

1.0 BACKGROUND

1.1 Study Purpose

In 1995, the Province of Prince Edward Island, in cooperation with Sport PEI, PEI Recreation & Sports Association for the Physically Challenged, and PEI Recreation & Facilities Association, through a process of consultation and collaboration, developed a five-year plan for sport in PEI. Many of the recommendations of that plan have been addressed, including completion of the Facility Study, implementation of a two year planning process for Provincial Sport Organizations (PSOs), and reintroduction of Provincial Games.

There are many positive developments within the sport and recreation sector in PEI. There are also a number of issues, trends, and initiatives, some external and some within the province that require prudent and responsible management. These include, but are not restricted to:

- Need for all stakeholders to have clearly identified roles working in unison toward a common vision.
- Need to provide increased support to athletes, coaches, and officials who excel on the national and international fields of play.
- Access to recreation and sport opportunities throughout the province.
- Need for strong coaching and officials development programs.
- Greater awareness of the benefits of physical activity and its contribution to healthy lifestyle.
- Increased demand for more and higher quality programs (i.e., sport science) and facilities.
- A new Canadian Sport Policy and the opportunities it provides.
- Increasing costs of participation.
- Increasingly convenience oriented and sedentary society.
- Changing demographics.
- Sport development and Facility issues relating to 2009 Canada Games.
- Increased concern of abuse and harassment in the sport community.
- Increase of liability issues in the sport community.
- Changing face of volunteers and their need for professional support.
- Duplication and proliferation of facilities.
- Need to maximize resource allocation to sport and recreation.
- Access to school facilities.
- Gender equity in all aspects of sport and recreation.

With the foregoing in mind, a decision was made to develop a new five-year PEI sport strategy. Although the role of government is to be clearly defined within the strategy, it is not intended to be a government plan for sport, but rather a blueprint

for the development of sport throughout the province, which recognizes and identifies the roles of the many stakeholders that make up the sport delivery system in PEI. A Steering Committee with broad representation from the PEI sport community was formed to provide direction, advice, and feedback to the strategy process. A Request for Proposals (RFP) was issued in March 2002, and ABS Ventures, in association with Don LeClair, was awarded the contract to develop the strategy.

The objectives of the study are:

- To develop a shared vision and guiding principles for all stakeholders involved in the development of sport in Prince Edward Island.
- To review appropriate roles and responsibilities of key stakeholders in the sport delivery system in Prince Edward Island.
- To identify goals for sport development in Prince Edward Island.
- To develop an Action Plan for sport development in Prince Edward Island.
- To address a strategy to maximize for sport the impacts of hosting the 2009 Canada Games.

For purposes of this study, sport is defined in the RFP as a physical activity involving large muscle groups requiring mental preparation and strategic methods and whose outcome is determined within a rules framework, by skill not chance. It occurs in an amateur, organized, safe, structured, and competitive environment in which a winner is declared. For the purpose of this strategy, sport will also include low organized and grassroots recreational sport, often characterized at the community level as physical recreation.

The timetable for the study was for work to begin in early April 2002 and a DRAFT Final Strategy to be provided to the Steering Committee in early August 2002. It is intended that a Provincial Roundtable on Sport will be convened in October 2002, at which the consultant will present the strategy. Based on feedback from the Roundtable, the consultant will complete a final rewrite of the report by mid-November 2002.

1.2 Orientation by Steering Committee Members

As a first step in undertaking this study, the consultant met with the Steering Committee as a group, and then met individually with each Steering Committee member. None of these individual meetings was to reach conclusions, only to provide subject matter to the strategy and to ensure that the consultant had a clear understanding of the expectations and priorities of each Steering Committee member. This was a very useful exercise in guiding the development of the sport strategy.

1.3 Canadian Sport Policy

An additional factor the consultant team needs to take into consideration from the outset is the Canadian Sport Policy.

The Canadian Sport Policy took approximately two years to develop. It reflects the interests and concerns of 14 government jurisdictions and of the Canadian sport community and of many other organizations that are indirectly impacted by sport in Canada.

There was extensive consultation throughout the process of developing the policy. Regional consultations were held across the country, beginning in January 2000. These were followed by a National Sport Summit, in Ottawa, in April 2001. More than 400 delegates attended this Summit, and were reflective of views from every jurisdiction across the country, and at all levels.

In addition to this process, deputy ministers responsible for sport met on a regular basis throughout the process to review and revise drafts of the proposed policy. Arising from these discussions was the decision to develop a companion document entitled "Federal-Provincial/Territorial Priorities for Collaborative Action".

Federal-provincial/territorial ministers responsible for sport discussed the policy at two conferences. They met in August 2001 in London, Ontario, and in April 2002 in Iqaluit. At the Iqaluit Conference, the policy and accompanying priorities document were formally endorsed.

While the articulation of public policy is ultimately a government responsibility, many and diverse voices were invited and encouraged to participate in the development of this policy. The interest of all, both inside and outside of government, was to make the Canadian sport system more effective and inclusive.

The view held by many at the beginning of this process was that it would be but an exercise in cosmetic change, engineered by the federal government. However, influenced by the Mills Commission and with the strong and open encouragement of the then Secretary of State for Amateur Sport, Hon. Denis Coderre, the discussions and the Policy led to many fundamental considerations.

The Canadian Sport Policy utilizes a very broad definition of sport, in the interest of addressing a wide variety of activities. It addresses sport at all levels, including school and community level participation, as well as elite sport at the national and international levels.

The Vision of the Canadian Sport Policy is to have by 2012 "a dynamic and leading-edge sport environment that enables all Canadians to experience and enjoy involvement in sport to the extent of their abilities and interests, and for increasing numbers to perform consistently and successfully at the highest competitive levels."

In order to achieve this Vision, four Goals have been identified: Enhanced Participation, Enhanced Excellence, Enhanced Capacity, and Enhanced Interaction. These Goals will be addressed more fully, later. First the context in which sport development in Canada in the early 21st Century should be considered, will be explored.

The Canadian Sport Policy is positioned in the context of the powerful contributions which sport can make in terms of social and personal development, health and well being, culture, education, economic development and prosperity, and tourism and entertainment. In other words, the Policy positions sport as an integral part of Canadian life with many benefits to be derived from good quality participation in sport, regardless of the form in which the participation occurs, be it as an athlete, a coach, an official, a supporter, or as a spectator.

The Policy is positioned in the context of the many consultations that were carried out, and in response to the many varied, but valued views that were expressed.

Finally, the Policy is reflective of the many significant realities, trends, and challenges which surfaced through the consultative process. These included such considerations as declining levels of participation in sport, barriers to participation which continue to exist for many Canadians, the need to improve the quality of school sport and physical activity; as well as, the need to increase the opportunities for participation in physical activity and sport within the school environment. The need to provide a seamless continuum for athlete development is a challenge that must be addressed. There is a need for the upgrading of coaching development, and for an improvement of Canada's performance on the international stage. Ethics must be at the centre of sport participation in Canada, and there must be mechanisms in place to resolve disputes in sport. The positioning and enhancement of both Canada Games and hosting opportunities, at the national and international levels, were key considerations identified for consideration within the sport policy. There are needs to develop Canada's sport research and knowledge base, and to optimize the impact of professional sport on both the Canadian sport system and on the lives of individual Canadians, particularly the young. The consultations revealed that there must be the seeking of alternative and innovative sources of funding of sport in Canada. Finally, the Policy is positioned in the context of the necessity for a greater level of collaboration not only between governments, at all levels, but between governments and their respective sport communities.

It is important to understand that both the Goals and the Policy are guided by a number of principles and characteristics. These include an appreciation that: the Canadian sport system must be participant/athlete-centred; sport promotes leadership; sport is based on equity and access; sport is focused on development; sport champions excellence; and sport serves the public interest.

Based on these principles and characteristics the Sport Policy seeks to improve sport in Canada through the addressing of four Goals.

Enhanced Participation: In an effort to achieve this Goal there are two priorities established: to increase participation in sport through increasing the public's understanding of and participation in sport; and through the encouragement of specific target groups (e.g. girls and women, the disabled, visible minorities, and Aboriginal peoples, as well as, through the increasing of sport and physical activity opportunities in schools).

Enhanced Excellence: This Goal will be addressed through the establishment of targets to measure both the performances of athletes and the effectiveness of the Canadian sport system; through the enhancement of the role of applied science, competitions and other key elements in athlete development; and through the evaluation and confirmation of the role which National Sport Centres can play in the development of athletes.

Enhanced Capacity: This Goal will be addressed through improvements in coach education with the implementation of Competency Based Education and Training. The Goal will be addressed through the development of a sport hosting strategy, which will endeavour to maximize the positive impact, both on sport development and on the economy, of hosting sport events. There will be a focus on improving sport and recreation facilities throughout the country. The "Canadian Strategy on Ethical Conduct in Sport" will be implemented. Efforts will be undertaken to foster the diversification of the resource base for sport organizations, at all levels. Finally, in an attempt to achieve this Goal, an emphasis will be placed on the development of Aboriginal sport.

Enhanced Interaction: Efforts will be undertaken to increase the awareness, within governments, of the benefits of sport participation. Governments will engage in joint planning with their respective sport communities. The enhancement of collaboration between sport organizations and between the two levels of government will be a priority. Finally, to address this Goal, the federal government will initiate and negotiate bilateral agreements both between themselves and provincial/territorial governments, as well as, between provincial and territorial governments.

At this point in time, the development of a Prince Edward Island Sport Strategy must occur in conjunction with a very careful and in-depth review of the Canadian Sport Policy. Prince Edward Island, and its many sport organizations, are a part of the Canadian sport system. The Vision, the Goals, the principles and characteristics, as well as many of the proposed actions of the Canadian Sport Policy, will have direct and indirect implications for the sport system in this province.

Quite obviously, some components of the national policy will have a greater degree of relevance to the PEI strategy than others. The relevance and the linkages must be examined in considerable detail. The consultative process to be undertaken must include a consideration of the positioning of our strategy in the context of the national policy.

The timing of the implementation of the National Sport Policy, and its companion piece "Federal-Provincial/Territorial Priorities for Collaborative Action 2002-2005" could not be better. This provides both an excellent opportunity for us to position our PEI Sport Strategy in a national context and for the province to be strategically positioned to take fullest advantage of emerging bilateral agreements.

2.0 SURVEY QUESTIONNAIRE

2.1 Background

As part of the five-year sport strategy, the consultant team prepared a comprehensive questionnaire covering major aspects of sport in PEI. The questionnaire contained sections on Community Sport, School Sport, Provincial Sport, and Future Priorities. In addition to 81 specific statements with which the respondent was asked to respond on a scale of 1 – 5 (with 1 being Strongly Disagree and 5 being Strongly Agree), there was provision for open-ended comments on sport. The questionnaire results and some of the more interesting comments can be found as an Appendix to this report.

The questionnaire was sent to 400 stakeholders from across the province by mail or e-mail. With little or no follow-up, a total of 124 responses was received and many respondents also took time to provide comments. This level and type of response indicates clearly that the sport strategy is of great interest to many Islanders.

2.2 Major Findings

Although the full results in Appendix 2 provide a wealth of information/feedback, following are some of the major findings.

For Community Sport, the statements that respondents disagree with in the highest percentage of cases are:

#	Statement	Strongly Disagree	Somewhat Disagree
10	There are a sufficient # of volunteers	29%	35%
11	There are adequate professional sport staff	22%	36%
4	Sport facilities is a community responsibility	20%	31%

The statements that respondents most agree with are:

#	Statement	Somewhat Agree	Strongly Agree
13	Athletes/players participate in safe, harassment free environment	49%	16%
5	There are high quality community sport facilities	38%	18%
8	There are high quality volunteer administrators	41%	15%

For School Sport, the statements that respondents disagree with in the highest percentage of cases are:

#	Statement	Strongly Disagree	Somewhat Disagree
31	Athletes/players with special needs are provided adequate opportunities	26%	28%
26	There is sufficient number of volunteers.	2%	37%
18	Athletes/players have access to quality sport activity.	9%	25%

The statements that respondents most agree with are:

#	Statement	Somewhat Agree	Strongly Agree
20	Sport provides social, scholastic health, benefits	37%	54%
38	A sport school would be beneficial	32%	46%
30	Sport provides age appropriate experiences.	56%	22%

For Provincial Sport, the statements that respondents disagree with in the highest percentage of cases are:

#	Statement	Strongly Disagree	Somewhat Disagree
54	There are sufficient number of paid leadership positions	46%	26%
51	Recruitment, training of volunteer coaches is adequate.	13%	56%
58	Elite athletes receive the support they need	26%	37%

The statements that respondents most agree with are:

#	Statement	Somewhat Agree	Strongly Agree
34	PSOs encourage adequate participation	39%	21%
47	Achievement is adequately recognized.	34%	21%
35	PSOs provide adequate competition.	40%	17%

Also, the games which are regarded by the greatest percentage of respondents as an important part of the provincial sport system are the Canada Games (with 68% Strongly agree, and 22% Somewhat agree), while the least percentage favour the International Island Games (20% Somewhat Agree and 20% Strongly Agree).

For Future Priorities, respondents were asked to rate in descending order, their five highest priorities. For all survey respondents, the most important priorities are as follows, and the numbers represent the actual number of respondents who rated the particular subject matter as their first, second, third, fourth, or fifth priority.

#	Statement	1	2	3	5	3	Total
60	Coaching development	18	8	8	5	6	45
62	More government funding for sport	14	11	8	3	9	45
72	Sport opportunities for children and youth	5	8	9	11	11	44
65	Facilities	15	14	8	6	0	43
70	Emphasis on skill development	9	5	11	11	6	42
66	Addressing barriers to participation	12	6	9	4	11	42
71	Paid leadership in sport	8	11	3	3	7	32
79	Volunteers	2	5	7	10	8	32
63	Increasing awareness of the value of sport	4	5	5	3	6	23
78	Officials	2	4	4	11	2	23
77	Elite athletes	4	11	0	5	0	20
74	Needs of other disadvantaged (e.g., low income, single parents)	2	3	5	3	6	19
75	Needs of risk health groups (obese, poor health)	0	5	6	2	6	19
69	Providing competitive opportunities	0	5	6	3	3	17
81	PSO development models.	3	3	5	0	5	16
64	Ethics in sport	2	3	3	5	2	15
61	Addressing gaps in the system	6	2	3	2	0	13
68	Canada Games and/or other Games	0	2	0	6	3	11
67	Addressing barriers to excellence	0	0	2	3	5	10
76	Seniors	3	0	0	3	2	8
80	Gender equity	0	0	5	2	1	8
73	Special needs of the disabled	0	0	3	2	1	6

The priorities noted above are, for the most part, highly consistent with other research undertaken for this study. An important and revealing exception, however, is #73 – Special needs of the disabled. In all other research undertaken, this was one of the highest priorities of various stakeholder groups province-wide. However, when survey respondents were asked to list their five most important priorities, the Special needs of the disabled fell to the bottom of the list. This would seem to indicate that special needs of the disabled is not front of mind for most sports stakeholders and/or they believe other stakeholders are addressing this issue. There is an obvious need to ensure that the special needs of the disabled is a clear and specific element of the Five-Year Sport Strategy at all levels so their needs are not inadvertently missed or understated.

3.0 FOCUS GROUPS

3.1 Background

While the survey questionnaires provided brief responses on many subjects from a large number of respondents, each of the focus groups brought together a small number of stakeholders to deal with subject matter in an in-depth fashion.

The following focus groups were held:

- East Wiltshire School (junior high students)
- Eastern PEI (cross-section of stakeholders)
- Francophone sport
- Government Decision Makers (Ministers, Mayors, senior officials)
- Media
- Public Officials (PEI Department of Education, School Boards, Community Affairs)
- Sherwood Elementary School
- Special Olympics and Physically Challenged
- Summerside Region (cross-section of stakeholders)
- UPEI (university students)
- West Prince region (cross-section of stakeholders)

The focus groups were well attended (typically 6 – 10 participants at each session) and provided a wealth of information essential to the development of the sport strategy.

3.2 Issues

Following are key issues that arose in the focus groups:

1. Regional Differences

Although PEI is a small province, geography is a major factor in sports within the province. Focus group participants from all parts of the province acknowledge that it is much easier to be involved in sport if one lives in the Charlottetown or Summerside area, rather than rural areas distant from the two cities. The West Prince focus group discussed the out-of-pocket costs and time involved in travelling to Charlottetown frequently – a fact acknowledged by Charlottetown area focus group participants. In fact, both groups noted that for a West Prince sports group to go to Charlottetown is so commonplace it is routine, like "going down the road", whereas a Charlottetown sports group that may occasionally

travel to West Prince complains and prepares "as if they were going to Toronto." In addition to the increased costs and increased time commitment required of Western and Eastern PEI sports enthusiasts, there are various other regional issues. These include:

- It can be more difficult to develop elite athletes in rural areas because of a lack of facilities, competition, and/or depth in coaching.
- It can be more difficult to bring together sufficient numbers for a team and/or to introduce non-mainstream sports in rural areas because of small populations.
- Communications and co-ordination can be more difficult in rural areas because of lack of professional staff, absence of media in the region, and/or planning taking place in one of the two cities without sufficient prior liaison with the regions.
- Some PSOs have a Charlottetown and/or Summerside mindset and are not active enough in introducing/developing their sport in other regions of the province. There is a real need for PSOs to develop an outreach program. This could consist of such events as having representatives of the sport provide demonstrations/clinics at various locations throughout the province, or inviting youngsters from across the province to attend clinics/or demonstrations at central locations. In any case the need was expressed on a number of occasions that PSOs had to be proactive in exposing children across the province to a wide variety of sports.
- It can be more difficult to fundraise in rural areas because of small populations, donor fatigue, and/or lack of corporate sector presence.
- Transportation within rural areas can be a major barrier to development of athletes, particularly the mentally, physically, or financially disadvantaged.

2. Facilities

Although the survey questionnaire results indicate a facilities need, the focus groups were helpful in clarifying this. The following points were consistently made in the focus groups.

- There is a major need for an aquatics facility, and this need is supported province-wide. The reader should be aware that both the survey questionnaire and the focus groups were held before a decision was made to locate the new aquatics facility at UPEI, and, at the time, there was considerable concern that site uncertainty could result in serious delay in construction of the new facility.
- In the view of most focus group participants, there are no other major new facilities needs, although there needs to be upgrading of soccer fields, installation of lighting in a ball field in West Prince, and other relatively modest upgrades across the province.

- The greatest facilities need is better access to sports facilities, particularly schools. It was pointed out that some school administrators are very helpful in making their school properties accessible to the community and, in some schools, the sports facilities are utilized from morning until late evening. However, there are many schools that are not nearly as accessible as they should be. This is a problem year round and particularly in summer. For some schools, there needs to be a major improvement in access.
- Although the school administrator can be the greatest barrier to providing access to school sports facilities, there are other barriers ranging from school rental cost to liability issues, to the responsibilities of coaches/volunteers (e.g., should a volunteer coach also be responsible for ensuring that a playing field is free of bottles, trash?) Additionally, some focus group participants say that if you know the "pecking order" for access, it can be much easier to access school facilities than if you don't have such information. For example, one martial arts organizer applies as a cultural organization at a particular school, because he contends it provides easier access than to apply as a sports body.

3. Participation levels

Participation was one of the major issues/concerns in the various focus groups. There is a widespread recognition that many individuals are not entering the PEI sports system, while many others are dropping out. There is strong support for these trends being reversed. The following were cited as examples of the problem:

- School sport was viewed as critical to the expansion/retention of sport participation numbers. The philosophy of the school sport program was challenged by some. There is a strong belief that the school and the community must work to provide opportunities for the large numbers who wish to play sport, but fail to be selected for school teams. This is an issue that surfaced over and over again. There is a consensus that all students should take physical education classes, and that intramural sports must be a central part of the school day. Many felt that the community sport people should have some means to influence the school's physical education curriculum. It was also felt that school sport was not providing appropriate leadership when it did not require its coaches to be properly certified.
- In many cases, a large number of children/youth try out for a team and only a small percentage makes the team. There is often little or no provisional "plan" for those who don't make the team, and sometimes this results in them dropping out of the sport.
- Increasingly, some young people of all ages may not want to enter an activity at a competitive level. Sport by its nature is competitive, and this can result

- in many young people never entering the sports system. We need to have "softer" alternate entry strategies so some children can join in group walks or other non-competitive fitness activities. After they become comfortable with this level of group activity, they may then be ready to take part in a sport that interests them. We must develop strategies that will result in every young person being able to comfortably enter the sport system and to progress at his/her sport.
- Society may actually discourage participation in some excellent sporting activities. For example, skate boarding provides quality physical activity and has the kind of individual (as opposed to the competitive), proceed at your own pace, which many young people are seeking. It can also provide excellent social interaction with other young people. We should be recognizing that this type of activity can provide all the best health and development benefits, and we should be encouraging skateboard facilities.
 - Sometimes, particularly in the cases of young people with physical or mental disabilities, the parent can unwittingly be a deterrent to participation. Because the child has a disability, the parent may feel the son/daughter is too fragile to be participating in sports; when, in fact, such participation can be of great benefit to the child. Similarly, some economically disadvantaged children do not participate because their parent(s) cannot assist with transportation, equipment costs, etc.

4. Insufficient recognition of benefits of sport:

There was virtually unanimous agreement at the focus groups that sport has wonderful benefits and that these benefits should result in much greater government support for sport than has been the case to date. Examples include:

- The health benefit of sport is a "no-brainer." The health benefits of sport are so great for people of all ages that it is incomprehensible that sport in the province operates on a shoestring, while medical treatment costs soar.
- Sport builds character and other personal development traits ranging from punctuality to teamwork and all of these attributes prepare a person for the challenges of life and work.
- Sport can keep kids out of trouble, and it can help kids who have been in trouble. Examples range from the benefits to troubled kids of the Kensington area sport and recreation program to the high percentage of kids who have been in trouble with the law who gravitate to sports like wrestling. Sport gives these children and youth a productive outlet for their energy and helps them get back on the right path.
- Sport has many other benefits ranging from knitting a community together to tourism impacts.

- It was frequently stated that one of the reasons sport has so many volunteers is that each and every one of these volunteers recognizes the benefits that sport provides, and this warrants their volunteer commitment.
- More than ever, sport can provide major benefits to people of all ages and from all walks of life. But, also, more than ever, government must recognize these benefits and invest in sport. It is no longer possible for volunteers to carry the ball largely on their own. There are now more demands on sport than ever before and, because of issues ranging from liability to inclusion, there needs to be increased professional organization and professional administration in PEI sport.

5. Disadvantaged groups

Although there was one focus group specifically related to Special Olympics and physically challenged, at almost all focus groups there was discussion (and strong support) about the need to ensure that sport in PEI makes a much greater effort to include disadvantaged individuals. Comments included:

- We are just not doing nearly enough, anywhere in the province, to ensure that there is ready access to sport for Islanders with mental or physical disabilities, and also the economically disadvantaged are sometimes falling through the cracks.
- It was stressed that the benefits of sport to the disadvantaged are often greater than for other groups; yet, there is no consistent approach or strategy to ensure each disadvantaged person has an opportunity to participate in sport.
- Possible initiatives mentioned could include increasing the school credits approach whereby a healthy student is rewarded for working with a disadvantaged student; increasing the number of teaching assistants in the schools and paid summer students in the community who could work with the disadvantaged in school and community sport; increasing the range of sport options for the disadvantaged; improving access to facilities; and increasing availability of specialized equipment. The need was expressed for professional resources to be in place to assist the physical educator in providing participation opportunities for ALL students in the school.
- It was stressed that all of the foregoing options to increase participation should also have a focus on inclusion in mainstream sports.

6. Professional leadership

There is support from across the province, and among all interest groups, for more paid positions in sports in PEI. Typical comments included:

- The paid PSO positions are the best investment that can be made in sport in the province. The executive director positions accomplish things that volunteers cannot possibly do, and they are able to raise money, initiate new projects, and otherwise provide an excellent return on the investment in them.
- The demands on sport are so great and sport is becoming so complex because of liability, skills development at all levels, etc., that it is no longer realistic to think a group of volunteers on their own can deliver a sport program --they can't. These volunteers are absolutely essential but, increasingly, they need a paid organizational/administrative person to lead and co-ordinate their activities. This need exists at the provincial and community levels.
- There is a major distinction between paid leadership and professional leadership. Paid leadership can mean you pay someone a subsistence salary, and they are the "body" that is supposed to do a job. Professional leadership is being able to identify and attract high quality, skilled, and committed professionals who can effectively take charge of a sport initiative and make it a success. It takes more funding for professional leadership, but it is worth every additional dollar.
- Just because a person loves sport and wants to devote their career to it should not mean they only receive subsistence wages. We must professionalize sport and pay our career people at levels we would pay in the medical, educational, or business fields. Sport leadership is every bit as demanding, and can result in as many or more benefits to the community and province, as would any other professional occupation. We must recognize this in terms of professional salaries and benefits.

7. Coaching

There is a consensus among stakeholders that greater efforts must be made to attract more, and better, coaches from entry to elite levels of PEI sport. This view is supported by secondary research worldwide as to the importance of coaching as a cornerstone of sport development.

- As with the survey questionnaire results, focus group participants believe that coaching development is one of the key features necessary for PEI sport to achieve its potential.
- Good quality coaching is viewed as vital for positive sport experiences. While participants believe the NCCP is a good program, many believe it is sometimes missing its mark. Alternate means of training community level coaches must be found.
- Many believe that athletes should be exposed to coaching experiences with a mentor prior to the end of their participation days.

8. Media

The media of the province are very supportive of amateur sport and the benefits of sport participation. However, the individual media person has little flexibility in what is covered. Therefore, they believe sports people need to be trained as to how to maximize opportunities for media coverage.

- Media point out that coverage and communications are two-way streets. For example, often a sport team will be seeking advance media coverage of an upcoming sports event in another province in which an Island team is competing. Island media may provide advance publicity, which generates a lot of interest by Islanders in the coming event. However, if the Island team loses at the event, the sport team may not advise the media, resulting in many Islanders contacting the media outlet to ask about the results. Sports organizations must realize that if they are seeking publicity, they must see the activity through to the end, regardless of whether they win or lose.

9. Sport PEI

Sport PEI is viewed as the non-government sport leader in the province. There is virtually a universal view among stakeholders that Sport PEI is doing an outstanding job, with few resources, and must receive substantially greater funding support in order to do even more.

- The Sport PEI concept of a "house of sport" was strongly endorsed, and the Province was encouraged to continue its support of this initiative. Several individuals, including media, expressed how impressed they were when they first visited the Sport PEI property and saw so many sports organizations housed in the facility.
- There is also widespread support for much stronger financial support for Sport PEI's role in the PEI sports delivery system. From all parts of the province and from stakeholders ranging from PSOs to government decision-makers, we were told that Sport PEI is not being adequately funded to do the job it is doing.
- Sport PEI is recognized as being the organization that should lead the non-governmental role in sport planning and delivery across the province. There is strong support for Sport PEI having the necessary resources to respond fully and effectively to the needs/challenges of the next five years and beyond. It also should be emphasized that it is not enough that the Sport PEI "umbrella" needs to be addressed; the needs of individual PSOs must also be addressed.

10. Children/youth

While sometimes expressed in simple terms, the elementary and junior high school focus groups had much to contribute.

- Students expressed the view that while it was best to have sports organized, there needs to be some flexibility in how the game is played. Playing sports has to be all about having fun. There should be a wide range of sports offered so that everyone can find something they have fun playing, and so will continue.
- Playing sport is largely about social interaction, and a sense of belonging. The students, regardless of whether they play on competitive/representative teams or in the house league, believe the perks should be in place (e.g., nice uniforms, chances to socialize apart from the games/practices). In other words they wish to believe they are part of something that has value.
- The students believe that costs should not prevent anyone from playing sports, in the same way it does not prevent anyone from going to school.
- In some cases, they spoke to the positive impact sport has had on them.
- They believe that adults who cannot continue to place the priority on sports as fun for those they are coaching should stop coaching, regardless of how much technical knowledge they may have. Otherwise, they are encouraging kids to drop out of sports. They believe that too many coaches inadvertently force kids to drop out of other sports that they enjoy playing in order to meet the demands of the coach, who wants them to specialize in the coach's sport.

11. Francophone sport

While the Francophone focus group voiced many of the same points raised in other groups, they also had some concerns specific to their particular group.

- A unique feature of the Acadian Games is that approximately 50% of the Acadian school population is involved in the Games. They attribute this to the fact that you do not pay any fees until you are selected to represent the province in the regional games. Similarly, the demands regarding, for example, attendance at practice are quite flexible until you are selected. It is very much a "try it on your terms" until you know you are going to be competing.
- The other unique feature of Acadian Games is that they begin to involve athletes in coaching and other leadership roles before they graduate from the Games. This is done in concert with mentors, and provides for a steady stream of fresh leadership.
- On a more critical note, this group spoke of the dire need to have services in French. They find that it is nearly impossible to have coaching courses

delivered in French. Also, the materials/services provided by Sport PEI are not offered in French.

- They also spoke of the need for expanded sport/recreation opportunities in the Evangeline region.

12. Government funding

In the view of most respondents, substantially increased government funding is required if sport and fitness in PEI are to be enhanced. Volunteers are operating at capacity and Sport PEI and other organizations are being asked to take on more responsibilities while operating on inadequate budgets. Meanwhile, every Islander sees health budgets increasing by leaps and bounds, while government's sport and fitness budgets are stagnant. Given the health benefits of sport, not to mention all the other benefits, sport in PEI is seen as an area in which the Government of PEI must greatly increase its investment.

- In virtually all focus groups, the point was made strongly that government must provide much increased funding to sport in PEI.
- Most importantly for this study, the consultants were told, particularly by the Government Decision-makers focus group, that the timing is excellent to have the future of sport in PEI addressed by government.
- Finally, we were told not to compromise or understate what needs to be done. The issues and needs are too important to downplay. Instead, make a strong case for what should happen, realistically cost the plan, and give it to government and others to consider.

4.0 VISION AND GOALS

The foregoing sections and the Secondary Research results in Appendix 1 have described a process and direction that are essential in formulating a Vision and Goals for the Five-Year Sport Strategy. The Vision and Goals should be consistent with the Canadian Sport Policy and with relevant issues/needs found in the secondary research, but they also must reflect the unique and important *Made in PEI* perspective obtained through dialogue and feedback with several hundred PEI sports stakeholders during the course of this study.

The PEI consultations confirmed that Islanders agree with and strongly support the issues/priorities described in Appendix 1, Secondary Research, and have a number of additional issues that are important in this province. These include:

- There are significant regional inequities in sports delivery/opportunities in rural PEI compared with the two cities.
- There are facilities needs that should be addressed as per the Sports Facilities Needs Study of April 2000 and, in particular, there is an immediate need for aquatics facilities. There is also a major province-wide issue relating to the apparently inconsistent, and at times arbitrary, access to existing facilities, particularly schools.
- The view in other jurisdictions that the benefits of sport are not fully recognized by government, as evidenced by inadequate funding, appears to be even more pronounced in PEI. Time and again, the consultants were told that this is a "no-brainer" and large amounts of taxpayer's money are being invested in medical treatment instead of greater consideration of preventative health investment through sport.
- There must be more professional leadership in sport and more emphasis on coaching, referees, and other human resource development issues.
- Sport PEI is fundamental to the effective/efficient delivery of sport in PEI, and it must be strengthened financially so that it has the resources to play, in partnership with government, the lead role in sport delivery. Part of the strengthening of Sport PEI includes strengthening of the PSOs.
- Above all else, there must be substantially more government money being directed to sport in PEI. The status quo, or marginal funding increases, is a non-starter in the view of many stakeholders. While there are opinions of the best location in government for public sector sports leadership, these tend to relate to which location can access the greatest funding. The issue is not competent public officials in one department or another; the issue is very much totally inadequate funding by government.

With the foregoing issues/priorities in mind, the Vision of the PEI Five-Year Sport Strategy is to have, by 2008, a dynamic and inclusive sport and recreation environment in PEI that:

- 1) encourages and enables all Islanders to experience and benefit from involvement in sports and recreation to the extent of their abilities and interests;
- 2) facilitates increasing numbers of Islanders to perform consistently and successfully at highly competitive levels; and
- 3) positions sport and recreation as a cornerstone of our health system and our community.

The Goals of the Five-Year Sport Strategy are:

- Participation – increasing levels of participation in sport and recreation, enabling anyone and everyone to participate, and encouraging lifelong participation.
- Performance – creating and sustaining an environment so that individuals can develop their sporting abilities.
- Professionalism – providing quality administrative and technical leadership for the benefit of our athletes, volunteers, and other stakeholders.
- Excellence – achieving outstanding results through fair and ethical means.
- Funding – recognizing and responding to the reality that much increased financial support from government is needed and warranted if any of the other goals of this strategy are to be achieved.

5.0 RECOMMENDATIONS AND RATIONALE

The specific Recommendations and Rationale in this section flow from the Vision and Goals in the preceding section and also recognize that there needs to be a policy framework within which the sport strategy is implemented.

5.1 Policy Framework

5.1.1 Rationale

There needs to be a provincial government led policy framework for the sport strategy because:

- The benefits of, and responsibility for, sport participation extend and impact beyond the scope of any one provincial government department, and there needs to be an organizational structure that reflects and optimizes these realities.
- Government departments, school boards, and other provincial agencies independently set their own, sometimes narrow, criteria for sports support, instead of being part of a comprehensive, coherent provincial policy on sport.
- Although municipal governments in PEI do not have the financial means to significantly fund the sport strategy, they can play an important role in improving access to their facilities and in improved community sports programming. As with the provincial government itself, there is insufficient consistency in municipal government support for sport in PEI. The Government of PEI should play a leadership role in encouraging municipalities to be part of the policy framework for sport.
- The role of Sport PEI as the non-government organization responsible for sports leadership in the province needs to be affirmed in a policy framework that will result in province-wide planning, development, and co-ordination of sport in the most seamless fashion possible. Just as the Province is the public sector leader at the public sector level, Sport PEI is the non-government leader for sport in PEI.
- There is a need to resolve the confusion in many quarters as to what constitutes sport and what constitutes more general recreation. These distinctions should not unduly delay the sport strategy implementation or the pressing health need of improving the fitness levels of Islanders. Increasingly in other jurisdictions, the policy emphasis is on "sports for all", and this needs to be reflected in a PEI policy framework for sports which is inclusionary.

- In order to accomplish this, the provincial government should consider substantially increased funding for sports, based on major health benefits and other benefits that to date have not been central to sports-related funding by the Province.

5.1.2 Policy Recommendations

1. That the Province articulates a sport policy to augment the Physical Activity Policy adopted in 1999. This policy should:

- Position sport in the context of other social and political agendas that have a sport dimension (e.g. health, education, social services, justice, tourism and community development).
- Acknowledge that both the responsibility and the benefits of sport go beyond any government department, and that sport should be positioned as an essential means to maintain and improve the health of Islanders.
- Determine the preferred location of the sport responsibility within Cabinet.
- Include a process involving government, Sport PEI, and other representatives to consider all government sports-related funding in terms of criteria, priorities, and total required budget so that the necessary levels of funding will be in place to achieve the strategic sports objectives for PEI beginning with the 2003-2004 fiscal year.

2. That the Province develops a comprehensive physical activity strategy in support of the Physical Activity Policy. Such a strategy should address:

- Linkages between various physical activity initiatives including sport, physical education, workplace fitness, and other leisure and occupation related physical activity.
- The primary role that Sport PEI and its member organizations play in sport and fitness delivery, but also recognize the roles of other (e.g. Active Living Alliance) interests in the promotion /advancement of physical activity.
- A Sport Development Model for the Province that provides both a competitive and a recreational stream, with each providing major fitness and related benefits, particularly at the school and community levels.
- Initiatives to be proposed to the federal government under any bilateral arrangements.

3. That the Five-Year Sport Strategy should be formally accepted as policy by each of the Province of PEI stakeholder departments, and by all other stakeholders in PEI. The objective of this acceptance as policy is so that planning related to the strategy can be completed in the coming months, and year one implementation can begin on April 1, 2003. Additionally, formal acceptance by all will ensure that monitoring and evaluation are responsive to a process bought into by all stakeholders.

5.2 Human Resource Development

5.2.1 Rationale

The need for an increased emphasis on high quality human resources in PEI sport is reflected in both the survey questionnaire results and the focus groups. Volunteers (e.g., coaches, referees) make an essential and irreplaceable contribution to sport in PEI, but there needs to be more of them, and they need to be better qualified. Also, respondents indicated that volunteers can actually do even more than they are doing now if they have the support of quality, paid professionals. In all parts of the Island, respondents cited the benefits to them of the several salaried Executive Director PSO positions and stated more are needed. Similarly, a distinction was frequently made between paid and professional leadership, and it was noted that "paid" can mean a subsistence salary that may not attract the required skills, or it may mean a high quality person is only being remunerated at a fraction of what he/she is worth in the larger marketplace. There is a need and a desire to improve the quality of professionals and volunteers in PEI sport, and this is reflected in the recommendations that follow.

A focus on enhanced Human Resource Development in PEI sport is fundamental to achieving the Participation, Performance, Professionalism, and Excellence Goals of the sport strategy.

5.2.2 Recommendations

4. That the Province and Sport PEI and its member organizations, together with other key stakeholder organizations, place an increased focus on volunteer development across the province. This volunteer development initiative should encompass all stages of the volunteer development process from recruitment to enhanced recognition for volunteers.
5. That the Province, as the principal funding and public sector stakeholder, together with other sports employers (e.g., Sport PEI, municipalities) recognize the importance of high quality leadership, both administrative and technical, in

the advancement of sport development and that such recognition be manifested in the allocation of appropriate resources to ensure that professionals in the sport delivery system be compensated commensurate with those in other professions. Quite simply, this means more money must go into the system for salaries to adequately reward high quality people for high quality and important work.

6. That the topic of professional leadership in sport be paramount in any bilateral discussions with the federal government, and that a primary purpose in establishing a trust fund as a legacy of hosting the 2009 Canada Games be to ensure the sustainability of professional leadership in sport after the life of a bilateral agreement.
7. That the Sport Development Model for Prince Edward Island have a foundation for entry level sport (5-8 years of age) that is values-based (e.g., respect, co-operation) and has an approach that emphasizes fun, movement skills (e.g., running, jumping, throwing), and the basic motor skills (e.g., agility, balance, co-ordination, speed) involved in playing sports. This foundation would serve as the prelude to alternate streams of participation – recreational or competitive.
8. That high quality coaching and officiating, at all levels, be developed by:
 - Recognizing coaching and officiating as essential to worthwhile and productive sport experience.
 - Stakeholders continuing to promote and encourage all coaches and officials to undertake training through the National Coaching Certification Program and appropriate coaching development programs.
 - Alternate approaches to training (e.g., leadership development) be provided to those coaching and officiating at the entry level as a feature of the proposed Sport Development Model.
 - Stakeholders adopt a model of involving young athletes in coaching and officiating, under a mentor, as is presently done by the Acadian Games.

5.3 Participation Levels

5.3.1 Rationale

Increasing numbers of children and youth are not entering the sports system, and many who do enter are dropping out. The benefits (e.g., health, character, enjoyment, life skills) of sport are so great, particularly for your young people, that every possible effort must be made to find a place for them in the system, even if the system has to be changed or augmented. This need is being recognized around the world as programs such as *Sport for All* and other inclusionary initiatives are being undertaken. Across the province, the consultant team was told that in addition

to the competitive sport stream, there must also be a second fitness stream for young people who are not ready for the pressures of competitive sport.

Implementing the following recommendations is essential to achieving the Participation Goal of this strategy and can enhance the Performance, Professionalism, and Excellence Goals.

5.3.2 Recommendations

9. That, as part of the proposed Sport Development Model, initiatives be taken to increase participation in sport including:
 - Providing for both competitive and recreational streams in sport at the community and school levels.
 - Systemically advancing a philosophy that discourages children from being forced to make decisions regarding sport specialization at too early an age.
10. That the Department of Education invite representation on the provincial physical education curriculum committee on behalf of the broader sport community. This can lead to opportunities, for example, in which the school milieu can be utilized as a mechanism to introduce children and youth to a wide range of sports.
11. That school and community sport interests collaborate (possibly through pilot initiatives that could be tested and replicated), at the local level (Active School Communities approach), in the interest of maximizing the positive impact of available sport leadership, programming, and facilities.
12. That the Department of Education, school boards, and individual schools examine ways and means by which compulsory Physical Education could be an essential part of the school curriculum from Grades 1 to 12.
13. That the Department of Education develop models for the delivery of intramural programs (such as the outstanding East Wiltshire intramural program), and that all schools be strongly encouraged to provide interesting and satisfying intramural programs for all students.

5.4 Physically Challenged, Special Olympics, Economically Disadvantaged

5.4.1 Rationale

All stakeholder groups strongly support an increased priority on the sports-related needs of the disadvantaged for whom sport can provide even more benefits than it

provides to mainstream athletes. Additionally, there is a view that the structure/programming, which has been so beneficial to Special Olympics, needs to be duplicated to offer similar support to the physically disabled, because there is not presently similar programming for the latter.

The following recommendations support the Participation, Performance, Professionalism, and Excellence Goals of the sport strategy.

5.4.2 Recommendations

14. That in sports planning and implementation related to the five-year sport strategy, every effort will be made to consider and include the physically challenged, Special Olympics, and the economically disadvantaged.
15. That in recognition of the fact that the physically challenged are among the most in need of stronger support, government and Sport PEI led initiatives will be taken to provide this group with strong support structure. This need does not lend itself to simple solutions, and a first task should be to convene a group of leading stakeholders (i.e., a summit) to address how to effectively respond to these special needs.
16. That the Department of Education employs a specialist in therapeutic recreation to work with physical educators in addressing the needs of the physically and mentally challenged.

5.5 Elite Athletes

5.5.1 Rationale

Elite athletes are an essential element in the PEI sport strategy. Elite athletes are role models for other athletes and they contribute to community cohesion and pride. It is a common view among survey respondents and focus group participants that PEI provides very modest financial support to our elite athletes and more must be done as they represent the top of the sports pyramid and are an important measure of the success of our sport program.

Greater attention to the needs of elite athletes is fundamental to the Performance and Excellence Goals of the sport strategy and important to the Professionalism Goal.

5.5.2 Recommendations

17. That the role of the Canadian Sport Centre – Atlantic be reviewed by the Government of PEI and Sport PEI, with the intent of maximizing its impact on high performance athletes in PEI.
18. That the Province address the need for a special and adequate fund to assist athletes in their efforts to advance at the national or international level.

5.6 Sport PEI

5.6.1 Rationale

There is a province-wide view that Sport PEI and the Province, with other stakeholder support, are clearly the lead organizations that have the mandate, structure, and experience to shepherd the Five-Year Sport Strategy. There is a desire, province-wide, to have Sport PEI play as large a role as possible in implementing the sport strategy. There is also a widespread perception that Sport PEI is not adequately funded to do what it is doing now and funding needs must be resolved before it can commit to major new initiatives. Sport PEI is held in high regard province-wide for its leadership role in PEI sport, for its house of sport and PSO achievements, and because it is viewed as representative of, and the voice of, the non-government sports sector in PEI.

A financially viable Sport PEI is essential to achieving each of the four Goals of Participation, Performance, Professionalism, and Excellence but cannot be achieved without government responding to the fifth Goal of Funding.

5.6.2 Recommendations

19. That the Province and Sport PEI define the role of Sport PEI in the implementation of the five-year strategy, and that the Province commit to the increased ongoing funding required to effectively carry out this role.
20. That Sport PEI be supported in its efforts to sustain and expand on the very well regarded "house of sport."
21. That Sport PEI provides the leadership and involves all stakeholders in the development and delivery of an advocacy/educational program that is designed to increase the public and political appreciation of the value of sport participation from a healthy living perspective.

22. That Sport PEI reviews and revises, as appropriate, its relationship with special interest groups such as the Acadian Games Association in the interest of ensuring that required programs and services are being offered.
23. That Sport PEI re-introduces its Media Seminar program, and provides its membership on an ongoing basis with informational material and other assistance relating to effective use of the media.
24. That Sport PEI endeavours to ensure that its highly regarded KidSport™ program is made even more accessible to those most in need of it.
25. That Sport PEI provides the leadership and involves other stakeholders, including government, to promote that sport must continue to be FUN.

5.7 Regional Needs

5.7.1 Rationale

Survey respondents and focus group participants are strongly of the view that if Community Sport and School Sport are effectively developed province-wide, there can be tremendous benefits to all Islanders. It was pointed out time and again during the focus groups that there are great inconsistencies in the way Community Sport is delivered in different parts of PEI by municipalities. Additionally, the more distant regions of the province are at a major disadvantage in terms of competitive opportunities and access to a wide range of sports both at the Community and Provincial sport levels. There is a need to strengthen the role of municipal/ community organizations, as well as deal with the unique geographic disadvantage of West Prince. Resolving these issues will help to achieve Performance and Excellence Goals of the sport strategy.

5.7.2 Recommendations

26. That the municipal level of government, through the leadership of the Province, Sport PEI, and the PEI Recreation and Facilities Association, working with the PEI Federation of Municipalities, be encouraged to play a much more active and supportive role in sport development in the Province, with municipal governments across PEI consistently being an important and committed stakeholder in community sport.
27. That a Regional Sport Council be piloted in West Prince to ascertain its usefulness in linking and co-ordinating community level sport to provincial sport organizations, and in identifying priorities for sport development in the region

and having some discretionary funding capability to help offset the relatively high cost of Western PEI participation in provincial level sport.

5.8 Facilities

5.8.1 Rationale

There is a requirement for some new or refurbished facilities, which has been documented previous to this study, and there is a major need for improved access to many schools and some community facilities across the province. In terms of the access issue, survey respondents and focus group participants believe there are substantial inconsistencies in access, with some facilities being generous and accommodating in facilitating public access, while other facilities have almost a closed door policy. These inconsistencies are most pronounced in the case of school facilities and, although the lack of access can present problems year round, the greatest problem is in the summer time. This is a very major issue in some parts of the province.

The Facilities issue needs to be addressed to achieve the Participation, Performance, and Excellence Goals of the sport strategy.

5.8.2 Recommendations

28. That the recommendations of the Facility Plan of 1999 are important to the five-year sport strategy and should be fully adopted and implemented by the Province.
29. That as a matter of provincial and municipal government priority, there is a need to develop a comprehensive facility access policy relating to the fullest possible utilization of all existing facilities, community and school, by as many sports-related groups/individuals as possible; and that the data obtained through the recent survey conducted by the Recreation and Sport Section serve as the basis for the facility access policy.

5.9 2009 Canada Games Priorities

5.9.1 Rationale

In the preparations for hosting the 1991 Canada Winter Games, the provincial sport community, including government, did not develop an adequate strategy to address the impacts of hosting. As a result the maximum benefits in terms of sport development were not realized. Examples of not realizing maximum benefits included:

- Much of the “Best Ever” funding, which was put in place to prepare provincial teams, was diverted to organizational development. However, an appropriate organizational development program was not put in place. Provincial sport organizations that had previously been weak organizationally continued to be weak organizationally.
- The Province was not ready with an appropriate rationale or alternatives to resist the Canada Games Council and Sport Canada’s insistence that large sums of capital funding should be invested in facilities that had little chance of being utilized following the Games.
- Other PEI sectors were better prepared to make the case to have their agendas addressed with Canada Games funds than was the sport sector.

The result of not having an adequate strategy was that the legacy to PEI sport of hosting the Canada Games was of little benefit to the development of sport.

5.9.2 Recommendation

30. That as a condition of hosting the 2009 Canada Games, the Province and the other stakeholders in provincial sport undertake strategic planning to ensure that all facilities construction being supported, beginning in 2003, is considered in the context of the suitability to host 2009 events and to ensure that all facilities constructed for the Canada Games have real potential to contribute to the development of sport post 2009; and to identify priorities for utilizing the assets accruing from hosting the Games (e.g., utilizing a Canada Games Trust Fund to employ future professional sport leadership).

5.10 Evaluation

5.10.1 Rationale

Although every project/initiative requires an evaluation component, monitoring and evaluation are particularly important for the five-year sport strategy. The strategy recommends major new policy initiatives, expanded stakeholder groups, many important project initiatives, and expenditure of substantially greater public funds. All of these will require monitoring and evaluation to ensure that they are being done on schedule, on budget, and with the desired results.

It will not be enough to evaluate the strategy at the end of five years and document what was done wrong or well in year one or year two. The strategy must be monitored from the outset to quickly identify bottlenecks, correct what is wrong, and build on what is right. If, for example, after six months, even one school in PEI is restricting access because a school administrator has the mistaken notion that

he/she can operate independently of the province-wide policy framework, then that problem will be identified and corrected through monitoring. And, the monitoring and evaluation must be external. There is likely no way that one department of government is going to studiously deal with these lapses. If it were otherwise, the consultant would not have heard the many complaints across the province about inconsistent school access, which has been a serious problem for many years.

Comprehensive and independent monitoring and evaluation from the outset is fundamental to the success of the strategy, can benefit all five Goals of the strategy, and be particularly comforting to those providing the funding management and volunteer support.

5.10.2 Recommendations

31. That there be an independent annual evaluation, beginning in year one, of the Five-Year Sport Strategy to ensure that any and all of the strategy components are being implemented fully and fairly across the province.
32. That the independent annual evaluation should also benchmark PEI against other leading sport jurisdictions worldwide.

6.0 ACTION PLAN

November 2002	Presentation to the Sports Roundtable of the Five-Year Sport Strategy by the Study Steering Committee.
December 2002	Final Report of the Five Year PEI Sport Strategy by the consultant. Meetings of particular stakeholder groups organized and chaired by the Province and Sport PEI to finalize their particular Action Plans related to the Sport strategy.
January 2003	Funding, benefit/cost presentations of the Sport strategy to government decision-makers.
February 2003	Determination by the Province of PEI of financial and human resources available/required to implement the strategy.
April 1, 2003	Beginning of Five-Year Strategy Implementation. Determination of monitoring/evaluation criteria and procedures. Monitoring and evaluation by outside expertise.

7.0 ROLES AND RESPONSIBILITIES 2003-2008

7.1 Prelude

There will be two primary groups to drive and direct the implementation of the strategy. These are the Province of Prince Edward Island, and Sport PEI as a federation of provincial sport organizations. However, each of these primary roles and responsibilities must be sub-divided among a number of players. Of equal importance is the support role that must be carried out by a wide variety of groups. This determination of roles and responsibilities is proposed as follows.

7.2 Provincial Government

As the body responsible for protecting the rights of its residents, for advancing the common good of its citizens, and as the principal funder of sport in the province, the Province has a lead role in advancing the strategy for provincial sport development over the next five years.

A number of ministries within the provincial Cabinet have significant responsibilities. The Department of Community and Cultural Affairs, as the lead ministry, has the overall responsibility to ensure that the sport system and sport programs provide the best, and most positive, experience to all who participate regardless of age, ability, or gender.

This department has the direct responsibility to ensure that the progress in advancing this Strategy is appropriately monitored and evaluated. Also, it has the responsibility to ensure that proper leadership, volunteer and paid, is encouraged, developed, and maintained. It has the responsibility to ensure that those who aspire to excellence in sport are provided with the best possible opportunity to compete at the interprovincial and national levels, particularly in respect to Canada Games. This department has the lead role to play in encouraging the Province to address its responsibility to provide adequate levels of investment in provincial sport.

Given that much of the implementation of the Strategy involves the educational system, the Department of Education has a significant role to play in ensuring that the resources inherent in the school system are used to full advantage in enabling citizens of the province to have accessible and positive sport experiences.

Other departments, notably Health and Justice, have the responsibility to ensure that sport participation is utilized in the interest of addressing their mandates, be it having a healthier population through increased physical activity, or more productive children and youth at risk through an involvement in sport. As well, these

departments have a responsibility to ensure that appropriate funding is budgeted so that their agendas can be advanced through sport.

7.3 Sport PEI

As the collective voice of the private sector involvement in sport, Sport PEI has a primary responsibility to ensure that all stakeholders play their appropriate roles in the implementation of the Strategy. Whether it is advocating to the political leaders and the public of the province for more appreciation and support for sport, or encouraging its member organizations to discharge their responsibilities for the betterment of all, regardless of such factors as age, talent, or geographical location, Sport PEI must play a leadership role. As well, it has a direct responsibility, based on its mandate, to provide high quality administrative support to the sport community of the province.

Provincial organizations, including provincial sport governing bodies, provincial school-based organizations, the provincial recreation association, and special interest groups have distinct roles to play in the implementation of the Strategy. They, individually and collectively, have a responsibility to address the particular recommendations that pertain to them. This includes, but is not restricted to, such matters as providing good quality leadership - volunteer and professional - and endeavoring to provide equal opportunity for all, regardless of age, ability, gender, or place of residence.

7.4 Municipal

The third level of government, which is the municipal, must assume more responsibility for the provision of good quality sport participation opportunities for its citizens. The municipality, through its elected officials, its professional staff through the provincial recreation and facilities association, and its committed volunteers, must play its role in ensuring that available resources are maximized in a positive fashion to provide positive sport experiences within the community. Quality leadership, programming, and maximum facility access must become priorities for the community. It must work collaboratively with the local schools in the interest of addressing these priorities.

The successful implementation of this Strategy will lead to many benefits for the health, welfare, and general well being of Islanders. It can only be successfully implemented if all stakeholders in sport address seriously and conscientiously the recommendations outlined in this Strategy. It can only fully succeed if all discharge their responsibilities and play their roles in an appropriate fashion.

APPENDIX I – SECONDARY RESEARCH

SECONDARY RESEARCH

The Canadian and other off-Island experience/research provides the following general issues/priorities relating to sport.

- Participation rates are too low.
- There are critically important negative consequences to the health and well being of children and all other age groups caused by physical inactivity.
- The health benefits of exercise are so great, and the costs so low compared with medical treatment costs, that dramatically increased public funding for recreation and sport is obvious and urgent.
- In addition to health, there are many other important benefits to sport, ranging from developing character to strengthening communities.
- Busier schedules, less traditional family structure, and other trends require, more than ever before, that government and the community play an increasing role in ensuring that more people regularly participate in sport.

Following are more specific findings.

Secondary research from around the world is useful in defining some of the major considerations in developing a sport strategy. These include:

- sport participation rates
- physical activity of children
- health benefits of physical activity
- overall benefits of physical activity
- cost effectiveness of physical activity related to health
- value of community sport
- sport strategies
- recreational sport trends

Statistics Canada Survey

Statistics Canada, through a sport supplement to its General Social Survey (GSS), surveys approximately 10,000 Canadians (aged 15 years and older) about the extent and nature of their participation in sport during the previous 12 months. This survey was conducted in 1992 and again in 1998. Highlights from the 1998 Report are found below.

- In 1998, one-third (34%) of the Canadian population (aged 15 and over) participated in sport on a regular basis, down almost 11 percentage points from the 45% reporting participation in 1992.

- Male participation rates continue to be higher than that of females. While the proportion of both adult males and females playing sports declined, males playing sports (43%) outnumber females (26%).
- Sport participation levels decrease dramatically as we age. The younger the individual, the more likely he/she is to participate in sport. Unfortunately, this active lifestyle does not seem to continue beyond our 20's.
- The higher the level of education attained, the higher the sport participation rate. In 1998, nearly one-half (46%) of those holding a university degree regularly participated in sport, compared with less than one-third (29%) of persons with some secondary schooling or less.
- The higher the household income, the higher the sport participation rates. In 1998, over half (51%) of respondents in households earning incomes of \$80,000 or more participated in sport compared to one-quarter of respondents in households earning less than \$20,000.
- It seems that persons with the least amount of free time are the ones participating in sport. That is, while 40% of full-time workers engaged in sport on a regular basis, the rate drops to 33% for part-time workers (less than 30 hours per week) and to 23% of persons not in the labour force.
- Family income is key to children's involvement in sport. Just under one-half (49%) of children from households with earnings under \$40,000 were active in sport, compared with 73% of those from households earning over \$80,000.
- Active Canadians ranked 'health and fitness' (71%) and 'relaxation' (69%) as the most important benefits of sport. 'A sense of achievement' was rated as a very important benefit by nearly 6 in 10 (57%) adult Canadians. Both 'family activity' (43%) and making 'new friends/acquaintances' (41%) ranked last in relative importance.
- Being active in sport is related to positive perceptions of health. In 1998, 70% of Canadians active in sport indicated a health rating of very good to excellent compared to 54% of non-active Canadians.

Canada's Physical Activity Guides for Children

More than 30 per cent of Canadian children are obese, double the 1980 rate, and only 46 per cent of Canadian children between the ages of 5 and 17 are active enough for optimal health and development. The repercussions of childhood

inactivity and obesity are an increased risk of hypertension, Type 2 diabetes, low self-esteem, depression, and weak bones.

There is a need to discourage inactivity. In the fall of 2000, says Statistics Canada, Canadian children watched an average of 15.5 hours of television a week. And, the amount of time children spend playing video games in Canada is among the highest in the world.

The federal government in 2002 launched an initiative that sets guidelines for physical activity among young people in an effort to curb the alarming rise in the number of overweight kids. Health Minister Anne McLellan recently released Canada's Physical Activity Guides for Children and Youth that recommends an additional half-hour of exercise each day for inactive kids and less sitting around.

McLellan warns that unless something is done soon, too many of today's children will suffer debilitating and even deadly health consequences of inactivity when they grow up. Last year, the Canadian Medical Association Journal reported that the prevalence of obesity in children had tripled between 1981 and 1996.

The federal guides recommend that the increase in physical activity should include a combination of moderate activity, such as brisk walking, skating and bike riding, as well as vigorous activity, such as running and playing soccer.

U.S. Centers for Disease Control - The Benefits of Regular Physical Activity

Regular physical activity that is performed on most days of the week reduces the risk of developing or dying from some of the leading causes of illness and death in the United States. Regular physical activity improves health in the following ways:

- Reduces the risk of dying prematurely.
- Reduces the risk of dying from heart disease.
- Reduces the risk of developing diabetes.
- Reduces the risk of developing high blood pressure.
- Helps reduce blood pressure in people who already have high blood pressure.
- Reduces the risk of developing colon cancer.
- Reduces feelings of depression and anxiety.
- Helps control weight.
- Helps build and maintain healthy bones, muscles, and joints.
- Helps older adults become stronger and better able to move about without falling.
- Promotes psychological well being.

Tasmania - Benefits from involvement in sport and recreation

In a time of increasing concern of lack of opportunity in work and related activity, and a number of social issues impacting on community lifestyle, it is important to promote an understanding of the importance of sport and recreation and the many benefits that can be accrued from participating. These benefits relate to personal fulfillment, social cohesion, economic returns and environmental well being. Summarized below are a number of the benefits identified by the Government of Tasmania...

- The physically fit person is able to enjoy life more fully, is less prone to injury and is more productive both at work and in the community; and fit senior citizens remain in their homes longer and participate more fully in community life. ...
- Regular participation in physical recreation is effective in achieving physical and emotional health. Even moderate amounts of physical exercise significantly reduce the risk of heart disease. ... Women can attain higher bone density through childhood participation in organized sports and fitness programs, thereby establishing a strong health base to help combat osteoporosis in later years. ...
- Stress is a serious issue in modern society - all of the popular "prescriptions" or solutions highlight the role of recreation and relaxation. The catharsis achieved through intense physical recreation activity is an ideal antidote to the build up of otherwise negative tensions, anger and adrenaline. ...
- The skills we develop through discretionary activity and recreation build confidence, self-esteem, mental health and feelings of success. Contribution to community in one's discretionary time brings meaning to a person's life, and provides value to the community. ...
- The greater the recreation participation, the higher the recreation satisfaction and the greater the life satisfaction. For the majority of citizens, work by itself does not provide sufficient opportunity to achieve our full potential; the opportunity of recreation is essential. ...
- Youth who enjoy full and active lives are much less likely to turn to self-destructive behaviour (e.g. drug abuse and suicide). The provision of meaningful and involving activities for our young people deters negative social behaviour. Recreation/adventure activities help build confidence and self-esteem in youth. ...
- Volunteer leadership skills employed through discretionary time, are the key to building community organizations and programs. Communities both come

together and learn to work together through sports, recreation and environmental activities. ...

- Our youth and elderly are often cut off and alienated from the community. By reducing the barriers to participation in community recreation, we re-involve and often renew them. Recreation serves to bridge the gap between "power" (adult) institutions and delinquency prone youth, thereby reducing community costs for police and other crisis-intervention services. Inter-generation programming develops understanding between age groups, critically important in an aging society. ...
- Community services are responsive and cost effective and are an effective technique for encouraging Tasmanians to become involved in local activities. Through community involvement, people play a stronger role in the equitable and fair allocation of resources. Communities also learn to work together through the organization of recreational activities and these skills are then often used in other aspects of community life. ...
- Recreation responds to the right for accessibility and full community participation. Canada's Health Promotion Survey (Health and Welfare Canada 1988) reports recreation and transport are the most restricted activities for people with a disability. Recreation constitutes a major opportunity for these people to socialize and enjoy social interaction. (Burt Perrin and Associates 1989). ...
- Physical and mental health achieved through recreation and balanced lifestyles reduce expensive health care costs. ...

DHB Toolkits – Physical Activity

A cost-effectiveness study in the United States suggested that physical activity could be today's 'best buy' in health (Morris 1994).

Physical activity

interventions are one of the lowest-cost types of interventions available. Almost anyone can go for a walk at no cost.

Until we and our governments learn the value of prevention, much avoidable risk, cost and pain of rescue will continue. In our own best interests as health-care consumers, we have an active role to play. Effective health care is not a spectator sport!

*Ron Tanguay, past-President
Mutual of Omaha*

National survey reveals that the power of community sport remains unfilled

Ottawa – Can sport shape lives? Can a young person's involvement in community sport teach values that will last a lifetime? Canadians overwhelmingly say Yes! But is community sport living up to that promise? Many Canadians remain unsure.

A recent survey by the Canadian Centre for Ethics in Sport (CCES) revealed that almost all Canadians (92%) believe that community level sport can have a positive influence on the personal and moral development of youth. However, fewer than one in five Canadians feel very confident that this potential is currently being realized.

There is strong agreement across the country that sport at the community level is one of the most positive forces in the lives of Canadian youth, more so than such influences as school, friends and peers, religion, and the music/entertainment industry. Only the family is considered more influential in shaping the positive values of the younger generation.

Of the values identified that are seen to be promoted by community sport, teamwork leads the way at 72 per cent, followed by commitment (63%), hard work (56%), striving for excellence (55%), fair play (53%), courage to try new things (52%), respect for others (52%), and honesty (41%).

Sport Strategies

There is a large number of sport strategies from around the world that can provide input in the PEI sport strategy.

At the national level in Canada, the National Sport Policy Recommendations of February 2001 and the Canadian Sport Policy of December 2001 provide a sport roadmap for Canada. In the United Kingdom, the National Council for School Sport's response to *A Sporting Future for All* is a useful analysis of school sport considerations. *Developing an Active Australia: A Work Plan for 2000 to 2003* defines a strategy linking physical activity and health. The Irish Sports Council's strategy statement, *A New Era for Sport* provides a three-year plan to provide greater funding, accessibility, and excellence in sport.

At the provincial level, Saskatchewan's *Sport for All: Something for Everyone* is a guide, "to help organizations open the doors and put the welcome mat firmly in place." It discusses the barriers that prevent many from participating and shows how to eliminate those barriers when planning programs. At the municipal level, Christchurch, New Zealand has developed an outstanding, comprehensive Recreation and Sport Strategy for that city.

Recreation and Sport Trends

Part of the Christchurch, New Zealand, Recreation and Sport Strategy is a section on trends, which highlights several key trends affecting recreation and sport strategy. These include:

Trend:

The pace of life has increased dramatically in recent years. ... Flexible work practices requiring work to be undertaken seven days a week, 24 hours a day means that work patterns are more individualized and less predictable. Consequently leisure time-blocks are unpredictable with the death of the 'weekend' a real possibility. The changes to patterns of leisure time will make it more difficult for groups or families to organize collective recreational activities.

Consequences:

- The demand for programmed recreation activities (that can be booked, scheduled and slotted) will increase.
- People will be more willing to pay for a quality service where the time commitment is limited to that required to participate in the activity rather than being prepared to commit time to administration of the recreation or sports organization.
- Multi-use leisure facilities catering for both a range of recreation/sport and artistic/cultural forms of leisure will be popular with the time-poor and income-rich.
- Extended opening hours will be required at recreation and sport facilities and services to meet varying leisure-time patterns.
- Social sport will only be accessible to those who can control their leisure time.
- Recreation and sport activities that consume large amounts of fixed time will decline and new 'short' sports (i.e. games that take place in short time periods) will develop further.
- The ability of recreation and sport organizations to utilize volunteer time will reduce further with perhaps the focus for volunteer efforts switching from long-term commitments to short-term projects.
- There will be a need to provide low cost recreation and sport opportunities for those who are disadvantaged; otherwise many will opt out of funding recreation and sport for themselves and their children.
- Increased employment opportunities in the recreation and sport sector and associated services.

Trend:

The concept of the family is changing with more solo parents and people with multiple families. The lack of fatherhood has been identified as a major issue facing our society. The general pace of life and the loosening of moral codes are also eroding family structures. There are increasing numbers of dual work/career families and more women in the workforce.

Consequences:

- There will be increased demand for childcare and recreation services that take responsibility for children while parents are working.
- The numbers of unsupervised teenagers will increase creating a need for appropriate and responsive recreation and sport activities for them to channel their energies into positively.
- Changes to working patterns will make it more difficult for families to organize leisure time together.
- Some will recognize the idea that 'families that play together, stay together' and will look for recreation and sport activities they can enjoy together.
- Places offering interest and activities for children and adults at one time, in one place will prove popular.

Trend:

The promotion and pursuit of self-interest, rather than the compromising of individual desires for the good of the community or in response to cultural limitations, is being evidenced by such things as the decline in marriage as an institution and the rise in divorce rates, the increasing delay before people leave home and start families. The driving question is - what's in it for me?

Consequences:

- There will be a further decrease in volunteerism with reward being sought for work/service in recreation and sport organizations.
- There will be more choice and diversity of individualistic recreation activities sought.
- Home centred recreation opportunities (i.e. those within the home or within close proximity of the home) will become more popular.
- Tailor-made recreation services will be desired by some and recreation/life-style coaches will emerge offering services for a fee.
- Conflicts between recreators and others due to noise and disturbance will become more common.

- Community and social affiliation will be sought by some through recreation and sport. Communities of interest will become more relevant than communities of place and a new kind of 'clanning' will occur based on people with similar interests and outlooks.

Trend:

Businesses succeed or fail based on their service standards and relationships with customers. Old notions of service adequacy will not be sufficient. Recreation and sport will be more and more an element of individual consumption to be purchased to satisfy desires in the same way as many products.

Consequences:

- Spending on recreational goods and services will continue to rise.
- There is increased commodification of recreation and sport evidenced by the purchase of leisure 'toys' such as jet skis, wind surfers etc.
- People will expect professional levels of service from all recreation and sport providers and their facilities.
- Recreation and sport providers will need to think in terms of presenting a good 'value proposition' i.e. providing value for people's investment of time and money.

Trend:

There are a number of factors contributing to sedentary trends including: work becoming more sedentary in nature, lifestyles becoming dependent on cars, technology reducing activity (e.g. computers, garage door openers), increased passive leisure opportunities presented by information technology and demand for ready to eat food that has a high fat content. There are significant health risks associated with a sedentary lifestyle including increased likelihood of coronary heart disease, stroke, arthritis, diabetes and cancer of the colon. Personal health care and vanity (including diet control and fitness) are already significant consumer industries and these will grow further in the future.

Consequences:

- Increased lifestyle diseases (e.g. coronary heart disease, stroke, and cancer of the colon) which will limit people's recreation and sport choices.
- Increasing government campaigns will target enhanced active recreation and will aim to involve local government and other recreation and sport providers in a multi-sectoral approach.

- Walking, swimming and cycling will continue in popularity for their health benefits.
- Local government will be encouraged to provide walkways, cycle-ways and better street lighting and security to provide opportunities for exercising.
- Facilities will provide programs with a greater educational content that enhance lifestyle through active recreation.
- There will be greater co-operation and liaison between recreation and sport providers and GPs and physiotherapists with many locating near or in recreation facilities.
- Targeted programs will be provided for children, women, disadvantaged and older adults that aim to enhance activity levels.
- Targeted programs will be provided for men aged 25-54 aimed at weight reduction.
- Recreation and sport providers can use the 'health and fitness' message as a significant selling point for their activities.

Trend:

There will be a reduction in the proportion of people aged 0-14 years (children) and an increase in the proportion and number of people aged 65 years and over. The increasing number of elderly will become particularly pronounced when the baby boomers start to reach retirement age at about 2011.

Consequences:

- Aging population will become a very significant group seeking recreation provision.
- The over 60s are not a homogeneous group in terms of recreation need or ability; consequently, recreation and sport providers will need to match activities to the varying needs.
- Interest in masters' sport will continue to grow.
- The commercial sector will recognize older people as a significant market and provide recreation for a fee for those that can afford it.
- Retirement income may fall (worldwide) as governments reduce benefits and/or raise the age of entitlement. Providing for the recreation and sport needs of poorer older citizens will be a challenge.

Trend:

Personal safety has become a serious concern, particularly for women. Globally there is an increased tendency to litigate against organizations when personal harm is caused.

Consequences:

- The public is more aware of health and safety issues. It will be more demanding of recreation and sport organizations to ensure that health and safety is well provided for and less accepting of any organizational weaknesses.
- Increased costs will be required to meet risk reduction requirements, which may exclude low-income participants through price barriers.
- Minimizing risk to the public may cause recreation and sport organizations to adopt policy, equipment design and practice that lead to a boring recreational landscape and a loss of adventure.
- Perceived lack of personal safety will restrict nighttime recreation and sport activity.

APPENDIX II – Survey Letter and Questionnaire

ABS Ventures

276 North River Road
Charlottetown, PE C1A 3L8

Tel: (902) 892-4136
Fax: (902) 569-2874
E-mail: info@bestofpei.com

This letter is to request your assistance to help develop a PEI Five-Year Sport Strategy by completing the enclosed Survey Questionnaire. You may also access, complete, and return the survey online at: <http://www.bestofpei.com/survey>

This easy to complete survey will only take a few minutes of your time, and your opinions are very important in helping to develop this new sport strategy for PEI.

A Steering Committee, comprised of representatives from government, Sport PEI, and Provincial Sports Organizations, is directing the development of a new Five-Year PEI Sport Strategy with the following objectives:

- To develop a shared vision and guiding principles for all stakeholders involved in the development of sport in Prince Edward Island.
- To review appropriate stakeholder roles and responsibilities in the sport delivery system.
- To identify goals for sport development in PEI.
- To develop an Action Plan for sport development in PEI.
- To address a strategy to maximize for sport the impacts of hosting the 2009 Canada Games.

Our firm, ABS Ventures, with Don LeClair as an Associate, is undertaking the necessary research to develop the PEI Sports Strategy. We are interested in your opinion on a number of items affecting sport delivery in Prince Edward Island. This survey is being distributed to selected athletes, coaches, officials, administrators, parents, etc. - people who are involved in sport at various levels across PEI. Your answers will be combined with those from other respondents to provide valuable information on various aspects of sport delivery in PEI.

For purposes of our survey, the sport system in PEI has been presented as three components that reflect the present delivery system: community sport, school sport, and provincial sport. There are sections in the questionnaire on each of these three components, plus an opening section that provides a bit of profile on you as respondent, and a final section, Future Priorities. In addition to responding to questions in each section, there is space at the end of each section for you to provide 'Other Comments' you may wish to make. For example, you may have a general opinion on a question but may also wish to note a particular exception, or you may have ideas or other thoughts to offer. These are very much encouraged and welcomed.

If you have comments, questions, or need assistance in completing the survey, please contact our office at 892-4136.

Again, if you have computer accessibility, you can complete the survey online at:
<http://www.bestofpei.com/survey>

Thank you!

Yours truly,

Douglas MacArthur
PRESIDENT

PEI FIVE YEAR SPORTS STRATEGY SURVEY

****SURVEY ALSO AVAILABLE ONLINE <http://www.bestofpei.com/survey>*

A. Profile

Please Complete:

Name: _____

Address: _____

Telephone: _____ **E-mail:** _____

Sport Particulars: My participation in PEI Sport is as an:

- Administrator Athlete Coach Manager
 Official Parent Other _____
(Specify)

My participation in PEI sports is in the following role(s) at the following level(s). (Please check those categories that apply to you)

	Elementary School	Junior High	Senior High	UPEI	Community	Provincial	Special Needs*
Administrator	-	-	-	-	-	-	-
Athlete/ Player	-	-	-	-	-	-	-
Coach	-	-	-	-	-	-	-
Manager	-	-	-	-	-	-	-
Official	-	-	-	-	-	-	-
Other (Explain)	-	-	-	-	-	-	-

Note: *If you have checked the Special Needs column, would you please identify those Special Needs of particular relevance to you, e.g., disabled, seniors, gender.

It is helpful in our analysis to know the particular sport(s) that you regard as Major activities in your life, as well as any in which your participation is regular but is a relatively Minor activity for you. We are trying to identify the specific sports that are most important to you.

	Major	Minor
Most Important	- _____	- _____
2nd Most Important	- _____	- _____
Any others in descending order of importance.	_____	_____

For this survey, you are asked to respond to our questions using a scale of 1 to five, in which 1 means you Strongly Disagree, 2 means you Somewhat Disagree, 3 means you have a Neutral (neither agree nor disagree) view, 4 means you Somewhat Agree, and 5 means you Strongly Agree. There may be some questions that you choose not to answer because of a lack of knowledge of the subject matter or for other reasons. In such cases, please mark the 'No Response' box.

B. Community Sport

Community Sport is that played within a community or between communities. It may be organized primarily by local associations/clubs with the support of the municipal recreation authority and the provincial sport organization (PSO).

	Strongly Disagree			Neutral		Strongly Agree	No Response
	1	2		3	4	5	
1. Athletes/players are receiving the basic skill development and knowledge they need at the community level.	-	-		-	-	-	-
2. Athletes/players at all levels of interest and ability have access to quality sport opportunities in communities of the province.	-	-		-	-	-	-
3. Sport programming in the community has as an objective the provision of adequate levels of physical activity for health purposes.	-	-		-	-	-	-
4. The provision of sport facilities is primarily a community responsibility.	-	-		-	-	-	-
5. There are high quality sport facilities in communities in my area of the province.	-	-		-	-	-	-
6. Community sport facilities are well operated and accessible.	-	-		-	-	-	-
7. There are high quality volunteer coaches of community level sport.	-	-		-	-	-	-
8. There are high quality volunteer administrators at the community level.	-	-		-	-	-	-
9. There are high quality sports officials at the community level.	-	-		-	-	-	-
10. There are a sufficient number of volunteers to meet the needs of community level sport.	-	-		-	-	-	-

11. There are adequate professional support staff (i.e., Community Recreation Directors, Sport and Recreation Field Staff, PSO Staff) to assist volunteers in delivering community level sport.	-	-	-	-	-	-
12. There are appropriate opportunities for athletes/players to advance beyond community level sport to the extent of their ability and desire.	-	-	-	-	-	-
13. Athletes/players have the opportunity to participate in sport at the community level in a safe, harassment free environment based on a spirit of fair play.	-	-	-	-	-	-
14. Sport at the community level provides quality competitive experience at the proper age.	-	-	-	-	-	-
15. Athletes/players with special needs (i.e., Disabled, Special Olympics, etc.) have access to adequate opportunities at the community level.	-	-	-	-	-	-
16. There is gender equity in sport at the community level for athletes/players, coaches, officials, and administrators.	-	-	-	-	-	-

Comments on Community Sport:

C. School Sport

School sport is sport that is played within a school (including UPEI) or between schools.

	Strongly Disagree	2	Neutral	4	Strongly Agree	No Response
	1		3		5	
17. Athletes/players are getting the basic skills development and knowledge they need in school sports programs.	-	-	-	-	-	-
18. Athletes/players have access to quality sport opportunities in schools throughout the province.	-	-	-	-	-	-
19. Sport programming at the school level has as an objective the provision of adequate levels of physical activity of students for health purposes.	-	-	-	-	-	-
20. School sports provide important social, scholastic, and health benefits.	-	-	-	-	-	-

21.	There are high quality sport facilities in schools in my region of the province.	-	-	-	-	-	-
22.	School sport facilities are well operated and accessible.	-	-	-	-	-	-
23.	There are high quality coaches in school sport.	-	-	-	-	-	-
24.	There are high quality administrators in school sport.	-	-	-	-	-	-
25.	There are high quality officials in school sport.	-	-	-	-	-	-
26.	There is a sufficient number of volunteers to meet the needs of school sport.	-	-	-	-	-	-
27.	There is adequate professional support staff (i.e., Phys Ed Teachers, Athletic Directors) in school sport.	-	-	-	-	-	-
28.	Athletes/players have opportunity to advance beyond school level sport to the extent of their ability and desire.	-	-	-	-	-	-
29.	Athletes/players have the opportunity to participate in sport in school programs in a safe, harassment free environment based on a spirit of fair play.	-	-	-	-	-	-
30.	School sport provides age appropriate quality competitive experiences.	-	-	-	-	-	-
31.	Athletes/players with special needs (i.e., Disabled, Special Olympics, etc.) are provided adequate opportunities in school sport.	-	-	-	-	-	-
32.	There is gender equity in school sport for athletes/players, coaches, officials, and administrators.	-	-	-	-	-	-
33.	A sport school where gifted athletes could pursue excellence in both academics and sport would be beneficial to elite athlete development in PEI.	-	-	-	-	-	-

Comments on School Sport:

D. Provincial Sport

Provincial Sport is that level of sport at which PEI athletes/teams are competing against other provinces/territories.

Strongly Disagree	Neutral	Strongly Agree	No Response
----------------------	---------	-------------------	----------------

	1	2	3	4	5	
34. PEI Provincial Sport Organizations (PSOs) encourage adequate participation in sport by Islanders.	-	-	-	-	-	-
35. PSOs provide adequate provincial levels of competition.	-	-	-	-	-	-
36. PSOs provide adequate regional and national level competition.	-	-	-	-	-	-
37. The PEI PSOs encourage adequate participation by athletes/players with special needs (e.g., disabled)	-	-	-	-	-	-
38. PEI PSOs adequately develop athletes from entry level to high performance.	-	-	-	-	-	-
39. PEI PSOs adequately develop coaches from entry level to high performance.	-	-	-	-	-	-
40. PEI PSOs adequately develop officials from entry level to high performance.	-	-	-	-	-	-
41. PEI PSOs adequately raise funds for their sport.	-	-	-	-	-	-
42. PSOs provide adequate administrative leadership to sport in PEI.	-	-	-	-	-	-
43. PSOs provide adequate technical development to their sport in PEI.	-	-	-	-	-	-
44. PSOs provide sufficient opportunities for coaching development in PEI.	-	-	-	-	-	-
45. PEI PSOs receive adequate support and assistance in the provision of administrative services to meet their needs.	-	-	-	-	-	-
46. PSO volunteers receive the support they require from professional support staff in PEI.	-	-	-	-	-	-
47. Achievement in sport is adequately recognized and rewarded in PEI.	-	-	-	-	-	-
48. The operation of the NCCP Theory Program is sufficient to meet the sport community needs.	-	-	-	-	-	-
49. The sport specific NCCP Technical Program is sufficient to meet the needs of PEI.	-	-	-	-	-	-

50.	The recruitment, training, and development of officials is adequate in PEI.	-	-	-	-	-	-
51.	The recruitment, training, and development of volunteer coaches is adequate in PEI.	-	-	-	-	-	-
52.	Provincial sport in PEI has adequate facilities.	-	-	-	-	-	-
53.	There are sufficient numbers of volunteer administrators in provincial sport.	-	-	-	-	-	-
54.	There are sufficient numbers of paid leadership positions in provincial sport.	-	-	-	-	-	-
55.	Athletes are being taught appropriate skills in provincial level sport.	-	-	-	-	-	-
56.	Provincial level sport provides a safe, harassment free environment and is based on fair play.	-	-	-	-	-	-
57.	The focus of provincial level sport should be the development of elite athletes.	-	-	-	-	-	-
58.	Elite PEI athletes presently receive the support they need to excel.	-	-	-	-	-	-
59.	The following Games are an important part of the provincial sport system:						
	▪ Provincial Games	-	-	-	-	-	-
	▪ Canada Games	-	-	-	-	-	-
	▪ International Island Games	-	-	-	-	-	-
	▪ Special Olympic Games	-	-	-	-	-	-
	▪ Games for the Physically Challenged	-	-	-	-	-	-
	▪ Acadian Games	-	-	-	-	-	-
	▪ Aboriginal Games	-	-	-	-	-	-
	▪ 55 Plus Games	-	-	-	-	-	-

Comments on Provincial Sport:

E. Future Priorities

The following is a list of items relating to the development of a Provincial Sport Strategy. We want to know how strongly you feel about each of these items being priorities in a five-year strategy for sport development in Prince Edward Island.

The following should be a high priority in a PEI Sport Strategy:	Strongly Disagree		Neutral		Strongly Agree	No Response
	1	2	3	4	5	
60. Coaching development.	-	-	-	-	-	-

61. Addressing gaps in the system. — — — — — —

If you Strongly Agree, explain which gaps:

62. More government funding for sport. — — — — — —

If you Strongly Agree, should increase come from reallocation of existing tax receipts, or additional taxes, or other? Explain.

63. Increasing awareness of the value of sport. — — — — — —

If you Strongly Agree, explain which value(s):

64. Ethics in sport. — — — — — —

65. Facilities. — — — — — —

66. Addressing barriers to participation. — — — — — —

67. Addressing barriers to excellence. — — — — — —

68. Canada Games and/or other Games. — — — — — —

69. Providing competitive opportunities. — — — — — —

70. Emphasis on skill development. — — — — — —

71. Paid leadership in sport. — — — — — —

72. Sport opportunities for children and youth. — — — — — —

73. Special needs of the disabled. — — — — — —

74. Needs of other disadvantaged (e.g., low income, single parents). — — — — — —

75. Needs of at risk health groups (obese, poor health). — — — — — —

76. Seniors. — — — — — —

77. Elite athletes. — — — — — —

- | | | | | | | |
|--|----|-------|---|---|---|---|
| 78. Officials. | - | - | - | - | - | - |
| 79. Volunteers. | - | - | - | - | - | - |
| 80. Gender equity. | - | - | - | - | - | - |
| 81. PSO development models. | - | - | - | - | - | - |
| 82. For Questions 60 to 80, could you please list your five highest future priorities, starting with the most important. | 1. | _____ | | | | |
| | 2. | _____ | | | | |
| | 3. | _____ | | | | |
| | 4. | _____ | | | | |
| | 5. | _____ | | | | |

Comments on Future Priorities:

******SURVEY AVAILABLE ONLINE: <http://www.bestofpei.com/survey>**

Thank you for your input. Now that you have completed the questionnaire, please return it to ABS Ventures –
 Fax: 902-569-2874
 Surface mail: 276 North River Road, Charlottetown, PEI C1A 3L8
 Questions: 902-892-4136
 Many thanks!

APPENDIX III – Survey Results

Respondents were asked to respond using a scale of 1 to 5, in which 1 means you Strongly Disagree, 2 means you Somewhat Disagree, 3 means you have a Neutral (neither agree nor disagree) view, 4 means you Somewhat Agree, and 5 means you Strongly Agree.

B. COMMUNITY SPORT		%	%	%	%	%
		1	2	3	4	5
1	Athletes/players are receiving the basic skill development and knowledge they need at the community level.	7	25	12	47	10
2	Athletes/players at all levels of interest and ability have access to quality sport opportunities in communities of the province.	12	41	16	27	4
3	Sport programming in the community has as an objective the provision of adequate levels of physical activity for health purposes.	14	23	29	28	6
4	The provision of sport facilities is primarily a community responsibility.	20	31	15	27	8
5	There are high quality sport facilities in communities in my area of the province.	12	24	8	38	18
6	Community sport facilities are well operated and accessible.	7	23	16	43	12
7	There are high quality volunteer coaches of community level sport.	5	28	23	32	12
8	There are high quality volunteer administrators at the community level.	6	19	19	41	15
9	There are high quality sports officials at the community level.	10	26	24	34	6
10	There are a sufficient number of volunteers to meet the needs of community level sport.	29	35	13	19	4
11	There are adequate professional support staff (i.e., Community Recreation Directors, Sport and Recreation Field Staff, PSO Staff) to assist volunteers in delivering community level sport.	22	36	13	25	4
12	There are appropriate opportunities for athletes/players to advance beyond community level sport to the extent of their ability and desire.	4	27	16	44	9
13	Athletes/players have the opportunity to participate in sport at the community level in a safe, harassment free environment based on a spirit of fair play.	4	12	19	49	16
14	Sport at the community level provides quality competitive experience at the proper age.	1	23	22	42	12
15	Athletes/players with special needs (i.e., Disabled, Special Olympics, etc.) have access to adequate opportunities at the community level.	15	33	25	22	4
16	There is gender equity in sport at the community level for athletes/players, coaches, officials, and administrators.	10	13	25	37	15

COMMENTS:

- *Some sports have developed over the years and have a good system in place. Changes are being made to these sports, i.e. Hockey. Major emphasis on this sport with a strong PSO, with other sports such as soccer and other non-traditional sports on PEI perhaps not as good a system in place. Focus on sport at the community level should be on building skills, learning the sport and how to play the game, having fun, and playing local teams as much as possible. Focus on participation, skill development and fun. Next level becomes more competitive ... once the sport is learned. Need the PSO to provide more programs outside of Charlottetown with exposure clinics, camps, training of coaches, etc. to build the sport throughout the Island. We desperately need more paid recreation professionals (paid adequately) to resource Active Living across PEI and can act as a coordinator of programs and working closely with sporting associations. We can't wait until children are 8 or 9 years old before they can be involved in school sport or community sport. We need to focus some attention on children at a young age and their parents, i.e., tumbling tots for pre-schoolers, gym and swim programs, etc.*
- *Strong community sport is vital to the development of provincial sport.*
- *Q-4: municipalities have traditionally provided Facilities, but I believe it's time for others to become involved in this process. Whether it's private groups, schools, UPEI, or through volunteer associations, I believe more people have to be involved in this process.*
- *I agree somewhat that there is adequate professional support staff, but I do feel that there are a number of these professionals who do not take their job seriously enough. Therefore, the community volunteers are not getting the quality of support that they could and should be receiving. In relation to Q-12, I feel there are opportunities for some of the major sports (i.e. hockey, soccer), but for other sports there are a number of gaps in the athlete's development continuum (i.e., basketball). Yes, a number of the facilities are operated and are accessible, but I do feel with the number of facilities there are on PEI, there should not be a group or individual that should not have access to a facility.*
- *Communities with access to strong minor sport associations and paid leadership (recreation directors) certainly enhance the opportunity for quality experience*
- *The quality of our soccer fields is beyond sub-standard.*
- *Facilities - ball fields are simply dragged time after time. There is no effort to improve them to provide a safe environment for the players. People would enjoy watching games more at a pleasant looking facility (more participation of family). Coaches – there is not enough emphasis on skill development in baseball or hockey with children; too big an issue on winning.*
- *Soccer is in desperate need of an indoor facility. The sport also is in need of better fields.*
- *Tennis outreach programs both in communities and in schools are improving but have a lot to achieve.*
- *Recreation directors are overworked – they need more help, not just to do the jobs they now have, but to be able to reach out to everyone in their communities to offer healthy lifestyle activities – make an active lifestyle a part of everyday routine. Have to work toward a common goal rather than each sport out for itself.*

	<ul style="list-style-type: none"> ▪ <i>The community recreation professionals and volunteer administrators are doing an amazing job. Our communities need more facilities (track and swimming) in order to offer more programs. I feel that our recreation departments need to be more creative in order to include all kids in their programs.</i> ▪ <i>Good attention paid to community sport by some sports. Often focus is placed on competition and no good skill development. Need broad base participation, but also stream for elite development.</i> ▪ <i>Community sport has the potential to be a significant contributor to physical activity levels of islanders. Emphasis at the community level should be on participation and basic skill development.</i> 					
C.	SCHOOL SPORT	%	%	%	%	%
		1	2	3	4	5
17	Athletes/players are getting the basic skills development and knowledge they need in school sports programs.	5	14	27	38	16
18	Athletes/players have access to quality sport opportunities in schools throughout the province.	9	25	14	34	18
19	Sport programming at the school level has as an objective the provision of adequate levels of physical activity of students for health purposes.	10	21	21	38	11
20	School sports provide important social, scholastic, and health benefits.	0	3	6	37	54
21	There are high quality sport facilities in schools in my region of the province.	8	11	14	38	30
22	School sport facilities are well operated and accessible.	8	23	18	36	15
23	There are high quality coaches in school sport.	14	15	22	36	14
24	There are high quality administrators in school sport.	2	10	28	38	23
25	There are high quality officials in school sport.	0	10	37	43	10
26	There is a sufficient number of volunteers to meet the needs of school sport.	2	37	33	23	5
27	There is adequate professional support staff (i.e., Phys Ed Teachers, Athletic Directors) in school sport.	10	12	22	43	13
28	Athletes/players have opportunity to advance beyond school level sport to the extent of their ability and desire.	3	17	19	44	17
29	Athletes/players have the opportunity to participate in sport in school programs in a safe, harassment free environment based on a spirit of fair play.	5	10	29	40	17
30	School sport provides age appropriate quality competitive experiences.	2	3	17	56	22
31	Athletes/players with special needs (i.e., Disabled, Special Olympics, etc.) are provided adequate opportunities in school sport.	26	28	38	6	2
32	There is gender equity in school sport for athletes/players, coaches, officials, and administrators.	5	5	25	44	21

33	A sport school where gifted athletes could pursue excellence in both academics and sport would be beneficial to elite athlete development in PEI.	6	5	11	32	46
<p>COMMENTS:</p> <ul style="list-style-type: none"> ▪ <i>It is hard to answer all of the above questions with the responses available. For example, a school may have the best Phys. Ed. teacher, but may not have the proper equipment or facilities. It may also have the best facilities but a poor gym teacher. To produce a better track athlete would be hard at a small school that doesn't have a long jump pit or a track to run on. If an 11-year old boy can place 2nd in the 100 with no track to train on, how well would he do if he could practice properly on the right facilities?</i> ▪ <i>A sport school would need to be approached from a Maritime perspective; PEI doesn't have a large enough population to do it along. The idea, however, is interesting.</i> ▪ <i>School sport provides a fair competitive experience for a relatively small portion of the school population. Perhaps emphasis should be on increasing opportunities. Quality coaching is critical to sport development. It is appalling that a significant number of school coaches have absolutely no certification. Of all stakeholders in sport, the school system should recognize the need for certified people.</i> ▪ <i>My major comment re school sport is that the kids that make school teams tend to get the skill development, but if you do not make the team there are not sufficient alternate opportunities in the school to help a child develop further. BASIC is the key word in relation to most skill development opportunities. Volunteer coaches working with inexperienced kids don't allow for advanced skill development until the kids are in the later stages of schooling (grades 11-12). Many programs do not even start until the kids are in grade 7. Then the kids are thrown into trying to make a team, with older and more experienced kids, at an age where they are conscious about their abilities or lack thereof. It's not much wonder many kids drop out of activities between grades 7-9. If you don't make the school teams right away, many kids give up even trying because they are not getting alternate developmental opportunities so they are never able to keep up with the kids that make the team.</i> ▪ <i>Q-23-25: Once again there are quality people but I don't feel there are enough. Many coaches are volunteers and find it harder to make the commitment a full time staff person might provide. School sport is very seasonal as well with a problem on coordinating school sport seasons and SGB seasons. In many cases, once the school season is over, unless school coaches wish to resume additional play (and further time commitments) there are insufficient coaches to pick up some sports at the community level or SGB level, i.e. little badminton happens for school kids until the school badminton season; spring basketball play for B-Ball PEI has limited coaches for kids to play in the spring/summer; V-Ball has few coaches willing or able to coach in the spring/summer. As a result, kids with these talents tend to sit much of the year with no access to these sports.</i> ▪ <i>A nine week sport experience can only do so much, especially if a sport, e.g. softball, plans for more scheduled games than coaches have practices. Lack of certified coaches certainly limits the skill development that should occur.</i> ▪ <i>I feel there is a wide range of opportunities for students to participate in</i> 						

	<p><i>but it is as you move up from elementary to junior to senior high that there are fewer opportunities for the student to stay involved at the level they would like to stay and have the abilities to stay involved. School sports are more organized than that of community, because there are paid staff associated with schools. They do not have to coach all sports, but act as a link between the schools and the coaches. Kids are not exposed to a of sports in the schools, mostly the traditional sports, We need to encourage participation by all, which means open up the PHYS ED program to walking, hiking, backpacking, birding, golfing, canoeing, kayaking, boxing, etc. The schools could connect with the sporting organizations throughout the year to provide exposure to some to these activities. Schools need to be accessed all year round for sports.</i></p>					
	<ul style="list-style-type: none"> ▪ <i>Children should not have to wait until Grade 3 or 4 to play intramurals; they should be encouraged at Grade 1. Schools need to be used for pre-schoolers more activity programs as well. What happens to the kids who try out for teams and don't make the team? Are there opportunities for them? Is lack of funding causing children to be at the mercy of each local school? Feeder school gym facilities are inadequate; too small and poorly equipped. They are Grade 1 – 8, if considered Junior High age, and then facilities should be adequate. Souris Consolidated: kids must dress on stage, no locker rooms or showers. Rollo Bay Gym: too small for basketball. Feeder schools depend on High School for Grade 7-9 Midget programs and thus no opportunity for Grades 7 & 8. There is a need to introduce a coaching course or unit for current coaching courses that specifically relate to the philosophy of school sport.</i> ▪ <i>Although tennis is a school sport program, it is for a very short period of the year. Volunteers are the lifesavers in making this program work.</i> ▪ <i>School Phys Ed classes have to be for all who take the classes. Kids who don't like to participate can't just sit and watch. Should be about physical education not just sports. School sports are great for the athletic few who make the teams, not enough kids benefit from the sports. I think having easier access to elite coaches in high performance training centres would be a good first step to developing athletes across all sports, rather than the expense of a sport school Maybe in the future.</i> ▪ <i>School sport because of short seasons and small schools often fight over the same athletes. Also, season is short so could not be termed elite performance development. Good equity on opportunities for athletes; bad record on promoting equity in coaches and officials</i> ▪ <i>Due to different size of schools – drive in teachers – lack of sports facilities.</i> ▪ <i>We need more coaches and more support for those teachers who do coach. Our school coaches MUST be required to complete NCCP courses. I believe that Special Olympics is moving towards school-based programs, which will assist in the inclusion of athletes with a mental disability. Our schools must take a role in facility development, i.e. track and field.</i> 					
D.	PROVINCIAL SPORT	%	%	%	%	%
34	PEI Provincial Sport Organizations (PSOs) encourage adequate participation in sport by Islanders.	<u>1</u> 4	<u>2</u> 18	<u>3</u> 17	<u>4</u> 39	<u>5</u> 21

35	PSOs provide adequate provincial levels of competition.	3	21	19	40	17
36	PSOs provide adequate regional and national level competition.	1	18	26	38	16
37	The PEI PSOs encourage adequate participation by athletes/players with special needs (e.g., disabled)	15	22	33	18	12
38	PEI PSOs adequately develop athletes from entry level to high performance.	7	33	21	34	4
39	PEI PSOs adequately develop coaches from entry level to high performance.	12	32	19	28	10
40	PEI PSOs adequately develop officials from entry level to high performance.	10	29	25	29	7
41	PEI PSOs adequately raise funds for their sport.	16	34	25	15	9
42	PSOs provide adequate administrative leadership to sport in PEI.	3	24	28	31	9
43	PSOs provide adequate technical development to their sport in PEI.	0	26	23	48	3
44	PSOs provide sufficient opportunities for coaching development in PEI.	3	31	26	35	4
45	PEI PSOs receive adequate support and assistance in the provision of administrative services to meet their needs.	17	35	18	29	2
46	PSO volunteers receive the support they require from professional support staff in PEI.	9	36	31	22	1
47	Achievement in sport is adequately recognized and rewarded in PEI.	4	23	17	34	21
48	The operation of the NCCP Theory Program is sufficient to meet the sport community needs.	8	18	24	35	15
49	The sport specific NCCP Technical Program is sufficient to meet the needs of PEI.	9	24	25	35	7
50	The recruitment, training, and development of officials is adequate in PEI.	16	41	19	21	3
51	The recruitment, training, and development of volunteer coaches is adequate in PEI.	13	56	11	15	6
52	Provincial sport in PEI has adequate facilities.	21	41	7	25	6
53	There are sufficient numbers of volunteer administrators in provincial sport.	13	52	21	9	4
54	There are sufficient numbers of paid leadership positions in provincial sport.	46	26	16	9	3
55	Athletes are being taught appropriate skills in provincial level sport.	4	18	25	47	6
56	Provincial level sport provides a safe, harassment free environment and is based on fair play.	3	20	30	36	10
57	The focus of provincial level sport should be the development of elite athletes.	10	23	13	27	27
58	Elite PEI athletes presently receive the support they need to excel.	26	37	21	15	1
59	The following Games are an important part of the provincial sport system:					
	▪ Provincial Games	6	6	8	56	25
	▪ Canada Games	1	4	4	22	68

	▪ International Island Games	11	19	30	20	20
	▪ Special Olympic Games	4	3	9	30	54
	▪ Games for the Physically Challenged	2	5	10	31	52
	▪ Acadian Games	2	11	38	24	26
	▪ Aboriginal Games	4	9	38	29	19
	▪ 55 Plus Games	3	7	21	26	43
	<p>COMMENTS:</p> <ul style="list-style-type: none"> ▪ <i>Provincial Sporting Associations need more help to broaden their scope to include all of PEI and to help with the development of their sport across the Island. We need to ensure that we are developing good skills in players, a knowledge of the game, and good coaching and support, and appreciation and understanding of the role of everyone on the team. For individual sport, the understanding of how to work with coach and team to become a better athlete. This way we will have a better chance at developing good Provincial Teams and good Canada Games Teams.</i> ▪ <i>The volunteer boards are doing an amazing job, but there needs to be more money for staff positions. PSOs need the support. PSOs have to focus on the full development of athletes from the grass roots to the elite level; coaches at all levels must be certified.</i> ▪ <i>The NCCP program is good, but we are still losing out on good coaches because they do not have the NCCP and do not want to take it. Past history should be looked at for each coach.</i> ▪ <i>Lack of regular local competitions is far more of a drawback for the majority than that provided by special out of region events.</i> ▪ <i>Participation from outside Charlottetown and Summerside area is not encouraged as athletes from outside these areas are willing to travel to the city, but city athletes refuse to travel outside city. More facilities needed. If PEI is to host Canada Games in 2009, need lighted fields, etc. In previous Winter Games, no facilities built outside city region. Regions like Souris, Tignish, Morell could host major soccer, baseball, etc. tournaments if they had facilities.</i> ▪ <i>The present Provincial funding of sport is inadequate to provide the atmosphere required to produce elite athletes. The PSOs do a remarkable job of administering sport, considering the support they receive. This is no reflection on the employees within Sport PEI; they are overworked and dramatically underpaid. The work they do is incredible considering the support they receive.</i> ▪ <i>With so many different SGBs providing such a varied level of activity, it is hard to generalize the responses to these questions. Some sports do a tremendous job and others do squat. The lack of full/part-time staff for these groups makes continuity and quality a problem. I've seen/heard there appears to be a shortage of coaches, officials, and volunteers in provincial sport. My kids have experienced this in the past few years.</i> 					
	<ul style="list-style-type: none"> ▪ <i>We need to keep perspective when it comes to preparing for Canada Games. Standards should be realistic for a province the size of a small suburb of Toronto. That's not to say we don't make every effort to prepare for our best performance. In basketball this summer, we will not be fielding many teams to compete in regional and national competitions. This is a real gap in development of our athletes. Basketball PEI requires a good deal of support to become a viable entity for player development.</i> ▪ <i>Too much is dependent on volunteers and the continuity and cycles of getting good people involved in that occur. Have to get more coaches certified in all areas of the province. It's very expensive to bring in off-</i> 					

	<p><i>Island instructors. Need paid staff for each SGB (shared positions with 2 - max, 3 - sports.</i></p> <ul style="list-style-type: none"> ▪ <i>Games of various types should have distinct objectives, not necessarily the same. The purpose should be focused; often we mix participation and elite development.</i> ▪ <i>Some PSO leadership don't see the big (provincial_ picture. Some tend to be more concerned about hosting competitions and don't spend adequate time and/or pay lip service to establishing a plan for development.</i> 					
F.	FUTURE PRIORITIES	%	%	%	%	%
	<i>The following should be a high priority in a PEI Sport Strategy:</i>	<u>1</u>	<u>2</u>	<u>3</u>	<u>4</u>	<u>5</u>
60	Coaching development	0	0	4	26	69
61	Addressing gaps in the system	1	1	10	25	63
61a	<p>COMMENTS:</p> <ul style="list-style-type: none"> ▪ <i>Important to strengthen the Administration of sport by hiring individuals with strong sport backgrounds, experience and focused education. The current model needs to be redone to provide opportunity and growth for sport administration professionals who have the knowledge and background to better grow amateur sport on PEI.</i> ▪ <i>Leadership, administration, promotion of the value of sport.</i> ▪ <i>Lack of PSO development plans; PSOs with no coach/official representation on their executive hampers focus on the big picture; government departments not formally connected to service sport (Tourism, Economic Development, Justice, etc.); limited paid leadership needs to review what everyone is doing to see what is being missed/duplicated.</i> ▪ <i>Gaps between seasons and coordination of seasons; school versus community and provincial programs; facility development and access.</i> ▪ <i>There needs to be a model to ensure adequate programs are being delivered from the grass roots to the elite level. Programs must be consistent, and this can happen with certified coaches.</i> ▪ <i>Addressing the gap from Grade 12 to the years after high school if they do not participate in university sport or a major sport like hockey.</i> ▪ <i>Lack of facilities to further provincial sport, lack of funding for PSO administrative support and elite athlete funding.</i> ▪ <i>Focus on skill development at younger age with emphasis on fun; hire more recreation people; train and mentor good coaching; expose people to other sports besides traditional for people to find their niche; put policy in place for daily physical activity in schools; focus on younger kids accessing programs and services in rural communities.</i> ▪ <i>More coaching development in the smaller units; combined coaching/player schools.</i> ▪ <i>Minor sports should concentrate more on player development, to learn the skills, rather than being forced by organizations to win.</i> ▪ <i>Financial support for elite athletes to allow each to train.</i> ▪ <i>Athletes require the top-notch coaches if they are to succeed in their sport. Coaches require the tools to develop their skills, which is only gained through a good coaching program.</i> ▪ <i>The gaps between Generic Sport organizations and Organizations that cater to athletes with a disability should be bridged. We are all Real Athletes, Real Coaches, and Real Sport; therefore, we should be working together for the same goals.</i> 					

	<ul style="list-style-type: none"> ▪ <i>Summer programs for elite players.</i> ▪ <i>Identification of above average athletes and getting them trained; access to facilities (fair for all); getting our province moving at all levels of activities; lack of coaches at all levels.</i> ▪ <i>Provision of assistance to PSOs in the area of administration and development; funding is critical to development of sport and athletes.</i> ▪ <i>Smaller sport groups, such as lawn bowling, need new officials and coaches at level 2 or more for small group sports. Funding should not just be for young athletes or for larger numbers in sport groups.</i> ▪ <i>I'm not sure it is a gap as much as a reality check. We are trying to be all things to all people – need the approach Norway took.</i> ▪ <i>The coaching at the grassroots level is where we should be putting our high level coaches, instead, there is no encouragement of this in most sports until the athletes are older and have been taught the wrong or inappropriate skills needed to have become a better athlete in their sport. We need to encourage more PSOs to educate entry-level coaches for the younger athletes.</i> ▪ <i>Coaching at the community level needs to be a major focus; providing opportunities to have coaches involved in skill development is critical to future sport development.</i> ▪ <i>The fact that provincial teams and players are not given any subsidy to help with travel costs associated with this level of competition. This is currently a user pay system and eliminates some players.</i> 					
62	More government funding for sport	0	0	5	34	60
62a	<p>COMMENTS:</p> <ul style="list-style-type: none"> ▪ <i>I believe that if Canada wants to achieve more at the world level, then they have to start at the grassroots. The federal government should be funding more to the provincial sport bodies.</i> ▪ <i>Better use of current funding would be more appropriate.</i> ▪ <i>PEI has a very small base to draw sponsorship funds. Given this fact, it is necessary for public dollars FED/PROV to support the development of sport in the province.</i> ▪ <i>If the community realizes the long-term benefits of sport, I would suggest that either the reallocation of existing tax receipts or additional taxes would be suitable.</i> ▪ <i>More public funding dedicated to sport. A tax system that allows parents to deduct the cost of sport fees and equipment from income.</i> ▪ <i>Additional taxes as part of provincial health strategy.</i> ▪ <i>I really don't mind if there is an additional tax. Another way would be for parents to claim sport fees on their personal income tax as an exemption.</i> ▪ <i>I think we should see what other resources are actually required and then establish a process to access these dollars. Perhaps new taxes are required; perhaps more private dollars could be spent; perhaps parents and participants should be paying higher registration fees. I believe there is significant difference and attitude towards paying for sport programs in the province. Parents don't necessarily like paying the fees they do for hockey, but they see there are costs for facilities and equipment. Soccer parents and basketball parents don't seem to equate these same expenses for fields, which cost money to build and maintain, or gymnasiums that also cost money to build and operate. If many registration fees were on par with hockey fees, I believe it would help many of our coaching, facility, and programming concerns.</i> 					

	<ul style="list-style-type: none"> ▪ <i>Funding needs to come from all areas of government for sport, i.e., Health, Justice, and Education, not just Community Affairs. In addition, it could provide services in kind, i.e. providing administrative services.</i> ▪ <i>Increase should come from reallocation of funds from lottery sales and additional taxes.</i> ▪ <i>Needs to be more government funding to assist with keeping youth involved in sports, along with funding for the more elite athlete. This will be a balance act but there needs to be both. A way to find some more dollars is to have some of the dollars from lotteries allocated to sport development. Provinces that do this have stronger sport programs and excellent facilities.</i> ▪ <i>Perhaps the government could give a portion of the tax dollars collected from sporting events that come to the province each year. I'm sure the spin-off is great to the economy.</i> ▪ <i>Whatever happened to lottery dollars being directed at amateur sport? Should be more of a priority for provincial government.</i> ▪ <i>Should be a little of everything.</i> ▪ <i>Additional funding should come from a reallocation of existing resources. Recognition of the social and economic benefits of sport to the individual and the province needs to be recognized and adequately funded, recognition of the importance of administration to the success of sport, and it can no longer be on the backs of volunteers and parents. Tax relief, a sport lottery, etc. would help.</i> 					
63	Increasing awareness of the value of sport	0	0	8	45	47
63a	<p>COMMENTS:</p> <ul style="list-style-type: none"> ▪ <i>Sport is strongly valued both recreationally and competitively. Overall, Healthy Lifestyle is most important but community spirit on PEI is driven by competitive sport. It's a PEI reality!</i> ▪ <i>I do believe that everyone should know the positive return that involvement in sports gives you. The values my daughter receives are friendship with teammates and with those she meets on other teams; her ability to maintain a schedule, which can become quite busy; commitment, sportsmanship, and dedication. The values I receive are a sense of pride, by participation. I feel that it is always right to give back when you can – somebody had to teach me!</i> ▪ <i>The sport community needs to do a better job of lobbying government and municipalities. The benefits sport provides to healthy communities (physically, mentally, and socially). The justice and economic values of healthy sport participation.</i> ▪ <i>Key decision-makers do not understand the impact of sport and recreation on a variety of sectors.</i> ▪ <i>People already know the value – it is a waste of valuable dollars to do more in this area. It is done in many other areas now.</i> ▪ <i>Fitness, culture, strengthening communities, economic development.</i> ▪ <i>Sports build leaders, leaders build communities, sports build communities.</i> ▪ <i>Current awareness tends to be restricted to a limited number of sports. The benefits to all levels of participants is not a priority.</i> ▪ <i>I am continuously impressed with the quality of people that grew up with a heavy sports emphasis. This needs to be communicated to the public with examples of individuals. Bigger emphasis on initiatives like Kid's</i> 					

	<p><i>Sport so that these individuals can be involved in sport and stay off the streets.</i></p> <ul style="list-style-type: none"> ▪ <i>Health and Wellness through the involvement in sports at all levels of participation has to be the key drive/message.</i> ▪ <i>Health of Islanders. A healthy, chemical free, fit body will provide long-term savings to the health care system.</i> ▪ <i>Sport provides individuals with some of the basic needs that each individual has; sport is also an extremely good way to be active and stay healthy.</i> ▪ <i>The health benefits of sport should be emphasized – both physical and mental. Also emphasize that sports are meant to be fun; people forget that aspect a lot.</i> ▪ <i>Realizing that sport is a way to reduce health and social and judicial costs to the taxpayers.</i> ▪ <i>Every person on PEI should be involved in activity for a healthy lifestyle. It should be a mindset; no kid in school should be left out – may have to modify activity.</i> ▪ <i>Have to ensure the values that can be learned from a sport are in fact happening and then promote them.</i> ▪ <i>The value of sport in my opinion is the health benefits and the discipline, leadership, hard work ethic that can be learned. If the athletes have proper role models, these tools they will have for life and that is to everyone's advantage.</i> 					
64	Ethics in sport.	0	1	15	49	35
65	Facilities.	1	1	14	38	46
66	Addressing barriers to participation.	1	1	12	36	49
67	Addressing barriers to excellence.	0	4	15	43	38
68	Canada Games and/or other Games.	0	1	25	42	32
69	Providing competitive opportunities.	0	1	7	51	41
70	Emphasis on skill development.	0	0	9	35	55
71	Paid leadership in sport.	1	6	13	40	40
72	Sport opportunities for children and youth.	0	0	0	34	66
73	Special needs of the disabled.	0	0	11	44	45
74	Needs of other disadvantaged (e.g., low income, single parents).	0	0	5	36	59
75	Needs of at risk health groups (obese, poor health).	0	1	6	35	58
76	Seniors.	0	4	15	41	41
77	Elite athletes.	0	3	14	40	43
78	Officials.	0	1	10	53	35
79	Volunteers.	0	0	16	31	53
80	Gender equity.	0	7	22	39	32
81	PSO development models.	0	1	31	28	39
COMMENTS:						
<ul style="list-style-type: none"> ▪ <i>Need to connect these future priorities with Chronic Disease Strategy, Healthy Child Development Strategy, schools, and the local communities. Everyone should know the results from the focus groups and the survey and priorities should be set from this information. Will there be any resource allocation changes to ensure that some of these priorities are implemented?</i> ▪ <i>Sports add tremendously to school spirit and individual feeling of accomplishment and self worth. An opportunity to develop friendships for life and skills to lead to a</i> 						

	<p>healthy life.</p> <ul style="list-style-type: none"> ▪ Swimming in PEI has the worst facilities in the country, and the plans for new facilities are designed to build obsolescence. Knowledge of needs by authorities is very limited, and they are not willing or able to listen. ▪ With so much emphasis on winning, children/youth without natural talent are removed from sport, either voluntarily through frustration or by competitive coaching/programs. We need to provide more opportunities for all school age children to keep them involved in activities that will improve their health and behaviour patterns. ▪ Very tough choices to be made, but funding issues are very critical in the success of any plan. ▪ As we become more aware of the intrinsic value of sport to both individuals and the greater community, the provincial government should place a higher value on amateur sport. We can then develop programs and provide meaningful opportunities for our athletes. ▪ PEI has done wonders with volunteer base. We are very fortunate, but times and thinking change and we need to ensure continuity in sport and programs, and need paid leadership to give the technical people time to do what they have to do properly. I think we need a loud, vocal campaign to get people on the move. Walk, bike, play a sport --it will make you feel better, give you more energy, you will be a happier more positive person. Do it for you! ▪ The sports such as soccer, hockey, etc. for youth get attention priority over senior and minor groups that have no funds for development/travel. ▪ Must have an integrated approach of community, school, and province to maximize resources; have to encourage people to be active at some level; because of size, can't have the same developmental models in all sport. Funding from government; volunteers; coaching development; addressing barriers to excellence. ▪ Have this strategy approved by government; have sport bodies, organizations, and individuals recognize the strategy and use it as a guide to developing their sport; having a better system for more dollars to be allocated from the province and municipalities to ensure more participation by all and more opportunities for the elite athletes. ▪ The most discouraging thing of all is the lack of government support. ▪ Priorities that foster broad-based participation are most important. If you get high levels of participation, many other elements will fall into place. ▪ We hear in the media the results of national studies that paint Islanders as obese couch potatoes. We also hear of struggling with resources in an already over-taxed medical system. We also see, hear, and sell the benefits of sport and participation in physical activity as a cure-all for our population, but we cannot, or have not, through various governments, the schools, or at a community level, made a complete connection to ensure levels of ability have physical activity opportunities in the schools. ▪ If the benefits are tangible, then why don't we hire more people to support this effort? Why don't we spend more money on facilities or their operations or programming to encourage easy access to participation? Why don't we ensure all kids at all ages and at all schools, have access evenings, and weekends? If more physical activity and the many benefits that it produces is truly a priority of our provincial leaders, then I believe they should do as much as possible to support, financially and otherwise, the resources required to make this a reality. In many cases, the infrastructure is in place; it's making it accessible, more affordable, or less of a hassle, all of which do not cost a great deal of money, given what is ultimately at stake.
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