

A photograph of two children playing soccer on a green grassy field. The child on the left is wearing a light blue jersey and black shorts, with their right leg extended forward. The child on the right is also wearing a light blue jersey with a black 'A' logo on the chest and black shorts, with their left leg extended towards a white and blue soccer ball. Both children are wearing black socks and black cleats. The background is a blurred green field.

# *Our turn!*

GATINEAU'S POLICY ON SPORTS,  
RECREATION AND THE OUTDOORS













neau

## For me, Gatineau is...

“The feel of the country in the city, green spaces, waterways and an environment that promotes outdoor activities, but most of all, it’s a chance to meet people and connect with them.”



From the Family Policy consultation,  
**youth group**

# Foreword

In Gatineau, residents of all ages are involved in building a healthy, safe and lively city in which it feels good to live. This quality of life stems, in part, from the numerous recreation, sports and outdoor activities in the urban villages that make up the city. The urban villages of the greater Gatineau, rooted in our history and the ways in which we have grown, are a fundamental concept when it comes to planning activities and fostering local jobs. By developing a Policy on Sports, Recreation and the Outdoors, Gatineau wants to take into account the emerging personality of each urban village while continuing to strengthen community life and improving the quality of life for the population as a whole. In so doing, the city hopes

to help the residents of the urban villages develop the sense of belonging to the Gatineau community that comes from closer ties among people, bridges among groups and democratic decision-making.

The Policy on Sports, Recreation and the Outdoors stems from the vision set out in Gatineau's 2003-2007 Strategic Plan, which aims to make the city a place where it feels good to live and where people participate actively in the well-being of their community. This policy is a logical link in the chain of other municipal policies adopted by Gatineau's Municipal Council. It ties in with both the Family Policy and the Cultural Policy, as well as the *Cadre de référence en matière de participation des citoyens aux affaires municipales*. Together, these documents define a coherent set of jurisdictions and areas for action whose shared goal is to engage Gatineau's municipal resources in the service of the community.



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## Message from the Mayor

I am pleased to present to you Gatineau's new Policy on Sports, Recreation and the Outdoors. As you read through it, you will quickly see the emphasis placed on sports and recreation among the municipality's priorities. In addition to being essential to good health, recreation, sports and the outdoors foster attitudes and habits that promote well-being and create a sense of belonging to the community. The time and resources invested in these activities increase the quality of life of each and every one of us.

This policy is the product of an intense process of reflection and consultation with the population and the various players in the field. Together, they have sketched the outlines of an action plan that will allow us to make recreation, sports and the outdoors into opportunities and means for enhancing our quality of life.

Gatineau's new Policy on Sports, Recreation and the Outdoors recognizes the value of consultation and volunteer commitment. In Gatineau, we are fortunate to live in an exceptional setting, with a wealth of green spaces and recreation sites. Throughout the seasons, they provide Gatineau's residents with a place to practice their sports and outdoor activities. Partners, groups, volunteers and other stakeholders play a key role in delivering recreation, sports and outdoor services.

I would like to thank Gatineau's Commission des loisirs, des sports et de la vie communautaire, as well as the groups and individuals who participated in the consultation process that laid the groundwork for a policy that will now be used to guide the actions of all of the partners involved. I hope that you will find this a good read!

Mayor of Gatineau,

Marc Bureau





## Message from the Chair of the Commission des loisirs, des sports et de la vie communautaire

In spring, summer, fall and winter, Gatineau offers its residents many different recreation, sports and outdoor activities that enrich our community life and help people connect with one another. The energy invested by Gatineau's municipal employees, the commitment of people in the community and the passion shown by volunteers are all clear signs of their determination to ensure a certain quality of life for the city's residents.

The mandate of Gatineau's Commission des loisirs, des sports et de la vie communautaire is to study community, sports and outdoors issues, and to submit recommendations to the Municipal Council. Our actions are guided by a three-fold objective: ensuring participation by the public and partners in the delivery of recreation services; developing recreation, sports, physical activity and community life in order to match the delivery of recreation

services to the public's expectations; and defining a frame of reference for the municipal government's role in social development and its commitment thereto.

Reading through this document, you will notice that Gatineau's Policy on Sports, Recreation and the Outdoors is closely aligned with these objectives. In fact, it relies on everyone to join forces in implementing activities and projects that affect the day-to-day lives of residents and, consequently, to better meet their changing needs.

We are all lucky to live in an environment that includes such a wealth of green spaces and sites that are so well-suited to recreation, sports and outdoor activities. These sites are both the heart and soul of community life, and it is very important that they live up to the expectations of Gatineau's residents. This policy is an exceptional tool for working together towards that goal, and we are proud to be associated with it.

Chair

Alain Pilon

# *Issues addressed by the policy*

**This policy deals with a number of areas encompassing every form of recreation, various sports, and year-round outdoor activities.**

## *Recreation*

People engage in recreation activities to take a break from personal, family and work obligations. These are experiences that provide pleasure and enjoyment, that offer challenges, discoveries and opportunities to learn, chances for accomplishments and a strong social component. Recreation is essentially based on freedom of choice. In Gatineau, recreation includes physical activities, community recreation and cultural recreation.

## *Sports*

Many different kinds of sports, often played in leagues, are practiced in Gatineau, and the city recognizes and supports them at four levels: introductory, recreation, competition and excellence.

## *The outdoors*

Outdoors activities generally take place in direct contact with nature, in a setting where the focus is on respecting and protecting the integrity of the sites. The outdoors affect a wide range of people and provide the opportunity to engage in a multitude of activities available either as structured or unstructured activities.



# 1





# *A desire to work together*

In an urban area like Gatineau, the opportunities for recreation, sports and outdoor activities are many and varied. Each of these activities shows a different facet of the bond between the residents and their community, whether in terms of social activities, as in the case of recreation, or outdoor activities and sports. In many cases, the activities are organized through the concerted efforts of the city, but also by volunteer organizations and groups, the private sector and individuals. Everyone has an important part to play, and this policy testifies to our commitment to act and become involved at this very level, helping to arrange recreation, sports and outdoor activities that improve the health and quality of life of residents.





## *A concerted effort*

**In 2004, Gatineau's Municipal Council tasked the Commission des loisirs, des sports et de la vie communautaire, as well as the municipal unit by the same name, with developing a policy on recreation, sports and community life. At the time, the intent was to have the policy address all of the areas covered by the unit.**

Because it takes a collective effort to successfully organize these kinds of activities, the city decided to mobilize and consult community organizations, partners, residents and municipal employees in developing its policy. To that end, four consultations were conducted.

Initially, the policy development process drew on information collected in the consultation process conducted for Gatineau's Family Policy. In this process, more than 600 people, including a cross-section of youths, families and people aged 50 or over, participated in a visualization activity,

imagining an "ideal city." A wealth of information was collected about access to recreational activities for everyone, safety, neighbourhood life, mutual support, infrastructure and many other dimensions, providing food for thought and serving as the jumping-off point for the Policy on Sports, Recreation and the Outdoors.

A second, wide-reaching consultation process involving more than 100 community organization representatives and volunteers was carried out, this time explicitly addressing recreation, sports and community life, in connection with five major themes, namely accessibility, volunteerism, equity, partnership and support.

Major themes

- Accessibility*
- Volunteerism*
- Equity*
- Partnership*
- Support*

In order to better focus the information collected, a third consultation was carried out with municipal employees involved in recreational activities. These employees addressed the same themes, in addition to sharing the expertise they had gained in the field in terms of recreation, sports and community life. Based on information provided by municipal workers and organizations, a number of people expressed the desire to have advocacy involving community life integrated into a future social development plan or policy, and for the efforts currently underway to be devoted to the development of a policy on sports, recreation and the outdoors.

For the fourth consultation, the Sport, Recreation and Outdoor Forum invited organizations involved in recreation, sports and the outdoors to reflect on the issues and action priorities stemming from a draft version of the policy. In total, around 50 organizations took part in this Forum, as did municipal

employees involved in recreation. This made the Forum a defining moment in the implementation of the policy.

With this new Policy on Sports, Recreation and the Outdoors, Gatineau has taken the first step towards harmonizing the organization of and support for recreation, sports and the outdoors throughout the city.

Through its acknowledged strengths, priorities and the guidelines and axes of intervention it sets out, the Policy on Sports, Recreation and the Outdoors defines the markers that will guide its implementation, thereby fleshing out an action plan and a support framework for its partners in organizing recreation, sports and the outdoors.





# 2





# *A framework for joint action*

On its own, the desire to work together is not enough to guarantee the success of recreation, sports and outdoor activities in Gatineau. It must be accompanied by a framework for joint action so that the combination of everyone's commitment can form a whole that will serve the well-being of all. By establishing this framework for action, Ville de Gatineau can count on its understanding of its strengths, based on which it can better define its mission, objectives and roles. After all, we are talking about the strengths of everyone involved.



## What I like most about Gatineau...

“These are our waterways and our green spaces.  
It’s mainly about the freedom to be part of my  
living environment, along with other people.”



From the consultation on the Policy on Sports, Recreation and the Outdoors,  
**community organizations and volunteers**



## Our strengths

**In Gatineau, organizing recreation, sports and the outdoors involves a number of aspects that are also strengths in action:**

**Mobilization** – Gatineau’s inhabitants become involved as volunteers in associations to offer various services to their fellow residents. They help train, support, and coach their fellow residents, but they also organize, structure and manage a variety of activities that would never get off the ground or be able to continue without their invaluable support and the countless hours they put in every day, week and year.

**Cultural diversity** is also a special asset. In fact, a large proportion of Gatineau’s residents were born abroad. This cultural diversity makes Gatineau a community that is open to the world, abundant in human knowledge and varied cultural practices, making for a far richer community. In that context, organizing recreation, sports and outdoor activities certainly means being rooted in the local community, but it also means keeping an open mind to ideas and trends from all over the world.

**Cooperation** by its many partners is also a significant part of Gatineau’s strength. For example, educational institutions, health and social service facilities, the National Capital Commission, and volunteer associations all work with the city and pool their resources, ensuring that their actions are complementary and innovative.

**The human resources** involved in organizing recreation at the municipal level constitute a genuine strength, doing everything they can to encourage more and more people to become regularly involved in recreation, sports or outdoor activities. This desire to work together is apparent in the drive, creativity and organizational ability invested in planning the municipal delivery of services.

**Gatineau’s infrastructures and natural environment** are a solid foundation for the successful delivery of many of its services. Many people delight in its shorelines and rivers, its walking trails and bicycle paths, not to mention its green spaces. Take, for example, the Lac-Beauchamp, Lac-Leamy, des Cèdres and Gatineau parks, which provide enjoyment to many outdoor enthusiasts, and are located only minutes away from the urban centres. In addition to this natural heritage, the city provides numerous sports and community infrastructures to encourage involvement in recreation, sports and outdoor activities.





# *Gatineau*

## Facilities

**3** beaches **11** arenas **145** community-use buildings **1** indoor soccer centre **2** indoor pools  
**8** outdoor pools **3** public outdoor rinks **73** neighbourhood outdoor rinks **1,018** swings  
**71** tennis courts **136** basketball courts **25** water parks **12** wading pools **16** skate parks  
**651** play structures **43** ball diamonds **105** soccer fields **21** cultural centres **10** libraries



## Service offering

**20,000** volunteers working to organize recreation, sports, outdoors and community life **40** sports  
**530** partner organizations that organize recreation, sports, outdoors and community life

## Parks and green spaces

**51** natural spaces **6** community gardens  
**150** kilometres of recreational trails, footpaths and bicycle paths  
**45** special-purpose parks **67** community parks  
**161** neighbourhood parks **9** urban parks



# *The outdoors, an undeniable strength*

**Gatineau's exceptional natural environment led the Commission and the Service des loisirs, des sports et de la vie communautaire to take this tremendous asset into account and to recognize the outdoors as an indispensable source of activities.**

Consequently, the city has chosen to focus on this strength and make the outdoors the symbol of Gatineau's quality of life by making it clear that it wanted to encourage the development and use of its wealth of outdoor sites. Over the coming years, Gatineau wants to emphasize its natural heritage, develop its outdoor recreation services and make greater use of outdoor sites located in urban areas. Determined to become a veritable capital of the urban outdoors, the city intends to set itself apart by making this aspect one of the specific areas addressed by this Policy and by supporting initiatives that sustain this vision.









**In my community, I would like...**

“Recreation, sports and the outdoors to contribute to the population’s sense of well-being, safety and vitality.”



From the consultation on the Policy on Sports, Recreation and the Outdoors,  
**municipal workers involved in recreation**



## *Our mission*

Besides being a good way to get involved in the community, engaging in recreation, sports and the outdoors is without question an excellent way for individuals to improve their physical and mental health. The positive effects on individuals are reflected throughout the community, which becomes revitalized. The focus on individual health and quality of life helps enhance the community's well-being, which is a true form of social capital to be preserved and enriched..

**This is why Gatineau has taken on the mission of improving the quality of life of individuals and communities by offering opportunities for recreation, sports and the outdoors that are diverse, of high quality, accessible, safe and delivered fairly throughout the city so as to encourage regular involvement in recreation, sports and the outdoors.**

The more dynamic a community is in terms of recreation, sports and outdoor activities, the more mobilization and cooperation there is, and the more residents identify with that community, become involved in it, and feel like they are a part of its development. This is the foundation of genuine quality of life as a community.

## *Our objectives*

Given this mission, Gatineau must target its own actions to get the most out of them. Above all else, the Policy on Sports, Recreation and the Outdoors should:

- **define and guide the municipal delivery of services;**
- **define the city's direction with its partners and volunteers; and**
- **define the city's commitments in terms of recreation, sports and the outdoors.**

On the strength of its direction, expertise and resources, Gatineau and its recreation crews commit to joining forces in order to provide Gatineau's residents with access to high-quality recreation, sports and outdoor services.

This commitment on the part of the recreation crews is first and foremost expressed through the actions of people translating their desire to cooperate with residents in their everyday dealings with them by organizing, structuring and operating, over the course of the year, recreation, sports and outdoor activities in the field.



# *The role of Ville de Gatineau*

**To meet the needs of its residents, Gatineau's administration must play several roles at once. It must, at different times, guide activities, inform or consult with the people, promote services or manage resources, all with the goal of improving the quality of life. Specifically, its roles involve:**

## *Exercising leadership*

A Policy on Sports, Recreation and the Outdoors in Gatineau is a manifestation of the city's desire to mobilize and consult its residents and partners about the organization of and involvement in recreation, sports and outdoor activities.

## *Communicating*

Organizing recreation, sports and outdoor activities involves a number of players. Gatineau must provide its residents with adequate information on opportunities for recreation, sports and outdoor activities. In addition to providing information, the city also oversees the development of strategies to promote the benefits of active living, but especially to inspire an interest in recreation, sports and outdoor activities. It must also work on developing mechanisms for interaction among the players it works with in order to continuously enrich and diversify service delivery.

## *Managing resources*

Gatineau is responsible for municipal funds and public property, which it administers responsibly, efficiently, transparently and in the best interests of the population.



**As the municipal administration,  
we want the city to...**

**“Promote a sense of belonging,  
encourage collective action and meet  
the daily challenge of keeping individuals  
and groups motivated.”**



From the consultation on the Policy on Sports, Recreation and the Outdoors,  
**community organizations and volunteer**



3





# *A common path*

When deciding on recreation, sports and outdoor directions that are concrete, consistent and continuing, Gatineau relies on both the results of the consultations identifying the interests and needs of its residents and the assessment of its strengths and municipal resources in order to find a common direction. For Gatineau, this means making choices that will constructively stimulate regular involvement in recreation, sports and outdoor activities to maximize individual well-being, and foster the vitality and dynamism of the community. These choices will be informed by guidelines governing four specific axes of intervention.



# The choices behind our actions

**As with all service delivery, the organization of recreation, sports and outdoor activities relies on choices that are consistent with Gatineau's strengths, mission and objectives.**

Gatineau's choices stem from the foundations of this policy, which will certainly become the *Leitmotiv*, the *raison d'être*, of the actions that will be taken in the coming years.

Consequently, Gatineau wants to put the emphasis on—and develop—the exceptional natural heritage surrounding it so as to make it accessible to and enjoyable for all. The city wants to place recreation, sports and outdoor activities at the service and at the centre of its population's lifestyle in

order to foster individual health and community dynamism and to improve the quality of life in Gatineau. Seeing the city expand, feeling the pride of its residents and helping to sow the seeds of achievement among its youth are also aspects that drive Gatineau's desire to assist emerging athletes and help promote success stories in recreation, sports and outdoor activities.

For all of these reasons, Gatineau has chosen to:

- 1 ➤ direct the provision of services towards youth under the age of 18**
- 2 ➤ direct the provision of services towards the recreational and introductory levels**
- 3 ➤ direct the provision of services towards free participation**
- 4 ➤ direct the provision of services towards participation by a greater number of people**
- 5 ➤ contribute to supporting excellence**











# The guidelines

**Guidelines are general rules that serve to direct the activities of a municipality based on specific objectives. The organization model for recreation, sports and outdoor activities in Gatineau is based on four guidelines that are the logical extensions of the strengths, mission and choices that underlie the policy. In management terminology, these principles are said to be *transversal*, which is to say that they must be taken into account in each axis of intervention, they *traverse* (cut across) every aspect of municipal action in a given area. In the case of recreation, sports and the outdoors, the following guidelines apply:**

## *The quality and diversity of municipal service delivery*

As the first guideline for its involvement, the city has chosen to focus on providing quality services by making the best use of the resources available to it. In concrete terms, this means making quality programs, instruction, equipment and material and human resources available to Gatineau's inhabitants. This also assumes an ongoing assessment of needs, interests and outcomes to ensure that the services provided remain relevant, diverse and accessible to the greatest number of people.

## *Accessibility*

To facilitate access to recreation, sports and outdoor activities for every member of the Gatineau community, the municipal administration has committed to considering a number of aspects related to accessibility, namely price, distance, available transportation, schedules, absence of physical and social barriers, and information.

## *Safety*

Safety, an issue that is both physical and psychological, is increasingly important in our society. It has become an essential consideration when developing and implementing any recreation, sports or outdoor service. It encompasses both accident prevention and improved user safety. Safety requires an evaluation system, a plan for standardizing facilities and constant attention to programming. Improving the safety of individuals and sites and increasing the sense of safety means offering the population a pleasant environment that allows everyone to thrive. Consequently, Gatineau recognizes the importance of safety as a guideline in the municipal delivery of recreation, sports and outdoor activities.

## *Influence*

When it comes to recreation, sports and the outdoors in Gatineau, influence means that the city needs to do more to promote its lively and welcoming environment, its fine spaces and facilities, its dynamic know-how and, lastly, its population, an involved and healthy community. As a result, it intends to use the policy as a platform to publicize its success stories and show its pride in contributing to excellence in recreation, sports and the outdoors, as examples of positive achievements that affect all residents and that are part and parcel of building identity and collective pride.



In order for the guidelines to lead to action, they must be translated into axes of intervention. That way, the city can determine exactly where to focus its efforts.



# *The axes of intervention*



## AXIS 1

# The organization of living environments



## *Gatineau wants to...*

**Contribute to highlighting the lively and dynamic nature of the living environments, neighbourhoods, urban villages and the municipality. Through its involvement, Gatineau will sometimes act as a project manager and sometimes as a collaborator or facilitator for an organization, resident's association, partner or any other party that wants to contribute to the dynamism of its surroundings in the area of recreation, sports or the outdoors.**

## *By...*

- Promoting action by residents and communities so that they can help organize recreation, sports and outdoor activities.
- Supporting the involvement of local players and encouraging them to take the initiative.
- Making sure that Gatineau's recreation-related crews are present and active in the living environments and in close contact with the various parties involved in recreation, sports and the outdoors.
- Consulting residents about their expectations, needs and opinions with respect to recreation, sports and the outdoors for the community.
- Assessing, on a regular basis, the expectations, needs and opinions of local organizations and partners (education, health and social services) regarding recreation, sports and the outdoors.
- Adapting the delivery of recreation, sports and outdoor services to family and educational realities in order to encourage the population to embrace an active and dynamic way of life.
- Participating in the development of a policy on accessibility.
- Promoting a variety of forms of recreation, sports and outdoor activities, along with the many groups that engage in these activities or make them possible.
- Expanding and diversifying communication tools to reach the greatest possible number of people and client groups.
- Taking advantage of events such as neighbourhood celebrations, festivals and amateur and professional competitions to make them into tools for influencing and involving the community in ways that could attract tourists.



**I would like an environment...** “That makes room for intergenerational activities” <sup>1</sup> “That takes the realities of families into consideration” <sup>2</sup> “That lets me get more involved in decisions about young people” <sup>3</sup>

*From the consultation on the Family Policy, 1. seniors group, 2. families group, 3. youth group*

## AXIS 2

# Infrastructure development



### *Gatineau wants to...*

**Upgrade its network of infrastructures and green spaces so as to meet the needs of the population as a whole, including high-level athletes, families and people with disabilities, and take the necessary steps to offer safe, accessible high-quality facilities that encourage people to engage in recreation, sports and outdoor activities on a regular basis.**

### *By...*

- Ensuring that existing infrastructures, green spaces, recreation and sports facilities are of high quality and up to standards, based on user needs and strict quality criteria.
- Evaluating the needs of communities in order to clarify the orientation of existing community centres to ensure their best possible use.
- Focusing on developing infrastructures that target a diverse clientele and are located near residential or working neighbourhoods, and that foster intergenerational, social and cultural contacts.
- Tying infrastructure development to the growth of new urban developments.
- Planning an alternative transportation network by adapting existing transportation networks such as public and school buses, recreational pathways and pedestrian pathways to increase participation in recreation, sports and the outdoors.
- Developing and promoting, in an environmentally friendly way, the natural spaces and sites, while improving year-round access.
- Ensuring that the planning and development of spaces and facilities are managed efficiently and transparently.
- Cooperating in the development of facilities for advancing high-level sports.
- Making local heritage visible and using it in the development of municipal parks and infrastructure.
- Emphasizing access to healthy food in facilities and municipal parks.



**For me, Gatineau is...** “An arrangement of infrastructures that gets people moving, playing and making the most of it.”

*From the consultation on the Policy on Sports, Recreation and the Outdoors, municipal employees involved in recreation*



## AXIS 3

# Support for organizations and volunteers



### *Gatineau wants to...*

**Recognize the contribution made by volunteers and associations to recreation, sports and the outdoors. In that spirit, it will provide financial, material and professional support to local groups and associations that organize such activities and that foster participation. The purpose of this support is to provide them with the necessary conditions for developing and adapting to the realities of the greater Gatineau.**

### *By...*

- Providing the city with a management tool for providing financial, material and professional support to organizations that is harmonized among the city's different sectors and is fair, effective and designed to fit the mission, objectives and choices of this policy.
- Identifying strategies to spread the influence of organizations and volunteers that organize recreation, sports and outdoor activities.
- Facilitating access to appropriate training for organizations and volunteers that matches their needs.
- Promoting the development of common services and networks seeking to reduce the operating costs of recreation, sports and outdoor organizations.
- Supporting and encouraging initiatives to merge the administrative elements of recreation, sports and outdoor organizations.



**Encouraging participation means...** “Giving people a pat on the back to say: Thank you! Good work!”

*From the consultation on the Policy on Sports, Recreation and the Outdoors, **community organizations and volunteers***

## AXIS 4

# Partnership: Working together to act together



### *Gatineau wants to...*

**Encourage consultation among municipal services and local organizations involved in recreation, sports and the outdoors, as well as with partners in various networks. Gatineau will act in full recognition of each player's jurisdiction by relying on good communication and on the mission, objectives and choices of this policy. Because synergy is a factor in the successful involvement of public organizations, Gatineau intends to make this partnership approach a priority, reflecting both the Family Policy and the Cultural Policy, and promoting social and organizational cohesion.**

### *By...*

- Developing partnerships with private-sector businesses and organizations in order to ensure the provision and comprehensiveness of recreation, sports and outdoor services under this policy.
- Encouraging municipal units to work together.
- Developing greater consultation with partners to ensure the continuity and complementarity of services based on each partner's expertise.
- Participating, in cooperation with partners, in the process of developing province- and country-wide policies and programs that contribute to reaching Gatineau's objectives related to recreation, sports and the outdoors.
- Drawing on partnerships in the field of education to ensure a complementary provision of services and a wider variety of infrastructures.
- Expanding partnerships with different levels of government to support the development of new infrastructures.



**Cooperating to...** “Establish networking between the different authorities, thereby encouraging complementarity.”

*From the Sport, Recreation and Outdoor Forum*



# *Conclusion*

By recognizing recreation, sports and the outdoors as an important determinant of quality of life and community vitality, Gatineau is choosing to treat these issues as core priorities and to give them the prominence

they deserve in the coming years. Rising to this challenge is a team sport! Success depends on having a shared vision and being firmly committed to working with the individuals, organizations and partners that are the foundations of the recreation, sports and outdoor activities organized in Gatineau. We will work together on the first steps towards a city where recreation, sports and the outdoors are regularly enjoyed by everyone.

The game plan is ambitious, but the team is ready: *Our turn Gatineau!*

# Implementation

The Policy on Sports, Recreation and the Outdoors will be in effect for approximately 10 years. It will be re-evaluated from time to time in cooperation with the city's partners and may be modified or adjusted. Nonetheless, it remains a firm commitment on the part of the Municipal Council to move forward and to advance its principles to provide a better framework for the city's approach to recreation, sports and the outdoors.

The Service des loisirs, des sports et de la vie communautaire has been assigned to implement the policy in consultation with the municipal service centres. This unit will produce an action plan that will serve as a management tool for the programs and activities resulting from the strengths, mission, objectives, choices, guidelines and axes of intervention involving recreation, sports and the outdoors as set out in this policy.

The monitoring and needs assessment mechanisms and the outcomes will be specified and included in this triennial action plan. Partners will be consulted on the policy's implementation, which will also be assessed on a regular basis.

Through their presence in Gatineau's various sectors, municipal employees involved in recreation activities out of the different service centres will be front-line players in terms of implementing the Policy on Sports, Recreation and the Outdoors, and will do so in accordance with the dynamics of each neighbourhood.

The role of the Commission des loisirs, des sports et de la vie communautaire will be to ensure transparency and fairness in decision-making and funding related to recreation, sports and the outdoors. This commission will have the power to make recommendations to the Municipal Council, and will evaluate infrastructure needs and financial assistance requests, and provide its opinions in a timely manner.

The city commits to ensuring that the policy is brought to the attention of, and adopted by, all municipal units, public institutions, various associations, other partners and, lastly, residents.



# Acknowledgements

We would like to thank everyone who contributed to the development of this policy. We are especially grateful to those who participated in the consultations and the forum, thereby helping us to better delimit the policy based on everyone's needs and expectations. For Gatineau, this partnership work has become an indispensable way of doing better together.

## Module management

Louis-Paul Guindon, directeur du Module de la culture et des loisirs

## Unit management

Simon Rousseau, directeur du Service des loisirs, des sports et de la vie communautaire

## Policy coordination

Agathe Lalande, chef, Division de la qualité de vie et du développement communautaire  
Josiane Cossette, chargée de projet, Division de la qualité de vie et du développement communautaire

## Commission des loisirs, des sports et de la vie communautaire 2006

Alain Pilon, Chair, Municipal Councillor, Val-Tétreau District  
Denis Tassé, Municipal Councillor, Riverains District  
Joseph De Sylva, Municipal Councillor, Versant District  
Carl Clément, Kino-Québec  
Claire Lamont, Table des aînés et des retraités de l'Outaouais  
Denis Langevin, resident member  
François Grenier, Unité régionale de loisir et de sport de l'Outaouais  
Hélène Rollin, resident member  
Jean Mercier, Sports-Étudiants  
Luc Pelchat, Commission scolaire des Portages-de-l'Outaouais  
Robert McMillan, resident member  
Sylvain Pamerleau, resident member  
Xavier Deschênes-Pilon, Commission jeunesse

## Commission des loisirs, des sports et de la vie communautaire 2005

Richard Jennings, Chair, Municipal Councillor, Deschênes District  
André Levac, Municipal Councillor, Aylmer District  
Thérèse Cyr, Municipal Councillor, Riverains District  
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Denis Langevin, resident member  
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Pierre Perron, resident member  
Robert MacMillan, resident member  
Sylvain Pamerleau, resident member

## Working Committee

Agathe Lalande, chef, Division de la qualité de vie et du développement communautaire  
Josiane Cossette, chargée de projet, Division de la qualité de vie et du développement communautaire  
Simon Rousseau, directeur, Service des loisirs, des sports et de la vie communautaire  
Céline Farrell, responsable des loisirs, Buckingham and Masson-Angers Service Centres  
Gilles Desjardins, responsable des loisirs, Hull Service Centre  
Jean-Pierre Tremblay, coordonnateur, Gestion des plateaux et des protocoles  
Marie-Hélène St-Onge, responsable des loisirs, Gatineau Service Centre  
Martin Létourneau, coordonnateur, Buckingham Service Centre  
Yess Gacem, responsable des loisirs, Aylmer Service Centre

## Expanded commission and steering committee

Jacques Briand, chef, Division de l'animation, Service des arts et de la culture  
Simon Cadoret, chef de l'administration, Module de la culture et des loisirs  
Carl Clements, agent de planification, Kino-Québec  
Johanne Charron, coordonnatrice d'activités, Service des arts et de la culture  
Marthe Cousineau, coordonnatrice des activités culturelles, Service des arts et de la culture  
François Grenier, Unité régionale de loisir et de sport de l'Outaouais  
Jean Harvey, Director, Research Centre for Sport in Canadian Society, University of Ottawa  
Mario Dion, in charge of social pastoral relations, Gatineau-Hull Diocesan Centre  
Mathieu Dupont, Director, CDC Rond-Point  
Patrick Campeau, Community Organizer, CSSS de Gatineau  
Suzanne Chicoine, Conférence régionale des élus de l'Outaouais  
Jean Mercier, Director, ARSEO  
Louis D'Amour, coordonnateur, Commission jeunesse  
Marc Proulx, coordonnateur, Gatineau Service Centre  
Paul Nicole, coordonnateur, Hull Service Centre  
Suzanne Dagenais, chef, Section de la planification stratégique

## Publishing coordination

Josiane Cossette, chargée de projet, Division de la qualité de vie et du développement communautaire

## Publishing support

Karine Desaulniers, coordonnatrice des loisirs, Buckingham and Masson-Angers Service Centres

## Consultants

André Thibault, Ph. D., Laboratoire en loisir et vie communautaire de l'Université du Québec à Trois-Rivières  
Geneviève Béliveau-Paquin, Policy Development Advisor

## Consultations

Family Policy  
Representatives of organizations and volunteers in recreation, sports and community life  
Municipal workers from recreation-related crews in the service centres  
Sport, recreation and outdoor forum

## Writing

Christiane Melançon, Professor, Département d'études langagières, Université du Québec en Outaouais

## Secretariat

Mona Gravel

## Communications

Karine Delisle, agente de communication, Service des communications

## Artistic Direction

Louise Mercier, professeur, École multidisciplinaire de l'image, Université du Québec en Outaouais

## Photography

Sylvain Marier

## Graphic design

Kolegram

## Glossary

**Action Plan:** A set of strategies and approaches coordinated to achieve one or more set objectives.

**Advocacy:** Action whereby a third party or group of people participates in a measure whose primary goal is to improve the living conditions of a given social group or set of individuals. Recreational activities are therefore a means to achieve a given goal, and not an end in themselves.

**Alternative transportation:** Refers to all modes of transportation, excluding single-driver cars but including active transportation such as bicycling and walking, for the purpose of getting to work, school, activities, etc.

**Community life:** Is lived in a neighbourhood that you identify with, where you feel safe and at home. Community life encompasses the services and activities available, and the connections you make with your family, neighbours and the community as a whole. In Gatineau, the quality of life of residents, families and communities stems from all of these components, which create and stimulate the liveliness of this community life. Community recreation: Recreational activities conducted with a community-oriented approach. Mutual support, integration into society, socialization and volunteering to benefit the community all fall under this category, as do specialized, educational and association-based forms of recreation.

**Community:** A social group that lives in a given region and has common needs, activities or interests. In the context of this policy, it includes the entire population of Gatineau.

**Community recreations:** Recreational activities conducted with a community-oriented approach. Mutual support, integration into society, socialization and volunteering to benefit the community all fall under this category, as do specialized, educational and association-based forms of recreation.

**Competition level:** Sports activities that focus more on performance than playing, and require regular and intensive support.

**Cultural diversity:** Coexistence of many different cultures within a single population at one time. In terms of sports, recreation and outdoor activities, it suggests a broader range of possibilities and expectations.

**Cultural recreation:** Recreational activities that fall into three categories: engaging in a cultural activity (music, theatre, reading, painting), participating in cultural life (attending a performance, or going to a movie, a festival, or a museum), and science-oriented activities (astronomy, bird-watching).

**Education realities:** Refers to school scheduling, i.e., the class timetable, time between classes and when parents come home, holidays and summer vacation.

**Excellence level:** Sports activities involving athletes seeking a high level of performance, that require specific facilities and support.

**Family realities:** Refers not only to the composition of a family, but also to the way family time is structured, such as time spent at work or on recreational activities, as well as time spent on family and household chores.

**Introductory level:** Sports activities where the individual acquires knowledge and develops the skills and habits needed to participate in a given sport.

**Recreation level:** Sports activities that focus on playing and pleasure, in a context of free participation and relaxation.

**Social capital:** Social capital is simultaneously a result of and factor in social cohesion. When the focus is placed on the health and quality of life of individuals, their well-being as a group is increased, which, at the same time, in and of itself, constitutes a form of social wealth to be sought out and increased.

**Support framework:** Management document that provides a framework for financial, material and professional support provided to local organizations that help organize recreation, sports and outdoor activities and community life in Gatineau.

**Synergy:** Bringing together a number of functions to produce a separate, unique function.

**Urban village:** Space that encompasses one or more city neighbourhoods, with facilities and infrastructures that meet residents' weekly needs, all of which enable them to develop community life with a sense of belonging. In general, an urban village has between 10,000 and 20,000 residents.







**Ville de Gatineau**  
C. P. 1970, succ. Hull  
Gatineau (Québec) J8X 3Y9  
3-1-1, 819-595-2002  
or 1-866-299-2002 (toll free)  
info@gatineau.ca

**Service des loisirs, des sports et de la vie  
communautaire 819-243-2316**  
**Aylmer Service Centre 819-685-5007**  
**Buckingham Service Centre 819-986-4200**  
**Gatineau Service Centre 819-243-4343**  
**Hull Service Centre 819-595-7400**  
**Masson-Angers Service Centre 819-986-6026**

[www.gatineau.ca](http://www.gatineau.ca)