children” Task Force Report links sport with recreation, physical activity, recreation, social and Aboriginal development</li> <li>• The Physical Activity Coalition of Manitoba (PACM) brings many stakeholder organizations together to work on common initiatives and/or advocacy issues.</li> <li>• The “Partners in Planning for Healthy Living” and Health in Common both provide a common focus on addressing healthy living issues and supporting community-based needs.</li> <li>• Sport Manitoba’s “Community Sport Alliances” are designed to bring all sport bodies together to address common needs and develop a partnership with their recreation department and local schools.</li> <li>• Kugluktuk, Nunavet’s “Grizzlies Athletic Club” is a student driven/owned and community-supported initiative that connects participating attendance and active participation in school with</li> </ul>

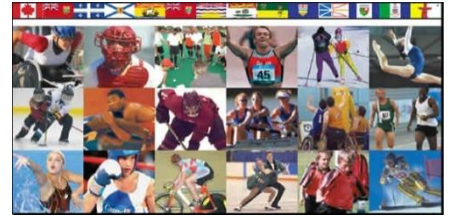
		<p>opportunities to participate in sport, music, etc. programs and competitions</p> <ul style="list-style-type: none"> <li>• Chicago's "After School Matters" combines sport and technology with leadership development, mentorship and employment opportunities</li> <li>•</li> </ul>
<b>INTERNATIONAL INITIATIVES</b>	<p>Canadians are involved in a wide range of international activities, including: participating in competitions and sporting exchanges; contributing to the governance of international sport bodies; hosting international sporting events; fighting doping in sport; promoting quality sport for persons with a disability and for women and girls; building relationships to advance sport development, both at home and abroad; and contributing to sport for development abroad.</p> <p>15.0 What should Canada's objectives be in international sport?</p>	Not applicable to participating organizations
	<p>15.1 Should Canada's involvement in international activities be modified, increased or decreased? Why, or why not?</p>	Not applicable to participating organizations
	<p>15.2 If Canada's activities should be modified, increased or decreased, in what areas? What are the opportunities and challenges?</p>	Not applicable to participating organizations

## CANADIAN SPORT POLICY RENEWAL

### PROVINCIAL SPORT ORGANIZATION CONSULTATION SESSION

Attending:

- Bob Lawrie – Alpine Ski
- Karin McSherry – Cross Country Ski
- Darin Muma – Swimming
- Leanne Leskiw – Volleyball
- Ross Wedlake – Basketball
- Francoise Umamayia– Francophone Sport
- Todd Landon – Speed Skating
- Allison Gervais – Synchro Swim
- Mano Navarro – Archery
- Tim Dans – Deaf Sport + 2 interpreters
- Dan Piché – Karate
- Geri Sweet - Horse Council
- Bruce Rose - Horse Council
- Deanne Zilinsky – 5 Pin Bowling
- Ryan Giesbrecht – Badminton
- Ron Edwards – Table Tennis
- Matt Chislet – Soaring
- Twila Pitcher – Cycling
- Greg Guenther – Coaching
- David Minuk - Judo



THEME	QUESTION	ANSWERS
<b>PARTICIPATION</b>	1.0 What are the reasons for your organization’s interest in promoting participation in sport? Prioritize the reasons.	<p>In general; all Provincial Sport Organizations have their mission as well as the mandate to promote and develop all levels of participation within their sport in Manitoba.</p> <p><b>Participants asked “what is the definition of sport?”</b></p> <p><b>ANSWER: Sport Manitoba is using the Canadian Sport for Life model to include all levels and stages of “sport” from early years “Active Start” through the learning of basic “Fundamental” movement and “Learn to Play” general sport skills through the various stages of organized sport to the “Active for Life” goal for all Manitobans.</b></p>

	<p>1.7 What are the most important challenges/issues affecting your organization's efforts to promote and increase participation in sport?</p>	<ul style="list-style-type: none"> <li>• Often very difficult and/or too costly to gain access to community and school owned facilities</li> <li>• Limited funding to develop suitable facilities and purchase equipment to meet the needs of specific sports</li> <li>• Difficult for organizations and clubs/teams to <ul style="list-style-type: none"> <li>○ Retain many participants..."it's easy to get them in the door ...but it's hard to keep them".</li> <li>○ Keep paid coaches because of lack of funds and opportunities to advance</li> <li>○ Recruit and retain volunteers as well as coaches because of the ever increasing demands on them</li> </ul> </li> <li>• Some organizations need assistance to address the communications and logistics barriers that prevents/limits participation by persons with disabilities</li> <li>• Many sports are driving children away and/or are not attracting them in the first place because they have become too bureaucratic, too organized and too competitive.</li> <li>• Society – parents don't encourage and/or are leery of letting ...their kids to just go outside to play...because of fears for their safety.</li> <li>• Kids aren't as physically active as they once were due to the mass marketing and influence of technology-based entertainment</li> <li>• Many sports/organizations operate in a protective silo and try to keep participants and the best athletes all to themselves</li> <li>• Sports have to be encouraged to see the benefits of working together to create a bigger pool of physically skilled – literate participants Ex: The aquatic sports joining together to develop basic swimming skills and expose all participants to all four disciplines</li> <li>• There is a common need to develop a social media marketing campaign that promotes sport as an enjoyable social and personal growth activity</li> </ul>
	<p>1.8 What strategies /opportunities have you identified to deal with the above challenges/issues/opportunities?</p>	<ul style="list-style-type: none"> <li>• Schools provide a great audience and an opportunity for sports to reach all children and communicate with their parents. PSOs can reach PE Teachers by doing workshops at MPETA's Annual SG/PD Day.</li> </ul>



		<ul style="list-style-type: none"> <li>• Both health and justice/social services are recognizing the value of physical activity and the benefits of their “clients” participating in meaningful sport and recreation activities</li> <li>• Not for profit organizations can be more effective/efficient than governments in offering affordable sporting activities</li> <li>• There appears to be more political willingness for schools and municipalities to coordinate the use of their facilities. This should be facilitated through the development of joint use policies and criteria for costing and allocation/use.</li> <li>• Our aging population wants to be more active and stay engaged in suitable learning and competitive opportunities</li> </ul>
	<p>2.0 How do you define a quality sport experience? (Prioritize if possible.)</p>	<ul style="list-style-type: none"> <li>• Is a fun and rewarding experience that is grounded in the principles of “fair play”</li> <li>• Provides opportunities to progress along a pathway within appropriate levels of safe competition</li> <li>• Is led and guided by quality coaches and instructors; whether they be ‘volunteers’ or ‘paid’</li> </ul>
	<p>2.1 What barriers, to both getting and keeping people involved, currently exist?</p>	<ul style="list-style-type: none"> <li>• Failure of many sports to adapt their programs, equipment and competitions to meet the skill levels of many participants</li> <li>• Sport appears to many people to be “a closed door system” because of ‘micro politics’ and vested interests within clubs/organizations</li> <li>• There is an overall lack of public awareness/knowledge about the opportunities available to them</li> <li>• Lack of coordination between the various levels of “organized sport “</li> <li>• Competition for children/youth’s attention from technology, television and social networking</li> <li>• Lack of a plan and resources to train and support leaders including coaches and volunteers</li> <li>• Lack of parental support; too many parents: <ul style="list-style-type: none"> <li>○ don’t understand the health and social benefits of their children’s participation in sport and recreational activities</li> <li>○ fail to encourage their children to simply go outside to play in unstructured self-directed activities</li> </ul> </li> </ul>

		<ul style="list-style-type: none"> <li>• Too many kids are totally dependent on their parents to organize their lives.</li> <li>• Lack of resources and/or adaptability to meet the needs of various language needs and cultural values of some ethnic communities</li> <li>• Too much competition and uncoordinated programming between sports and organizations for the same age groups.</li> </ul>
<b>VALUES</b>	3.0 What values do you think should define sport, as practiced on the field of play, in Canada? Please identify the top five values in order of importance (with 1 being the most important).	
<b>UNDER-REPRESENTED POPULATIONS</b>	4.0 Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?	
	4.1 If yes, how should the groups be identified and what strategies should be developed?	
<b>OFFICIAL LANGUAGES</b>	5.0 Does your organization offer programs and services in both official languages?	<p>Most participating PSOs offer very limited, if any, service and ongoing programming in French.</p> <p>The <i>Directorat de l'Activite Sportive</i> offers support to meet PSOs' needs to develop materials and or translate papers for distribution to Manitoba's francophone communities, etc.</p>
	5.1 What are the current challenges in offering such programs and services in both official languages?	
<b>HIGH PERFORMANCE</b>	6.0 Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. In this context, is there a need for governments to better define the respective roles and	<ul style="list-style-type: none"> <li>• Successful implementation of LTAD/CS4L will need the various partners and stakeholders in sport, recreation, physical education and health/healthy living to define their interests and roles in supporting specific stages within the model</li> <li>• However, many feel that it will take an entire generation or more to be able to implement and also measure the outcomes-impacts of LTAD/CS4L</li> </ul>

	<p>responsibilities of the federal and provincial/ territorial governments with regard to high performance sport? Why, or why not?</p>	
	<p>6.1 What areas need special attention?</p>	<ul style="list-style-type: none"> <li>• Successful implementation will require... <ul style="list-style-type: none"> <li>○ Much greater coordination of funding and planning between the key partners at both national and provincial levels; it is noted that there is no connection between the national “Own the Podium and Road to Excellence” programs and most province’s high performance plans/programs. Noted the differences between support for Canada Games teams from Quebec, Saskatchewan....and Manitoba</li> <li>○ Appropriate funding for NSOs and PSOs to be able to implement their LTAD at all levels/stages</li> <li>○ Time and patience from funders... as it must not be focused on short-term...”trying to win now” goals</li> </ul> </li> <li>• Need to develop a strategy/communication plan to deal with the <ul style="list-style-type: none"> <li>• “push back” from many non-sport groups that question “why so much funding is going into high performance sport...and not to us too!”</li> <li>• The relative lack of connection between professional and amateur sport in Canada</li> <li>• Some indicated that while Manitoba may be amongst the top provinces in supporting high performance sport including the Canadian Sport Centre-Manitoba and the National Volleyball Training Centre we are lagging behind many province’s in our <ul style="list-style-type: none"> <li>○ Funding of recreational programming especially for early years programming.</li> <li>○ “User Pays” policies that attempt to recover the full costs and/or make a profit on the use of both public and school owned facilities</li> </ul> </li> </ul> </li> <li>• It is felt that many small “individual” sports receive proportionately much higher support and funding than the larger “team” based sports.</li> </ul>

<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>The CS4L model has been widely adopted by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all ages and at all levels of development</p> <p>7.0 What is the current impact of CS4L on your PSO's implementation plans?</p>	<ul style="list-style-type: none"> <li>• CS4L provides a very good starting point for <ul style="list-style-type: none"> <li>○ discussions and debate on long standing beliefs and thought that are currently held by 'old school' leaders</li> <li>○ educating parents and grass roots coaches on what to expect/teach entry level participants</li> </ul> </li> <li>• Most NSO's LTADs are sitting on their PSO's shelves without it being implemented</li> <li>• Some local clubs are using the Canadian Sport for Life framework on a casual basis; however this is most often not coordinated with their PSOs approved LTAD implementation plan.</li> <li>• PSO staff have to continuously educate their key volunteers and leaders on the purpose, intent and benefits of adopting CS4L/LTAD</li> <li>• Costs/effort to implement the full NSO LTAD are to big/much for PSOs; they therefore have to modify and simplify it to meet their purposes, needs and means</li> <li>• Major benefit to date... is that it has helped some PSOs to <ul style="list-style-type: none"> <li>• start an age appropriate review of their programs and competitions</li> <li>• modify their rules and equipment for younger participants</li> <li>• improve their coaching development resources/tools</li> </ul> </li> </ul>
	<p>7.1 What do you think will be the future impact of CS4L implementation?</p>	<ul style="list-style-type: none"> <li>• Each PSOs' LTAD/CS4L must be "living documents" which are SMART (Specific, Measurable, Achievable Realistic and Time Bound); should be modified annually and reviewed/revised every 3 years or so</li> <li>• Many feel that the early emphasis should be placed at the first 3 CS4L Stages and on support for "entry level" coaches' development ...including education/training on...a basic understanding of both the 'abilities and limits' of early childhood growth and development.</li> <li>• All LTADs must focus on and understand the needs and realities of their sport's athletes at all stage of development.</li> <li>• CS4L will help the various partners and stakeholders in sport, recreation, physical education and health/healthy living to define their interests and roles in supporting specific stages within the model</li> </ul>

	<p>7.2 What are the current barriers to successful implementation of the CS4L model?</p>	<ul style="list-style-type: none"> <li>• There is a lack of public education/ awareness of the wide sweeping values and benefits of CS4L within many communities/organizations and especially amongst parents</li> <li>• To be successful CS4L will require <ul style="list-style-type: none"> <li>○ complete buy in and ownership of the entire community of sport especially the ‘old guard’'s... “if it isn’t broke...why fix it stance”,</li> <li>○ a paradigm shift in thinking and programming.</li> </ul> </li> <li>• There needs to be an emphasis on educating entry level coaches/volunteers on CS4L principles. These people have impact on participants in the critical Active Start and FUNdamentals levels.</li> <li>• Key components will be <ul style="list-style-type: none"> <li>• appropriately resourced and coordinated “coaches education and training systems” with a realization of the increasing demands on volunteer coaches and the subsequent need for more paid ‘professional’ coaches;</li> <li>• providing ongoing/enhanced funding for school’s to hire qualified physical education teachers to teach physical literacy and Fundamental Movement Skills to all children.</li> </ul> </li> <li>• Manitoba PSOs’ implementation of their LTADs will require ongoing leadership, guidance and coordinated funding from Sport Manitoba and other key stakeholders including developing partnerships with health, education and recreation.</li> </ul>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>8.0 Following is a list of program and service areas that have been identified to assess Canada’s sport development delivery system.  <b>Please (HIGHLIGHT) identify the top five priorities for the sport development delivery system:</b></p> <ol style="list-style-type: none"> <li>1. Coaches and instructors</li> <li>2. Officials – referees, umpires, judges, etc.</li> <li>3. Facilities and equipment</li> <li>4. School sport system</li> <li>5. Para-sport development – inclusion/ integration</li> <li>6. Training and pathways to</li> </ol>	<p>The participants ranked their top three priorities with... # 1’s receiving 3 points, #2’s = 2 points and # 3 = 1point each:</p> <ul style="list-style-type: none"> <li># 1: Coaches = 41 pts.</li> <li># 2: Organizational Capacity = 26 pts.</li> <li># 3: Facilities = 19 pts.</li> <li># 4: Training = 13 pts.</li> <li># 5: Officials = 5 pts.</li> <li># 6: International events = 1 pt.</li> </ul>

	<p>employment</p> <ol style="list-style-type: none"> <li>7. Capitalizing on international events</li> <li>8. Equity policies</li> <li>9. Organizational capacity</li> <li>10. Research and innovation</li> </ol> <p>8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p> <p>8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?</p>	<p>The participants ranked their top three priorities with... # 1's receiving 3 points, #2's = 2 points and # 3 = 1point each:</p> <ul style="list-style-type: none"> <li># 1: Training = 19 pts.</li> <li># 2 Coaches = 16 pts.</li> <li># 3: Facilities = 15 pts.</li> <li># 4: Officials = 14 pts.</li> <li># 5: Research = 10 pts</li> <li># 6: International Events = 7 pts.</li> <li># 7: Organizational Capacity = 6 pts.</li> <li># 7: Equity = 6 pts</li> <li># 9: School Sports = 4 pts.</li> </ul> <p>The participants ranked their top three priorities with... # 1's receiving 3 points, #2's = 2 points and # 3 = 1point each:</p> <ul style="list-style-type: none"> <li># 1: Organizational Capacity = 27 pts.</li> <li># 2: Facilities = 21 pts.</li> <li># 3: Coaches = 16 pts.</li> <li># 3: School Sports = 16 pts</li> <li># 5: Officials = 8 pts.</li> <li># 6: Training = 4 pts.</li> <li># 6: Para Sports = 4 pts</li> <li># 8: Research = 2 pts</li> <li># 8: Equity = 2 pts</li> </ul>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>9.0 Following is a list of program and service areas that have been identified as important components of Canada's "high performance delivery system".</p> <p><b>Please identify (HIGHLIGHT) the top five priorities for the high performance delivery system:</b></p> <ol style="list-style-type: none"> <li>1. Coaches and technical leadership</li> <li>2. Training and competition</li> <li>3. Sport science, sport medicine</li> </ol>	<p>The participants ranked their top three priorities with... # 1's receiving 3 points, #2's = 2 points and # 3 = 1 point each:</p> <ul style="list-style-type: none"> <li># 1: Coaches = 25 pts.</li> <li># 2: Athlete Support = 20 pts.</li> <li># 3: Training = 16 pts.</li> <li># 4: Organizational Capacity = 13 pts.</li> </ul>

	<p>and technology</p> <ol style="list-style-type: none"> <li>4. Athlete talent identification, recruitment and development</li> <li>5. Integrated athlete development pathways</li> <li>6. Organizational capacity and sustainability</li> <li>7. Direct athlete support and incentives</li> <li>8. Research and innovation</li> <li>9. Facilities and equipment</li> <li>10. Hosting of international events</li> </ol>	<p># 5: Facilities = 9 pts.  # 6: Sport Science = 8 pts  # 7: Integrated Athlete Development = 3 pts.  # 8: Research = 2 pts  # 9: Athlete ID = 1 pt  # 9: Hosting = 2 pts</p>
	<p>9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p>	<p>The participants ranked their top three priorities with... # 1's receiving 3 points, #2's= 2 points and # 3 = 1 point each:  # 1: Sport Science = 19 pts  # 2: Coaches = 15 pts.  # 3: Facilities = 13 pts.  # 4: Research = 12 pts  # 5: Athlete ID = 10 pt  # 5: Training = 10 pts.  # 7: Athlete Support = 7 pts.  # 7: Hosting = 7 pts  # 9: Organizational Capacity = 3 pts.  # 10: Integrated Athlete Development = 2 pts.</p>
	<p>9.2 Identify the top three components that are currently insufficient .</p>	<p>The participants ranked their top three priorities with... # 1's receiving 3 points, #2's = 2 points and # 3 = 1 point each:  # 1: Athlete Support = 20 pts.  # 2: Facilities = 17 pts.  # 3: Organizational Capacity = 15 pts.  # 4: Training = 10 pts.  # 5: Sport Science = 8 pts  # 6: Coaches = 7 pts.  # 7: Hosting = 6 pts  # 7: Athlete ID = 6 pt  # 9: Research = 4 pts  # 10: Integrated Athlete Development = 3 pts.</p>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in</p>	<p># 1: Human capacity including volunteer training, leadership development, organizational planning, with an emphasis on coaches and officials Recruitment, retention and recognition  # 2: Need for municipal governments and school</p>

	<p>delivering sport programs and services?</p>	<p>divisions to coordinate/integrate their plans to develop and share the use of their facilities and equipment</p> <p># 3: Coordinated national and provincial marketing strategies and funding to provide more accessible and affordable programming to encourage and support greater mass participation in sporting and recreational activities</p>
	<p>10.1 What are some of the current limitations?</p>	<ul style="list-style-type: none"> <li>• There are way too many demands, rules and regulations being put on sports' volunteers. The demands of the existing sport system is literally "pushing-driving our most valuable resources out of sport".</li> <li>• The benefits of amateur sport and recreation normally have a very low level of recognition as well as ongoing profile within our national, provincial and municipal governments.</li> <li>• The development and programming of publicly owned facilities is neither integrated nor coordinated; in large part because there are too many separate grants which result the development of often under sized and under utilized...on a 24 hour -7/365 days basis...stand alone facilities.</li> </ul>
	<p>10.2 What can you do about them or what have you done about them?</p>	<ul style="list-style-type: none"> <li>• Sport and recreation need a marketing/public relations strategy to deal with the "push back" from other not-for-profit organizations that question "why so much funding is being put into high performance sport"</li> <li>• Municipal governments and school divisions should be required to consult with each other when either is planning to build or enhance school or sport/recreational facilities; with the goal of developing cost shared and joint use facilities</li> <li>• While Manitoba is seen be some as being quite good in supporting high performance sport...we are lagging behind in supporting recreational programming especially for "early years" children</li> <li>• In general most participants and user groups are paying close to if nor more than the actual costs of their use of publicly owned facilities; while many provinces (including Quebec and Ontario) provide significant subsidies to accommodate more sport and recreational user groups</li> </ul>



<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>11.0 Does your organization have the human resource capacity (with regard to governance, professional development, recruitment of staff, retention, etc.) to meet the demands of the next decade; relating, for example, to the increasing diversity and aging of the population?</p>	<ul style="list-style-type: none"> <li>• Many, if not most, volunteer based local and provincial sport organizations are currently just struggling to survive</li> <li>• In general, it is felt that most PSOs do not have the enough volunteer and staff capacity to be able to meet the increased demands of developing and implementing successful LTADs over the next 10 years or so.</li> </ul>
	<p>11.1 What are the major issues with respect to the recruitment, training and retention of (i) staff and (ii) volunteers?</p>	<ul style="list-style-type: none"> <li>• Sport relies too much on the mantra that “sport is almost completely volunteer driven”...and therefore it is most often “not run like a business”</li> <li>• A major reason for the decline in volunteerism is due to the increased demands on volunteers as well as the ever decreasing spirit of volunteerism in our society.</li> <li>• Not enough recognition for the value of having qualified as well as well paid coaches and administrative staff.</li> <li>• Officials go through costly and rigorous training and certification but often do not stay active for the long term.</li> <li>• As many adults are staying more active in “masters” programs; it is becoming more difficult to recruit them into coaching and officiating. Sport is a victim of our own success in this regard.</li> </ul>
	<p>11.2 What are possible solutions to these issues?</p>	<ul style="list-style-type: none"> <li>• Significantly more funding needed for qualified staffing including both ‘administrators’ and ‘coaches’</li> </ul>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>12.0 What are the benefits of improving linkages between national sport organizations and their provincial/territorial counterparts?</p>	<ul style="list-style-type: none"> <li>• It is felt that CS4L and LTAD could/should be a powerful tool to bring each sport’s NSO and PSOs together to share in the development and implementation of jointly owned plans and programs.</li> <li>• In general PSOs feel that there is a need for much closer linkages between their NSO and their PSOs to ensure <ul style="list-style-type: none"> <li>○ coordination of developmental and competition programs</li> <li>○ consistency in their implementation of their sport’s LTAD</li> </ul> </li> <li>• PSOs may look at themselves as being “chapters” of</li> </ul>

		<p>the NOS and/or “franchise holders” of a shared LTAD implementation plan based on having ongoing open lines of communication.</p> <ul style="list-style-type: none"> <li>• Shared strategic planning , as well as ongoing monitoring and evaluation processes, should create striving to attain mutual goals</li> </ul>
	12.1 What are the challenges to improving these linkages?	<ul style="list-style-type: none"> <li>• There is often a lack of trust and cooperation between NSOs and their member/affiliate PSOs...as well as between individual PSOs</li> <li>• At any given time some NSOs/PSOs are literally in a “state of war”...need to learn to “consult” with each other rather than simply “telling” each other what to do.</li> <li>• Many PSOs <ul style="list-style-type: none"> <li>○ just want to “do their own thing” without feeling encumbered by their NSO or other PSOs.</li> <li>○ are secretive and often possessive of their own initiatives</li> </ul> </li> <li>• Like minded PSOs should be encouraged to work together on providing complimentary out of season as well as cross training opportunities.</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/organizations ?	<p>Creates working relationships and networks between “community-based” partners and stakeholder organizations to achieve mutual goals including:</p> <ul style="list-style-type: none"> <li>• Community development and capacity building</li> <li>• More active and safer neighbourhoods</li> <li>• Providing alternative/appropriate programming for specific populations thus linking sport and recreation together with health, education, justice, tourism, culture, arts, etc.</li> <li>• Development of joint use/shared facilities</li> <li>• Most PSOs have linkages, if not formal relationships/memberships with their sport’s minor sport organizations, clubs and teams as well as informal relationships with schools, community centres and municipal recreation departments</li> </ul>
	13.1 What are the challenges to improving these linkages?	<ul style="list-style-type: none"> <li>• Sport Manitoba and/or PSOs do not have formal planning/working relationships with provincial or local recreation and education</li> <li>• Need for greater recognition of the benefits, values and “return on investment” that sport and recreation contributes to their communities.</li> </ul>

		<ul style="list-style-type: none"> <li>• The acceptance of the “sport club model” that could coordinate and provide efficient services to both community as well as school based programs in specific sports.</li> <li>• All partners must agree to focus on long term goals and the sustainability of shared programming...and not on short term...”must win” fixes. Pilot programs do not always translate into long term opportunities.</li> </ul>
	<p>13.2 What are the benefits of developing a common Community Sport for Life Plan that could be shared between local sport organizations/clubs, schools , municipal recreation departments /organizations and other key stakeholder organizations within your community?</p> <p>13.3 What are the challenges to be addressed prior to initiating this process?</p> <p>13.4 Please add any successful practices where your community’s partners sport, education, recreation and healthy living are currently working together.</p>	<ul style="list-style-type: none"> <li>• CS4L could/should create ongoing working relationships and networks between community based partners and stakeholder organizations towards their achieving mutual goals including: <ul style="list-style-type: none"> <li>○ Community development and capacity building</li> <li>○ More active and save neighbourhoods</li> <li>○ Providing coordinated and integrated programming for targeted populations.</li> </ul> </li> <li>• Coordinating facility planning, development and user agreement/accessibility policies</li> <li>• Creating planning relationship to address the gaps and overlaps in the sport delivery system; as well as the duplication of efforts and resources.</li> <li>• Partners emphasis on promoting a multi-sport experience for young children</li> </ul> <p>The Canadian Sport for Life model has been used as one of the key foundations in the development the Winnipeg Community Sport Policy which will be shared by the six participating partner organizations including the:</p> <ul style="list-style-type: none"> <li>• City of Winnipeg – Community &amp; Recreation Services</li> <li>• Winnipeg Community Sport Alliance</li> <li>• General Council of Winnipeg Community Centres</li> <li>• Manitoba (Winnipeg) Physical Education Supervisor</li> <li>• Winnipeg Regional Health Authority</li> <li>• Sport Manitoba (Provincial Sport Organizations)</li> </ul>
<b>COMMUNITY</b>	14.0 Do you promote sport participation <u>intentionally</u>	<ul style="list-style-type: none"> <li>• In general the participants indicated that they do promote sport for community-building purposes</li> </ul>

<b>BUILDING</b>	for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?	including economic and tourism development , social cohesion, youth and leadership development, health promotion, etc.
	14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?	This is seen as a role that Sport Manitoba should/does play.
	14.2 If yes, please share the positive outcomes from your efforts.	<p>Sport Manitoba and selected PSOs have worked with the City of Winnipeg – Community Services to connect and work with a number of local host organizations to support pursuit of their non-sport outcomes...including:</p> <ul style="list-style-type: none"> <li>• City of Winnipeg’s SPIN – Sport Programs for Inner City Neighbourhoods works with 36 local host organizations/community clubs to offer sport leadership training and skill development programs</li> <li>• The new “Move Your Body” initiative currently being coordinated by the City of Winnipeg with athletes, swimming and gymnastics</li> <li>• The “Kids of Mud” program encourages entry level participation in cycling in a fun and skill based learn to cycle program</li> <li>• The Winnipeg Aboriginal Sport Achievement Centre works with the City as well as 3 school divisions/54 schools to offer summer and after school sport, recreational and cultural programming and leadership training for children, youth and young adults.</li> <li>• The North End Hockey Program initiated by the Winnipeg Police Services and supported by numerous community-based organizations.</li> </ul>
	14.3 Some see partnerships between sport organizations and non-	

	<p>sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?</p>	
<p><b>INTERNATIONAL INITIATIVES</b></p>	<p>Canadians are involved in a wide range of international activities, including: participating in competitions and sporting exchanges; contributing to the governance of international sport bodies; hosting international sporting events; fighting doping in sport; promoting quality sport for persons with a disability and for women and girls; building relationships to advance sport development, both at home and abroad; and contributing to sport for development abroad.</p> <p>15.0 What should Canada's objectives be in international sport?</p>	<p>There was a wide range of opinions ranging from Canada should</p> <ul style="list-style-type: none"> <li>• always attempt to field full team in all sport...to</li> <li>• only send highest athletes/teams that are capable of finishing in the top 8/16 spots</li> </ul>
	<p>15.1 Should Canada's involvement in international activities be modified, increased or decreased? Why, or why not?</p>	
	<p>15.2 If Canada's activities should be modified, increased or decreased, in what areas? What are the opportunities and challenges?</p>	<p>Some felt that Canada should continue to be seen as a country that provides ongoing support to under-developed countries...especially in the way of leadership development, coach education and training, etc.</p>

**CANADIAN SPORT POLICY RENEWAL  
MANITOBA CONSULTATION**

**SPECIFIC - PROVINCIAL SPORT ORGANIZATIONS’  
INDIVIDUAL RESPONSES TO QUESTIONNAIRE**



<b>THEME</b>	<b>QUESTION</b>	<b>ANSWERS</b>
<b>PARTICIPATION</b>	1.0 What are the reasons for your organization’s interest in promoting participation in sport? Prioritize the reasons.	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Understanding the health benefits of sport for Aboriginal communities.</li> <li>• Increasing Aboriginal participation in sport</li> <li>• Reach remote communities and train coaches</li> </ul> <p><b>CYCLING</b> Promote sport for life leads to lifelong health, happiness, also relieves social burden on healthcare, crime, etc. Also put Manitoba on the podium.</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Filling a gap in sport programs for individuals with an intellectual disability</li> <li>• Healthy living</li> <li>• Sport the vehicle for individuals to learn life skills for integrating into the community</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• This question should highlight the variety of reasons behind sport participation policies, strategies and programming.</li> <li>• Examples may include healthy living, growing membership/revenue, building the community,</li> <li>• Developing a talent base, etc.</li> </ul> <p><b>TABLE TENNIS</b> Sport is sport. For the love of the game.</p> <p><b>WATER POLO</b> Health and fitness. Community development and camaraderie, and providing untraditional athletes with an opportunity to play in a team sport</p> <p><b>SOARING</b> Maintain/increase club membership levels and participation rates so as to maintain the long term viability/sustainability of the sport of soaring in Manitoba.</p>
	1.9 What are the most important challenges/issues/	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Cost in travel/time and having enough staff.</li> <li>• Distance (isolation) of most Aboriginal communities and</li> </ul>

	<p>opportunities affecting your organization's efforts to promote and increase participation in sport?</p>	<p>their small populations, lack of facilities, expertise and equipment.</p> <ul style="list-style-type: none"> <li>• Getting coaches to volunteer after they are trained for programs.</li> </ul> <p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>• Funding is always an issue.</li> <li>• Attracting, Keeping, and appropriately recognizing volunteers.</li> <li>• Coaches/official recruitment.</li> <li>• Training cost. (new coach finger printing requirements challenges).</li> <li>• Increasing insurance cost.</li> <li>• Creating facilities for cycling and using existing roadways/parks for events. Trail maintenance, expansion, and Urban bike trails availability.</li> <li>• Youth participation in the 15-17 age range.</li> <li>• Equipment for under privileged youth (bike, helmet). Not everyone can afford.</li> <li>• Cycling Education ie-Bike safety for children and adults and non-cyclists. We need to find trainers to train and then be able to facilitate a strategy to get to our youth and adults to teach them proper skills. Cost, time, and lack of National trainers to develop new talent.</li> <li>• Cost and resources focused on marketing, promotion, and long-term strategy. One staff member.</li> </ul> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Lack of understanding within the disability community to the benefits of sport</li> <li>• Integration versus segregation</li> <li>• Facility access</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• Examples may include facility usage costs, declining enrollment, liability issues, volunteer recruitment, training coaches etc.</li> </ul> <p><b>TABLE TENNIS</b></p> <ul style="list-style-type: none"> <li>• Human resources-Canadian population is changing in way that will favour our sport. However, lack of human resources is main barrier to growth.</li> <li>• Lack of \$ means can't hire more and volunteers don't cut it.</li> <li>• Facilities are secondary.</li> </ul> <p><b>WATER POLO</b></p> <p>Water polo has a limited exposure (ie on television, professional play) and it has a stigma from male players having to wear speedo style swimsuits. Limited pool space to practice in, and a geographic focus on the Pan-Am Pool area that has increased over the previous decade</p>
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	<p>1.10 What strategies have you identified to deal with the above challenges/issues/opportunities?</p>	<p><b>ABORIGINAL SPORT COUNCIL</b> Coaches Conferences.</p> <ul style="list-style-type: none"> <li>• Athlete Development.</li> <li>• Programs such as Steve Nash Basketball.</li> </ul> <p><b>CYCLING</b> For BMX we have teamed up with not-for-profits to help us secure philanthropic funding.</p> <ul style="list-style-type: none"> <li>• Volunteers verbally recognized by clubs and at the annual AGM</li> <li>• Annual training sessions-coaches/officials.</li> <li>• License/registration costs increase with insurance increases.</li> <li>• BMX Park development in progress. Increased urban bike paths.</li> <li>• Working on resurrecting CAN-Bike (safety program).</li> </ul> <p><b>SPECIAL OLYMPICS</b> Build partnerships with community and other sport groups</p> <p><b>SWIM MANITOBA</b> An example of an opportunity may be new sport and recreation infrastructure</p> <p><b>TABLE TENNIS</b> No time to identify strategies etc. Too busy running &amp; delivering sport as best can. This is reality for smaller sports.</p> <p><b>WATER POLO</b> Exposing youth to the sport through initiatives such as I Love Water Polo, expanding into rural communities, promoting Canada’s successes abroad</p> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Promote competition aspect to generate interest in cross-country soaring.</li> <li>2) Various strategies have been implemented with limited success. Club membership continues to decline.</li> </ol>
	<p>2.0 How do you define a quality sport experience? (Prioritize if</p>	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Trained and certified coaches and refs</li> <li>• Up to date facilities</li> <li>• Opportunities for sport specific training and development</li> </ul>



	possible.)	<p><b>CYCLING</b>  Mass participation, results that are significant for provincial team, having well run events, sufficient funding to help the event run smoothly and enough volunteers (and ability to take care of them)</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Rules followed and enforced</li> <li>• Qualified officials at Games</li> <li>• Trained coaches</li> <li>• Support to meet/maintain program delivery standards</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• This questions deals with views on how sport is being delivered. Answers could range from <ul style="list-style-type: none"> <li>• having officials present at games</li> <li>• to athletes having uniforms, having NCCP coaches,</li> <li>• or possibly the existence of quality assurance programs.</li> </ul> </li> </ul> <p><b>TABLE TENNIS</b>  Athletes, coaches and officials are able to participate at their chosen level and have fun.</p> <p><b>WATER POLO</b>  Physically active, involvement with peers, opportunities for leadership, fair play</p> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Satisfied club members.</li> </ol> <ul style="list-style-type: none"> <li>• 2) High level of participation / activity</li> </ul>
	2.1 What barriers currently exist?	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>• More staff and funding to reach out to remote communities.</li> <li>• Sufficient funding to match Manitoba’s Aboriginal ratio of 16% of entire population.</li> <li>• Aboriginal people and their communities are faced with various social and economic issues that effect their kids.</li> </ul> <p><b>CYCLING</b>  Lack of volunteers (including officials and event coordinators), cooperation with civic/prov’l parks and police to help secure permits and venues to hold events. Funding to establish new facilities (Bmx track/velodrome). Cost and resources to effectively market and advertise sport/events.</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Trained versus certified coaches (challenging for a multi-sport organization)</li> <li>• Human resources to provide evaluation and support</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• Examples of barriers could include human resources and economics.</li> </ul>

		<p><b>TABLE TENNIS</b> Pressures of funding...results, numbers, stress etc. Let the kids play...keep it simple!</p> <p><b>WATER POLO</b> Limited pool space, dwindling volunteer numbers</p> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Lack of human and financial resources.</li> <li>2) Rising costs for equipment, facilities, fuel, and insurance.</li> <li>3) Aging club membership, declining club membership levels.</li> <li>4) Difficulty attracting and retaining volunteers. Significant volunteer burn-out.</li> </ol> <p>•</p>
<p><b>VALUES</b></p>	<p>3.0 What values do you think should define sport, as practiced on the field of play, in Canada? Please identify the top five values in order of importance (with 1 being the most important).</p>	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Respect, honesty, compassion, trust, fun</li> <li>• Racism still exists in sport. It causes alienation, fear, anxiety and mistrust...ultimately serving as a barrier to participation</li> </ul> <p><b>CYCLING</b> <b>Fair Play, Respect, Inclusion, Excellence, Self-Discipline</b></p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Opportunity</li> <li>• Fair Play</li> <li>• Development</li> <li>• Excellence</li> <li>• Celebration</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• Inclusion, fair play, excellence, respect, etc.</li> </ul> <p><b>TABLE TENNIS</b> Do your best-give your all/ fairplay-sportsmanship.</p> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• Fun</li> <li>• Inclusion</li> <li>• Physically active</li> <li>• Fair play</li> <li>• Excellence</li> </ul>
<p><b>UNDER-REPRESENTED POPULATIONS</b></p>	<p>4.0 Should efforts be made to increase the participation of under-represented groups in sport? Why or why not?</p>	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <p>Yes! Aboriginal programs have to include funding for high performance so that Aboriginal athletes can integrate into the mainstream of high performance sport...while also ensuring sensitivity to their unique needs as Aboriginal people.</p> <p><b>CYCLING</b></p> <p>Agree-but give them the tools to participate, that way they can take ownership and pride in self realization.</p>

		<p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Yes, opportunity should be accessible to all Canadians to participate and compete in sport to their level of choice</li> <li>• However, opportunities need to be appropriate...not all programs are right for all, recognition of needs is essential.</li> <li>• This applies to athletes with disabilities, from different cultural/ethnic backgrounds, gender, etc.</li> </ul> <p><b>TABLE TENNIS</b></p> <p>No! No question that participation in sport has physical benefits that can decrease healthcare costs and other benefits. But if people want to pursue sport, they will. Sports should have adequate funding and help of marketing departments to get their word out. i.e. this \$ should be spent on sports to advertise not target people with three legs to get involved in sport etc.</p> <p><b>WATER POLO</b></p> <p>Definitely! Sport is a great unifier as well as being exceptional for health and well-being for youth and adults alike. Some of the groups underrepresented in sport in Manitoba are the same populations most likely to suffer health problems and often least likely to be involved in the communities when they get older. Sport is an excellent opportunity to bridge culture gaps, build confidence and provide opportunities for recreation that are not destructive.</p> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Club membership is predominantly male. Soaring needs to increase the number of females involved in the sport.</li> <li>2) Clubs need to attract more youth members in the range 12 to 21 years old.</li> <li>3) It is difficult to include people with physical disabilities as you can't fly gliders if you do not meet minimum Transport Canada fitness standards for glider pilots.</li> <li>4) The sport does not have sufficient financial resources to subsidize the costs for low income people to allow them to participate.</li> <li>5) Membership typically consists of pilots 12 years or older. Younger, (smaller) people are not able to operate the glider controls.</li> <li>6) Obese persons are often too heavy to fly gliders. Many gliders have 200 to 240 pound maximum pilot weight limits.</li> </ol>
	<p>4.1 If yes, how should the groups be identified?</p>	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <p>Aboriginal People! Our population has grown quite quickly in the past 10 years (45% versus 8% for non-Aboriginal</p>

		<p>people). Concern that if no new efforts are made into supporting more/new sport development programs many will be affected by obesity, diabetes and some by substance abuse and criminal activity.</p> <p><b>CYCLING</b>  <b>Financial ability, at-risk youth-crimewise/healthwise. Go through the schools who have a good grip on the kids that could benefit.</b></p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• To properly address any gaps in programming realistic assessment and strategies need to be communicated.</li> <li>• For example, integration of individuals with disabilities needs to be more than physical...programming that does not integrate on an emotional or social level is not successful.</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• To solicit views on the criteria that could be developed to select the targeted groups.</li> <li>• Examples could be those with lowest participation rates, highest obesity rates, highest levels of immigration, etc.</li> </ul> <p><b>TABLE TENNIS</b>  Don't identify groups and market to them, market the sports to all public.</p> <p><b>WATER POLO</b>  Census data and outreach</p>
<p><b>OFFICIAL LANGUAGES</b></p>	<p>5.0 Does your organization offer programs and services in both official languages?</p>	<p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• We have developed organizational information when working with the French community and are contemplating developing materials in some aboriginal languages.</li> <li>• Not all material is bilingual</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• To determine the extent to which programs and services are provided in both languages.</li> </ul> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• To a very limited extent though this has not been an issue</li> </ul>
	<p>5.1 What are the current challenges in offering such programs and services in both official languages?</p>	<p><b>CYCLING</b>  <b>Whether it is really required here. Finding people that can offer both languages.</b></p> <p><b>SPECIAL OLYMPICS</b>  Cost versus need</p> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• Examples may include costs, expertise, legislative requirements, etc.</li> </ul>

		<p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>We can imagine cost and expertise but have not had to face the issue. The sport is very strong in Quebec so language support is always accessible to us.</li> </ul>
<b>HIGH PERFORMANCE</b>	6.0 Sport Canada and many provincial governments have significantly increased their involvement and investment in high performance sport in recent years. In this context, is there a need for governments to better define the respective roles and responsibilities of the federal and provincial/territorial governments with regard to high performance sport? Why, or why not?	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <p>Increased investment and involvement is not getting to support Aboriginal kids striving and/or with the potential to participate in high performance sport.</p> <ul style="list-style-type: none"> <li>Processes are keyed to select non-Aboriginal kids. Mistrust and racism are just part of why this occurs.</li> </ul> <p><b>CYCLING</b></p> <p>Just keep funding sports and the role is defined when we see Canadians participating and winning on the world scene.</p> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>To determine views on the current efforts of governments related to high performance sport and the perceived effectiveness, coordination, efficiencies and/or deficiencies of these efforts.</li> </ul> <p><b>WATER POLO</b></p> <p>This would be a move in the right direction. With proper consultation between NSOs, PSOs and provincial/territorial governments and the feds, a more consistent system could be put in place for funding and training as current models for some sports leave athletes in isolated areas such as the Maritimes and the prairies with far fewer opportunities to excel.</p>
	6.1 What areas need special attention?	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>More funding for development and training, qualified and dedicated coaches/staff who are sensitive to Aboriginal culture.</li> <li>A clear path/task force to get high performance programs started and sustained</li> </ul> <p><b>CYCLING</b></p> <p>Grassroots programs-this is where many potential athletes get their start-we don't want to miss any.</p> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>Examples may include athlete program, and/or financial assistance, coaching support, targeted funding, etc.</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	The CS4L model has been widely adopted	<p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>If promoted better we will see in the next generation or two a</li> </ul>

	<p>by many governments and sport organizations throughout Canada as a means of delivering developmentally appropriate quality sport experience to participants of all ages and at all levels of development.</p> <p>7.0 What is the current impact of CS4L implementation?</p>	<p>healthier population</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Special Olympics Manitoba is currently working with Sport Manitoba on developing our CS4L implementation plan</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>To determine stakeholder views on the outcomes of CS4L implementation efforts to date. Examples may include athlete/coach satisfaction, organizational development of athlete development plans, changes to competition structure, awareness of principles of CS4L by athletes, organizations, parents, etc.</li> </ul>
	<p>7.1 What do you think will be the future impact of CS4L implementation?</p>	<p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>More effective and appropriate sport programming</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>To determine views on the future outcomes and implementation efforts of CS4L.</li> <li></li> </ul>
	<p>7.2 What are the current barriers to successful implementation of the CS4L model?</p>	<p><b>CYCLING</b></p> <p>Promotion, participation</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Capacity – challenging to find the time to effectively evaluate current programming to implement changes while maintaining program delivery</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>Examples may include funding and capacity.</li> </ul>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>8.0 Following is a list of program and service areas that have been identified to assess Canada’s sport development delivery system. <b>Please (HIGHLIGHT) identify the top five priorities for the sport development delivery system:</b></p> <p>1. Coaches and</p>	<p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>Coaches and instructors</li> <li>Officials – referees, umpires, judges, etc.</li> <li>Facilities and equipment</li> <li>School sport system</li> <li>Organizational capacity</li> </ul> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Coaches and instructors</li> <li>Facilities and equipment</li> <li>School sport system</li> <li>Para-sport development – inclusion/ integration</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>Coaches and instructors</li> <li>Officials – referees, umpires, judges, etc.</li> <li>Facilities and equipment</li> <li>Para-sport development – inclusion/ integration</li> <li>Organizational capacity</li> </ul>

	<p>instructors</p> <ol style="list-style-type: none"> <li>2. Officials – referees, umpires, judges, etc.</li> <li>3. Facilities and equipment</li> <li>4. School sport system</li> <li>5. Para-sport development – inclusion/ integration</li> <li>6. Training and pathways to employment</li> <li>7. Capitalizing on international events</li> <li>8. Equity policies</li> <li>9. Organizational capacity</li> <li>10. Research and innovation</li> </ol> <p>8.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p> <p>8.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?</p>	<p><b>TABLE TENNIS</b></p> <ul style="list-style-type: none"> <li>• Coaches and instructors</li> <li>• Facilities and equipment</li> <li>• School sport system</li> <li>• Training and pathways to employment</li> <li>• Organizational capacity</li> </ul> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• Coaches and instructors</li> <li>• Officials – referees, umpires, judges, etc.</li> <li>• Facilities and equipment</li> <li>• School sport system</li> <li>• Research and innovation</li> </ul> <p><b>SOARING</b></p> <ul style="list-style-type: none"> <li>• <b>Coaches and instructors</b></li> <li>• <b>Officials – referees, umpires, judges, etc.</b></li> <li>• <b>Facilities and equipment</b></li> <li>• <b>Capitalizing on international events</b></li> <li>• <b>Equity policies</b></li> <li>• <b>Organizational capacity</b></li> </ul> <p>• <b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Coaches</li> <li>2. Officials</li> </ol> <p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>• Funding,</li> <li>• Volunteerism,</li> <li>• Officials/Coaching</li> </ul> <p><b>SOARING</b></p> <ul style="list-style-type: none"> <li>• Coaches and instructors.</li> <li>• Officials.</li> </ul> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Para Sport</li> <li>2. Access to facilities</li> <li>3. Organizational Capacity</li> </ol> <p><b>WATER POLO</b></p> <ol style="list-style-type: none"> <li>1. Facilities</li> <li>2. School sport system</li> </ol>
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		3. Officials
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>9.0 Following is a list of program and service areas that have been identified as important components of Canada’s high performance delivery system. <b>Please identify (HIGHLIGHT) the top five priorities for the high performance delivery system:</b></p> <ol style="list-style-type: none"> <li>1. Coaches and technical leadership</li> <li>2. Training and competition</li> <li>3. Sport science, sport medicine and technology</li> <li>4. Athlete talent identification, recruitment and development</li> <li>5. Integrated athlete development pathways</li> <li>6. Organizational capacity and sustainability</li> <li>7. Direct athlete support and incentives</li> <li>8. Research and innovation</li> <li>9. Facilities and equipment</li> <li>10. Hosting of international events</li> </ol>	<p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>• Coaches and technical leadership</li> <li>• Sport science, sport medicine and technology</li> <li>• Athlete talent identification, recruitment and development</li> <li>• Facilities and equipment</li> <li>• Hosting of international events</li> </ul> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• Coaches and technical leadership</li> <li>• Training and competition</li> <li>• Sport science, sport medicine and technology</li> <li>• Athlete talent identification, recruitment and development</li> <li>• Facilities <b>and equipment</b></li> </ul>



	<p>9.1 Identify the top three components (in order of priority) in which programming is currently sufficient and/or appropriate?</p>	
	<p>9.2 Identify the top three components (in order of priority) in which programming is currently insufficient and/or inappropriate?</p>	<p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>• Approaching grassroots for early athlete development.</li> <li>• Enough early development facilities. Promotion at the early years.</li> </ul> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Similar to the previous question, a group consensus on areas where efforts are not suitable and more work needs to be undertaken.</li> </ul> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• Facilities</li> <li>• Training and competition</li> <li>• Sport science</li> </ul>
<p><b>SYSTEM DESIGN AND ENABLERS</b></p>	<p>10.0 What are the resources (e.g. human, financial, equipment, facilities) that your organization needs to fully achieve its potential in delivering sport programs and services?</p>	<p><b>ABORIGINAL SPORT COUNCIL</b></p> <ul style="list-style-type: none"> <li>• Need to more human resources including at least two new sport development managers to provide more regional/community development coverage</li> <li>• Need to identify and support a number of sports where “elite” Aboriginal athletes and coaches can participate in, benefit from and receive support/funding to maintain their involvement.</li> <li>• Advanced coaches training as well as mentorship support.</li> </ul> <p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>• BMX tracks, velodrome, volunteers, more office staff, more coaches and officials, Marketing/promotion.</li> </ul> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Financial</li> <li>• Human (coaches/volunteers)</li> <li>• Facility availability</li> </ul> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Organizational Capacity needs to increase (\$\$\$ for program innovation)</li> <li>2. Access to cost-effective programs (reasonable cost and access to facilities)</li> <li>3. Expand the recruiting base to reach new participants , particularly in Para Sport</li> </ol>

		<p>(Better Contact info)</p> <p>4. Succession planning for both coaches and volunteers</p> <p><b>TABLE TENNIS</b> Human Resources and facilities...but both tied to funding. (\$'s).</p> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• Provincial head coach</li> <li>• More pool space</li> <li>• Athlete support for travel costs incurred</li> <li>• Additional funding to help out of town athletes travel to Manitoba for tournaments</li> </ul>
	<p>10.1 What are some of the current limitations?</p>	<p><b>ABORIGINAL SPORT COUNCIL</b> Cost/financial barriers. Findin-recruiting dedicated coaches and volunteers.</p> <p><b>CYCLING</b> Volunteer burnout, apathy, budget for staff, facilities and infrastructure funding</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Cost of training</li> <li>• Volunteer burn-out</li> </ul> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Too much reliance on government grants.</li> <li>2. Privacy laws get in the way of developing good contact information to advertise programs</li> <li>3. Burnout of rural coaches officials and volunteers resulting in poor succession planning</li> </ol> <p><b>WATER POLO</b></p> <ul style="list-style-type: none"> <li>• Funding</li> <li>• Volunteer limitations</li> </ul> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Lack of human and financial resources.</li> <li>2) Rising costs for equipment, facilities, fuel, and insurance.</li> <li>3) Aging club membership, declining club membership levels.</li> <li>4) Difficulty attracting and retaining volunteers. Significant volunteer burn-out.</li> <li>5) Decreasing levels of support from Sport Manitoba (after inflation).</li> <li>6) Excessive reporting and accountability requirements for relatively small amounts of funding from Sport Manitoba.</li> </ol>
	<p>10.2 What can you do about them or what have you done about them?</p>	<p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Develop partnerships for volunteer recruitment</li> <li>• Fundraise</li> </ul> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Develop fundraising activities that give back to the community that we own – like a wine festival or similar.</li> </ol>

		<ol style="list-style-type: none"> <li>2. Develop partnerships and MOU's with service providers for distinct populations.</li> <li>3. Use media exposure from hosting national events to kick start program advertising.</li> <li>4. Keep telling all of our member clubs the need to succession planning.</li> <li>5. Lead by example</li> </ol> <p><b>TABLE TENNIS</b> Very little if not enough \$ and not enough hours in day to cover off all areas of sport association management.</p> <p><b>SOARING</b> Various strategies have been implemented with limited success. Club membership continues to decline.</p>
<b>SYSTEM DESIGN AND ENABLERS</b>	11.0 Does your organization have the human resource capacity (with regard to governance, professional development, recruitment of staff, retention, etc.) to meet the demands of the next decade; relating, for example, to the increasing diversity and aging of the population?	<p><b>ABORIGINAL SPORT COUNCIL</b> No! Meeting the needs of our growing Aboriginal youth populations has become an impossible challenge without sufficient funding increases.</p> <p><b>CYCLING ANSWER:</b> No-we need more office staff to handle the numbers</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Yes...however, through strategic planning it has been identified that as an organization focus needs to be on recruitment of young leaders to carry the organization into the future.</li> </ul>
	11.1 What are the major issues with respect to the recruitment, training and retention of (i) staff and (ii) volunteers?	<p><b>CYCLING</b> Salaries, overworking staff, too few volunteers and working the ones we have too hard. Lack of appreciation</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Burn-out, financial limitations, competitive volunteer environment.</li> </ul> <p><b>WATER POLO</b> Limited pay for staff, conflict and frequent disrespect within the sport turns away volunteers at an astounding rate</p>
	11.2 What are possible solutions to these issues?	<p><b>CYCLING</b> More funding for staff and the ability to appreciate volunteers appropriately. Resources are stretched to the</p>

		<p>max.</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Partnerships</li> <li>Flexible volunteer opportunities</li> <li>Flexible work environments for staff</li> </ul> <p><b>WATER POLO</b></p> <p>Conflict resolution between clubs</p>
<b>SYSTEM DESIGN AND ENABLERS</b>	12.0 What are the benefits of improving linkages between national sport organizations and their provincial/territorial counterparts?	<p><b>CYCLING</b></p> <p>Access to developed training programs, events, expertise, national team opportunities, standardization of sport</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Special Olympics is a well connected organization with strong linkages between its provincial and national levels</li> <li></li> </ul>
	12.1 What are the challenges to improving these linkages?	<p><b>CYCLING</b></p> <ul style="list-style-type: none"> <li>Communications</li> </ul> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Challenges are innate in the national-provincial relationship</li> <li>Better communication, recognition of roles</li> </ul>
<b>SYSTEM DESIGN AND ENABLERS</b>	13.0 What are the benefits of improving linkages between provincial/territorial sport organizations and (i) municipal-level sport clubs, (ii) schools and (iii) recreation departments/or organizations?	<p><b>CYCLING</b></p> <p>Opportunity for promising athletes, participation for grassroots</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>Minimizes overlap</li> <li>Better coordination of services</li> <li>More effective use of resources</li> </ul> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>We already have good linkage with municipal level sport clubs they are our bread &amp; butter. We need to continue to provide increasingly better deliverable to them.</li> <li>Having better relationships to school and municipal programs will help both our mandate of teaching more kids to swim (better) as well providing sport exposure to more participants. Need to work out collaborative partnership here...</li> </ol> <p><b>TABLE TENNIS</b></p> <p>Benefits of improving linkages is maybe not the issue. Maybe the issue is to reduce number of these bureaucracies.</p> <p><b>SOARING</b></p> <p>None. These organizations do not operate programs or possess</p>

		facilities that can benefit the sport of soaring.
	13.1 What are the challenges to improving these linkages?	<p><b>CYCLING</b> Communication and the lack of people to facilitate</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Ownership over programming/athletes</li> </ul> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Territorial behaviour related to competing for the same consumer \$\$\$. Or, in some cases, the same athletes.</li> <li>2. Need to find a win-win scenario where everyone is part of the same solution. Each organization has their own job as part of the greater master plan – buying into the same goals.</li> </ol>
	<p>13.2 What are the benefits of developing a common Community Sport for Life Plan that could be shared between local sport organizations/clubs, schools, municipal recreation departments /organizations and other key stakeholder organizations within your community?</p> <p>13.3 What are the challenges to be addressed prior to initiating this process?</p>	<p><b>CYCLING</b> Uniformity that could lead to success. Not reinventing the wheel over and over.</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Logical to have a Sport for Life plan, however organizations need to be encouraged to relinquish ownership over programming, etc. Funding is often based upon participant numbers, etc., making it challenging for organizations to not take ownership...if they “lose” athletes/participants, they “lose” funding. Therefore, a change in funding parameters needs to be examined if a more global perspective of sport delivery will ever occur.</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• It would put everyone on the same page with a stake in a shared outcome</li> </ul> <p><b>TABLE TENNIS</b> How does this tie to LTAD/ CS4L? What will another “paper” plan solve if perhaps the underlying problem is one of too many bureaucracies in existence</p> <p><b>SOARING</b> No benefit to the sport of soaring.</p> <p><b>CYCLING</b> Getting them to go along with the program.</p> <p><b>SWIM MANITOBA</b></p> <ol style="list-style-type: none"> <li>1. Changing both a social and political culture.</li> <li>2. Changing the current financial model (esp. where municipality based revenue is concerned)</li> <li>3. Convincing every stakeholder at every level that their contribution, every step along the way is crucial to success of the entire plan.</li> <li>4. Evaluating each contribution to the overall plan.</li> </ol>

	<p>3.4 Please add any successful practices where your community's partners sport, education, recreation and healthy living are currently working together.</p>	<p>5. Publically recognizing value of each contributor an each one's success inside the overall plan.</p> <p><b>CYCLING</b> Trying to establish a Bike Safety program.</p> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• Sport in Quebec in general (funding models, coach athlete recognition, municipal cooperation for the greater good and specifically swimming lessons in Pointe Claire – aquatic sport groups have direct input and ownership in partnership with the municipality. They use city infrastructure to drive participation in aquatic sport after swim lessons are completed.</li> </ul> <p><b>TABLE TENNIS</b> Numerous ethnic clubs etc playing our sport...spirit of sport...but not tied to funding...catch 22.</p> <p><b>SOARING</b> The Manitoba Soaring Council promotes cooperation between Manitoba soaring clubs and the Manitoba Air Cadet League.</p>
<p><b>COMMUNITY BUILDING</b></p>	<p>14.0 Do you promote sport participation <u>intentionally</u> for community-building purposes (where community-building is defined as pursuit of non-sport outcomes such as youth development, health promotion, gender equity, social inclusion, and conflict resolution) or is your orientation primarily for sport objectives?</p>	<p><b>CYCLING</b> BMX racing for the community as a recreation pastime for at-risk youth</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• Yes, Special Olympics is an organization that recognizes and constantly promotes the non-sport (indirect) benefits of sport...sport as a vehicle to enriching people's lives.</li> </ul> <p><b>SWIM MANITOBA</b></p> <ul style="list-style-type: none"> <li>• Yes, it has to start with sport promoting the greater good for society – otherwise sport becomes too elitist.</li> </ul> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Promote opportunities for recreational and physical activity and well-being.</li> <li>2) Promote the competitive aspect of the sport of soaring.</li> </ol>

	<p>14.1 If not, why not? What conditions, if any, would need to exist for your organization to pursue non-sport outcomes?</p>	<p><b>TABLE TENNIS</b> Sport is sport...it is what it is. Not at all realistic given human resources.</p> <p><b>SOARING</b></p> <ol style="list-style-type: none"> <li>1) Lack of human and financial resources.</li> <li>2) Difficulty attracting and retaining volunteers.</li> </ol>
	<p>14.2 If yes, please share the positive outcomes from your efforts.</p>	<p><b>CYCLING</b> The WRENCH program, and the start of a inner city BMX track</p>
	<p>14.3 Some see partnerships between sport organizations and non-sport organizations as a means to pursue non-sport objectives while simultaneously leveraging greater resources and accessing new audiences to increase sport participation. Is this your experience or could you see merit in such a notion?</p>	<p><b>CYCLING</b> There is merit to this as funding is insufficient to pursue all the projects we would like to</p> <p><b>SPECIAL OLYMPICS</b></p> <ul style="list-style-type: none"> <li>• See above comments.</li> <li>• Sport needs to be seen as relevant</li> </ul> <p><b>SWIM MANITOBA</b> Yes, swimming lessons in Pointe Claire Quebec: teaching people to swim –is keeping safe while providing exposure to aquatic sports. Para swimming in Quebec is foremost about improving quality of life for people with a disability. Partnering with service organizations and medical professionals to increase level of awareness and promote lifestyle change.</p> <p><b>TABLE TENNIS</b> Yes, for sure.</p> <p><b>SOARING</b></p> <ul style="list-style-type: none"> <li>• The Manitoba Soaring Council promotes cooperation between Manitoba soaring clubs and the Manitoba Air Cadet League.</li> </ul>
<p><b>INTERNATIONAL INITIATIVES</b></p>	<p>Canadians are involved in a wide range of international activities, including: participating in competitions and sporting exchanges; contributing to the</p>	

	<p>governance of international sport bodies; hosting international sporting events; fighting doping in sport; promoting quality sport for persons with a disability and for women and girls; building relationships to advance sport development, both at home and abroad; and contributing to sport for development abroad.</p> <p>15.0 What should Canada's objectives be in international sport?</p>	<p><b>CYCLING</b></p> <p>Promote International relations, act as the model for sport development,</p>
	<p>15.1 Should Canada's involvement in international activities be modified, increased or decreased? Why, or why not?</p>	
	<p>15.2 If Canada's activities should be modified, increased or decreased, in what areas? What are the opportunities and challenges?</p>	<p><b>CYCLING</b></p> <p>Athlete development and promotion of grassroots levels- train them young</p>



# Memo

Date: August 6, 2010

To: Sport Partner Organizations within Manitoba

From: Jeff Hnatiuk, President & CEO, Sport Manitoba

**Re: Renewal of the Canadian Sport Policy**

Since its endorsement by the federal, provincial and territorial governments in 2002, the Canadian Sport Policy has served as the basis for long-range planning for the development and delivery of sport throughout the country.

Sport Manitoba has been asked by the Province to initiate the consultative process in Manitoba with regards to both reviewing the current Canadian Sport Policy as well as seeking input into the planned renewal of CSP in 2012.

Development of CPS will be accomplished in part by inviting your organization, as a partner and/or stakeholder in sport in Manitoba, to attend and become engaged in one of three focus group meetings scheduled throughout September, 2010. Each of the specific sessions with our sport, education and recreation-healthy living sectors will examine the following Core Questions:

1. Are the conclusions and recommendations contained in the April 25, 2010: *Final Report of the Canadian Sport Policy Summative Evaluation* valid?  
(SEE: Attachment "A")
2. With regard to the implementation of the current Canadian Sport Policy:
  - What has been accomplished to date in fulfilling the 4 Goals?
  - What remains to be done?  
(SEE: Attachment "B": *The Canadian Sport Policy*; and Attachment "C": *CSP – F/P/T Priorities for Action 2007-2012*.)
3. Is there a desire for a pan-Canadian sport policy post-2012? And, if so...
  - What can be learned from the development and implementation of the current Canadian Sport Policy that would result in a successor policy having a greater impact?
  - Would the four goals of the existing CSP be appropriate for a new policy?
  - Is there a desire for an additional goal to capture and further explore non-sport-specific sector initiatives related, for example, to health, education, social cohesion, etc.?

All sessions will be held at Sport Manitoba's Sport for Life Centre at 145 Pacific Avenue, Winnipeg. It is expected that each focus group session will take approximately 1 ½ hours. Please refer to the attached schedule for the session that you are being invited to attend.

Reports from these series of pan-Canadian consultations will be synthesized into a document which will serve as the basis for discussions at a national Consolidation Workshop to be held in October, 2010. This forum will provide the basis for recommendations to be made for the federal-provincial-territorial Ministers' consideration at the Conference of Federal-/Provincial/Territorial Ministers responsible for Sport, Physical Activity and Recreation in February, 2011.

It is expected that a draft of the renewed Canadian Sport Policy will be presented at our annual Sport Congress in April, 2011. Following this, Sport Manitoba will host a number of broad-based engagement consultations, with all of our partners and key stakeholders in sport, in May.

Please RSVP as soon as possible to Marcie Halls Stronciski at 9255910 or [Marcie.Halls-Stronciski@sportmanitoba.ca](mailto:Marcie.Halls-Stronciski@sportmanitoba.ca).

Should you wish to discuss this invitation, please contact Rick Lambert, Director of Community Development at 925-5901 or [Rick.Lambert@sportmanitoba.ca](mailto:Rick.Lambert@sportmanitoba.ca)

## CANADIAN SPORT POLICY RENEWAL

MANITOBA FOCUS GROUPS – SEPTEMBER 16, 20, 24, 27 AND 28, 2010

### CORE QUESTIONS

#### QUESTION # 1)

***Are the conclusions and recommendations contained in the April 25, 2010: Final Report of the Canadian Sport Policy Summative Evaluation valid?***

#### **Conclusions:**

NOTE: The 40 participants in the 5 consultations hosted by Sport Manitoba were all concerned about the use of the word “met”. There was a general feeling that there should have been a 1 to 5 “ranking” order indicating the degree which the Goals had been “met” or “not met”.

Upon reviewing the F-P/T Priorities for Collaborative Action...it is a general consensus in Manitoba that the following have either not or have been partially met:

- 2002-05 (Ongoing)
  - PARTICPATION:
    - Establish baseline data and set targets for Aboriginal sport participation
  - CAPACITY:
    - Strengthen the existing mechanisms to further engage the sport community in the development of F-P/T polices and programs
  - INTERACTION:
    - Develop common definitions for data comparison purposes
  
- 2007-12 (New)
  - PARTICIPATION:
    - Develop collaborative strategies to increase public understanding of and participation in “sport for all”.
  - INTERACTION:
    - Present compelling evidence of the benefits of participation in sport to targeted government departments to advance collaborative work and to facilitate program partnerships.
    - Enhance collaboration between sport organizations.

#### QUESTION # 2)

***With regard to the implementation of the current Canadian Sport Policy:***

### ***What has been done?***

It is a general consensus in Manitoba that all of the provincial/territorial ministries and bodies responsible for the development and delivery of sport have embraced the Canadian Sport Policy and integrated the Policy's four Goals within their long range and strategic plans.

Examples of progress of the CSP are the federal and provincial/territorial governments' collaboration in...

- The initiation (in 2003) of the Canada-P/T (Bilateral) Sport Development Agreements and joint funding to support Enhanced Participation in sport at the community levels of sport and recreation.
- Supporting the Own the Podium –VANOC 2010 program which saw significant progress in the Canadian Sport Centres and NSOs working together to prepare Team Canada for the Olympics.

It was also noted that the CSP has influenced a number of emerging examples of a new “spirit of Interaction” in communities that are engaged in developing shared Policies including:

- The development of a to-be-shared Winnipeg Community Sport Policy by the Winnipeg Community Sport Alliance, the General Council of Winnipeg Community Centres, the Manitoba Physical Education Supervisors Association, the Winnipeg Regional Health Authority and City of Winnipeg Community Services Department. The Policy will build upon the Canadian Sport Policy. Each partner's related policies and strategic plans will receive consideration within an overall strategy.
- Within the past five years; key partners and stakeholders in both Calgary and Vancouver have developed a joint a “Sport Policy” which is based on both the Canadian Sport Policy and the Canadian Sport for Life model.
- An inter-departmental round table has been established in Saskatchewan to address each sector's possible roles in supporting implementation of a Canadian – Saskatchewan Sport for Life plan.

### ***What remains to be done?***

There is a general consensus in Manitoba that there has hasn't been an ongoing cross-departmental profile for the Canadian Sport Policy within either the federal or Manitoba governments.

### ***What should be done next?***

- A number of Manitoba participants suggested that CSP should include municipalities in whose communities the overwhelming majority of participation in sporting activities, programs and events occur.
- It is felt generally agreed that Sport Manitoba should...
  - play a lead role in supporting the development of a renewed Manitoba Sport Policy which compliments the CSP.
  - share and promote both the Canadian and Manitoba Sport Policies an on ongoing basis

- keep these on the agenda at Presidents Forum; participant noted... last time was in 2001 and 2002 but everyone has forgotten about it since then.

### **QUESTION #3)**

***Is there a desire for a pan-Canadian Sport Policy post – 2012? And if so: What can be learned from the development and implementation of the Current Sport Policy that would result in a successor policy having a greater impact?***

NOTE: Workshop participants were not familiar with using the term “pan-Canadian” and its lack of common meaning.

- It is a general consensus in Manitoba that a Sport Policy is needed in Canada.
- It is felt that the federal Minister and Sport Canada must maintain its leadership role in using the Canadian Sport Policy to guide both the Government of Canada’s plans and initiatives; as well as to enhance increased investments by both federal, provincial/territorial and municipal governments to support high performance, hosting, infrastructure funding
- In order to measure overall and ongoing participation, sport and recreation agencies will have to collaborate in setting current bench marks and common indicators; as well as sharing participant information and possibility data base statistics.
- It is important to utilize evidence-based research which validates the known benefits and impacts that participation in sport including increased physical activity, proper nutrition and healthier lifestyles attribute to both individuals and society at large.

### ***What should be done next?***

It is a general consensus in Manitoba that it is important that both the federal and provincial/territorial /territorial (F-P/T) government departments responsible for sport to continue to:

- Convey the importance of the Canadian Sport Policy to their governments as well as to the sport sector at large.
- Use the Canadian Sport Policy as the framework to help to their guide their joint strategic (long-range) planning; as well as their leading and guiding initiatives amongst the various partners and stakeholders in sport.
- Create more ongoing “buy in”; most participants felt that the CSP must be readily shared with all stakeholders in sport as well as the public

A major concern is that...developing a “new” policy, besides the expected high cost and lengthy time element, may lose continuity with the existing policy. Some participants indicated that they “don’t want to throw the baby out with the bathwater”

#### **QUESTION # 4)**

##### ***What can be learned from the development and implementation of the current Canadian Sport Policy that would result in a successor policy having a greater impact?***

There is general consensus in Manitoba that sport must develop closer planning and ongoing working relationships with other stakeholders in “healthy living” (including recreation, education and health). This should be accomplished by using the Canadian Sport for Life model to jointly plan and provide age appropriate sporting activities as well as leadership development support/resources to fulfill individual organizations and agencies missions and mandates.

It was agreed that the revised or new Canadian Sport Policy must be

- written in practical, understandable and usable terms which will be utilized by both the federal and provincial/territorial governments as the guiding framework for their joint planning, funding, programming and evaluation initiatives on an ongoing basis.
- utilized as the platform to coordinate both federal and provincial/territorial governments policies and strategies and where possible integrate funding and programming.
- used by P/T governments in doing a better job of both promoting their Sport Policies as well as ensuring that their P/T Policies are in concert with the CSP.

There is general agreement that this process should be done as efficiently and effectively as possible without wasting valuable resources on “showcasing” the consultative processes and events.

#### **QUESTION # 5)**

##### ***Would the four Goals of the existing CSP be appropriate for a new Policy?***

###### ***GOAL I: Enhanced Participation***

It was noted by all participants that this is the most difficult Goal to measure accurately.

- There isn't a current method of tracking either the “quantity” of the activities or the “quality” and overall long-term benefits of casual participants most of whom play, often over their life span, in semi-organized but quite competitive sporting activities.
- Most sports don't include all participation as neither recreational leagues and nor unsanctioned competitions are registered with either their local or provincial/territorial sport organizations. Also; if one sport loses an athlete, how do we know if they have gone on to play another sport or if they have just dropped out of sport.

##### ***What has been accomplished to date in fulfilling this Goal?***

- It is generally recognized that both the federal and provincial/territorial governments are beginning to address this goal...
  - By providing ongoing 'bilateral funding' being directed at increasing participation, especially amongst Aboriginal and new immigrant populations and girls and women,
  - Through their supporting the introduction of social marketing programs such as ParticipACTION and "in Motion Manitoba".
- It was noted that a number of organizations/initiatives in Manitoba are addressing this need including...
  - The new Manitoba Physical-Health Education curriculum which encourages and rewards Grade 11 and 12 students to develop a portfolio of "outside of school hours" sporting and physical activities
  - Manitoba Special Olympics is using CS4L to set measurable targets for each level of participation of people with intellectual disability.
  - Curl Manitoba doesn't register each individual members of their Clubs; instead they count the number of each club's curling sheets and the use of their programs.

***What remains to be done?***

- There was a general consensus that there is a huge need to encourage communities' partners in sport and recreation to develop plans and strategies to "give neighbourhood sport back to the kids".
- It was noted that: The number one reason why children want to start playing sports is "because it fun" and one the main reasons why children drop-out of sports (often in their early teens) is "because it's no longer fun". Why???
- It is felt by most participants that too many parents and adults
  - Over expose and are willing to pay to have their children play in too many over-organized competitive sport clubs/teams way too early.
  - Believe that it is not safe for their children to play on their own within their neighbourhood.
  - Don't actively participate on an ongoing basis with their children in family oriented 'fun and games' activities.
- It was noted that there has been an erosion, if not disappearance, of intra-mural sports programs in junior and senior high schools without providing alternative way of engaging students in meaningful physical activities in schools.
- The general consensus is... in order to measure overall and ongoing participation both "sport" and "recreation" organizations/agencies will need to...
  - develop common definitions of both "participant-participation" and "quality" to be used by all agencies
  - measure "significant" improvement; all partners will have to collaborate in setting current bench marks and common indicators; as well as sharing participant information and possibility data bases/ user statistics.
  - address....
    - the public's image of the sport system as being "exclusionary" rather than "inclusionary"

- the barriers preventing more participation (ie: the cost of competing in organized sport including out of town/province travel)
  - parents concerns that it safer for their kids to play indoors (videogames) then on the street playing road hockey or at the playground because both parents are working full time, etc.
- Additional issues raised in the discussion indicated that in order to increase participation in sport and recreation national, provincial/territorial and municipal governments, as well as school boards, will have to address the need for the various sectors of the public, including seniors, new immigrants/cultures and participants with disabilities-special needs, to have suitable accessibility to publicly owned facilities.... as well as affordable programming.
- It was noted that new initiatives could include:
  - The development and resourcing of a shared national-provincial/territorial Sport for Life communications plan, which maybe a part of an overall ParticACTION – in Motion social marketing program, that emphasizes the benefits of “broad-based participation in sport for life”.
  - Sport, recreation and NGOs develop a shared benefits-based advocacy/lobby campaign to influence politicians and key decision-makers on an ongoing basis...especially prior to elections.
  - Encouraging local media to balance their “headline” cover of community-based sport by telling the ongoing good stories in their community...rather than mainly sensationalizing the rare bad stories.
  - Federal and provincial/territorial governments should...
    - Expand “fitness incentive” tax credits for all participants in recognized sport and recreational programs
    - Introduce “sin taxes” on nutritionally harmful foods which should be re-directed to supporting healthy living initiatives.
  - School and Sport coordination to enhance everyone’s sport experience. Example: The Deloraine Breakfast Club provides hockey skill development opportunities **before school** in the morning where everyone is welcome and all skill levels are encouraged to attend.

## **GOAL II: Enhanced Excellence**

### ***What has been accomplished to date in fulfilling this Goal?***

- It was the general consensus that...
  - Sport Canada’s enhanced funding had an excellent start with Own the Podium’s setting clear performance goals for each sport at VANOC 2010; and especially with NSO funding being based on specific –realistic and measurable achievables. However... a broader question is “are the Winter Olympics the major or only measurement stick...are non-Olympics sports and the number of Canadian professional athletes also to be counted?
  - Team Canada’s success at the 2010 Olympics was seen as a “break through” moment in the collective mindset of Canadians...i.e.: That it is acceptable for Canadians to strive to be the very best of the best.
- It was noted that a planned offshoot - outcome of the Olympics was Legacies Now Sport Fit’s and the So Go Active’s 2010 Olympic Torch Run was the connection between high



performance sport and community-based grass roots sport, recreation and healthy living-physical education initiatives.

- It was the general consensus that.. in general Canadians were proud of our athletes' performances as well as their excellent demeanour and positive spirit both on and off the 'field of play'.
- It was noted by many that the integration of many national/provincial/territorial sport organizations LTAD plans is beginning to clarify and coordinate the roles and responsibilities of various partners in sport.

#### ***What remains to be done?***

- It was the general consensus of the participants from provincial/territorial sport organizations that governments, with support from the private sector and the public, should recognize....as part of a shared comprehensive long term Canadian Sport for Life implementation plan... the value of the Own the Podium program's leading, coordinating and supporting the striving for excellence in sport.
- It was noted by many participants that Canadian society should hold our high performance athletes up as role models for the next generation can-do examples of children "striving to be the best that they can be both in and through sport" ...as most other countries do.

#### **GOAL III: Enhanced Capacity**

NOTE: There was a general concern about where additional funding may only be re-directed from within the existing "sport envelope".

##### ***a) Financial Capacity:***

It is a general consensus that all federal/provincial/territorial governments and partners should engage in and financially support a shared long-range strategic plan for enhanced participation and excellence as well as leadership development and infrastructure capacity

#### ***What has been accomplished to date in fulfilling this Goal?***

- It was noted that over the past 5 years or so;
  - f p/t governments have provided additional time limited-short term funds to support both enhanced participation, through the Canada-Bilateral Sport Development Agreements; as well as enhanced excellence in sport, through Own the Podium and increased financial assistance to athletes.
  - The availability of significant additional funding being made available to build – upgrade community-based sport and recreation facilities is seen as a one time "bonus" .... due to governments efforts to re-start the economy...rather than an outcome of the current CSP.

#### ***What remains to be done?***

- It was noted that our current provincial/territorial sport funding systems have encouraged sport organizations to be in competition with each other to get more

children and youth involved in more competitive programs, often on a year round basis; and that this is counter productive to the Canadian Sport for Life model's emphasis on exposing them to more multi-sport opportunities and less competitive programming.

- It was the general consensus that federal and provincial/territorial funding systems must be aligned, coordinated and where possible integrated. There are far too many stand-alone grants from which individual national-provincial/territorial funding agencies that are attempting to support their own unique program goals, etc.. This leads to the disjointing of the sport and recreation bodies in provinces and communities as they often end up competing for the same resources. Examples in Manitoba are separate grants with similar intents being made available from the Province to communities for: the Manitoba in motion program, the Chronic Disease Prevention Initiative, Healthy Children, Neighbourhoods Alive, etc..
- It was suggested that the federal government, either Indian and Northern Affairs Canada or the Public Health Agency of Canada, should/must provide 1<sup>st</sup> Nations with core funding to hire professional recreation directors/program coordinators; as is done by the Province of Manitoba in smaller rural communities.

**b) Human Capacity - Volunteer Recruitment, Retention, Recognition:**

***What has been accomplished to date in fulfilling this Goal?***

- It was generally felt it is too early to be able to measure the success of the "new" NCCP;
  - however it is recognized that it is starting to make a difference in providing suitable training for volunteer coaches to coach at their appropriate level of interest/need;
  - however... there is still a lot of confusion and lack of "buy in", especially at the community-level (where approx. 95% of all sport occurs) as most people are not aware of what level of training/certification they will require to coach at their level and/or how to move between levels.

***What remains to be done?***

- Some felt that the new NCCP...
  - must continue to focus on aligning itself completely with the stages of the Canadian Sport for Life model
  - does not have sufficient resources to meet the mandates and needs of the organizations/agencies that are responsible for delivering it.
  - is a professional model being forced down on a volunteer based system; there is a need to make coaching more welcoming and less threatening as well to be seen as being more inclusionary and less exclusionary.
  - must address the real needs of...and not place road blocks in the way of...multi-sport coaches.
- As the vast majority of all sport activities/programs are both volunteer lead and drive; it was the general consensus that the area of volunteer development is a critical area of need which is more or less being neglected by most partners/ organizations, given that...
  - The number and commitment of core volunteers is aging and youth have less time as well as less inclination to volunteer.

- Many people, especially in larger communities, have a less altruistic – community minded mindset regarding volunteerism.
  - Volunteering is seen by many as a “thankless job” which is getting more and more demanding regarding public scrutiny, accountability to and the increasing administrative loads of funders
  - People are hesitant to volunteer for fear of becoming “entrapped for life”.
- Additional issues raised in the discussion indicated that...
    - more resources have to be allocated to support the need for evaluating coaches in community-based coaching; due to this ‘gap’ the new NCCP is resulting in having more “trained” but less “certified” coaches.
    - coaching and leadership in inner city grassroots sport needs to be remunerated in some way.

**c) Professional Staffing:**

***What has been accomplished to date in fulfilling this Goal?***

It was noted that..

- there is gradual recognition of the need for...and support for... those that wish to pursue “coaching as a career”.
- A number of sports, including Alpine, are...
  - attempting to meet the professional development needs of all of their coaches at the national, provincial/territorial and local club levels
  - creating synergies and providing opportunities for coaches to exchange best practices, ideas and challenges, etc.

***What remains to be done?***

It was noted that...

- communities and their leaders must be encouraged to recognize the benefits of having professional recreation management and programming staff...the same as they value both educational and health services staff....all of which contribute greatly to enhancing the quality of life in their community.
- recreation and education communities look to sport organizations to assist them in developing good coaching-leadership; as well as providing basic sport specific-technical skill development programs and modified games-competitions for the populations which they primarily serve.

**d) Infrastructure-Facilities Capacity:**

- The general consensus indicated that many existing sport facilities are stand alone – single use municipal facilities, which were built during centennial celebrations in the late 1960’s and early 1970’s, are at the end of their life cycle. It was generally agreed that federal, provincial/territorial and municipal governments, as well as local school boards and regional health authorities should collaborate and take the lead in bringing communities “partners in healthy living” together to build, operate and sustain all season , multi use and multi

generational leisure centers/facilities designed to offer many levels of both recreational activities and sport development programs.

***What has been accomplished to date in fulfilling this Goal?***

- It was noted by some that
  - government funding for sport and recreation facilities is often based on political “achievable” and is not coordinated to meet the needs of the entire community...including grass roots participants as well developmental and high performing athletes.
  - Federal and provincial/territorial governments can not expect smaller communities, with a very limited tax base, to be able to contribute matching funds on major capital projects such as multi-use multi-generational all-season recreation/leisure centres.

***What remains to be done?***

It was the general consensus that...

- Communities, including all appropriate publicly funded agencies, should be encouraged and supported to develop long-range strategic plans for sport & recreation facilities including:
  - an inventory of current facilities’ capacity, age, o/m costs...as well as of their use and programs;
  - a needs assessments for both facilities and programs (both recreational and organized sport) based on user #'s, trends, joint-use planning and agreements for municipal and school facilities and programming, etc..
  - a process to ensure collaboration and, where feasible, joint planning and development as well as joint-use agreements between municipal governments and school boards when either plans to build a new/upgraded facility.
- A common focus should be the shared development and ownership as well as coordinated programming of Community Leisure-Sport-Recreation Centres which attract multi-generational, multi-season and multi-sector use.
- Facility development plans must address the “barriers” including accessibility (physical; appropriate programming), availability during days-evenings-weekends and affordability.
- It was noted that policy is not as “athlete / participant centred” as much as it should be; especially in relation to the role that sport plays in supporting the personal growth and overall development of children and youth.

**GOAL IV: ENHANCED INTERACTION**

***What has been accomplished to date in fulfilling this Goal?***

- It was the general consensus that the integration of many sport organizations’ LTADs - Canadian Sport for Life plans is beginning to “scratch the surface” in clarifying and

coordinating the roles and responsibilities of the national/provincial/territorial partners in sport.

- NOTE: An excellent example is the synergies that have been created and have occurred between national partners through Sport Matters' semi-structured consensus building initiatives.

### ***What remains to be done?***

It was the general consensus that

- the original Canadian Sport Policy should have included more input from sport's national, provincial/territorial and community-based partners/stakeholders in recreation, education, healthy living, etc. at the front end of planning instead off-downloading responsibilities to them. This is most needed within CSP's Enhanced Participation's Goal's statements # 1 to 5; Enhanced Capacity Goal's statements # 2, 3, 4 and 5 and most notably in Enhanced Interaction Goal's statements # 1, 3 and 4.
- one of the biggest challenges is...getting the majority of parents to understand and buy into how integrated Canadian Sport for Life experiences can and will help their children to grow, develop and ultimately "to be the best that they can be...both through and in... sport".
- many organizations, including Sport Manitoba, still have to engage, lead and guide their provincial/territorial and community-based organizations' members in creating participation-athlete development plans based on the CS4L model.
- PSOs, community sports and other stakeholder organizations need to work together to...
  - Create more multi-sport opportunities as well as coordinating programming that is complimentary and hopefully symbiotic.
  - Develop joint advocacy initiatives which both demonstrate and keep the "benefits" of sport for all in front of governments as well as the public at large.
- It was suggested that the medical community should be encouraged to write "prescriptions or Rx's for healthy living" and federal and provincial/territorial governments must recognize that "an ounce of prevention and short term economic pain..... is worth a pound of cure and long term savings".

### **QUESTION # 6)**

***Is there a desire for additional Goal to capture and further explore non-sport specific sector initiatives related, for example, to health, education, social cohesion?***

- "Sport" is considered a bad word by many non-sport, but potential partner, stakeholders and members of the public because it is generally associated with the terms "competition" and "win or lose. A number of workshop participants from sport as well as recreation, education and healthy living suggested that... if there were to be a new fifth Goal..it should be "Sport's Enhancing the Quality of Life / Well Being in Communities".
- There is general consensus that sport must develop closer planning and ongoing working relationships with other stakeholders in "healthy living" (including recreation, education and health). This should be accomplished by using the Canadian Sport for Life model to jointly plan

and provide age appropriate sporting activities as well as leadership development support/resources to fulfill individual organizations and agencies missions and mandates.

- Many participants suggested that sport's use of the term "athlete" is often seen as being exclusionary and possibly threatening to the stakeholders in recreation, education and healthy living. It is very important that everyone understands and shares in the use of Canadian Sport for Life's stages and language (such as Active Start – Active for Life) as well as the Goal of achieving "Physical Literacy" and "sport for all"
- One participant noted: It is important to use common phrases that both the partners/stakeholders in sport as well as "Joe public" can understand, own and use.
- ***What can be learned from the development and implementation of the current Canadian Sport Policy that would result in a successor policy having a greater impact?***

It was the general consensus that....

- While there is agreement that the current policy has excellent content and appropriate goals; it has not been widely shared nor is it widely known either within sport or with sport's stakeholders in healthy living.
  - The new Policy must engage the appropriate national, provincial/territorial and community-based sport partners, as well as other appropriate sectors, in the development and implementation of shared sport, recreation and healthy living strategies.
  - Once adopted the new CSP will need to be given enough time and the appropriate allocation of resources to reach its Goals' desired long term outcomes.
- ***Would the four goals of the existing CSP be appropriate for a new policy?***
    - It was the general consensus that the current four Goals should be maintained; however it is very important that the framework as well as the language and terminology within the emerging Canadian Sport for Life/LTAD be fully incorporated into the new CSP.
    - Additional issues raised in the discussion indicated that all major stakeholders in both national and provincial/territorial /territorial sport should have input into establishing the priorities and measurable indicators as well as a common reporting/evaluation process.
  - ***Is there a desire for an additional goal to capture and further explore non-sport-specific sector initiatives related, for example, to health, education, social cohesion, etc.?***
    - A number of workshop participants from sport as well as recreation, education and healthy living suggested that... if there were to be a new fifth Goal..it should be "Sport's Enhancing the Quality of Life / Well Being in Communities".

#### **QUESTION # 7)**

***Based on the above, what should the comprehensive consultations envisioned for March-June look like?***

It is understood that reports from the pan-Canadian consultations will be synthesized into a document which will serve as the basis for discussions at a national Consolidation Workshop to be held in October 14-15, 2010.

This forum will provide the basis for recommendations to be made for the federal-provincial-territorial Ministers' consideration at the Conference of Federal-/Provincial/Territorial Ministers responsible for Sport, Physical Activity and Recreation in February, 2011.

Following Sport Manitoba's receiving the draft of the renewed Canadian Sport Policy it will be presented at our annual Sport Congress in April, 2011. Following this, Sport Manitoba will host a number of broad-based engagement consultations, with all of our partners and key stakeholders in sport, in May.

***Who should be involved?***

There is general consensus in Manitoba that sport must develop closer planning and ongoing working relationships with other stakeholders in "healthy living" (including recreation, education and health). This should be accomplished by using the Canadian Sport for Life model to jointly plan and provide age appropriate sporting activities as well as leadership development support/resources to fulfill individual organizations and agencies missions and mandates.

A number of Manitoba participants suggested that the CSP as well as P/T's Sport Policies should include municipalities in whose communities and within their facilities the overwhelming majority of participation in sporting activities, programs and events occur.