

NEW BRUNSWICK'S RECREATION AND SPORT POLICY FRAMEWORK

BUILDING RELATIONSHIPS TODAY FOR TOMORROW



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August 2017

Available online at <https://indd.adobe.com/view/fbd686cc-a3b5-4274-9053-c125f6b64e32>

New Brunswick's Recreation and Sport Policy Framework supersedes the Sport and Recreation Policy for New Brunswick (1994).

The development and endorsements of the Framework for Recreation in Canada and the Canadian Sport Policy signaled the need to renew the 1994 policy in order to:

- align it with the Canadian Sport Policy 2012 and the Framework for Recreation in Canada 2015 Pathways to Wellbeing;
- modernize and clarify the fundamental principles upon which the provincial recreation and sport system is based;
- strengthen the understanding amongst delivery system partners and stakeholders of the varying roles and responsibilities each have;
- help guide the further development of recreation and sport in New Brunswick;
- heighten overall awareness that the recreation and sport delivery system exists to play a part in the achievement of key goals in a wide variety of policy fields/sectors.

A working group was struck and tasked with leading the renewal and overseeing the production of this document. The group included representatives from across the recreation and sport delivery system as well as individuals from policy fields outside the system. The policy framework, set out in these pages, reflects a consensus among many on the way forward and their aspirations for the future.

New Brunswick's recreation and sport delivery system partners and stakeholders seek to enhance the lives of all by upholding fundamental human rights as recognized in the Universal Declaration of Human Rights and the specialized human rights treaties that have followed it, such as the UN Convention on the Rights of the Child and the UN Convention on Persons with Disabilities.

COVER: Clockwise from top-left: Athlete Victoria Coombes Photographer: © Unknown; Special Olympics FUNdamentals Youth Development Program, Fredericton Photographer: © Justin Dutcher; Kayaking in Saint John Harbour Photographer: © Terry Kelly; Winter Wellness Day, Mactaquac Provincial Park Photographer: © Kevin Howell

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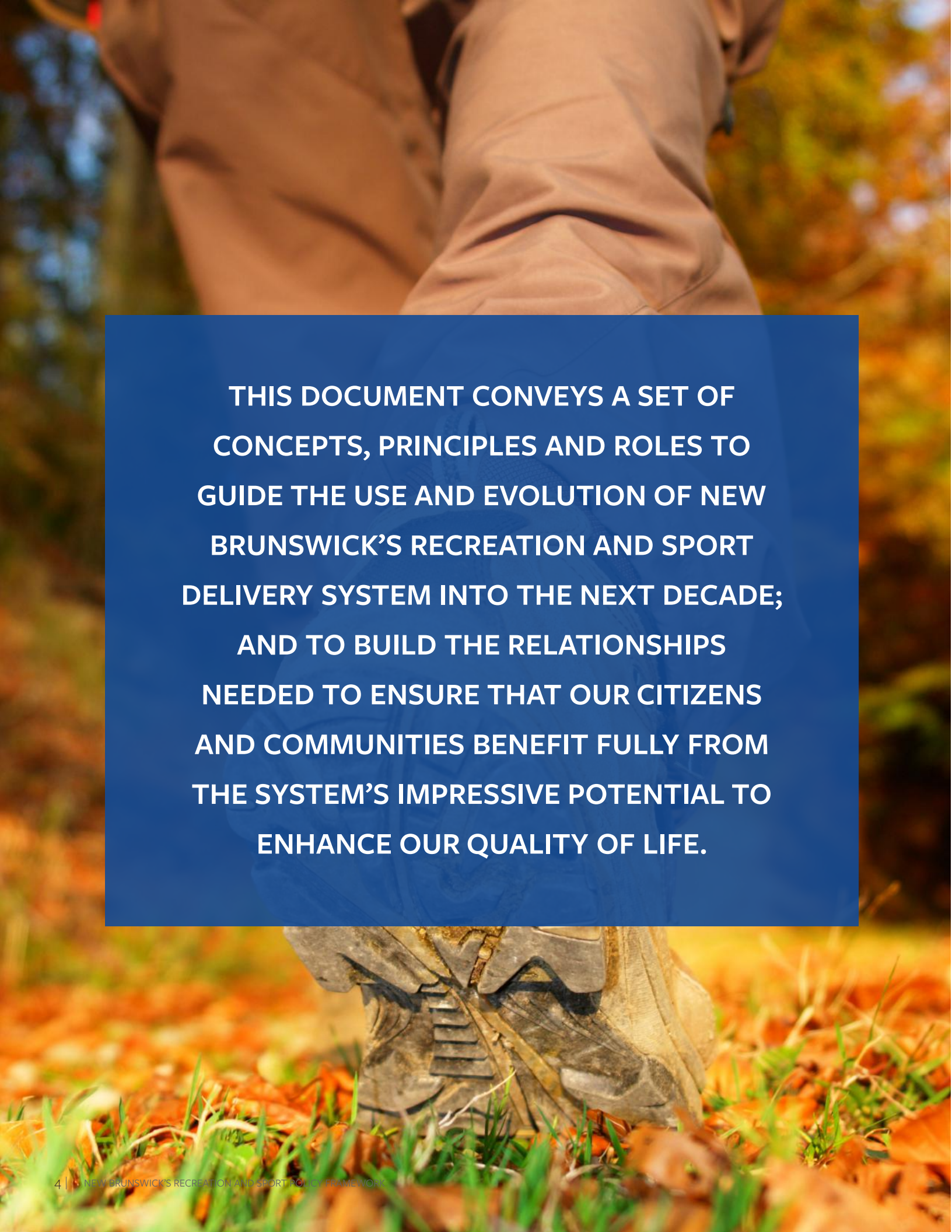
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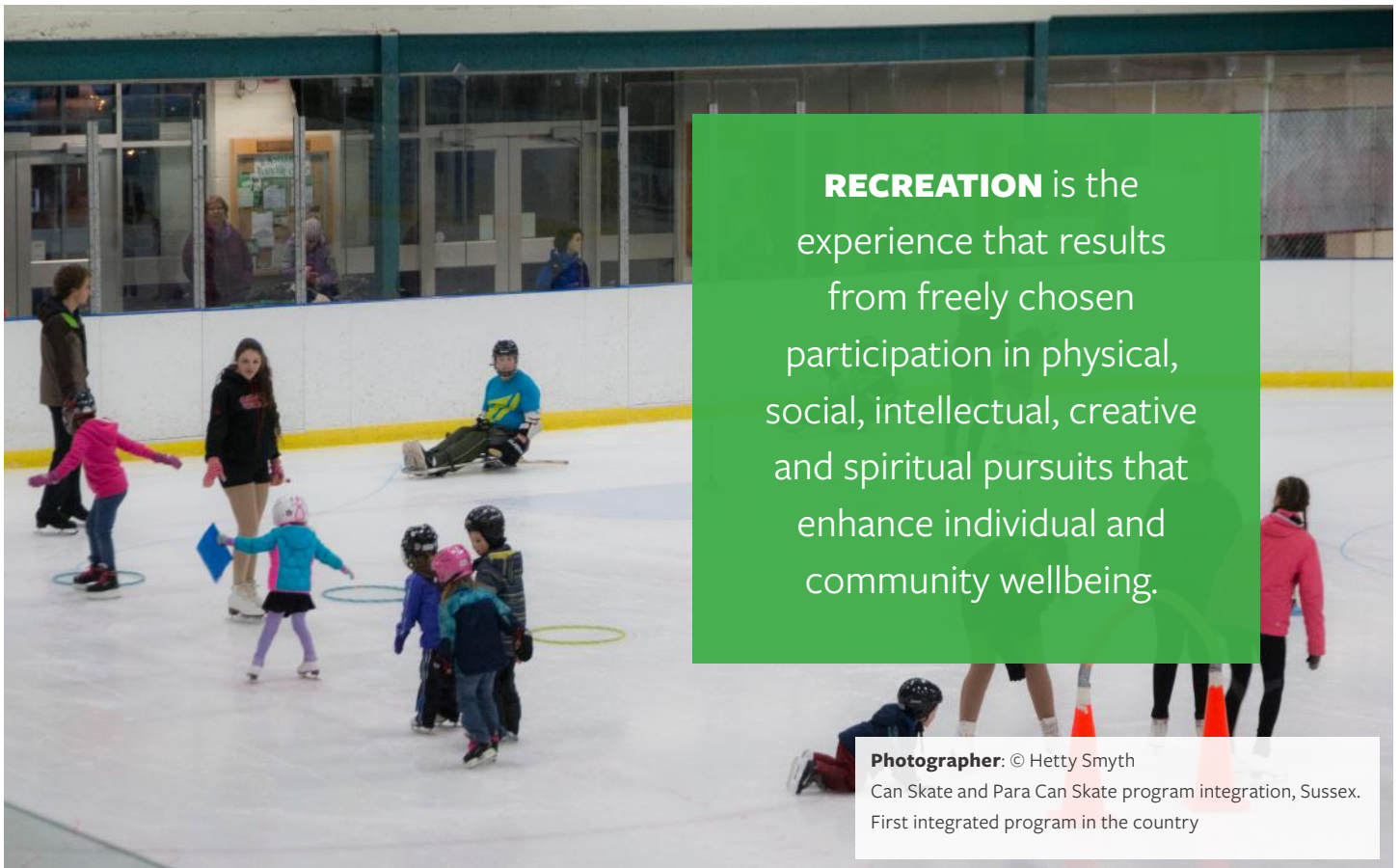


THIS DOCUMENT CONVEYS A SET OF CONCEPTS, PRINCIPLES AND ROLES TO GUIDE THE USE AND EVOLUTION OF NEW BRUNSWICK'S RECREATION AND SPORT DELIVERY SYSTEM INTO THE NEXT DECADE; AND TO BUILD THE RELATIONSHIPS NEEDED TO ENSURE THAT OUR CITIZENS AND COMMUNITIES BENEFIT FULLY FROM THE SYSTEM'S IMPRESSIVE POTENTIAL TO ENHANCE OUR QUALITY OF LIFE.



THE PURPOSE OF THIS POLICY FRAMEWORK IS TO:

- 1. CLARIFY** what we, the recreation and sport delivery system partners and stakeholders are trying to achieve, how we are going to get there, and what the roles and responsibilities of the different players ought to be.
- 2. COORDINATE** roles within the recreation and sport delivery system, to harmonize work between system partners and stakeholders, and to help ensure that there is policy alignment and consistency.
- 3. INFLUENCE AND GUIDE** the work of recreation and sport delivery system partners to improve the lives of New Brunswickers, and to **PROVIDE DIRECTION** to planning and decision making.



RECREATION is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

Photographer: © Hetty Smyth
Can Skate and Para Can Skate program integration, Sussex.
First integrated program in the country



SPORT is a particular form of recreation requiring a combination of physical, technical, tactical and mental skills. Persons of all ages, stages and skill levels are welcomed to participate and are inspired to improve.

Photographer: © Jim Neal
Jacob Leblanc (para athlete) in Moncton

Recreation & Sport Definition

Recreation and sport provide critical foundations for our quality of life and wellbeing. This direct link between sport and recreation underlines the high priority physical activity has in New Brunswick's recreation and sport delivery system.

Defining recreation and sport involves making choices. No definition can capture every aspect. New Brunswick supports the definitions of recreation and sport found in the Framework for Recreation in Canada and the Canadian Sport Policy because they are broad and inclusive.

This policy framework also highlights the distinction between the recreation and sport delivery system and system stakeholders. This distinction is key to understanding New Brunswick's vision for the future. This policy framework positions the recreation and sport delivery system as a multi-use tool to be used by various individuals and groups to achieve a wide range of goals.

RECREATION is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. (A Framework for Recreation in Canada 2015 Pathways to Wellbeing)

SPORT is a particular form of recreation requiring a combination of physical, technical, tactical and mental skills. Persons of all ages, stages and skill levels are welcomed to participate and are inspired to improve.

Quality sport

“For sport to achieve its potential as a driver of personal and social development, sport programming must be of sufficient quality in relation to the varied motivations, interests and abilities of participants. Quality sport is values-based and appropriately inclusive, technically-sound, collaborative, intentional, effective and sustainable”
Canadian Sport Policy 2012 (CSP). The CSP further subdivides sport into four common contexts for participation:

1. **Introduction to sport**
2. **Recreational sport**
3. **Competitive sport**
4. **High performance sport**

Wellbeing as the Overarching Goal

The Government of New Brunswick, and provincial partners, joined with federal, provincial and territorial governments and organizations across the country to develop and endorse two milestone documents: A Framework for Recreation in Canada 2015 Pathways to Wellbeing (FRC) and the Canadian Sport Policy 2012 (CSP).

Together, they provide a comprehensive statement of the goals and principles of recreation and sport in our country and therefore also our province.

In the consultations that produced these documents, Canadians spoke about the benefits recreation and sport bring to them and their communities. They talked about managing healthy weights, challenging sedentary lifestyles, promoting community engagement, fostering leadership development, building self-esteem, steering individuals away from high-risk behaviours, connecting with nature, and much more. All these benefits have one thing in common – a link to wellbeing.

Recreation and sport, they said, not only embody core Canadian values, they provide tools to help us realize our aspirations for the future. The FRC and CSP reflect this vision through an inclusive approach to recreation and sport.

Wellbeing as a Shared Goal

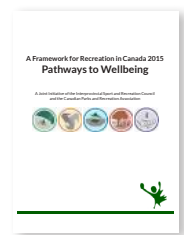
While wellbeing is the overarching goal of the recreation and sport delivery system, it is also the overarching goal for many other policy fields. Sharing this goal links these policy fields to the recreation and sport delivery system in a unique and promising way.

The system* exists, in effect, so that a wide variety of policy fields can use it as a tool to help promote wellbeing in their respective domains.

**The recreation and sport delivery system consists of partners from the public, not-for-profit and private sectors. The system, as it relates to this policy framework refers to the public system. Public recreation and sport is the provision of programs and services by governments and not-for-profit organizations for the benefit of individuals and communities.*

The Framework provides a new vision, and suggests some common ways of thinking about the renewal of recreation, based on clear goals and underlying values and principles.

-A Framework for Recreation in Canada 2015 Pathways to Wellbeing



To download the Framework for Recreation in Canada 2015 Pathways to Wellbeing (FRC) go to <https://www.cpra.ca/about-the-framework/>

This Policy sets direction for the period 2012–2022 for all governments, institutions and organizations that are committed to realizing the positive impacts of sport on individuals, communities and society.

-Canadian Sport Policy 2012



To download the Canadian Sport Policy 2012 (CSP) go to <https://sirc.ca>

A photograph of a person sitting on a dark green metal bench in a park. The person is seen from behind, wearing a blue shirt and shorts. A bicycle is parked on the grass to the right of the bench. In the background, there is a large blue lake with a small white sailboat on the water. The shoreline is lined with trees and tall grasses. The sky is clear and blue. A large, semi-transparent orange rectangle is overlaid on the upper half of the image, containing white text.

The recreation and sport delivery system exists so that a wide variety of policy fields can use it as a tool to help promote wellbeing in their respective domains.

Photographer: © Kevin Howell
Cyclist on the Green downtown Fredericton



Photographer: © Badimontonphoto.com
Eric Desroches, of Edmunston, NB, Technical official at the 2016 Summer Olympic Games.



Photographer: © Justin Dutcher
Special Olympics FUNDamentals Youth Development Program, Fredericton.

New Brunswick’s recreation and sport delivery system is based on principles and values of the highest standards, including those set out in the Framework for Recreation in Canada and the Canadian Sport Policy, and those defined by the aspirations of New Brunswick’s systems partners and stakeholders.



Photographer: © Unknown
All Star Coaches Outdoor Wilderness for at-risk youth for the Southeastern NB United Way.



Photographer: © Terry Kelly
Active seniors program at UNB’s UREC Silver Series, Fredericton.

Principles of the Recreation and Sport Delivery System

Participation in recreation and sport are recognized as fundamental human rights.

In Canada and New Brunswick we recognize these foundational rights of every person through a sport and recreation system that is based on principles and values of the highest standard, including those set out in the Framework for Recreation in Canada and the Canadian Sport Policy. More specifically:

1. Recreation and sport is for the public good.
2. Recreation and sport promote community development and social change.
3. The recreation and sport delivery system is accessible and inclusive.
4. The recreation and sport delivery system is technically sound.
5. The recreation and sport delivery system is sustained through collaboration and partnership.
6. The recreation and sport delivery system is environmentally sustainable.
7. Responsibility for funding is shared fairly.
8. The recreation and sport delivery system is committed to continuous improvement.

Each of these principles merits further explanation. A more complete statement of them is included in Appendix 1 of this document.

Recreation and Sport Delivery System Partners and Stakeholders

SYSTEM PARTNERS

Ensuring and providing opportunities for recreational and sport activity lies with many partners: governments, schools and universities, not-for-profit organizations, the private sector and individuals themselves. These groups have interests in, and responsibility for, program delivery within the system. While the delivery system is a complex network of these partners, each has an important role to play. *A synopsis of the roles major partners play within the system is included in Appendix 2 of this document.*

SYSTEM STAKEHOLDERS

Organizations and policy fields with a stake in wellbeing are also stakeholders in the recreation and sport delivery system. Those who want to use the system to achieve other goals, but who are not caretakers of the system can be seen as system stakeholders. These domains utilize the recreation and sport delivery system for various purposes; and include health promotion, crime prevention, social inclusion, transportation and private enterprise.

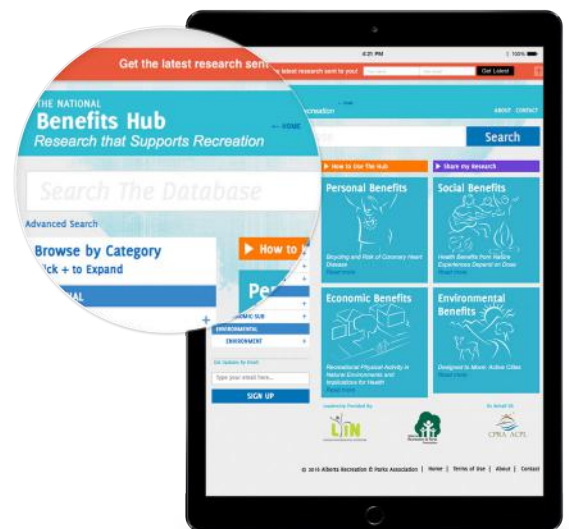
Role of System Partners

While partners have a level of autonomy to make decisions and to act upon them, the mutually inter-dependent nature of the system requires a clear understanding of the various roles each perform in order to reduce duplication and to make better use of public resources.

- Not-For-Profit Organizations
- Municipalities
- First Nations
- Regional Service Commissions
- Provincial Government
- Federal Government
- Educational Institutions and Educators

The Framework for Relationship Building

This Framework for Relationship-Building combines the idea that wellbeing has many forms with the recognition that the recreation and sport delivery system is a remarkably flexible and powerful tool for advancing wellbeing of all sorts.



For further information on evidence based research recognizing the many benefits of recreation and sport, check out The National Benefits Hub website: <http://benefitshub.ca>

Stakeholders in wellbeing should be seeking to establish closer working relationships with their counterparts in the recreation and sport delivery system who can help them leverage it. In line with the Framework for Recreation in Canada, such relationships are *pathways to wellbeing*.

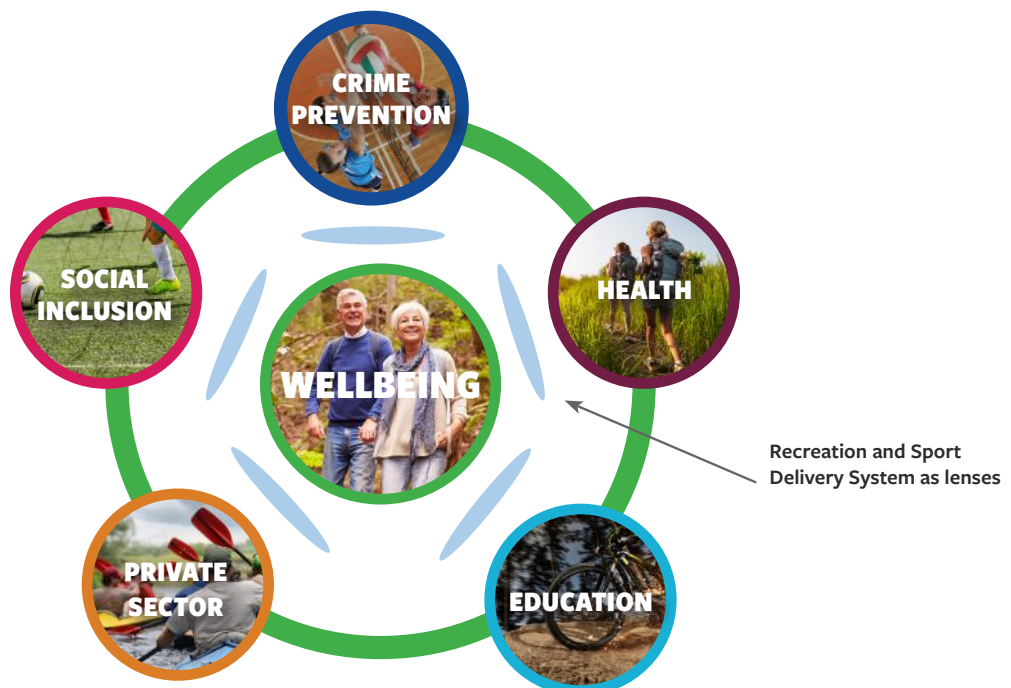
“New Brunswick’s Wellness Strategy can be a catalyst for further dialogue and action as we work to achieve enhanced quality of life for all.”

~New Brunswick’s Wellness Strategy 2014–2021



To download the New Brunswick’s Wellness Strategy 2014–2021 go to <http://www2.gnb.ca>

To begin acting on the Framework’s message, stakeholders (including government departments) must develop a Recreation and Sport Lens, which will become a permanent part of their toolkit for promoting their respective goals. Such a lens will help guide their efforts to develop their individual pathways to wellbeing. It might include some principles, key questions and examples that would help managers recognize how the recreation and sport delivery system could be used creatively to enhance their plans. It would also contain a list of some likely organizations with whom the stakeholder could begin building relationships.



The goal of the Framework is relationship-building, especially through partnerships, but because every pathway to wellbeing is different, it is not possible to create a permanent assignment of roles. These will differ from case to case.

The following is a list of key tasks that will need to be performed to develop these pathways and that must be discussed and decided on in the early stages of a relationship. Who will perform which tasks is left open:

POLICY: Policy will be needed to guide the development and use of the recreation and sport delivery system.

AMBASSADORSHIP AND AWARENESS-RAISING: Advocates are needed to send messages on recreation and sport's behalf to stakeholders and the community at large, including:

- Educating the public on the meaning of wellbeing;
- Ways to promote overall health through the recreation and sport delivery system (i.e. healthy eating, safety);
- Opportunities for developing pathways and the benefits they can bring;
- The need to build a stronger political voice for recreation and sport.

RESEARCH: This will be needed in a wide range of areas, from work on physical literacy to the development of reliable metrics for evaluation.

MULTI-SECTOR LEADERSHIP: A more strategic and intentional approach to the kind of pathways proposed here will require high-level, sector-wide leadership. This, in turn, likely requires a multi-sector leadership body of some sort.

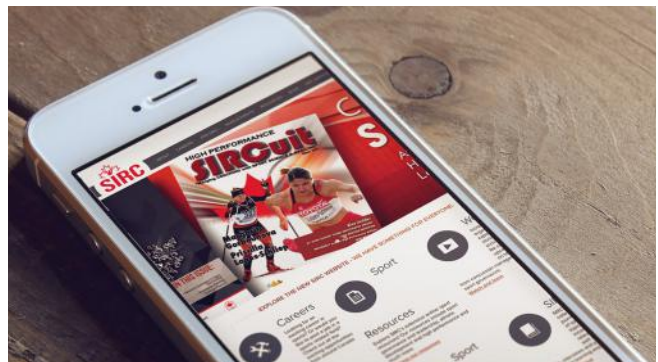
ENSURING THE SKILLS TO DELIVER THE PROGRAMS: Organizations across private and public sectors rely heavily on the recreation and sport delivery system for qualified leaders, coaches, officials, instructors, life-guards, ski patrols, and so on. The recreation and sport delivery system certify and train individuals who are then used in other areas for a wide variety of purposes. This leadership development needs to be supported equitably.

ACCESS TO INFRASTRUCTURE: Each community needs a system of asset-based, community mapping to identify infrastructure that is available for recreational and sport use and supportive of pathways to wellbeing.

RESOURCING: Resources must be provided to ensure quality programming.

MARKETING: Recreation and sport needs to be framed or marketed differently to provide a more global sense of what this system can achieve and how it can be used to promote wellbeing and quality of life.

For further information on evidence based research recognizing the many benefits of sport, check out the The Sport Information Resource Centre website: <http://sirc.ca>





Photographer: © Rob Jones
Catharine Pendrell of Harvey win's 2014 World Championship title in Hafjell, Norway.

While this policy framework focuses on the public recreation and sport delivery system the private sector cannot be overlooked. The private sector employs recreation and sport specialists and provides numerous opportunities for recreation and sport. Increasingly, innovative public-private partnerships have been shown to support renewal efforts, product and service innovation, cooperative access to facilities, and sponsorship.



This Policy Framework recognizes and applauds the recreation and sport delivery system partners for their ongoing success in providing opportunities for New Brunswickers to participate in countless programs and experiences that support pathways to wellbeing.

Photographer: © Mallory Bolden
Team NB (Under 14) at Eastern Elite Championships.

A Call to Action

Stakeholders must seize the opportunity to strengthen their effectiveness and to create new growth and development in their respective domains through greater collaboration with the recreation and sport delivery system.

.....

Recreation and sport delivery system partners must, more than ever, continue to ensure programming achieves its potential as a driver for personal and social development.

.....

Individuals and organizations across the public policy community are compelled to inform themselves on how recreation and sport can help them serve New Brunswick's citizens and communities better; and to explore emerging opportunities to build the relationships that will make these pathways to wellbeing a reality. To succeed, both sides must be fully engaged in the project, and must be ready, willing and able to think creatively, embrace new ideas and to take action to realize the benefits.

.....

Recreation and sport delivery system partners and stakeholders are called to endorse this policy framework as a guide when developing their own policies, strategies and programs. Broad awareness and support of this policy framework is essential if it is to guide and stimulate coordinated policies and practices.

APPENDIX 1:

Principles of the New Brunswick Recreation and Sport Delivery System

1. RECREATION AND SPORT IS FOR THE PUBLIC GOOD.

The system:

- a) Is essential to quality of life, and responds to our citizens' rights to physical activity and play, and helps foster life-long participation in recreation and sport activities;
- b) Is valued for its' contribution to our quality of life and wellbeing, such as personal and family health, safe and inclusive communities, and the preservation and respect for our culture and heritage; and
- c) Recognizes and supports the pursuit of excellence in all its forms.

2. RECREATION AND SPORT PROMOTE COMMUNITY DEVELOPMENT AND SOCIAL CHANGE.

The recreation and sport delivery systems are powerful tools for the achievement of a diverse range of public goals, including crime prevention, social inclusion, healthy living and a prosperous business environment. Stakeholders from these and other sectors ought to reach out to the organizations who operate these delivery systems and collaborate with them on the achievement of such goals.

3. THE RECREATION AND SPORT DELIVERY SYSTEM IS ACCESSIBLE AND INCLUSIVE.

Accessibility and inclusiveness require that:

- a) All citizens have equitable, barrier-free access to a wide range of quality recreation and sport activities;
- b) Marginalized communities are engaged; and
- c) Services are delivered in a manner that respects the spirit of provincial legislation concerning the two official languages.

4. THE RECREATION AND SPORT DELIVERY SYSTEM IS TECHNICALLY SOUND.

Principles of long-term participant development inform all recreation and sport programming. The system is based on meeting the physical, mental, emotional and cognitive development needs of participants.

5. THE RECREATION AND SPORT DELIVERY SYSTEM IS SUSTAINED THROUGH COLLABORATION AND PARTNERSHIP.

The recreation and sport delivery system involves many partners. The partners recognize that:

- a) Leadership in the recreation and sport delivery system is shared, cooperative in spirit, responds to an ever changing environment, and is based on mutual trust and respect;
- b) Individually and together, the partners provide only recreation and sport activities that are safe, healthy, and at a level consistent with the ability, interest and commitment of the participants;
- c) Volunteers are valued, recognized and supported for their commitment to serve citizens through recreation and sport delivery programs; and
- d) Demographic, geographic and cultural differences and regional disparities are recognized province wide. Partners within geographic regions acknowledge the benefits of cooperating, jointly planning and financially supporting programs and facilities for recreation and sport services.

6. THE RECREATION AND SPORT DELIVERY SYSTEM IS ENVIRONMENTALLY SUSTAINABLE.

Recreation and sport value and steward indoor and outdoor places and spaces in the built and natural environments. This requires balancing the needs of natural ecosystems with those of users, and providing sustainable facilities and services that minimize negative effects on the social and natural environments.

7. RESPONSIBILITY FOR FUNDING IS SHARED FAIRLY.

There should be a reasonable balance in the financing of recreation and sport by all tax-payers (through the three levels of government), non-governmental organizations, participating individuals and families, private sector and institutions, such that all citizens have equitable opportunities to participate regardless of one's ability to pay.

8. THE RECREATION AND SPORT DELIVERY SYSTEM IS COMMITTED TO CONTINUOUS IMPROVEMENT.

All programs and initiatives:

- a) Set Clear Goals: The goals of initiatives ought to be clear, relevant and achievable. Timelines ought to be realistic;
- b) Define Roles and Responsibilities: Initiatives ought to include a clear statement of roles and responsibilities (see next section);
- c) Co-operate and Collaborate: Initiatives ought to include clear boundaries that define the scope of the activities so that the partners can align their activities in ways that will maximize their ability to achieve the partnership goals;
- d) Communicate and be Transparent and Open: Initiatives ought to ensure that relevant information is easily accessible to one another. At key milestones in a plan, the partners ought to openly review and discuss their progress toward their objectives and ways to improve the program;
- e) Rely on Evidence-Informed Knowledge and Practices: The use and development of the recreation and sport delivery systems to promote other social goals ought to be guided by evidence and best practices;
- f) Measure and evaluate effectively: Appropriate measures and indicators ought to be in place to assess the progress and results of initiatives; and
- g) Treat Policy as Evergreen: Recreation and sport frameworks and policies, including this one, should be developed and subsequently updated on a regular basis by an agreed upon procedure involving the partners and stakeholders.

APPENDIX 2:

Roles of the System Partners

Recreation and sport delivery system partners depend upon one another in the execution of their individual mandates. While partners have a level of autonomy to make decisions and to act upon them, the mutually interdependent nature of the system requires a clear understanding of the various roles each perform in order to reduce duplication and to make better use of public resources.

The current federal-provincial/territorial agreement on mutual roles is articulated in the National Recreation Statement (1987).

NOT-FOR-PROFIT ORGANIZATIONS

Volunteers are recognized as being the heart and soul of the recreation and sport delivery system. The many not-for-profit clubs and organizations derive their recognition and authority from both government and their membership. As such, they are often supported by, and therefore accountable to both. Ordinary citizens commit endless amounts of money, time and energy to give their fellow citizens opportunities to participate in a variety of recreation and sport activities. Volunteer based not-for-profit organizations at the local, regional and provincial levels ensure there are quality programs and services available to meet the many needs of citizens. These organizations play the following roles:

1. **Leadership** – providing leadership within the province or community so that quality programs continue from year to year, participants have adequate opportunity consistent with needs and abilities; being the focal point for particular activities or areas of interest; also representing New Brunswick at the national level.
2. **Governance** – consistent with democratic principles and practices, and in response to their members' wishes, clearly defining their purpose, membership, operating policies/procedures, and their many programs and services.
3. **Quality programs and leader training** – ensuring all programs are widely available, of a high standard and worthy of public support, and all leaders are properly trained and monitored to ensure quality experiences for those who participate.
4. **Membership services** – providing program services, communication and information to the organization's members respecting the spirit of provincial legislation concerning New Brunswick's two official languages.
5. **Cooperation with other partners** – working with other partners to avoid gaps and overlaps, and to help develop a coordinated, efficient and effective recreation and sport delivery system.
6. **Safe, healthy activities** – ensuring recreation and sport participants can take part in their activities in a safe, healthy, supportive and positive environment at a level consistent with their ability, desire and commitment.
7. **Values and ethics** – ensuring that programs are of a high standard, reflecting the values and ethics of the citizens of New Brunswick.
8. **Supporting growth** – so that as many citizens as possible can enjoy the benefits of participating in recreational and sport activities.

MUNICIPALITIES

Municipalities are the governments closest to the people. They have the ability to respond more flexibly, more quickly and more effectively in meeting the recreation and sport needs of their people and communities. For this reason, municipalities are recognized as the level of governments which are primarily responsible for the direct provision of recreation and sport programs and services. Their basic role is to ensure a broad range of recreation and sport opportunities are available for all citizens. These opportunities will be consistent with community needs and interests, and the availability of resources. The primary roles include:

1. Establishing a recreation authority to serve as the focus for the provision of community sport and recreation opportunities, with clearly defined purposes, budgets, programs and services and establishing the broad mission and policies within which all programs/organizations operate.
2. Information and resources – being continually aware of all relevant community resources and recreation opportunities, and making this information available to the public.
3. Program and service incentives – providing incentives and services in support of programs which develop in response to identified needs (incentives such as leadership training, program information, facilities, etc.).
4. Program evaluation and assessing needs – undertaking regular assessments of community needs and interests in order to ensure programs and services are up to date, and regularly evaluating programs against pre-determined goals/objectives.
5. Responding to needs – making every effort to respond to the recreation and sport needs of the community by supporting the work of volunteer community organizations or the private sector, or in the direct provision of programs.
6. Coordinated use of resources – coordinating the development and best use of resources, both within in the community and with nearby communities, through the establishment of cooperative mechanisms in areas such as planning, information exchange, facility development, communication and promotion, leadership development, and fund raising.
7. Values, excellence and heritage – ensuring that sport and recreation programs and services operating in the community reflect the values of society, support and recognize the achievement of excellence, and preserve our recreation and sport heritage.
8. Safe, healthy activities – providing standards and specific direction to program providers so programs are offered in a safe, secure, healthy and environmentally sensitive manner.
9. Cooperation with other partners – working with other partners to avoid gaps and overlaps and to help develop a coordinated, efficient and effective recreation and sport delivery system for all citizens.
10. Facilities – either within the community or in cooperation with nearby communities, making available recreation and sport facilities for a variety of activities.

REGIONAL SERVICE COMMISSIONS

Regional Service Commissions are the entity through which Municipalities, Rural Communities and Local Service Districts come together to address recreation and sport matters of regional significance.

- Regional cooperation – to collaborate on regional issues and service decisions.
- Infrastructure Development – Commissions are responsible for facilitating the planning and cost-sharing of recreation and sport infrastructure.
- Regional Services – Commissions have the authority to facilitate and oversee arrangements between communities for cost-sharing on services.
- Land Use Planning – Making regional planning decisions in regards to facility location or land use which affects more than one community.
- Commissions can provide other services as agreed to by their member communities on either a regional (all commission members) or sub-regional basis (one or more interested members, depending on the service).

FIRST NATIONS

First Nations are the governments closest to Indigenous people. They have the ability to respond more flexibly, more quickly and more effectively in meeting the recreation and sport needs of the Mi'kmaq and Wolastoq people and communities. For this reason, First Nation Governments are recognized as a level of government which are primarily responsible for the direct provision of recreation and sport programs and services. Their basic role is to ensure a broad range of recreation and sport opportunities are available for all Band members. These opportunities will be consistent with community needs and interests, and the availability of resources. The primary roles include:

1. Establishing a recreation authority or department to serve as the focus for the provision of community sport and recreation opportunities, with clearly defined purposes, budgets, programs and services and establishing the broad mission and policies within which all programs/organizations operate.
2. Information and resources – being continually aware of all relevant community resources and recreation opportunities, and making this information available to Band members.
3. Program and service incentives – providing incentives and services in support of programs which develop in response to identified needs (incentives such as leadership training; programs such as NAIG, NAHC, NBISG; facilities, etc.).
4. Program evaluation and assessing needs – undertaking regular assessments of community needs and interests in order to ensure programs and services are up to date, and regularly evaluating programs against pre-determined goals/ objectives.
5. Responding to needs – making every effort to respond to the recreation and sport needs of the community by supporting the work of volunteer community organizations or the private sector, or in the direct provision of programs.
6. Coordinated use of resources – coordinating the development and best use of resources, both within in the community and with nearby communities, through the establishment of cooperative mechanisms in areas such as planning, information exchange, facility development, communication and promotion, leadership development, and fund raising.
7. Values, excellence and culture – ensuring that sport and recreation programs and services operating in the community reflect the values of the Indigenous culture, support and recognize the achievement of excellence, and preserve our recreation and sport heritage.
8. Safe, healthy activities – providing standards and specific direction to program providers so programs are offered in a safe, secure, healthy and environmentally sensitive manner.
9. Cooperation with other partners – working with other partners to avoid gaps and overlaps and to help develop a coordinated, efficient and effective recreation and sport delivery system for all Band members.
10. Facilities – either within the community or in cooperation with nearby communities, making available recreation and sport facilities for a variety of activities.

Participation in games, play and more recently, sport, have always played an important role in Aboriginal cultures, as traditional Aboriginal lifestyles were very physically active. Many sports and games related to survival and the holistic development of individuals, families and communities, and they centred on important principles within their belief systems and cultural values. The holistic approach of Aboriginal peoples emphasizes the development of the whole person, balancing the physical, mental, emotional, cultural and spiritual aspects of life. In addition, this traditional Aboriginal perspective does not distinguish between sport, recreation and physical activity; all of these activities are intertwined and integral to personal and community wellbeing

(Sport Canada's Policy on Aboriginal Peoples' participation in Sport 2005).

PROVINCIAL GOVERNMENT

The provincial government has far reaching responsibility for recreation and sport. Various departments impact the system in numerous ways. The Minister responsible for recreation and sport, and on behalf of the province, has endorsed both the Framework for Recreation in Canada and the Canadian Sport Policy. All Departments should now view related decision making through a recreation and sport lens and consider:

1. How decisions impact recreation and sport.
2. Whether recreation and sport can be a tool to help achieve Department goals.
3. The need to consult with recreation and sport partners.

While many Departments affect the system, it is the Sport and Recreation Branch which plays the lead role within Government for overall system development. Its main roles are:

1. Visionary leadership – working with the system to develop vision, related policy and support programs; coordinating and managing the ‘big picture’.
2. Financial support – for organizational development, leadership training, participation encouragement, the pursuit of excellence and also providing financial assistance to municipalities for the construction and improvement of facilities.
3. Consultation and facilitation – serving as a catalyst and coach as partners are challenged to meet expanding needs in an ever-changing environment.
4. Leadership development – encouraging, training and supporting the volunteers and professionals who play key roles in the delivery of safe, healthy recreation and sport programs which are consistent with the needs and abilities of all participants.
5. Research and program development – Plan and support recreation and sport research.
6. Information provision – combining modern information technology with the data and expertise from the field to inform decision makers, service providers and consumers - monitoring, measuring and sharing the latest information, insights and experiences.
7. Promotion and marketing – advocating for the benefits of participation in recreation and sport.
8. Strategic alliances – building strong, functional links with related policy fields (e.g. health, social inclusion, justice, education and tourism), encouraging and demonstrating partnerships that combine resources to enhance service to both participant and public.
9. Cooperation with other partners – working with other partners to avoid gaps and duplication and helping develop a coordinated, efficient and effective recreation and sport delivery system.
10. Barrier breaking – aggressively identifying and helping to remove obstacles that hinder equitable participation.
11. Provide support to special projects and programs delivered on a regional, provincial or national scale.
12. Representing New Brunswick – providing a common voice in national and international discussions regarding recreation and sport.

FEDERAL GOVERNMENT

The federal government plays a role in matters of national and international concern, and in collaboratively developing and supporting policies and funding mechanisms that enable all Canadians to experience recreation and sport. The federal government specifically contributes through:

1. High Performance Sport – Support to high performance athlete, coach and sport system development at the national level; including direct funding to athletes, national organizations and support for hosting national and international events.
2. National Representation – Ensure Canadian representation and the promotion of Canadian values, both internationally and within Canada, in activities, forums and events that serve a national purpose.
3. Participation – Contribute, at the national level, to the development of recreation and sport services through the provision of resources and support to the public, not-for-profit and private sectors.
4. Policy and Program Development – Set National evidence-based physical activity guidelines for Canadians, and work with Provincial and Territorial Governments to establish collaborative priorities.

EDUCATIONAL INSTITUTIONS AND EDUCATORS

Public education's relationship with the recreation and sport delivery system is unique in many ways. While both have their own infrastructure and programs there remains a need for a strong collaborative relationship. As such, educational institutions and educators are critical partners in the recreation and sport delivery system. Their roles include:

1. First Contact – The education system often provides the opportunity for first contact to recreation and sport activity for many of the province's children and youth.
2. Community Use of Schools – Educational institutions administer the use of school facilities by both students and the broader community.
3. Physical Education – The primary purpose of physical education is to help students develop the skills, knowledge and attitudes necessary for participating confidently in many different forms of physical activity and maintaining a physically active lifestyle into and through adulthood.
4. Extra-curricular programming, extended learning opportunities and inter-scholastic sport
5. Future Leaders – The province's post-secondary institutions develop leaders through advanced recreation and sport studies.
6. Develop and Share Knowledge – Undertake research, evaluation and data collection and share findings with stakeholders and partners.

APPENDIX 3:

Supporting Narrative

A CHANGING ENVIRONMENT

The Sport and Recreation Policy for New Brunswick (1994) described recreation and sport as pursuits that “normally take place in one’s leisure time...” When the policy was established, this view served our citizens and communities well. Since then, New Brunswick has changed so that today the line between work and leisure time is less clear.

While citizens still turn to recreation and sport for entertainment, personal fitness and the pursuit of excellence, there is growing interest in other uses of the system, such as team-building in the workplace, strengthening citizenship, preventing crime and helping seniors remain active.

Benefits like these are not new. When parks and recreation programs were first created in the early 20th century, governments saw them as tools for improving personal health, community-building and social change. Through the 1950s and ‘60s, however, people and governments began to view recreation and sport more as ways to fill leisure time. As a result, their role in helping us achieve our broader social goals declined.

Rebuilding recreation and sport’s capacity to make a major contribution to all aspects of our lives and society—personal, work-related and as citizens—is the story of the next stage in the system’s evolution. This renewed policy framework helps define New Brunswick’s approach.

A NEW POLICY FOR A NEW ERA

New Brunswick’s Recreation and Sport Policy Framework is the culmination of a renewal of the Sport and Recreation Policy for New Brunswick (1994).

In May 2016, the major players* in the recreation and sport delivery system agreed to renew the 1994 policy. A working group was struck and tasked with leading the renewal and overseeing the production of this document.

The group included representatives from across the recreation and sport delivery system as well as representatives from sectors outside the system. The new policy framework, set out in these pages, reflects a consensus among the members on the way forward and their aspirations for the future.

The process also involved six day-long roundtable discussions between working group members and representatives from sectors outside the system, including education, crime prevention, health promotion, social inclusion, and the private sector. Participants used these meetings to discuss how “non-traditional” stakeholders like these see the system and to explore how and why they might begin using it for their own purposes.

A consensus quickly formed around a view of the recreation and sport delivery system as a powerful and flexible tool for achieving social goals such as crime prevention, health promotion and social inclusion. Participants agreed that, from this perspective, the system is critically underused and they wanted that to change.

They agreed the new policy should contain a strong, clear statement of the role the recreation and sport delivery system can and should play in promoting social change and community-building; and that it should explicitly recognize organizations like those at the roundtables as key stakeholders in the system and the policy framework.

A NOTE ON LEVERAGING THE RECREATION AND SPORT DELIVERY SYSTEM

Many of the civil society organizations who are partners in the delivery systems are funded by governments or through sponsorships and donations. They also rely heavily on support from volunteers. In an era of ongoing budget reductions, efforts to secure new resources are often unsuccessful, even when the work of these organizations is highly regarded and acknowledged to make a significant contribution to the quality of life in New Brunswick. The claim that there is a significant opportunity for new growth and development therefore may seem questionable. Nevertheless, this seems to be the case.

Governments today spend increasingly large shares of their budgets in a few key areas, such as healthcare and law enforcement. Some of the best prospects for reducing costs over the long-term lie in more concerted efforts at prevention. Evidence shows, for example, that obesity is a major cause of diabetes, cardiac problems and so on. It also shows that obesity is linked to lifestyle and may be prevented through changes in life-style. A sensible plan for the future therefore is for governments to put more effort and resources into preventing illness, rather than trying to treat people after it occurs.

Decision-makers are far more responsive to this option today than a decade ago. They have more confidence that a viable long-term strategy to prevent illness or crime can be effective. Many also recognize that recreation and sport have key roles to play in achieving these goals, but they must be confident that such investments will produce real results.

Recreation and sport programs could become attractive options for new long-term investment from areas such as healthcare and law enforcement through effective and sustainable partnerships with organizations dedicated to health promotion and crime prevention. To be successful, however, two key conditions must be met:

- The initiatives must be strategic, that is, focused on specific, promising opportunities for gains in key areas, such as reducing obesity or substance abuse; and
- They must be well-planned, with clear, measurable goals that can demonstrate real returns on investment. For example, if they are focused on reducing obesity rates, targets should be set and achieved.

There is also a question around initial funding. It would likely take time for a nascent strategic initiative to mature into an attractive investment opportunity. This means early investment—seed funding—would be needed to get the project going. This could be a critical role/opportunity for the private sector, which could act as an initial source of seed funding for new projects to ensure they have time to take root, develop and demonstrate their value, so that they can then attract more significant public sector investment as they mature.

Businesses would benefit from this. Safe, healthy communities help ensure healthy, productive employees. Keeping the crime rate down reduces security costs. A vibrant community is more likely to be prosperous. The private sector should have a deep interest in helping build such communities through this kind of community investment.

GLOSSARY:

CANADIAN SPORT 4 LIFE

Sport for Life aims to build quality sport and physical literacy in Canada by addressing overall sport and physical activity from policy to program delivery. Establishing quality programs based on developmentally appropriate sport and physical activity will improve the health, wellness and sporting experiences of all Canadians. All major sports have developed specific Sport for Life Long Term Athlete Development models to guide coaches and participants. The results will be more Canadians with improved physical literacy achieving sporting excellence and optimum health.

Sport for Life Society

CANADIAN SPORT POLICY 2012

Sets direction for the period 2012–2022 for all governments, institutions and organizations that are committed to realizing the positive impacts of sport on individuals, communities and society.

A FRAMEWORK FOR RECREATION IN CANADA 2015 PATHWAYS TO WELLBEING

A collaborative effort of the Canadian Parks and Recreation Association, P/T recreation and park associations and P/T governments (excluding Québec) to guide and stimulate coordinated policies and practices in recreation that aim to improve the wellbeing of individuals, communities, and the built and natural environment

NATIONAL RECREATION STATEMENT (1987)

A declaration by the Federal, Provincial and Territorial Ministers responsible for recreation that officially recognized the significance of recreation. It provided an early definition of recreation, recognized its importance to individuals and communities and identified municipal, provincial and federal government roles.

PHYSICAL LITERACY

Is the motivation, confidence, physical competence, knowledge and understanding to value and take responsibility for engagement in physical activities for life.

International Physical Literacy Association (May 2014)

POLICY FRAMEWORK

A tool to guide decision making, set direction, identify important connections, and support the alignment of policies and practices amongst organizations .

RECREATION

The experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

A Framework for Recreation in Canada 2015 Pathways to Wellbeing

RECREATION AND SPORT DELIVERY SYSTEM PARTNER

The responsibility for ensuring and providing opportunities for recreational and sport activity lies with many partners: governments, schools and universities, not-for-profit organizations, the private sector and individuals themselves. These groups have interests in, and responsibility for, program delivery within the system.

Sport and Recreation Policy for New Brunswick (1994)

RECREATION AND SPORT DELIVERY SYSTEM STAKEHOLDER

Organizations and policy fields with a stake in wellbeing are also stakeholders in the recreation and sport delivery system. These domains utilize the recreation and sport system for various purposes.

SPORT

A particular form of recreation requiring a combination of physical, technical, tactical and mental skills. Persons of all ages, stages and skill levels are welcomed to participate and are inspired to improve.

WELLBEING

The presence of the highest possible quality of life in its full breadth of expression, focused on but not necessarily exclusive to: good living standards, robust health, a sustainable environment, vital communities, an educated populace, balanced time use, high levels of democratic participation, and access to and participation in recreation and culture.

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References

A Framework for Recreation in Canada 2015: Pathways to Wellbeing

Canadian Sport Policy, 2012

National Recreation Statement (1987)

Sport and Recreation Policy for New Brunswick (1994)