



# Active, Healthy Newfoundland and Labrador



## A RECREATION AND SPORT STRATEGY FOR NEWFOUNDLAND AND LABRADOR





*ACTIVE, HEALTHY  
NEWFOUNDLAND AND LABRADOR*

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FOR NEWFOUNDLAND AND LABRADOR





## MESSAGE FROM THE PREMIER

A Recreation and Sport Strategy is vital to the attainment of the Provincial Government's vision of a healthier and more prosperous Newfoundland and Labrador. This government's commitment to promoting the increase of physical activity in Newfoundland and Labrador is part of a broader health promotion and disease prevention initiative. This commitment also extends to encouraging higher levels of participation in recreation and sport activities at all levels, from the novice to the elite.

*Active, Healthy Newfoundland and Labrador* provides us with a framework of principles and practices that will guide government and our stakeholders as we work together to increase engagement in physical activity throughout the province, and ultimately towards a healthy, confident and vibrant society. This framework also works to encourage citizens to pursue physical activity, recreation and sport at all levels for improved quality of life, improved health, enhanced social interaction, personal fulfillment and the achievement of excellence.

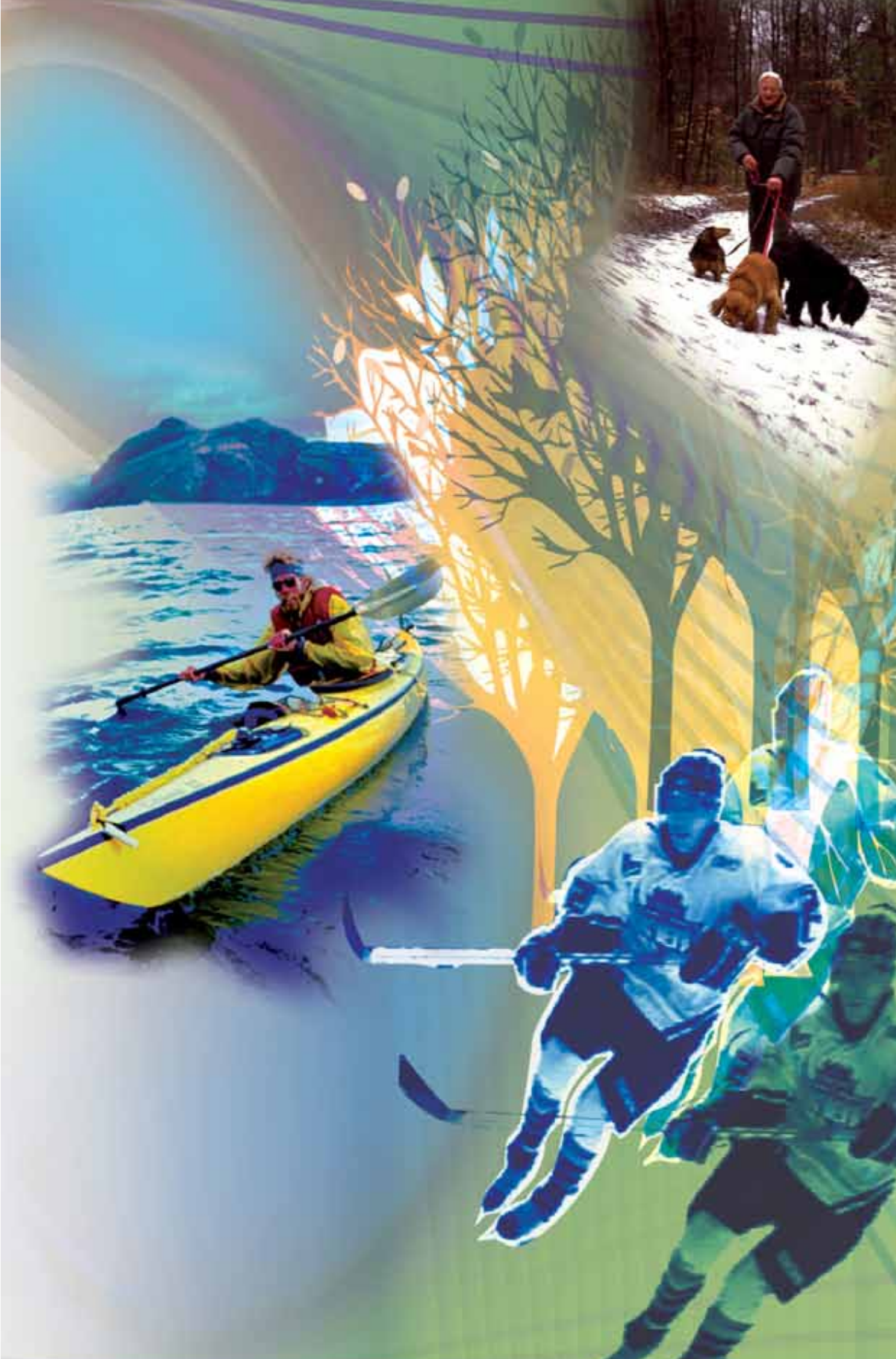
We know that we must encourage participation and involvement in recreation and sport at all levels, and especially from traditionally under-represented groups. We also recognize that we must acknowledge and continue to support communities and sports associations, which form the vital core of recreation and sport activities in Newfoundland and Labrador.

Government is committed to increasing physical activity by making sport and recreation more accessible and widening the circle of those who can realistically participate and benefit from this very positive experience.

This Strategy will be successful and produce the results from which so many can benefit only if the people of Newfoundland and Labrador actively participate to the degree they are able. I invite all Newfoundlanders and Labradorians to embrace this Strategy and let their actions speak louder than words. Together we can achieve the success and benefits that recreation and sport can bring.

DANNY WILLIAMS, Q.C.  
*Premier of Newfoundland and Labrador*





## FOREWORD BY THE MINISTER

As the Minister responsible for Tourism, Culture and Recreation, I have been pleased and honoured to lead the development of Newfoundland and Labrador's first Recreation and Sport Strategy. During this first decade of the 21st Century, we are strategically positioned to make enormous positive changes in the quality of life and general well-being of the citizens of the province. This Strategy, *Active, Healthy Newfoundland and Labrador*, is designed for precisely this objective.

In addressing well-recognized issues in recreation and sport, including the requirement to renew recreation and sport infrastructure, and the need to increase the participation of our residents in physical activity, this important Strategy also responds to the commitments of this government relating to sport and recreation and the commitments contained within the Department's Strategic Plan.

*Active, Healthy Newfoundland and Labrador* provides the framework for navigating the way toward a province in which all citizens are able, within a safe, equitable, ethical, and accountable framework, to access and participate in recreation and sport activities. In this process, the consultation and draft Recreation Policy developed in 2005-06 was a seminal process and document.

In developing this Recreation and Sport Strategy, the Department of Tourism, Culture and Recreation consulted with, and was guided by, the views of interested members of the recreation and sport community as well as our partners in the primary sport and recreation associations and in other government departments with a shared interest in this area. These partners included Recreation Newfoundland and Labrador, Sport Newfoundland and Labrador, School Sports Newfoundland and Labrador and the Departments of Education and Health and Community Services.

I sincerely thank these partners for sharing their expertise and contributing to the development of this Strategy, through their dedicated work on the Steering Committee. Without their thoughtful assistance, development of an effective Strategy would not have been possible. I acknowledge Dr. Colin Higgs who undertook detailed consultation and first shaped the essential elements and key directions of this Strategy. I also thank members of the Divisions of Recreation and Sport and Strategic Planning and Policy who supported the Committee and Dr. Higgs in their efforts.

Guided by the belief that a collaborative and community-focused approach is essential to the enduring and increased success of recreation and sport in Newfoundland and Labrador, the Department of Tourism, Culture and Recreation will continue to work with partners and stakeholders to ensure the effective implementation of this Strategy. Together we will garner the benefits, both individually and collectively, of improved quality of life and well-being.

TOM HEDDERSON, M.H.A.  
Harbour Main-Whitbourne  
Minister



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# INTRODUCTION

## THE BENEFITS OF RECREATION AND SPORT

Recreation and sport are well recognized for their positive contribution to people's overall health, and quality of life. Physical activity<sup>1</sup> is a key element of both recreation and sport and plays a crucial role in good health at all stages of life. Increased participation in recreation and sport has strong, positive effects on physical and mental health, academic performance, youth behaviour, workplace productivity and community development.

Recreation and sport are vital elements of our province's history and culture. Our citizens participate in many ways – as volunteers, leaders, athletes, coaches, officials, parents, spectators, supporters, sponsors, artists, media, scientists and medical personnel. This participation includes unstructured physical activity that occurs in natural, outdoor settings such as provincial and national parks, and in the backcountry or other outdoor environments.

Recreation and sport also seek to include diverse people and persons with disabilities in the basic fabric of society. Through shared experiences, such inclusion broadens our understanding and acceptance of differences among people. It empowers future generations to build a better place in which we all can thrive.

Among other things, the varied activities of recreation and sport provide sheer fun and enjoyment; strengthen bodies; lift spirits; build character; bring people in contact with nature and the outdoors; and engender the values of teamwork, dedication and commitment. Recreation and sport especially encourage the quest for excellence. They build communities as citizens are brought together as neighbours and friends. Overall, frequent, high-quality physical activity through recreation and sport leaves a legacy of health and fulfilment that can last a lifetime.

## THE NEED FOR A PROVINCIAL RECREATION AND SPORT STRATEGY

While we celebrate with pride the excellence and achievements of our Olympic, Paralympic and Special Olympic athletes, there is a continuing trend toward physical inactivity and an increasing incidence of childhood and youth obesity. Among the determinants of good health, engagement in life-long recreation and sport are widely recognized as critical to personal health and happiness. Not all members of our society at all stages of life in all communities across our province have access to the benefits of recreation and sport.

As a province, we are at a critical crossroads. We can continue down our present path of greater obesity, an increasingly sedentary lifestyle, poor nutrition, ever-increasing rates of cardiovascular and other types of diseases and so become the province's first-ever generation to possibly have a lower life expectancy than its parents. Or, we can chart a new course to help our citizens become more active and thus benefit more fully from the social interaction and personal and economic well-being that an active, healthy, engaged lifestyle brings.

## DEFINING RECREATION AND SPORT

Recreation and sport are interrelated and complementary, yet different, activities. In its broadest sense, recreation encompasses physical, artistic, creative, cultural, social and intellectual pursuits. In its active, participatory sense, recreation focuses primarily

### Factors that Determine Health

- Income and social status
- Education levels
- Social support networks
- Employment and working conditions
- Social environments
- Physical environments
- Personal health practices  
and coping skills
- Biology and genetics
- Gender
- Culture
- Healthy child development
- Health services

From The Provincial Wellness Plan 2006

<sup>1</sup>For the purposes of this strategy, the term "recreation and sport" encompasses physical activity and active living.



on physical activity. At its core, this concept of recreation recognizes that human movement is vital for a healthy and balanced life. This can be achieved in a variety of active lifestyles, for example, walking, hiking, biking, skating, taking the stairs, kicking a ball around an open space or gardening. The most significant health benefits are achieved when inactive people introduce activity into their daily lives.

Sport requires a significant degree of physical exertion and skill and, typically, involves competition and a set of rules (for example, hockey and bowling); or physical activity undertaken to improve personal performance (for example, training to reduce time). Sport offers important opportunities for movement and exertion and, under new approaches, such as the Long-Term Athlete Development Model (LTAD), is becoming more broadly participative and focused on basic skill development and cooperative physical activities. Unstructured sport activities, of course, can occur in a recreational setting such as the street, playground, or schoolyard. At the community level, physical activity and sport are often closely linked through school physical education programs, community-based sport and recreation programs and team sports.

Recreation and sport together encompass what we do by choice, outside the demands of work and the running of a home; what we do for the fun, relaxation and joy of being with others who share our delight in these chosen activities. It also extends to the vigorous pursuit of excellence, to the full extent of participants' abilities and interests, within a structured sport.

## WHERE WE ARE NOW – CURRENT STATUS

Physical inactivity and related health problems are pervasive in Newfoundland and Labrador, affecting people of all ages, genders, and income and education levels. Provincial rates for chronic disease, stroke, cancer and diabetes are among the highest in Canada. Associated with these diseases are such common factors as tobacco use, unhealthy eating, physical inactivity and obesity. The province has among Canada's lowest rates of physical activity and among the highest rates of obesity.

While children and youth are more active than adults, the majority of our young people are not sufficiently physically engaged to lay the foundation for good health throughout their lives at levels recommended for optimal growth and development. Research shows that, as children get older, their activity levels decrease. According to recent data from the Canadian Fitness and Lifestyle Research Institute (CFLRI), the issue of child and youth physical inactivity in Canada is perhaps an even larger public health concern than previously believed.

The greater a person's age, the lower the levels of physical exertion and the higher the impact on health and well-being. Not all adults are physically active enough to benefit their cardiovascular health. Females are less physically active than males. Unhealthy citizens visit the doctor more often, take more time off work and are more likely to develop serious health problems – and increase health care costs – now and later in life. Still, despite the many pitfalls of physical inactivity, many of our citizens continue to live very inactive lives.

Making healthier lifestyle choices must be a priority of both individual citizens in their daily lives and government in its policies, programs and services. In every country where physical inactivity is a concern, efforts to promote healthy behaviours demonstrate that citizens more readily support a healthy lifestyle when they are educated about its value and have access to safe and attractive physical activities through recreation and sport. Supportive social and physical environments are vital to helping citizens choose to become more active.



There are both real barriers (accessibility, environment, policies) and perceived barriers (values, behaviours, attitudes, lack of information and motivation) to integrating physical activity into daily life and achieving the benefits, which clearly outweigh the costs. Government is committed to working with citizens, setting policies, developing programs and creating more supportive environments that help bring about a more active population, engaged in recreation and sport from early childhood to rewarding old age.

Achieving this vision of a Newfoundland and Labrador, wherein our citizens take greater responsibility for their health through positive engagement in recreation and sport, will not happen overnight. It will take a major shift in approach, more effective collaboration and the appropriate resources to do the job.

## THE RECREATION AND SPORT SYSTEM

In Newfoundland and Labrador, there are many players and many parts to the recreation and sport system, including:

- Federal and provincial departments of recreation and sport, health, education, infrastructure and transportation
- Municipal governments
- National, provincial, regional and local voluntary sector organizations in education, physical activity, recreation, sport, and health
- Provincial sport organizations, physical education teachers, school sports
- Local school boards, schools, workplaces and recreation centres
- National, provincial and local private sector corporations and businesses.

All those connected with recreation and sport – participants, athletes, volunteers, coaches, officials, communities, organizations, institutions, and governments – have specific roles and responsibilities.

The mandate of the Department of Tourism, Culture and Recreation (TCR) encompasses the promotion of participation in recreation and sport, and support of sport development. (A summary of the Department's programs and services in these areas is provided in Appendix A.) The Department also works cooperatively with other provincial government departments including the Departments of Health and Community Services, Education, and Labrador and Aboriginal Affairs to address such issues of mutual concern as: health and wellness (with an emphasis on physical activity); physical education and health education (for schools and community use of school facilities); and Aboriginal recreation and sport.

The Department of TCR also works with federal departments and agencies such as Sport Canada, the Public Health Agency of Canada and other provincial and territorial governments to further its recreation and sport goals. Most importantly, Government works in partnership with the many groups and organizations that sustain the vibrant recreation and sporting life of the province. These key players are:

- Recreation Commissions and municipal departments of recreation - Entities that own and operate the vast majority of recreation and sport facilities in the province
- Recreation Newfoundland and Labrador (RNL) - An organization representing recreation professionals and volunteers within the province
- Sport Newfoundland and Labrador (SNL) - A volunteer advocacy group representing the individual Provincial Sport Organizations (PSOs) that govern individual sports in the province and are affiliated with the National Sport Organizations (NSOs) that govern individual sports in Canada
- School Sports Newfoundland and Labrador (SSNL) - An organization governing the majority of school-based sport in the province

- The Physical Education Special Interest Council (PESIC)) - The organization of the Newfoundland and Labrador Teachers' Association that represents the province's physical educators
- Regional Wellness Coalitions: - These coalitions strengthen partnerships, build capacity and facilitate action for wellness including physical activity and active living at the regional and community levels.

Recreation professionals work with provincial and local recreation volunteers, associations and organizations to operate in a variety of areas: recreation, physical activity, environmental activities, facilities, sports, public health, crime prevention and social services. They provide leadership, information, resources, training, tool kits and professional development in order to meet social challenges and improve community quality of life.

Athletes/participants and coaches are central to an athlete-centred and coach-led sport system, including ethical behaviour and codes of conduct. PSOs oversee the organization of sport in their jurisdictions and encourage, and eliminate barriers to, participation. They promote recreational sport, recruitment and development of athletes, staging of competitions, the recruitment, training, and retention of coaches, officials, and volunteers, and the entry of athletes into provincial/territorial and national competitions.

The federal government supports high performance athlete, coach, and sport system development through national sport organizations, recreation and active living organizations, national sport centres, and multi-sport organizations. The interaction of the federal and provincial/territorial governments is guided by several intergovernmental agreements that define the various roles and responsibilities.

Municipalities, as the level of government closest to the community, play a key leadership role in shaping the physical and social environments that support recreation, physical activity and sport development. Their areas of focus include parks and playgrounds, recreation facilities and programs, walking trails, sidewalks, transportation and access. Within the province, municipal and community administrations and education authorities from the elementary to the university level support community-based participation through programming, building, maintenance and upgrading of recreation and sport facilities and hosting of sport events.

## PROVINCIAL GOVERNMENT FRAMEWORK AND COMMITMENTS

In the 2006 Speech from the Throne, Government committed to developing “a Recreation and Sport Strategy . . . that will look at the issues, the opportunities and the directions we must take to support recreation and sport throughout Newfoundland and Labrador.” Accordingly, this Recreation and Sport Strategy strives to meet the following key Provincial Government commitments:

- Invest in community recreation programs and infrastructure
- Develop opportunities to participate in organized sport and promote connections between communities and sport
- Integrate physical education and physical activity into a broader health promotion and disease prevention program for all ages
- Sponsor summer and winter multi-sport games
- Advance participation in physical/recreation activities through collaboration
- Champion key recreation and sport infrastructure projects.

This Strategy also is consistent with the National Recreation Statement (1987) and the *Canadian Sport Policy* (2002) and their broad themes of enhanced participation, enhanced excellence, enhanced capacity building and enhanced interaction.

## CONSULTATION AND RESEARCH

To develop this Recreation and Sport Strategy, government undertook a two-phased process of consultation and research, beginning in 2004. In the first phase, government and recreation stakeholders joined together to consult people across the province about how the recreation system might be changed and better supported to ensure that government's goal of an active, healthy and engaged population could be achieved for all segments.

The Department of TCR, in partnership with the Newfoundland and Labrador Parks and Recreation Association (now Recreation NL), formed a volunteer steering committee made up of representatives from a variety of recreation sectors, with a mandate to consult with the provincial recreation community to identify key issues. The Committee directed the development of a background paper that was widely circulated among recreation stakeholders and other interested parties.

In November 2004, consultation meetings were held in Happy Valley-Goose Bay, St. John's, Clarenville, Grand Falls-Windsor and Corner Brook. Invitations to attend the regional consultation meetings were extended to more than 800 groups and individuals and approximately 100 people participated. Through this process, a draft recreation policy was developed in 2005.

In 2006, the Department undertook additional research and consultation, led by an external consultant, to build upon the recreation policy base and encompass the sport sector within an overall provincial Recreation and Sport Strategy. This second phase included:

- **CREATION OF A STEERING COMMITTEE** - To oversee the development of the provincial Recreation and Sport Strategy (Appendix B)
- **DOCUMENT REVIEW** - To determine the current status of recreation and sport policy in Newfoundland and Labrador, other provincial jurisdictions and leading recreation and sport nations
- **THINK-TANK SESSION** - Of 30 recreation and sport leaders, to undertake a review of the Strengths, Weaknesses, Opportunities and Threats related to recreation and sport in the province and to give preliminary recommendations on areas needing improvement
- **FOCUS GROUPS** - In all regions of the province, to ensure the widest possible input into the evolving discussion and Strategy
- **STAKEHOLDER MEETINGS** - With key recreation and sport stakeholders, to elicit additional contributions and response to the evolving document
- **ADDITIONAL INPUT** - From youth and a dedicated e-mail address.

The companion document to this Strategy, *Perspectives: A Summary of Public Consultations in 2006 on Recreation and Sport in the Province of Newfoundland and Labrador*, is available at [www.gov.nl.ca/tcr/publications.htm](http://www.gov.nl.ca/tcr/publications.htm) or by writing the Director of Recreation and Sport, Department of Tourism, Culture and Recreation, Government of Newfoundland and Labrador, via e-mail at [recreationandsportstrategy@gov.nl.ca](mailto:recreationandsportstrategy@gov.nl.ca) or regular mail at P.O. Box 8700, St. John's, NL, A1B 4J6.

## WHAT WE HAVE HEARD

During the course of consultation, strong consensus emerged from stakeholders concerning the decline in physical activity and participation in recreation and sport in the province. The reasons for this decline included:

- The gradual erosion of physical education in our schools and limited opportunities for recreation and sport during non-school hours
- The reduction of recreation and sport budgets resulting in fewer leaders, fewer training opportunities and poor facilities as well as reduced programming
- Poor maintenance of municipal facilities, workplaces, and schools, which has led to declining use and inadequate services for those who do participate

- Schedules and programs that do not accommodate or consider requirements for accessibility and inclusion
- Safety factors and integration barriers that prevent seniors, persons with a disability or those from Aboriginal communities and lower income and education levels from participating in physical activity
- Costs (transportation, fees, equipment, operations and maintenance, coaching, etc.) for programs and facilities, both indoor and outdoor, that discourage physical activity, especially among the economically disadvantaged and those in more remote and rural areas
- Programs and facilities that have sometimes failed to keep up with changing cultural and demographic trends
- Transportation systems and community planning that have been designed for cars and not legs, and have created environments that do not encourage and support more active living and social interaction

## NEW INITIATIVES AND LINKAGES

Recent Provincial Government initiatives are pointing the way to the integration of physical education and physical activity into broader health promotion and disease prevention programs. Government has already taken action to promote healthy behaviours and to ensure physical activity opportunities, especially for children in our schools. Over the last two fiscal years, government has provided important budget support for the Provincial Wellness Plan, the new Provincial Training Centre and the purchase of physical education equipment for schools to promote healthier lifestyles.

## WELLNESS

The Provincial Wellness Plan, which focuses on improving the health of the population and helping all Newfoundlanders and Labradorians achieve their optimal state of wellness, builds on the ongoing work of six Regional Wellness Coalitions and the recommendations of the Provincial Wellness Advisory Council. Government is focusing on a range of initiatives, specifically:

- Healthy Students, Healthy Schools – creating school environments that support healthy living for children, youth and the larger school community
- Healthy Living – with a focus on community-based programs including physical activity
- Wellness Grants Program – a new program to support health promotion and initiatives that address wellness priorities
- Provincial Food and Nutrition Framework and Action Plan – will guide and support government, community organizations and citizens in decisions relative to food, nutrition and physical activity
- Tobacco Control Program – will focus on public education, community and school-based prevention programs, cessation supports, taxation, legislation and enforcement
- Provincial Injury Prevention Strategy – developing a new strategy based on a review of current injury prevention practices.

## STUDENTS

The Department of Education has brought in new senior high school graduation requirements that include mandatory physical education. New courses have been introduced offering students choices in completing this new graduation requirement.

In addition to providing a compulsory health and physical education curriculum, Kindergarten through Grade 9, the Department of Education has revised the entire K-12 physical education curriculum. The curriculum expands beyond a sport model to encompass a variety of activities that engage all students. It stresses the importance of being active for life and teaches how to set goals for achieving an active, healthy lifestyle. The final course in the new physical education curriculum, developed for Grade 12 students, will be offered beginning September 2007.

To ensure that students and teachers have quality resources as they engage in the new physical education program, government has provided more than two million dollars for new physical education equipment. This new equipment is also intended to enhance levels of physical activity among students, teachers and the broader

communities served by schools. New research into supporting physical education and promoting physical activity in schools is providing key information on best practices, standards and models toward a comprehensive school physical activity policy and plan. Policy directions, actions and supports are being considered for future implementation.

## SENIORS

Government's focus on communities and populations for the prevention of disease, promotion of health and protection of the public includes particular attention to seniors. In its discussion paper, "Healthy Aging for All in the 21st Century," government notes that healthy aging and the retention of confidence and self-esteem depend on senior citizens increasing their participation and involvement in a range of physical, social, mental health and other activities.

Routine physical activity and involvement in recreation and sport help people, especially seniors, who tend to be less active, achieve overall health and overcome the social isolation that often comes with age. The forthcoming Healthy Aging Policy Framework and Plan is another integral component of government's commitment to a healthy provincial population. Linked with this provincial Recreation and Sport Strategy, it will look to actions that increase the level of physical activity among seniors.

## WOMEN AND GIRLS

Women and girls face numerous barriers that may limit their access to and participation in recreation, sport and physical activity. These may include a lack of programs to meet the needs and preferences of women and girls, and a lack of inclusion and appropriate facilities. Limited incomes, the cost of recreation programs and sporting equipment, the distance and cost of getting to programs and facilities and the lack of affordable child care can restrict women, especially those on low incomes, from accessing fitness and health activities within their communities.

Supportive and safe environments free of harassment advance the full and fair access and participation of girls and women in recreation, sport and physical activity. Lifelong physical activity enhances the health of women and girls and decreases the risk of developing heart disease, type II diabetes, hypertension, osteoporosis and certain types of cancers. Regular activity may also increase longevity and reduce the risk of prolonged disability among older women.

## POVERTY

Reducing poverty is closely linked to government's goals of improving the overall health and well-being of our citizens. Poverty is the most significant barrier to healthy child development. Various studies show that children in poor families display poorer outcomes across a range of developmental measures, including participation in recreation, sport and other activities.

The provincial Poverty Reduction Strategy and Action Plan aims to improve the well-being and quality of life of those living in poverty. Several factors, including where people live, lack of facilities and programs, liability and insurance issues and the cost of participation, all present barriers to access and inclusion in recreation and sport activities for many of our citizens.

Our efforts to increase physical activity and open up individual and community development opportunities through recreation, sport and physical activity must also aim at reducing barriers to accessing these opportunities.



## NORTHERN/LABRADOR

The Northern Strategic Plan recognizes recreation as an important aspect of health and well-being. The Provincial Government is committed to a healthy, engaged population motivated to keep fit and involved through lifelong active living and community recreation, and have opportunities to excel to the highest level of their abilities through sports involvement.

The Plan recognizes that wellness of communities and of individuals are important factors in overall health outcomes. To promote healthy lifestyles for future wellness, we must make additional investments. The challenges faced by government in meeting the wellness needs of residents in Labrador, given the distances between communities as well as Labrador's diverse cultures, require an innovative and holistic approach. The provincial Wellness Advisory Council has been established to address wellness issues. Results and recommendations from the Northern Strategic Plan will guide provincial wellness initiatives impacting Labrador.

## CONTINUING CHALLENGES AND TRENDS

Although we are making progress in the health and education systems, there is clearly the need for some important, complementary initiatives in recreation and sport in order to further advance the well-being of our citizens and improve our overall quality of life. These initiatives include:

- Supporting opportunities for Newfoundlanders and Labradorians to participate and excel in recreation and sport activities
- Promotion of better connections among community-based recreation, sport and physical activity resources
- Support for renewed, enhanced and appropriate infrastructure
- Focus on community recreation and physical activity as well as recognition and renewed partnership with volunteers
- Enhancing opportunities for the pursuit of excellence in sport and recreation
- Advancing cohesiveness and working better together to enhance recreation, sport and physical activity opportunities
- Improving the lives of Aboriginal people through enhanced recreation, sport and physical activity.

Our consultations have identified three overarching and interrelated challenges facing the recreation and sport communities in the province:

**The Need for Investment** - Today, recreation and sport are widely accepted as powerful contributors to social, personal, community and economic development, and the business case for investment in recreation and sport is well known. In Newfoundland and Labrador, we need more investment in order to fully realize these important benefits.

Accounting for inflation, real spending on recreation and sport has been falling for more than a decade. This has weakened parts of the recreation and sport system. Specifically, it has meant that much-needed resources have not been available to support critical programming and services designed to help decrease physical inactivity, increase participation in recreation and sport activities, renew infrastructure appropriate to the province's changing population, strengthen the volunteer sector and capitalize on opportunities for event hosting and associated sport and economic development.

While government has made some important commitments to advance physical activity and participation in recreation and sport, we must build on this foundation and provide a more balanced funding picture among the recreation and sport spheres. Recreation and sport leaders across the province believe that greater investment by all levels of government in every area of the recreation and sport system is needed to get our citizens more active and build healthier communities.



## The Business Case for Recreation and Sport

### ■ Social and Personal Development

- Enhances health and well-being
- Develops social networks and sense of social connection
- Develops skills

### ■ Community Development

- Builds social cohesion
- Builds social capital through leadership

### ■ Economic

- Creates jobs and employment
- Adds critical, multi-purpose infrastructure
- Helps market and promote communities and regions
- Health cost savings through prevention

### ■ Cultural

- Helps shape provincial and national cultural identities, sense of aspiration and pride, sense of connection

In particular, low-income families and people in rural and remote areas face many barriers that prevent them from accessing recreation and sport opportunities – user fees and equipment costs; lack of transportation, family support and awareness of opportunities; isolation and exclusion; inadequate or no facilities, parks and/or playgrounds in their communities; and lack of safe places to play.

To meet government commitments and identified needs, we must provide additional investment in all parts of the province's recreation and sport system to improve access, increase participation, enhance excellence, rebuild the volunteer base, renew infrastructure, and strengthen the capacity of coaches, administrators, programs, and services. New investment is also needed to leverage further investment and partnership from federal and municipal governments and the private sector.

**Our Changing Population** - Over the past 25 years, the province's population has decreased by 8.9% (almost 50,000 people) while the populations of other regions in Canada and of the country as a whole have increased. The median age in this province has gone from 24.2 years in 1979 to 39.3 years in 2003. Declining birth rates, years of out-migration, and changes in both the young and old populations have contributed to today's demographic trends.

Our population is aging rapidly and shrinking in most regions of the province. Modest population declines are expected to continue over the longer term. Rural areas are aging most rapidly and feeling the effects of population reduction as youth migration from these areas continues.

All these factors have significant implications for recreation and sport in Newfoundland and Labrador. The demographic challenges of aging and regional population shifts require forward thinking in recreation and sport to ensure that programs and services reflect the numbers, age-related needs and characteristics of the people served. A healthier, more active society is a stronger, more productive society. Government is dedicated to working with recreation and sport groups and organizations, volunteers, all other orders of government, school boards, communities and other partners to achieve this end.



**Working Better Together** - The goal of improving the overall health and well being of our citizens and creating a healthier, stronger and more prosperous society drives all of government's strategies. It is the common thread tying together many, if not all, of government's commitments in social and economic development. Guiding principles and values in many government-wide plans reflect the same needs in recreation and sport to work with partners, build partnerships, integrate approaches, coordinate and link actions, focus on prevention and increase participation and positive results.

We heard clearly in our consultations that government departments and agencies have not always worked closely together to develop best policies and practices, to deliver optimal programs and services and to provide opportunities for people to get involved in their communities to support health, wellness and excellence through recreation and sport. The current delivery system for recreation and sport in Newfoundland and Labrador, as in Canada, is not well balanced or well coordinated.

In reality there are strong functioning parts to the system, but nothing in place to ensure that the parts work together to maximize effectiveness and efficiency. The public, private and voluntary sectors do not have sufficient mechanisms for working together and it is not always clear who is doing what with whom. Governments, health professionals and service providers must be more accessible and provide consistent messages and services about the values and varieties of physical activity.

Government recognizes the critical importance of building a more collaborative and integrated approach to addressing the challenges and promise we all face in recreation and sport – an approach that acknowledges the different contributions of many partners and the importance of strong partnerships. These will be crucial to our efforts to achieve common goals for health, participation, security and quality of life.

Through the development of this Strategy, we have begun a dialogue in earnest. Through Strategy implementation, we will advance it further. In this, government acknowledges the critical role of volunteers and provincial umbrella and community groups. They provide important services and play a crucial part in ensuring access to educational, recreational and sport resources so that individual citizens may participate and pursue opportunities to the full development of their potential.

## **A SHARED APPROACH**

The responsibility for improving the health status and quality of life of our province's citizens is a shared one. Removing barriers to participation in, and benefiting from, recreation and sport will mean change throughout our communities. And this calls for cooperation from governments, recreation, sport and social service organizations, schools, the health and social justice systems and the business community.

In partnership with citizens, communities and key partners, government wants to achieve sustainable, long-term change in improving population health and boosting our system of support for recreation and sport. We recognize that implementing this Strategy will require a significant investment of financial and human resources over time in order to form a more effective, cohesive system that produces sustained results.

By formulating this Strategy, government and its partners have made an important start. The Strategy identifies the leadership, coordination and directions needed for an increased focus on recreation and sport over the next three years (2007-08 to 2009-10). Through these current actions, we will also lay a new foundation to identify and support new actions and further investment over the longer term.

## ORGANIZATION OF THE STRATEGY

This Strategy contains the key directions, elements and actions we consider essential for long-term success. It is organized as follows:

- **VISION, VALUES AND GUIDING PRINCIPLES** - The Strategy begins with the statement of shared vision, values and guiding principles of this renewed system for recreation and sport.
- **STRATEGY OVERVIEW** - This section provides an overview of the collective action needed in the short- to mid-term.
- **THE STRATEGY** -This section details the key directions, goals and actions wherein governments at all levels, organizations, volunteers and citizens will work together to make a difference to population health and quality of life.
- **ACCOUNTABILITY AND EVALUATION** - These final sections outline government's accountability and evaluation of the Strategy. This includes the periodic review of the impact of these actions that will be undertaken as a necessary component in order to refine and guide future action over subsequent phases.

# VISION, VALUES AND GUIDING PRINCIPLES

The vision of the provincial Recreation and Sport Strategy is based on the 2005 draft recreation policy and additional themes that emerged during the consultations in 2006. It is rooted in the core belief that recreation and sport are fundamental to the quality of life of people and communities and among the best means of achieving lifelong health and well-being.

## VISION

A vibrant and active population safely participating in physical activity, recreation and sport at all levels for quality of life, improved health, enhanced social interaction, personal fulfillment and excellence, all within a system that is safe, equitable, ethical, and accountable.

This vision will be achieved when:

- All Newfoundlanders and Labradorians have access to a diverse range of recreational and sport opportunities regardless of age, gender, background, ethnicity, socio-economic circumstances, physical or mental abilities or place of residence in the province
- The province's citizens accept and act upon the value of physical activity and other healthy living practices, and Newfoundland and Labrador has become recognized for its positive health status and quality of life
- Through the leadership of the provincial government and collaborative efforts with many other organizations, recreation and sport are soundly established within the province as significant contributors to health and well-being
- The recreation and sport system is composed of a range of recreation and sport experiences, enriched by the presence of qualified, committed volunteers, coaches, leaders and staff, who are regarded as essential for the provision of programs and services and recognized for their dedication
- Newfoundlanders and Labradorians are recognized for their excellence in national and international sporting competitions
- Newfoundlanders and Labradorians are recognized for their excellence in leadership of recreation organizations.

## VALUES

**SAFE** - In a safe recreation and sport system, the physical and psychological well-being of all participants is of the highest importance, allowing all Newfoundlanders and Labradorians to safely participate in the recreation and sport activities of their choice at the level of their aspiration.

**EQUITABLE** - In an equitable recreation and sport system, all Newfoundlanders and Labradorians have access to a diverse range of recreation and sport opportunities regardless of age, gender, cultural background, economic or social circumstance, physical ability, or place of residence within the province.

**ETHICAL** - In an ethical recreation and sport system, all participants work to uphold the highest levels of personal and social conduct, and ensure, individually and collectively, that all participants are treated with dignity and respect.

**ACCOUNTABLE** - In an accountable recreation and sport system, individual, groups, and organizations are all recognized as being responsible for their actions and their roles within that system, and are required to act within and according to established principles, guidelines, standards, and best practices.



## GUIDING PRINCIPLES

The Government of Newfoundland and Labrador is committed to:

- Working continually with partners to increase the participation of under-represented groups in recreation and sport by supporting the creation of social and physical environments that are conducive to physical activity for women/girls, children/youth, low-income earners, older adults, aboriginal communities, rural populations and persons with disabilities
- Prioritizing and coordinating actions to develop healthy, active lifestyles, improve overall health, prevent disease, reduce poverty and promote wellness, particularly those initiatives championed by the Departments of Health and Community Services, Education, Human Resources and Employment and Labrador and Aboriginal Affairs
- Promoting and recognizing excellence within sports
- Promoting and recognizing excellence in recreation leadership
- Recognizing the community as the core delivery agency for recreation and sport programs and services by providing appropriate resources to support this work
- Developing, recognizing and valuing qualified volunteer and professional leaders at all levels of the recreation and sport system, and actively recruiting and developing future volunteers and leaders
- Providing leadership to develop and sustain collaborative efforts involving the recreation and sport sector, other community organizations and the private sector to achieve increased levels of physical activity and excellence in recreation and sport.

# STRATEGY OVERVIEW

This provincial Recreation and Sport Strategy identifies the following key directions that are essential for long-term success and building a framework for action in the short-to mid-term:

## KEY DIRECTIONS

- 1] Increase participation in recreation and sport and physical activity
- 2] Encourage and support communities and organizations to improve access to recreation and sport by overcoming barriers to participation
- 3] Strengthen public sector support, especially by developing physical and human resources in order to expand and improve the recreation and sport experience of the province's citizens with special attention to Aboriginal groups, women, seniors, youth and persons with disabilities
- 4] Reach the potential of our citizens through enhanced excellence
- 5] Build human resource capacity by strengthening the volunteer sector and identifying opportunities for cooperation and collaboration in recreation and sport
- 6] Support infrastructure capacity.

These key directions will be addressed through the following elements:

- ✧ **MORE EFFECTIVE, COORDINATED AND ACCESSIBLE PUBLIC SERVICES.** Government is committed to making public services related to recreation, sport and physical activity within the Department of TCR and all other relevant departments and agencies better coordinated and more accessible to the public. This will involve reorganization of existing systems, special emphasis on effective coordination and increased investment, support and promotion.
- ✧ **FOCUS ON PHYSICAL ACTIVITY.** Government recognizes the need to work in a more holistic and concerted way with other departments and partners to develop policies, legislation and strategies to support increased physical activity as a personal health practice of all citizens in the province. Research on best practices and models, combined with community-based needs assessments and supporting infrastructure requirements, will inform and guide the work of all partners, especially schools, recreation commissions, Regional Wellness and Active Living Coalitions, seniors' groups and others. Government will work with internal and external partners to monitor trends, set targets and develop effective policies and accessible programs and services in support of physical activity and active living.
- ✧ **A RENEWED RECREATION AND SPORT DIVISION.** Over the long term, the Department of TCR's Recreation and Sport Division will be revitalized so that it can provide policy and planning for recreation and sport in the province. This will enable the Department to work with key partners to better coordinate government services and support and develop and monitor the delivery of more accessible, effective programs. The Division will work in partnership with other federal, provincial and municipal departments and organizations to ensure recreation and sport interests are considered in government decision-making at all levels.

The renewal process will begin with further analysis to explore options that may advance the Division from a program *delivery* model to a new policy, planning, program *development and program evaluation/accountability* model. The following functions have been identified as possible components of a revitalized organization:

- **PUBLIC POLICY DEVELOPMENT** - Development and implementation of supporting policies and evidence that will guide decision-making and activities with respect to the Department of TCR's mandate and government's priorities in recreation and sport

- **PLANNING AND PROGRAM DEVELOPMENT** - Development of plans and programs designed to address systemic issues and opportunities for recreation and sport. These plans and programs would be developed in consultation with, and focus on, the settings in which recreation and sport occur.
- **COORDINATION OF PROGRAM DELIVERY** - Collaboration with other departments, orders of government, stakeholders and the private sector to align priorities, coordinate program delivery and bring new resources to recreation and sport.
- **PROGRAM EVALUATION AND ACCOUNTABILITY** - Providing oversight to funded agencies and programs to ensure that activities and decision-making are fiscally responsible, consistent, transparent and accountable to public policy, expectations, priorities and standards.
- **RESEARCH AND INFORMATION** - Working with partners to develop, compile and analyze relevant and consistent statistics and research on recreation and sport.

⇒ **EXPLORING THE POTENTIAL FOR NEW PARTNERSHIP MODELS AND ACCOUNTABILITY FRAMEWORKS.** As the Department of TCR works to reposition and strengthen its own capacities, a parallel process will occur with its partner organizations. The Department will work with Recreation NL, Sport NL and School Sports NL to examine the options for potential new partnership models in program delivery. Over the longer term, this may involve a potential new role for these three bodies in undertaking some administration of programs and services and program funds on behalf of government. This innovation also would provide flexibility in bringing more resources to support provincial recreation and sport.

This would occur within a public accountability framework developed in accordance with established government policies and procedures. The Recreation and Sport Division will work to ensure that accountability mechanisms such as funding and performance agreements/contracts, program standards and evaluation tools are in place to identify and measure desired results.

⇒ **ENHANCED INVESTMENT IN RECREATION AND SPORT.** Government recognizes that it must maximize and increase investment in recreation and sport in order to improve the physical, social and mental health of citizens. The Recreation and Sport Division will expand its capacity to develop and maintain partnerships with other departments, orders of government, stakeholders and the private sector in order to align priorities and bring new resources and investment to the provincial recreation and sport system. The Department of TCR also will continue to maximize and seek increased resources for recreation and sport through federal bilateral agreements and other partnerships and mechanisms.

To implement this Strategy, the Government of Newfoundland and Labrador will directly invest additional resources in a number of key areas of recreation and sport, namely:

- **PROGRAM DEVELOPMENT AND DELIVERY** - This will build mainly on existing program funding and include further investment to enhance and strengthen these program areas.
- **INFRASTRUCTURE RENEWAL** - There is an urgent need to assess and provide further funding to sport and recreation infrastructure throughout the province.
- **RESEARCH AND PLANNING** - The Strategy outlines a number of key areas where further research and analysis is required, for example, regional operations, the Games program.
- **HUMAN RESOURCES** - This encompasses human resource development needs, technical expertise and regional support.





*Increase  
Involvement and  
Participation  
in Recreation,  
Sport and  
Physical Activity*

## THE STRATEGY

### THE CURRENT SITUATION

Newfoundland and Labrador has among the lowest levels of recreation and sport participation in the country. This translates into a well-known list of lifestyle diseases and disabilities in which the province has the unenviable distinction of being a national leader. Participation depends to a great extent on availability and quality of programs and access to such programs. It is also important to identify and address areas of special concern to women and girls. Quality program leadership is considered to be critical if available programs are to be effectively matched to interested participants and targeted populations.

### GOAL

**Increase the number of citizens who are physically active and who participate in regular recreation and sport activities, especially women and girls and those in under-represented groups, Aboriginal people, senior citizens, low income persons and those with disabilities.**

### OBJECTIVES

- ◇ Develop and monitor accurate, timely baseline and ongoing measures of citizen participation in recreation and sport activities. These measures are to be broken down where possible by each region of the province, age, gender, economic circumstances, ethnic origin and disability. Measures are to be systematically reviewed at established intervals to track changes in participation rates
- ◇ Ensure under-serviced areas of the province are better served by recreation and sport leaders
- ◇ Support and increase participation in physical education, school sports and physical activity overall for students
- ◇ Develop inclusive recreation and sport policies and programs for girls and women
- ◇ Develop inclusive recreation and sport policies and programs for under-represented target groups (seniors, Aboriginal people, low income persons and those with disabilities).

### ACTIONS

- a) Establish a working group composed of representatives of the Departments of Education and TCR, School Sports NL, Recreation NL, the Physical Education Special Interest Council (PESIC), the Department of Health and Community Services and school districts to identify ways to support and increase participation in physical education and school sport and to raise the physical activity levels of students. This will include consideration of: i) release time for teachers coaching and travelling with teams (cost of substitute teachers); ii) the use of community coaches in schools; iii) school bus schedules that prevent after-school participation; iv) examining and recognizing the roles and responsibilities of physical education teachers and athletic directors in schools; v) best standards, practices and models for increasing physical activity in schools and; vi) exploring the feasibility of partnering to develop, fund and implement a program of School-Community personnel (similar to the Sport Animators in Nova Scotia) with responsibility for linking school-age youth with community recreation and physical activity opportunities



- b) In collaboration with Sport NL, School Sports NL and Recreation NL, develop and fund recreation and sport leadership positions in under-serviced areas of the province
- c) In collaboration with Sport NL, School Sports NL and Recreation NL, develop and deliver recreation leadership and coach education programs to staff and volunteers in all areas of the province
- d) Establish a working group engaging Recreation NL, the Provincial Advisory Council on Aging and Seniors and seniors groups to develop model recreation and sport programs for seniors, with an emphasis on those in rural areas of the province and seniors residing in personal care and long-term care homes
- e) Establish a working group in partnership with the Department of TCR, the Department of Education, the Women's Policy Office, the Provincial Advisory Council on the Status of Women, Recreation NL, Sport NL, School Sports NL and the Women's Health Network to develop model recreation and sport programs for girls and women, with emphasis on those in rural areas
- f) Engage the recently formed Aboriginal Sport and Recreation Circle in the development of an action plan to increase Aboriginal involvement in traditional and generic recreation and sport programs
- g) Engage the disability community in the development of an action plan to increase the involvement of persons with a disability in recreation and sport
- h) In collaboration with the Department of Finance, investigate the implementation of a provincial Recreation and Sport Tax credit for: i) children and youth and; ii) adults
- i) In collaboration with Memorial University's School of Human Kinetics and Recreation, the Newfoundland and Labrador Statistics Agency, the Centre for Health Information and the Department of Education, review existing baseline data on recreation and sport participation in the province, and explore establishing a surveillance and monitoring program to track changes including physical activity patterns and factors influencing participation.



*Improving Access for All*

## ■ **Overcoming Barriers to Participation**

### **THE CURRENT SITUATION**

Citizens face barriers to their access to opportunities for recreation and sport – barriers created by their place of residence, lack of nearby facilities and programs, fears for personal safety, liability and insurance issues, and the cost of participation (including travel). In many rural areas, access to recreation and sport opportunities is limited because schools (often the only suitable indoor recreation and sport facility in the area) are not easily available for community use. The Department of Education supports the objectives of a community protocol and will work with the Department of TCR to move forward with community access to schools and school access to community facilities, including addressing the issue of liability insurance surrounding the use of school facilities beyond the regular school day.

### **GOAL**

**Significantly improve citizen access to recreation and sport opportunities.**

## OBJECTIVES

- ◇ Determine current barriers to community use of school facilities and school use of community facilities in support of improved access to recreation and sport and opportunities for physical activity
- ◇ Further collaborate to develop a provincial protocol for community use of school facilities, and school use of community facilities in support of improved access to recreation and sport
- ◇ Create province-wide liability insurance coverage for community use of schools and school use of community facilities
- ◇ Review and enhance recreation and sport travel subsidy policy, programs and procedures
- ◇ Create a long-term facility development plan related to population demographics and recreation and sport trends
- ◇ Improve participants' safety while engaged in recreation and sport activities.

## ACTIONS

- a) Create a joint working group of the Departments of TCR and Education and school districts to negotiate and draft a joint-use agreement for community use of school facilities, and school use of community facilities
- b) Develop a broadly based community consultation process for use by leaders to identify appropriate, accessible and affordable physical activity opportunities in communities
- c) Look at establishing a province-wide liability insurance policy for community use of schools and school use of community facilities
- d) Undertake an assessment of existing public and private recreation and sport facilities that integrates geographic and other information about facilities with current population data/ population projects and information on operators and users. Based on this information base and assessment, draw up a strategic regional facility development plan and infrastructure development funding program that may include an ongoing facilities monitoring and assessment tool
- e) Review existing policy and guidelines of the Newfoundland and Labrador Travel Subsidy Program (NLTSP). This review will consider: i) strategic investment in travel (who should be eligible, for what, and in what amounts); ii) travel within Labrador, travel between Labrador and the island portion of the province, travel between the province and the rest of Canada, and international travel and; iii) policies and procedures for awarding travel subsidies, based on the principle that the process should be accountable, equitable, and made by those with best knowledge of the strategic value of providing assistance
- f) Engage interested parties in making recommendations to government, Sport NL, School Sports NL and Recreation NL on how to ensure safe, respectful environments for recreation and sport participants.



*Strengthening  
Public Sector Support  
of Recreation  
and Sport*

■ **Government Coordination and Accessibility**

**THE CURRENT SITUATION**

Within the Government of Newfoundland and Labrador, there are several departments and divisions that serve the recreation and sport sector. Government recognizes the need to improve coordination among the various departments and agencies and enhance public accessibility to relevant programs and services. By working with existing partners and capitalizing on our diverse expertise, government will endeavour to create a better, more accessible system of support and public information on the recreation and sport sector.

**GOAL**

**Establish a comprehensive, coordinated and effective network and system of support to advance recreation and sport in the province.**

**OBJECTIVES**

- ◇ Improve coordination and alignment of government policies and programs that affect citizens' opportunities in recreation and sport
- ◇ Improve information dissemination and information sharing concerning all government mandates, roles, responsibilities, programs and services related to active living, recreation and sport.

**ACTIONS**

- a) To establish the strong links needed to implement this long-term plan, an Interdepartmental Recreation and Sport Committee composed of senior representatives of the Departments of TCR, Education, and Health and Community Services will be formed to ensure better communication, coordination and collaboration concerning recreation and sport. This committee will oversee Strategy implementation and ongoing consultation with, and involvement of, key stakeholders Throughout the implementation of the Strategy, the Department of TCR will work to integrate it with all other relevant provincial strategies, plans and initiatives
- b) This committee will review, recommend and monitor policy and program initiatives to be undertaken by the Departments of Education, Health and Community Services and TCR in support of the recreation and sport sectors. The current Physical Education curriculum sets a standard for what is to be taught in schools. As a key commitment, the Departments of Education, TCR and Health and Community Services will work together to support and monitor the quality and quantity of physical education and physical activity opportunities in schools. An examination of the time allocated for the delivery of the provincial Physical Education curriculum and physical activity would contribute to the province establishing itself as a national and international leader
- c) This committee will ensure clear, accessible public information on all provincial Government programs and services related to active living, recreation and sport.

■ **Renewing the Recreation and Sport Division**

**THE CURRENT SITUATION**

The Recreation and Sport Division within the Department of TCR has been operating with reduced staff, restricted budgets and long-established practices. The Division has

not had the means to exert strong policy leadership and develop the policies needed to support the recreation and sport sector into the future. These include measuring the impact of policies and programs and collecting and analyzing sector data. A shift in focus from program administration, grants administration and direct program operations to a new model would enable the Division to fill the current policy, planning, program development coordination and program evaluation, accountability and monitoring gaps.

## GOAL

**Renew and revitalize the Recreation and Sport Division and thereby create new capacities for public policy, planning, program delivery, evaluation and accountability in support of recreation and sport in the province.**

## OBJECTIVES

- ◇ As required, transform the Recreation and Sport Division into a policy, planning, program development and evaluation/monitoring unit with a mandate to: i) transfer program delivery responsibilities to adequately funded groups such as Recreation NL, Sport NL and School Sports NL; ii) develop funding and accountability frameworks, policies, measures, and systems; iii) undertake policy research and development; iv) undertake policy and program evaluation and; v) move to evidence-based policy and program development
- ◇ As feasible, put in place agreements for Recreation NL, Sport NL and School Sports NL to deliver specific programs on behalf of government
- ◇ As required, establish an overall accountability framework and program evaluation procedures for publicly funded recreation and sport programs and services.

## ACTIONS

- a) Establish an internal working group, supported by appropriate external technical expertise, to examine the options for a potential new mandate and organizational structure for the Recreation and Sport Division. This may involve reorganizing the existing division and include retraining existing staff and seconding and hiring appropriate expertise in policy, planning and program development and evaluation
- b) If feasible, and depending on the outcome of organizational renewal of the Recreation and Sport Division, develop a framework agreement between government and Recreation NL, Sport NL and School Sports NL to become program delivery agents; and to establish an appropriate funding and accountability framework
- c) If a new mandate, organization and framework are feasible, develop a transition strategy to move the Division from its old to its new orientation
- d) If required as an outcome of a potential new framework agreement, analyze the staffing and funding needs of Recreation NL, Sport NL and School Sports NL to enable them to effectively fulfill their new roles.

### ■ Evaluate and Review Regional Operations

## THE CURRENT SITUATION

The Recreation and Sport Division has an inconsistent presence in the province's regions, with Regional Consultants located in Labrador (Happy Valley-Goose Bay), Central Newfoundland, Avalon and Burin. In addition, government directly operates facilities in Gander, Corner Brook, Stephenville and Happy Valley-Goose Bay. There is

widespread agreement among clients and stakeholders that we need a more effective, equitable system of regional operations in support of recreation and sport.

## GOAL

**Develop a more effective system of Regional support and services within a renewed, revitalized Recreation and Sport Division.**

## OBJECTIVES

- ⇨ Evaluate, review and revamp the system of regional services and support.

## ACTIONS

Government will establish an internal working group, supported by appropriate external technical expertise, to undertake a systematic evaluation and review of Regional Operations.



*Reaching our Potential  
through  
Enhanced Excellence*

## THE CURRENT SITUATION

Newfoundland and Labrador has people who can excel at the highest provincial, national and international levels in both sport and recreation. In sport, it is the lack of access to provincial, national and international calibre coaching, support services, and competition, coupled with the difficulty of “making a living,” that limits the attainment of full potential. In recreation, excelling means being able to submit presentations for peer review so that these are accepted at international conferences, and providing support to enable persons to run for national and international offices and attend international meetings, if elected. In addition, “excellence” means each and every citizen of Newfoundland and Labrador having access to the personnel and facilities that will enable them to go as far as their talent, work, and desire will take them, whether that involves competitive sport or recreation.

## GOAL

**Provide and support opportunities for all citizens who wish to reach their highest potential in sport performance, and election and participation in national and international recreation and sport governing bodies.**

## OBJECTIVES

- ⇨ Increase the number of athletes from Newfoundland and Labrador competing successfully at national and international games, national single-sport championships and international events
- ⇨ Increase the number of athletes from Newfoundland and Labrador named as members of Canadian National Teams
- ⇨ Increase the number of provincial recreation and sport leaders elected to national and international positions
- ⇨ Increase national and international media coverage of recreation and sport participants from Newfoundland and Labrador.

## ACTIONS

- a) In collaboration with Sport NL, educate and support individual Provincial Sport Organizations (PSOs) on the implementation of Long-Term Athlete Development (LTAD) model
- b) In collaboration with the Coaching Council of Newfoundland and Labrador, establish a plan to systematically deliver the New National Coaching Certification Program (NCCP) throughout Newfoundland and Labrador or through an alternate delivery mechanism such as the Internet and DVDs
- c) Examine the feasibility of recognizing and supporting clusters of excellence (athletes, coaches, programs, services, supporting infrastructure and volunteers) to provide a positive environment that responds to the needs of athlete development
- d) Establish and implement an updated Funding Accountability Framework and system to hold Sport NL, School Sports NL, Recreation NL and PSOs accountable for achieving the results for which they sought and received provincial funding
- e) Contract to have an independent review undertaken of provincial involvement in, and the costs and benefits of, the various games in which the province is engaged (including Canada Games, Provincial Games, Regional Games, Labrador Games)
- f) Review ways and means to recognize and promote excellence in recreation and sport regionally and at the provincial level
- g) In collaboration with Sport NL, develop a plan to make coaching and sport administration viable career options in the province
- h) Develop an Event Hosting strategy and policy to bring national and international events to Newfoundland and Labrador, both for economic development and to provide recreation and sport opportunities in which local citizens can excel.



*Building  
Human Resource  
Capacity*

## THE CURRENT SITUATION

Recreation and sport are heavily reliant on a number of hard-working, dedicated volunteers who give freely of their time and energy to ensure that citizens of the province have recreation and sport opportunities. Many of these volunteers are aging, over-extended and fearful that, if they reduce their volunteer load, the recreation and sport sector about which they care so deeply will no longer be viable.

## GOAL

**Increase the number of recreation and sport professionals supporting an increased number of volunteers in the recreation and sport system.**

## OBJECTIVES

- Develop, maintain and monitor a database of recreation and sport professionals and volunteers, and track changes in numbers on an annual basis
- Develop programs to recruit, train, retain and recognize recreation and sport volunteers.

## ACTIONS

- a) In collaboration with Sport NL, School Sports NL and Recreation NL, develop and fund recreation and sport leadership positions in under-served areas of the province

- b) In collaboration with Sport NL, School Sports NL and Recreation NL, explore ways to maximize the efficiency and effectiveness of administrative support for these and other recreation and sport organizations
- c) In collaboration with Sport NL, School Sports NL and Recreation NL, develop a province-wide volunteer recruitment, training and retention program
- d) Investigate barriers to volunteer participation and develop strategies to reduce or eliminate those barriers (Note: the costs of certification, background checks, access to and cost of attending required training, have been identified)
- e) Strengthen the connections and supports to schools, physical education teachers and athletic directors who are often the backbone of community sport and recreation activity.



*Building Capacity  
through  
Infrastructure*

## THE CURRENT SITUATION

Many recreation facilities in the province are aging and require upgrading to meet current standards and to best address the needs of the changing populations they serve. To encourage participation and increase accessibility, we need to redevelop community infrastructure to improve the physical environment and make it more supportive of physical activity. Revitalizing existing community infrastructure and identifying the new infrastructure required will help meet the evolving needs of the population.

## GOAL

**Retrofit and renovate existing facilities to increase use, minimize operating costs, and improve safety and accessibility; ensure new recreation and sport infrastructure in the province is developed to meet the needs of the local population and has a plan in place for sustainability.**

## OBJECTIVES

- ⇨ Develop simple and effective measures to survey citizens to determine recreation and sport facility needs, keeping in mind established and emerging demographic trends
- ⇨ Develop a retrofit and renovation program for infrastructure renewal.

## ACTIONS

- a) Consider the development of needs assessment tools to be used by community groups contemplating infrastructure improvements
- b) Work with community planners and recreation commissions to identify and incorporate accessible, safe recreation and sport community infrastructure and opportunities for physical activity into municipal plans and programs
- c) Establish, with partners inside and outside of government, a sport and recreation infrastructure development or renovation program
- d) Fund, with partners, infrastructure development that is regionally appropriate, economically sustainable, and capable of meeting the needs of citizens in the area
- e) Work with other relevant government departments to maximize public funding when new buildings or renovations to existing buildings are being planned and undertaken.





## IMPLEMENTATION, MONITORING AND REPORTING

As referenced earlier, government commits to forming, in 2007-08, a Recreation and Sport Interdepartmental Committee composed of the senior officials of all relevant departments and chaired by the Department of TCR, to oversee the implementation of this Strategy and to publicly monitor and report on its progress.

The purpose of this committee will be to ensure that all applicable agencies and departments, in addition to TCR, more fully engage, collaborate and invest in the recreation and sport sector. This Committee will operate in consultation with key recreation and sport stakeholders and partners who will provide input and advice as the plan is implemented. This group will also be the mechanism for adjusting the plan as needed along the way.

The Department of TCR will take the lead role in monitoring, tracking and reporting on the progress of actions identified in the provincial Recreation and Sport Strategy. To this end, the following implementation and monitoring framework has been developed to monitor the progress of the Strategy over the short, medium and long terms.

This framework contains process indicators that will be used to indicate progress toward the Strategy's stated goals and objectives. Government will also put in place a reporting system to give annual updates on the progress of the Recreation and Sport Strategy.

## Recreation and Sport Strategy Implementation and Monitoring Framework

Strategic Directions/Goals	PERFORMANCE MEASURES		
	Short Term	Medium Term	Long Term
<p><b>1. Increase Involvement and Participation in Recreation, Sport and Physical Activity</b></p> <p>Increase the number of citizens who participate in regular recreation and sport activities, especially those in under-represented groups including girls and women, Aboriginal people, senior citizens and those</p>	<ul style="list-style-type: none"> <li>■ Baseline data reviewed and monitoring program established</li> <li>■ School Sports and Physical Activity working group established</li> <li>■ Recreation and coach leadership programs delivered across the province</li> <li>■ Aboriginal communities engaged</li> <li>■ Disability community engaged</li> <li>■ Girls' and Women's working group established</li> <li>■ Seniors' working group established</li> </ul>	<ul style="list-style-type: none"> <li>■ Tax credits investigated</li> <li>■ New data collected and reported</li> <li>■ Guidelines developed for:                             <ul style="list-style-type: none"> <li>a) funded recreation and sport leadership positions in under-served areas and</li> <li>b) School-Community link positions</li> </ul> </li> <li>■ Recommendations of the engagement of the Aboriginal Sport and Recreation Circle and the disability community and the working groups for seniors, and girls and women implemented</li> </ul>	<ul style="list-style-type: none"> <li>■ Recreation and sport leadership positions in under-served areas</li> <li>■ School-Community link positions established and funded</li> </ul>
<p><b>2. Improving Access for All</b></p> <p>Significantly improve citizen access to recreation and sport opportunities</p>	<ul style="list-style-type: none"> <li>■ Working group of the Departments of TCR and Education created to examine community use of school facilities, and school use of community facilities, beginning with examination of the priority issue of liability insurance</li> <li>■ Travel subsidy reviewed</li> <li>■ Relevant parties on issues of recreation and sport participant safety engaged</li> </ul>	<ul style="list-style-type: none"> <li>■ Provincial assessment of recreation and sport facilities completed; joint-use agreement implemented</li> <li>■ Province-wide insurance plan instituted</li> <li>■ NLTSP policy and program reviewed and revamped</li> </ul>	<ul style="list-style-type: none"> <li>■ Regional facility development plan completed and infrastructure development funding program implemented</li> </ul>
<p><b>3. Strengthen Public Sector Support of Recreation and Sport</b></p> <p>A comprehensive, coordinated and effective network and system of support to advance recreation and sport in the province</p>	<ul style="list-style-type: none"> <li>■ Interdepartmental committee created, as a single coordinating mechanism to oversee strategy implementation and to develop and coordinate ongoing initiatives in recreation and sport</li> </ul>	<ul style="list-style-type: none"> <li>■ Enhanced, accessible information and communications concerning government roles, responsibilities, programs and services in support of sport and recreation established</li> </ul>	<ul style="list-style-type: none"> <li>■ Evaluation and monitoring of government coordination and communications completed</li> </ul>
<p>Renewed, revitalized Recreation and Sport Division and a transformed system of public policy, planning, program delivery, evaluation and accountability</p>	<ul style="list-style-type: none"> <li>■ Establishment of an internal working group and contracting of appropriate expertise to assess and recommend the possible transition of the Division to new mandate and operations</li> </ul>	<ul style="list-style-type: none"> <li>■ Agreements with Federations in place; SNL, SSNL and RNL delivering programs</li> <li>■ Division creating sound policies, developing appropriate programs (best practices, standards and guidelines) and evaluating and monitoring program delivery and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>■ Recreation and Sport Division fully operational as a Policy, Planning and Program Development and Evaluation unit</li> </ul>
<p>Renewed, revitalized Recreation and Sport Division</p> <p>- The system of regional services and support is evaluated, reviewed and revamped</p>	<ul style="list-style-type: none"> <li>■ Internal working group formed</li> <li>■ Review of Regional Operations completed</li> </ul>	<ul style="list-style-type: none"> <li>■ New Regional structure of Regional support developed and approved</li> </ul>	<ul style="list-style-type: none"> <li>■ New Regional support structure and processes in place and operational</li> </ul>

## Recreation and Sport Strategy Implementation and Monitoring Framework

Strategic Directions/Goals	PERFORMANCE MEASURES		
	Short Term	Medium Term	Long Term
<p><b>4. Reaching Our Potential through Enhanced Excellence</b></p> <p>Provide and support opportunities for all citizens who wish to reach their highest potential in sport performance, and election and participation in national and international recreation and sport governing bodies</p>	<ul style="list-style-type: none"> <li>■ In collaboration with Sport NL, establishment of an LTAD education and implementation program</li> <li>■ Working with the Coaching Council, development and delivery of a new, province-wide New National Coaching Certification Program delivery strategy</li> <li>■ Examination of the feasibility of developing concepts, guidelines and criteria for Clusters of Excellence</li> <li>■ Development of an Accountability Framework and evaluation system contracted</li> <li>■ Games review undertaken; Event Hosting Policy and Strategy developed</li> </ul>	<ul style="list-style-type: none"> <li>■ Establishment of a working group on Coach and Administrator career feasibility</li> <li>■ Updated Accountability Framework and evaluation system phased in</li> </ul>	<ul style="list-style-type: none"> <li>■ Programs to enhance professional coaching and sport administration implemented</li> </ul>
<p><b>5. Building Human Resource Capacity</b></p> <p>Increase the number of recreation and sport professionals supporting an increased number of volunteers in the recreation and sport system</p>	<ul style="list-style-type: none"> <li>■ A database of professionals in recreation and sport is built</li> <li>■ A process to systematically investigate volunteer participation in recreation and sport leadership, and their barriers to continued or expanded participation, is developed</li> </ul>	<ul style="list-style-type: none"> <li>■ Working with the Federations, volunteer, recruitment and retention strategies are developed; administrative support for SNL, SSNL, RNL and PSOs is made more effective and efficient</li> <li>■ Criteria and mandates for funded recreation and sport positions in under-serviced areas of the province developed</li> </ul>	<ul style="list-style-type: none"> <li>■ Recreation and sport leaders in under-serviced areas of the province deployed.</li> <li>■ Connections and supports to schools, physical education teachers and athletic directors are strengthened</li> </ul>
<p><b>6. Building Capacity through Infrastructure</b></p> <p>Retrofit and renovate existing facilities to increase use, minimize operating costs, and improve safety and accessibility</p> <p>Ensure new recreation and sport infrastructure is developed to meet the needs of the local population and has a plan in place for sustainability</p>	<ul style="list-style-type: none"> <li>■ A contract for the development of a simple needs assessment tool kit for use by recreation committees and municipalities is let</li> <li>■ Work with other relevant government departments to maximize public funding when new buildings or renovations to existing buildings is planned and undertaken</li> </ul>	<ul style="list-style-type: none"> <li>■ Working with other units in government and outside partners, recreation and sport infrastructure renovation and retrofit funding program are developed</li> </ul>	<ul style="list-style-type: none"> <li>■ New recreation and sport infrastructure in the province developed as identified and required</li> </ul>

## YOUR FEEDBACK

Your views on recreation and sport and on this Strategy are important to us and we want to hear from you.

There will be continuing opportunities over the life of this Strategy to have your voice heard and to contribute to the further development of recreation and sport in the province. The Department of TCR plans to hold regular reviews and release regular updates on the implementation of this Strategy over the next five years.

Please contact us through one of the channels below. You are encouraged to send written submissions or simply to call in with your views.

Recreation and Sport Division  
Department of Tourism, Culture and Recreation  
PO Box 8700  
St. John's, NL  
A1B 4J6  
Telephone: 1-888-520-2244\* or (709)729-3663  
Fax: 1-709-729-0870  
E-Mail: [recreationandsportstrategy@gov.nl.ca](mailto:recreationandsportstrategy@gov.nl.ca)

\*Please note that toll-free numbers sometimes change over time at the point of the service provider. If there is no response at this number, please e-mail or fax the contact points given above.

Please be assured that all the information provided in these feedback mechanisms will be treated as confidential in accordance with the provisions of the *Access to Information and Protection of Privacy Act*.







## Appendix A: Department of Tourism, Culture and Recreation Programs and Services Recreation and Sport and the Provincial Government System of Support

Through the recreation and sport line of business, the Department of Tourism, Culture and Recreation is committed to providing leadership and direction (in co-operation with recreation, sport and active living stakeholders, including other government departments and affiliated sectors) to ensure that all residents have access to a diversity of affordable, accessible, and safe recreational and sport opportunities. It also includes promoting improved health by valuing and integrating sport, recreation and daily physical activity into the everyday lives of residents of the province, and providing opportunities for residents, especially our youth, to participate in the sport of their choice at the highest level of their ability.

Programs include:

- Community recreation development programs and services including financial assistance through Community Recreation Development Grants, consulting services regarding community recreation programming, recreation infrastructure, event planning, and active living and leisure services;
- Sport development programs including financial assistance to help offset the costs of training, transportation to sporting events, sport programs and hosting events;
- Provincial training centres and pools which are available to, and utilized by, sport and other community groups. Provincial Training Centres are located in Stephenville, and Happy Valley-Goose Bay, and a new centre will be completed in St. John's in November 2007. Provincial swimming pools are located in Gander, Corner Brook and Happy Valley-Goose Bay.

**Human Resources** - The Recreation and Sport Division has a total permanent staff complement of 17, with 7 being located in the head office in St. John's. The remaining permanent staff are located as follows: Stephenville (2); Happy Valley-Goose Bay (2); Gander (2); Corner Brook (1); Lewisporte (1). In addition, the Division has a number of part-time employees (life guards, swimming instructors) at the pools in Gander, Corner Brook and Happy Valley-Goose Bay.

**Legislation** – Legislation specific to the Recreation and Sport Division includes the Boxing Authority Act and the Boxing Authority Regulations. This legislation is implemented in concert with the Boxing Authority of Newfoundland and Labrador.

**Budget** - The total current budget for the Recreation and Sport Division for 2006-07 was \$2.866 million. (The Division's budget also included an additional \$2 million which was granted to the City of St. John's for the new training centre.) The Recreation and Sport current budget allocation represented approximately 6.8 per cent of the Department's total current budget of \$41.990 million.

**Key Stakeholders** - Key stakeholders of the Recreation and Sport Division include: School Sports NL; Recreation NL; Sport NL; Provincial Sport Organizations; recreation commissions; municipal councils; coaches; sports officials; schools; post secondary institutions; volunteers; Departments of Health and Community Services (and related associations), Education, Justice, and Human Resources, Labour and Employment; Sport Canada and the Public Health Agency of Canada.

**Investment in Recreation and Sport** - Budget 2006 provided \$2.55 million to champion our athletes and to support opportunities for Newfoundlanders and Labradorians to participate in organized sport and recreational activities. Highlights included:

- \$700,000 in 2006-07 for a total renewed provincial contribution of \$2 million towards the creation and operation of a new Provincial Training Centre to ensure our talented athletes have an appropriate training facility
- \$400,000 per year to cover a three-year extension of the Bilateral Agreement-National Sports Policy program which is cost-shared with the federal government. This program offsets the costs of hosting regional games and the Festival of Sport program. It also assists sports teams travelling to national championships.

In 2006-07 Government directed a further \$1.3 million to support implementation of the provincial wellness plan, Go Healthy. This investment built on the previous record \$2.4 million investment in wellness. The plan's first phase is being implemented over the period 2006-07 to 2008-09 and will focus on some key areas, including healthy eating, physical activity, tobacco control, and injury prevention.

Budget 2006 also allocated \$1 million to extend the physical education equipment program to students in the intermediate grades. The program was introduced in 2005-06 for the province's high school students and funding in 2006-07 was used to purchase equipment for students in grades 7-9. The new physical education curriculum promotes life-long, healthy living, from kindergarten to senior high. It is about helping students foster positive attitudes about the importance of being active and physically fit for life.

## Provincial Government Involvement in Recreation and Sport

The Public Sector supports the recreation and sport system in various ways - through direct funding to recreation, sport and physical activity initiatives and organizations, through providing access to other types of funding (for example, infrastructure) and through policy and strategies that support the environments in which sport and physical activity can thrive (e.g. schools, communities). This chart identifies ways in which individuals, organizations and communities are supported by governments. Listed with each reference to Departments or Branches are examples of the types of support and/or involvement governments provide. (Please note that these are not all-inclusive lists).

Department of Tourism, Culture and Recreation	Department of Health and Community Services	Other Departments
<ul style="list-style-type: none"> <li>■ Provides leadership, direction to ensure diverse, affordable, accessible and safe recreational and sport opportunities</li> <li>■ Promotes improved health by valuing and integrating sport, recreation and daily physical activity into everyday life</li> <li>■ Provides opportunities for participation in the sport to the highest level of ability</li> <li>■ Through Tourism, promotes commercial tourism-related recreation, ski resorts, golf courses, trails and special events</li> <li>■ Through Culture, promotes commemoration and cultural activities associated with Games.</li> </ul> <p>Programs include:</p> <ul style="list-style-type: none"> <li>■ Community recreation development programs and services including financial assistance through Community Recreation Development Grants, consulting services regarding community recreation programming, recreation infrastructure, event planning, and active living and leisure services</li> <li>■ Sport development programs including financial assistance to help offset the costs of training, transportation to sporting events, sport programs and hosting events</li> <li>■ Provincial training centres and pools. Training Centres are located in Stephenville and Happy Valley-Goose Bay. Pools located in Gander, Corner Brook and Happy Valley-Goose Bay.</li> </ul>	<ul style="list-style-type: none"> <li>■ Support improvements in population health through physical activity, healthy living, healthy eating etc.</li> <li>■ Funds provincial health initiatives that promote physical activity</li> <li>■ Develops strategies and policies to create a supportive environment for health, wellness and physical activity (for example, the Wellness Plan)</li> <li>■ Works with the Provincial Wellness Advisory Council, Working Groups and Regional Health Coalitions to promote wellness including physical activity</li> <li>■ Inter- and intra-government relations (for example, working with Health Canada, the Department of Education and other provincial and territorial governments).</li> </ul>	<ul style="list-style-type: none"> <li>■ Human Resources, Labour and Employment. Help low-income people and families build greater social and economic independence and include income support, employment support, youth services, labour market development and immigration.</li> <li>■ Municipal Affairs – provide infrastructure grants for recreation facilities and supports municipal plan development</li> <li>■ Labrador &amp; Aboriginal Affairs - co-ordinates government's activities related to Labrador Affairs and Aboriginal Affairs, including the Northern Strategic Plan, policy and programs, federal-provincial agreements, land claims etc.</li> <li>■ Environment &amp; Conservation – oversees provincial parks and natural areas used for outdoor recreation including the Provincial T'Railway</li> <li>■ Government Services &amp; Lands – administers Crown Lands used for outdoor recreation</li> <li>■ Transportation &amp; Works – oversees policies on provincial roads and highways and physical environments.</li> </ul>
Women's Policy Office	Other Departments	
<ul style="list-style-type: none"> <li>■ Identifies areas of special concern, coordinates policies and programs of benefit to women and evaluates and monitors legislation, policies and programs that impact women.</li> </ul>	<ul style="list-style-type: none"> <li>■ Develops and oversees Physical Education and Health Curriculum (K-12) and associated policies</li> <li>■ Mandates physical education requirements</li> <li>■ Works with the Department of Health and Community Services on initiatives that promote physical activities (for example, Healthy Students/Healthy Schools Initiative).</li> </ul>	



## Appendix B: Steering Committee Members

The Department of Tourism, Culture and Recreation consulted with Steering Committee members, in light of government strategic directions and commitments, to develop a multi-year Recreation and Sport Strategy for Newfoundland and Labrador.

The role of the Recreation and Sport Steering Committee was to provide the Department of Tourism, Culture and Recreation and the recreation and sport sector with the best advice and guidance to support sound decision-making in the formulation of the provincial Recreation and Sport Strategy.

This was done through research, regular meetings, strategic planning sessions and regular communications. Members were appointed by the Minister of TCR and the term was for the life of the project (September 2006 to April 2007). For non-government representatives, participation on the Committee was voluntary. Steering Committee members were as follows:

### **Department of Tourism, Culture and Recreation**

Brent Meade

Jim Tee

### **Department of Health and Community Services**

Eleanor Swanson

Bernie Squires

### **Department of Education**

Eldred Barnes

Mark Jones

### **Recreation Newfoundland and Labrador**

Gary Milley

### **Sport Newfoundland and Labrador**

Tom Godden

### **School Sports Newfoundland and Labrador**

Karen Richard



## Appendix C: Glossary of Terms

**Athlete** – an individual who demonstrates skill in a sport, trains and competes as part of her/his regular routine or career goal.

**Athlete Development** – measures and support that allow athletes to reach their optimal physical, technical, tactical, emotional and cognitive potential.

**Best Practices** – programs, initiatives or activities that are considered leading edge, or exceptional models for others to follow.

**Canada Games** – occurs every four years (there are Canada Summer Games and Canada Winter Games that take place in alternate four-year cycles – that is, Games take place every two years) in a host community in Canada, based upon a federal/provincial/territorial rotation cycle. Each province and territory sends a team of athletes (accompanied by coaches, manager and mission staff) to compete in a multi-sport (about 20 different sports) environment. These Games are generally viewed as stepping stones to the Pan American, Olympic, Paralympic or Commonwealth Games or world championships.

**Capacity Building** – facilities, programs or other resources that help develop a community's (organization or group) ability to perform specific tasks (such as increase participation levels, support athletes' development, and build facilities).

**Coach Development** – measures and support that allow coaches to reach their optimal coaching potential. In general, this means providing competency-based certification, training, clinics and education opportunities.

**Entry Level Participant** – an individual who has had only limited exposure to a sport where the activity often includes modified rules or equipment.

**Equity** – the belief and practice of fair and just treatment for individuals and organizations. To be equitable means to be fair and appear to be fair.

**Gender Equity** – the principle and practice of fair allocation of resources, programs and decision-making to both women and men, and includes the redressing of identified imbalances in the benefits available.

**High Performance** – level of sport where athlete strives to excel at elite or international standards.

**High Performance Athlete** – an individual who has been identified through competitive achievement as having the skill, ability and interest in competing at the national and international level and who intensively trains year-round.

**Infrastructure** – facilities, resources or networks that form the underlying foundation or basic framework of a system.

**Long Term Athlete Development (LTAD)** – comprehensive long-term athlete development consisting of a sport-specific pathway for an athlete to follow in his or her athletic career. It includes a variety of programming components, such as coaching, athlete support, training, competition, equipment, sport science and medicine, research and access to facilities.

**National Coaching Certification Program (NCCP)** – a federal, provincial and territorial program designed to improve the standard of coaching throughout the country and the province.

**Newfoundland and Labrador Games** – provincial games held every two years alternating summer and winter. The Province provides the host community/communities with financial assistance for the operation and administration of these Games.

**Organized sport** – sports that are part of a league and/or organized with a set schedule leading to championships (city, regional or provincial, national and international).

**Participatory** – description of activities that are generally non-competitive and encourage individuals to participate for health, social and/or personal benefits, as opposed to winning and losing.

**Physical Activity** – any bodily movement produced by the contraction of the skeletal muscles that increases energy expenditure above a baseline level. Can also describe activities whereby physical exertion is required and does not necessarily include an activity that is considered a sport (for example, hiking, jogging, and aerobics).

**Physical Education** – an educational process that uses physical activity as a means to help people acquire skills, fitness, knowledge and attitudes that contribute to their optimal development and well-being.

**Physical Fitness** – the ability to carry out daily tasks with vigour and without undue fatigue, and with sufficient energy to engage in leisure-time pursuits and the vitality to perform at one's fullest capacity.

**Process Indicator** – an indicator of process that is either qualitative or quantitative data and used to indicate progress toward a stated goal or objective.

**Professional Sports** – sports where athletes normally receive a salary or compensation for competing or placing in a sporting event.

**Provincial Health Goals** – goals set by government under the provincial Strategic Health Plan, the Department of Health and Community Services Departmental Strategic Plan, the Provincial Wellness Plan, the Poverty Reduction Strategy etc. as the province's vision for a healthy population. These plans provide an overall framework for action to improve the health of Newfoundlanders and Labradorians and reduce inequalities in the province.

**Provincial Sport Organization (PSO)** – the governing body that oversees a specific sport in the province (e.g. gymnastics, basketball) and affiliated with Sport Newfoundland and Labrador and relevant national sport organizations and international sport federations. PSOs include alpine skiing, archery, athletics, badminton, baseball, basketball, ball hockey, bicycling, bowling, boxing, broomball, cross country skiing, curling, darts, diving, equestrian, football, golf, gymnastics, handball, high school athletics, hockey, judo, karate, kenpo, lawn bowling, paintball, power lifting, racquetball, rowing, rugby, sailing, skiing, shooting, soccer, softball, Special Olympics, squash, swimming, synchronized swimming, table tennis, taekwondo, tennis, triathlon, volleyball, weightlifting, wrestling.

**Provincial Team (or Team NL)** – the team of athletes, coaches and support staff that represents Newfoundland and Labrador at national competitions or multisport Games. The team members are selected by provincial sport organizations based on performance merit.

**Provincial Training Centres and Pools.** Three Provincial Training Centres and two Provincial Swimming Pools are available upon request for use by sport and other community groups. The Training Centres are located in St. John's, Stephenville and Happy Valley-Goose Bay. The pools are located in Gander and Corner Brook and co-exist with the Arts and Culture Centre in each community.

**Recreation** – activities generally done during an individual's leisure time (outside of school and work) and for non-competitive, non compensatory reasons.

**Recreation Newfoundland and Labrador (RNL)** – a not-for-profit organization established in 1971 to promote, foster and develop recreation in the province of Newfoundland and Labrador. Its mission is to provide a full range of services to enrich the concept of leisure throughout Newfoundland and Labrador, and to enable individual citizens to improve their quality of life. RNL works to improve the quality of recreation for Newfoundlanders and Labradorians and to maintain relationships with recreation directors, community organizations, government officials, volunteers, students, the business sector and other professionals in the recreation field, and supports the benefits of recreation through information, advocacy, and the development of programs and services.

**Recreation and Sport System** – includes all participants and partners involved in recreation and sport activities, including athletes, people who participate in sport or physical activity strictly for recreational, health or social benefits, coaches, officials, volunteers, leaders, administrators, groups and organizations, levels of government, public sector agencies (e.g. schools, universities, health groups) funders and program/service providers.

**Respectful Environment** – the concept and policy that all participants of recreation and sport (participants, leaders, coaches, officials, volunteers, supporters etc.) pursue their activities in a respectful, safe environment free from harassment, discrimination or threat to personal safety and emotional well-being.

**School Sports Newfoundland and Labrador (SSNL)** – the former Newfoundland and Labrador High School Athletic Federation, formed in 1969, to coordinate and administer interscholastic athletics in Newfoundland and Labrador. The mission of SSNL is "to organize, promote and govern all school sports within the province, assisting student-athletes in reaching their full physical, educational and social potential through participation and sportsmanship in interscholastic sport." The mainstay of the School Sports program is the organization and administration of tournaments at the provincial and regional levels (approximately 200 regional and 35 provincial tournaments annually). Participation in high school athletics exceeds 10,000 student-athletes and over 1,000 volunteer teacher-coaches. School Sports offers programs in 12 sports for male and female student-athletes.

**Sport** – Sport is a physical activity involving large muscle groups, requiring strategic methods, physical training and mental preparation and whose outcome is determined, within a rules framework, by skill, not chance. The sport continuum encompasses a range of activity from the purely participatory (non-competitive, unstructured activity) and travelling to world-class high performance (competitive, highly structured activity).

**Sport Development** – measures and support that allow a specific sport or a sport organization to improve and/or grow.

**Sport Newfoundland and Labrador (SNL)** – the volunteer provincial organization committed to the promotion and advancement of amateur sport throughout the province of Newfoundland and Labrador. It represents the collective interests and goals of its members through: 1) the provision of various programs and services; 2) liaising and lobbying with government, communities, media and other representative organizations, and; 3) the provision of direction and leadership on issues affecting its members.

**Unstructured Sports** – sport activities that occur in a recreational setting (e.g. playground, school gym or schoolyard). These activities may have an outcome (win or loss), but don't lead to championships or tournaments and don't involve "teams" or "standings."

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