



Physical Activity Coalition of Manitoba

Evaluation

Final Report (2017)

**HEALTH
in COMMON**

HEALTH in COMMON

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Executive Summary

The Physical Activity Coalition of Manitoba's (PACM) mission is to support increased physical activity among Manitobans through collaboration, promotion, and education. Since 2003, PACM members have worked together to enhance the knowledge of organizations and service providers working in the physical activity sector; offering provincial leadership to promote and support safe physical activity opportunities across all age groups and settings, and among decision makers at different levels.

The evaluation sought to understand progress toward three outcomes:

- increased knowledge, capacity and access to PA evidence and research among members to align with and support new and existing PA efforts;
- shared understanding and commitment to PACM and MPAAP goals; and
- task group engagement and accomplishment of identified activities to support PACM and MPAAP goals.

The evaluation also explored the success of PACM's current structure and alternative models for the Manitoba physical activity sector. Findings related to success and opportunities for the current PACM model are incorporated in the body of the report; alternate models and approaches suggested by evaluation respondents are in Appendix C – Alternate Models and Approach.

Findings

Increased knowledge and capacity

- Almost half of survey respondents (14/30) use PACM resources and information; 14/29 take advantage of training or educational events.
- Engagement with PACM brings benefits, including; networking, staying abreast of sector developments and opportunities to enhance sector knowledge (e.g., training).
- PACM creates opportunities for stakeholders to connect with partners who support PA efforts. Forty-three percent of survey respondents (13/30) reported involvement with PACM has resulted in opportunities to partner or collaborate with others on PA promotion initiatives.
- Some respondents want to see increased benefits from engaging with PACM, and called for greater creativity in knowledge sharing, and increased connection with rural stakeholders.

Shared commitment

- Progress toward PACM's mission is recognized in areas of collaboration and education; slightly less in terms of PA promotion.
- Respondents are committed to working as a coalition to advance physical activity, and called for greater action and progress toward clear, measurable goals. Survey, focus group respondents and key informants were concerned that PACM is not having the desired impact.
- PACM can increase relevance and impact by rethinking its approach to PA promotion. Suggestions included: attention to policy and system level change; greater focus on strategic partnerships; broadening PACM's network of partners outside of PA; and connecting PA opportunities to a Social Determinants of Health (SDOH) framework.
- Most survey respondents indicated that MPAAP goals are relevant to their organizations; cultivating a healthy public policy environment that supports and encourages physical activity is most relevant.
- Respondents are uncertain about PACM's effectiveness achieving MPAAP goals; a third of survey respondents felt there was fairly even progress toward the three goals; a third felt there was very little or no progress; and a third didn't know.

Active and Engaged Task Groups

- Task groups developed tools to guide committee work and initiated dialogue with potential partners and stakeholders.
- Defining the focus of work and activities for task groups is critical to progress and engaging PACM members and stakeholders.

Current Model

- Key informants, survey and task group respondents identified PACM's successes related to information sharing, building members' knowledge of sector developments and connecting those who promote physical activity.
- PACM has experienced a decline in membership numbers, diversity and engagement. Some most closely connected to PACM expressed a level of fatigue due to over-engagement.
- Rotating the host organization every two years presents challenges that contribute to a loss of institutional memory; administrative challenges and a lack of continuity or loss of momentum slows progress toward task group and PACM goals.
- Areas of opportunity include: defining an area of focus with "tangible" results; defining shared, measurable ideas of success; strengthening partnerships with other sectors that impact individual and community well-being; strengthening leadership in decision-making and setting priorities; maximizing relationships with local and provincial government; and revisiting the current model and structure.

Background

Physical Activity Coalition of Manitoba

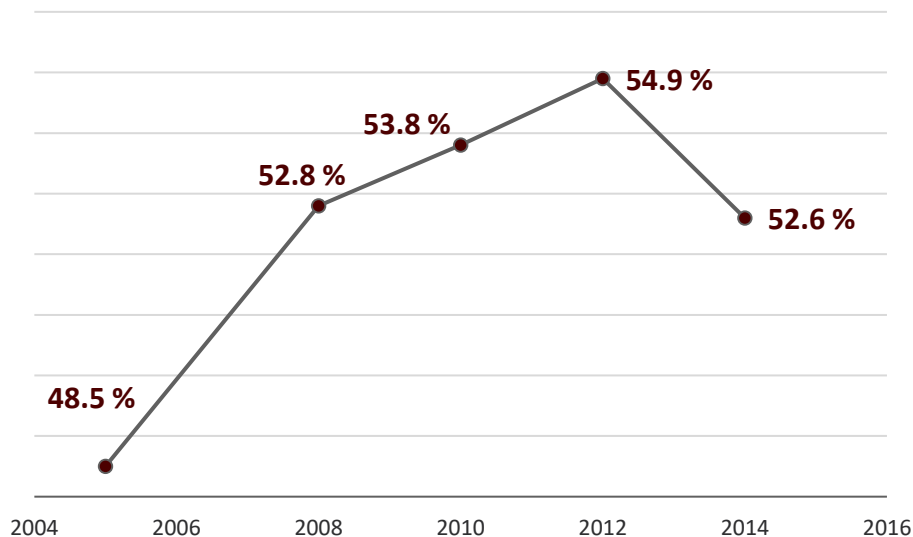
Formed in October 2003, the Physical Activity Coalition of Manitoba's (PACM) mission is to support increased physical activity among Manitobans through collaboration, promotion, and education. Working as a coalition, this inter and intra-sectoral approach reflects evidence that a range of factors influence physical activity.¹

PACM collaborates with key provincial, regional and local stakeholder organizations to lead and support implementation of the Manitoba Physical Activity Action Plan (MPAAP). Revised in 2014 through broad consultation with PACM members and stakeholders, current MPAAP action goals are:

- Forge innovative partnerships
- Connect people to physical activity opportunities
- Cultivate a healthy public policy environment that supports and encourages physical activity

The number of physically active Manitobans who are physically active has increased since 2005

Source: Statistics Canada



¹ Statistics Canada. Table 105-0501 - Health indicator profile, annual estimates, by age group and sex, Canada, provinces, territories, health regions (2013 boundaries) and peer groups, occasional, CANSIM (database). (accessed: February 6, 2017).

Evaluation Scope and Purpose

Evaluation includes year-to-year monitoring of the activities and outcomes for which PACM is directly responsible, as well as monitoring general progress toward the MPAAP goals, from 2016–2020. An evaluation framework for the work of the Coalition (Appendix A), as well as a conceptual framework illustrating PACM's intended contributions to MPAAP goals (Appendix B) were developed in 2016. This report details findings of the initial evaluation; ongoing monitoring will inform further evaluations in 2018 and 2020.

The evaluation sought to understand progress toward three outcomes:

- increased knowledge, capacity and access to PA evidence and research among members to align with and support new and existing PA efforts;
- shared understanding and commitment to PACM and MPAAP goals; and
- task group engagement and accomplishment of identified activities to support PACM and MPAAP goals.

In addition, the evaluation explored the success of the current PACM structure and alternative model for the Manitoba physical activity sector.

Methodology

A mixed methods approach used research, document and data review, surveys, interviews, and focus groups.

- An online survey completed by members and stakeholders (n=31).
- Focus groups with two task groups (N=8) – Forging Innovative Partnerships (FIP, n=3) and Connecting People to Physical Activity (CPPA, n=5) – were conducted.
- Interviews with 7 key informants identified by the PACM evaluation committee.

Quantitative and qualitative data was collated, coded thematically, and analyzed. Qualitative themes were identified based on emerging themes; preliminary findings were reviewed and validated by the PACM evaluation committee.

Limitations

The ability to measure PACM's impact – whether individual, organizational, or system wide – is challenged by the anecdotal nature of evidence provided by respondents.

Respondents had varied depths of knowledge about PACM and provided subjective perspectives.

No milestones or measurable metrics were established as targets prior to the evaluation; data is presented to establish a baseline for future performance measurement.

Findings

Increased Knowledge and Capacity

Key findings:

- Almost half of survey respondents (14/30) use PACM resources and information; 14/29 take advantage of training or educational events.
- Engagement with PACM brings benefits, including; networking, staying abreast of sector developments and opportunities to enhance sector knowledge (e.g., training).
- PACM creates opportunities for stakeholders to connect with partners who support PA efforts. Forty-three percent of survey respondents (13/30) reported involvement with PACM has resulted in opportunities to partner or collaborate with others on PA promotion initiatives.
- Some respondents want to see increased benefits from engaging with PACM, and called for greater creativity in knowledge sharing, and increased connection with rural stakeholders.

Benefits

Engagement with PACM brings benefits; top benefits identified by respondents include networking, staying abreast of sector developments and opportunities to enhance sector knowledge (e.g., training).

Almost half of survey respondents (14/30) use PACM resources and information; 14/29 take advantage of training or educational events. Almost two-thirds of respondents said that being a PACM member or stakeholder has enhanced their knowledge about PA best practices and research.

Figure 1 - Being a PACM member/stakeholder enhances knowledge about PA best practices and research

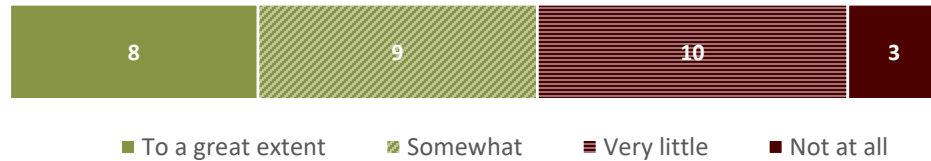


Subscription to PACM's quarterly newsletter has grown from 103 to 144 between December 2014 – December 2016. In this period, few unsubscribed, leading to an overall growth in readers. Webinars draw in members and stakeholders; 396 participants took part in four webinars held between May 2015 – February 2017. Website use fluctuates, with 135 average monthly users in 2016 (Appendix C).

Partnerships

Over half of survey respondents (17/30) agreed that being a PACM member helps to connect them with partners in support of PA efforts.

Figure 2 - Being part of PACM connects members to partners in support of PA efforts



When asked whether involvement with PACM resulted in opportunities to partner or collaborate with others on PA promotion initiatives, 43% said yes (13/30). Partnerships or collaborations entail program delivery, advocacy, training/education and resource development. A few respondents reported joint policy development and research. Few respondents report helping or receiving help from other organizations.

Figure 3 - 43% (13/30) of survey respondents reported collaborating or partnering with others on PA promotion initiatives



Leveraged resources

Most respondents said that being a PACM member or stakeholder does not increase their awareness of or access to funding or grants (19 very little, 4 not at all). Less than a quarter felt PACM connects them "somewhat" to funding opportunities. Six agreed that being a PACM stakeholder helped them to leverage resources (in-kind or financial); seven disagreed (n=13).

Some respondents indicated that benefits of engaging with PACM are minimal.

"Unfortunately I feel the benefits have been minimal. I would really like to see PACM doing a better job engaging with stakeholders in new ways and creating a vision for physical activity promotion in the province."

- Survey respondent

Shared Commitment

Key findings:

- Progress toward PACM's mission is recognized in areas of collaboration and education; slightly less in terms of PA promotion.
- Respondents are committed to working as a coalition to advance physical activity, and called for greater action and progress toward clear, measurable goals. Survey, focus group respondents and key informants were concerned that PACM is not having the desired impact.
- PACM can increase relevance and impact by rethinking its approach to PA promotion. Suggestions included: attention to policy and system level change; greater focus on strategic partnerships; broadening PACM's network of partners outside of PA; and connecting PA opportunities to a Social Determinants of Health (SDOH) framework.
- Most survey respondents indicated that MPAAP goals are relevant to their organizations; cultivating a healthy public policy environment that supports and encourages physical activity is most relevant.
- Respondents are uncertain about PACM's effectiveness achieving MPAAP goals; a third of survey respondents felt there was fairly even progress toward the three goals; a third felt there was very little or no progress; and a third didn't know.

PACM has formal and informal connections with stakeholders

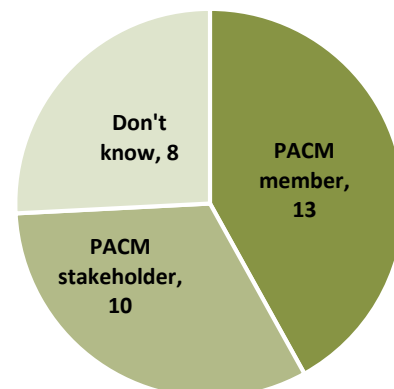
More than a third of survey respondents were PACM members (13/31); eleven are the key contacts for their organization. Just under a third of respondents were unsure of their membership status with PACM (fig. 4).

2016 Membership

- 12 Coalition Members (voting)
- 7 Network Members (non-voting)
- 6 Government Members (non-voting)

Survey respondents have engaged with PACM for varied lengths of time; a third have been engaged three years or less; the same number have been engaged longer than six years.

Figure 4 - Survey respondents include members and stakeholders



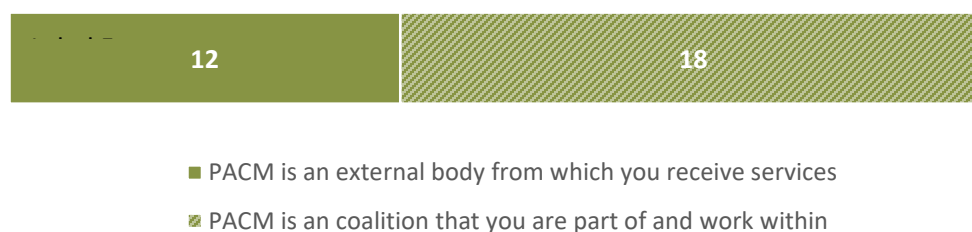
Commitment and participation

Membership numbers have slightly declined in the past five years, declining from 31 to 26 members. Numbers of Coalition (voting) members had decreased, while non-voting membership has increased. The number of non-voting government members has been fairly unchanged.²

Twenty-six respondents (n=30) indicated their organizations were committed to working as a coalition to increase physical activity in Manitoba (11 to a great extent, 15 somewhat). Half of respondents (11/23) felt they were working together toward shared goals. Some call for greater progress toward desired outcomes and a renewed approach to physical activity promotion.

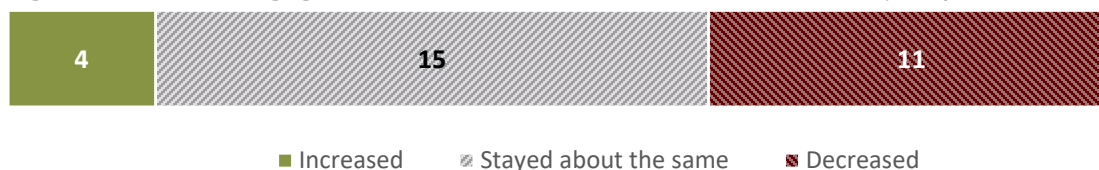
Sixty percent of respondents (18/30) described their current participation as a “coalition they are part of and work within” – with a third describing PACM as a body from which they receive services.

Figure 5 - Most respondents felt they were participating within PACM



Half of survey respondents (15/30) reported their level of engagement with PACM has been constant; a third of respondents engage less with PACM than before.

Figure 6 - Level of engagement has been constant for half of the survey respondents



Data and measurable outcomes

The most reported barriers to engaging more fully with PACM are outside the Coalition’s control – member time, funding and resource constraints. Other barriers included: lack of firm or measurable outcomes, lack of data to show PACM’s impact, and a failure to use members’ time well.

“The opportunities for engagement are not overly creative, often [there are] no distance or virtual options which need to be considered.”

² This data was gathered from a number of administrative documents, and may not fully capture annual membership numbers.

Achieving PACM’s mission

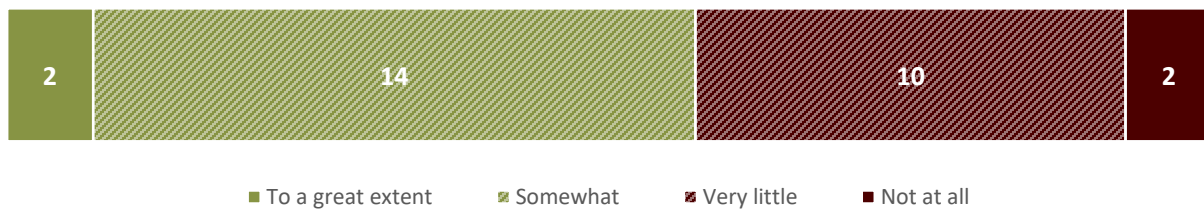
Two thirds of survey respondents felt PACM has somewhat achieved its mission to support increased PA through collaboration (19) and education (19).

Mission: To support increased physical activity among Manitobans through collaboration, promotion and education.

Just over half (57%) agreed that PACM is effectively communicating to external audiences; 43% disagreed (fig. 7).

Most focus group respondents spoke positively about PACM's provision of accessible and relevant information to the physical activity community.

Figure 7 – Over half of respondents (16/28) agreed that PACM is effectively communicating to external audiences; 43% (12/28) disagreed.



A third of survey respondents agreed that PACM's promotion efforts have been *somewhat* successful; some key informants agreed that promotion efforts have had less impact than collaboration and education efforts.

Some survey and focus group respondents clarified that PACM's role is to support those on the front line who deliver programming – and that promotion work entails supporting those on the front line and system level via advocacy and education.

“My perspective is that PACM aims to support organizations, not directly the public e.g., through promotion and education. I think collaborative efforts of PACM in the past have been successful.

However the past 5 years have produced little tangible collaborative results in increasing PA.”

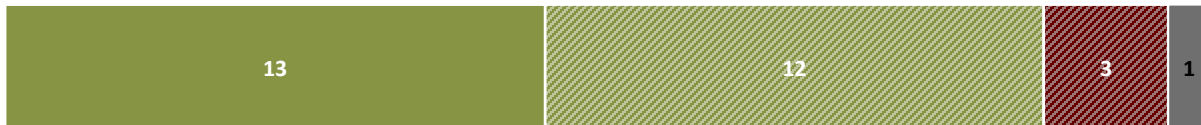
– Survey respondent

Relevance and Progress – MPAAP Goals

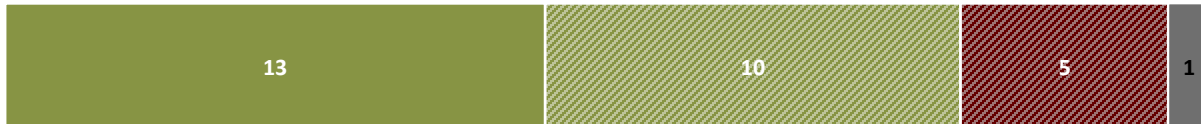
MPAAP goals are relevant to most survey respondents' organizations; cultivating a healthy public policy environment that supports and encourages physical activity is seen as most relevant (fig.8).

Figure 8 - MPAAP goals are relevant to most respondent organizations

Goal 1: Forge innovative partnerships



Goal 2: Connect people to physical activity opportunities



Goal 3: Cultivate a healthy public policy environment that supports and encourages physical activity



■ To a great extent ■ Somewhat ■ Very little ■ Not at all ■ Don't know

Respondents were uncertain about PACM's effectiveness achieving MPAAP goals; a third felt there was fairly even progress toward the three goals; a third felt there was very little or no progress; and a third didn't know. Some respondents are less familiar with the MPAAP goals. As one said, "these [MPAAP goals] are very high level. They are important but what exactly do they mean?"

A few survey and key informants said there has been little progress toward MPAAP goals, and spoke about wanting to maximize opportunities in each of the three areas.

Active and Engaged Task Groups

Key findings:

- Task groups developed tools to guide committee work and initiated dialogue with potential partners and stakeholders.
- Defining the focus of work and activities for task groups is critical to progress and engaging PACM members and stakeholders.

Accomplishments

Members of the Connecting People to Physical Activity (CPPA) and Forging Innovative Partnerships (FIP) task groups provided some examples of progress on focus areas.

The FIP task group developed partnership profiles that highlight non-traditional partnerships that help to move PA promotion forward. The partnership profiles and a resource listing for practitioners emerged from task group efforts planning a partner symposium in 2016 (postponed). The task group identified opportunities to partner on events and educational opportunities for members and stakeholders, such as PACM's participation at a University of Manitoba seminar series (Powerful Partnerships: Translating knowledge for health promotion, February 3, 2017).

The CPPA task group conducted a jurisdictional scan of eight jurisdictions (Manitoba and beyond), examining how other organizations connect the general public to PA resources and information. The group also investigated potential partnerships with key community development organizations, and continue to explore mechanisms that can better inform Manitobans about physical activity opportunities, such as shared software platforms.

Progress of task groups also included elevating the profile of the group's area of focus, and defining the scope of work through work plans (FIP) and terms of reference (CPPA).

“PACM has made an effort to identify innovative partnerships and to initiate a collection of promising practices (examples of how partnerships are working to support physical activity in Manitoba). PACM has initiated research into ways other jurisdictions have been successful in connecting people to physical activity opportunities.”

– Survey respondent

Challenges

Defining scope

As one respondent said, one challenge facing PACM and task groups is defining “what the work is.” A clearly defined focus can help task group members engage with partners internal and external to PACM.

Some task group members and survey respondents were concerned that a defined area of focus may exclude those not connected to the area of work, and cause members to disengage from PACM. As one respondent said, if PACM’s focus shifts, members may not want to be involved. This concern relates to setting task group priorities as well as broad priorities for PACM.

Limited resources

Changes in task group membership and limited financial resources dedicated to initiatives create challenges. Securing funds for initiatives is made more difficult as PACM doesn’t have a charitable number. At times, PACM proposals “compete” with those submitted by members’ own organizations.

“Working from the corner of your desk” is an ongoing challenge; members engage with PACM without having the time allocated within their organizational responsibilities. Having a part-time coordinator provides much needed support, even if the time available is limited.

Current Model

Key findings:

- Key informants, survey and task group respondents identified successes related to information sharing, building members' knowledge of sector developments and connecting those who promote PA.
- PACM has experienced a decline in membership numbers, diversity and engagement. Some most connected to PACM have expressed a level of fatigue due to over-engagement.
- PACM's practice of rotating the host organization every two years presents challenges that contribute to a loss of institutional memory; administrative challenges and a "disjointed" lack of continuity or loss of momentum that slows progress of both task group and broader PACM goals.
- Areas of opportunity include: defining an area of focus with "tangible" results; defining shared, measurable ideas of success; strengthening partnerships with other sectors that impact individual and community well-being; strengthening leadership in decision-making and setting priorities; maximizing relationships with local and provincial government; and revisiting the current model and structure.

Successes

Successes of the current model include a "good job" sharing information and supporting collaboration among members and stakeholders; notably, dissemination of information via e-newsletters, coordinating webinars and hosting speakers. A small number of respondents called for greater innovation with communications and reaching those on the front lines – particularly in rural and remote communities.

Other achievements include progress on clear policy objectives (e.g., required physical education in Manitoba schools); leadership at Active Transportation (AT) tables, informing changes to the built environment policy and infrastructure – contributing to trail development; and providing direct support to communities to establish local non-profit bike repair shops; and engaging broad sector representation as PACM members.

For many, PACM is most effective when a clear area of focus is identified.

Improvements and Opportunities

While celebrating some successes, respondents spoke about declining membership numbers and engagement with PACM initiatives, an absence of clear purpose or shared goals and a shrinking profile. Many voiced uncertainties about PACM's impact on increasing physical activity.

"There is no detectable presence of PACM in communities or sectors."
– Survey respondent

Communicating change and scope of influence

For many, PACM can build awareness among PACM members and stakeholders about effecting population-level changes by addressing social, physical and policy environments – with less focus on supporting promotion efforts geared to individuals.

In addition to shifting away from a focus on individual education, awareness and behaviours, there is an opportunity to clarify PACM's scope of influence; communicating that PACM contributes to, but is not solely responsible for changing levels of physical activity.

“The broader goals of the MPAAP continue to be priorities in achieving positive impact across our Manitoba population and across the lifespan of every Manitoban. No one group or organization can achieve positive results across a population without innovative and collaborative partnerships and actions...Cultivating a healthy public policy environment is an overarching goal that extends the vision and efforts of PACM to the entire community toward a culture of healthy active Manitobans.”

– Survey respondent

Member engagement

With a perceived decline in membership numbers, engagement and diversity of sectors represented, broadening membership is critical; engaging members from other sectors working to positively impact health and well-being, garnering support from a “broader base of involved organizations,” and helping to lessen member fatigue of those heavily engaged with PACM.

Increasing membership numbers and diversity, and continuing to make “room at the table” for other organizations can help generate ideas, move initiatives forward and enrich conversations. Working with sectors and service providers who currently connect with PACM's target communities can maximize reach while minimizing use of resources.

Partnerships

New partnerships with service providers “already working with the population we want to reach” – such as newcomers and refugees, indigenous populations, and older adults – is an opportunity to support front line health promoters. Providing training, information and resources to service providers can ultimately contribute to broader physical activity among Manitobans.

A few respondents indicated that maximizing relationships with local and provincial government, recognizing this is an organizational strength and asset, is a further opportunity for PACM. One respondent said more direct interaction and active engagement with government is desired.

Evidence-based

While setting priorities may exclude some organizational interests, establishing clear priorities with tangible, measurable desired results can encourage members to fully engage in Coalition work – giving members something to “bite” into as independent agencies or through PACM. Establishing metrics can support monitoring and evaluation and invite members to celebrate the milestones as they are achieved.

Ensuring PACM’s priorities are informed by evidence is vital to decision-making. Research and knowledge transfer is critical to promoting the links between PA and disease prevention, and underscores the important work of PACM.

One respondent pointed to the National Collaborating Centre for Methods and Tools’ [model for evidence informed decision making in public health](#) (fig. 9); suggesting PACM can apply an existing framework to guide priority-setting. The NCCMT model incorporates the local health context and community preferences, reflecting one respondent’s input that health promotion “can’t be top down” and emerges from an understanding of community need.

Profile and visibility

Enhancing PACM’s role as an information and resource provider can strengthen the Coalition’s profile; ongoing information sharing and exploring opportunities to connect with broader audiences through educational opportunities (e.g., speakers’ series that piggy-back on partner events).

Highlighting PACM’s network of partners (e.g., tag lines on members’ emails to show the connection to PACM) and clear communication about how PA is connected to other health and well-being factors can enhance the Coalition’s visibility. This visibility can be strengthened by maintaining PACM’s role as a sectoral representative at provincial and national tables.

Operations and governance

A handful of respondents said the Executive Committee is not sufficiently diverse, and experiences little turnover. A small number also called for greater leadership to set priorities and focus the work of the Coalition. Opportunities exist to strengthen the governance tools for Executive Committee and Task Groups (e.g., Terms of Reference, detailed work plans), helping to reinforce purpose and mandate, and ensure consistent committee member terms.

PACM’s practice of rotating the host organization every two years contributes to a loss of institutional memory, creates administrative challenges, and contributes to a lack of continuity that slows progress of task group and broader PACM goals.

Figure 9 - Public health expertise can be informed by broad range of evidence, knowledge-bases, and environmental realities.



Host organizations may find it challenging to be “neutral” and keep their own organizational goals and responsibilities separate from PACM; one respondent noted this may be due to limited time and resources. Securing external funding is also challenged as PACM may compete with the host organization for financial resources.

Respondents pointed to current financial and human resource gaps and the need to look for a sustainable model for financing and administration. Revisiting PACM's operational model and exploring options that support administrative and operational continuity and momentum can support PACM operations. This may include opportunities to: establish a permanent, stand-alone backbone organization; establish a permanent office with a “storefront presence,” and resource a dedicated, full-time coordinator with knowledge of the sector to centralize and share information.

“We need to look outside of what we’ve traditionally done”
– Key Informant

One respondent proposed that provincial government take on leadership of the PA coalition – providing expertise, sharing information and resources, and coordination support. Critically, coordination support would allow those in the PA sector to engage on issues relevant to their mandates; allowing members to, in their words, take an idea and “run with it.” This approach would allow government to support the works of agencies, and inform a provincial approach to PA promotion.

Another suggested that PACM be structured differently to reflect the distinct nature of program and policy work.

“PACM needs to function at 2 different levels – policy & program delivery. The policy function requires the policy makers from partnership organization to suggest and support policy decisions on behalf of their organization and the program level can implement the programs through collaboration and partnership to reflect the policy decisions. These 2 things are connected but different discussions and decisions makers are required at the table for each function.”
– Survey respondent

Conclusion

PACM brings together practitioners and supporters of PA promotion; providing an information hub of tools and resources and facilitating connections among individuals and like-minded organizations. For many, this is PACM's central purpose. Members and stakeholders benefit from interactions with others in the PA field, value working within a coalition, and remain committed to collective action.

Respondents described past achievements of PACM, and identified the Coalition's impacts on the physical activity sector. Recent member disengagement and a desire for tangible results has many respondents calling for a renewed approach and clarity of purpose. Currently, limited financial and human resources and a described "pilot light approach" – enough resources to support limited operations, but not enough to create the "big push" that is desired – inhibits member engagement and progress on concrete activities.

A number of respondents underscored that PACM's target audience is service providers; providing evidence-based training and resources to enhance local leadership of recreation professionals. For some, this focus is concurrent to advocating to shift broader policy environments – through policy and position development as well as playing a consultation role at various tables – and strengthening partnerships within and across communities and sectors.

My perspective is that PACM aims to support organizations, not directly the public e.g., through promotion and education. I think collaborative efforts of PACM in the past have been successful. However the past 5 years have produced little tangible collaborative results in increasing PA.
– Survey respondent

Survey respondents and key informants do not have a shared understanding of progress toward MPAAP goals; this may signal a need for more communication about task group progress and initiatives, as well as greater documented progress in each of the MPAAP areas.

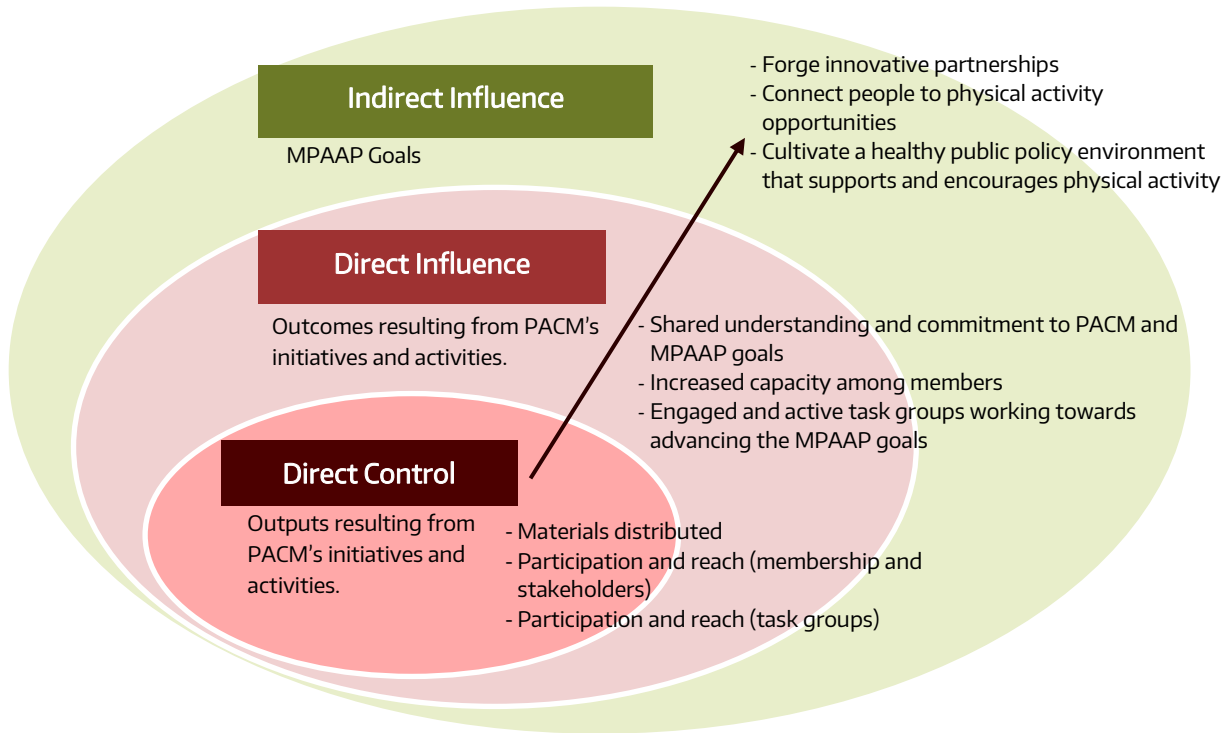
Rethinking PACM's operational model can support improved administrative and operational continuity; shifting from a rotating organizational host to being permanently embedded in an organization, with dedicated staff and resources. This can help to promote the organization's profile and better enable achievement of desired results.

Appendix A – PACM Evaluation Framework

PACM Performance Monitoring					
Activity	Intended outcome	Outputs	Data source	Outcome indicators	Data Source
Communication and member engagement	Shared awareness and commitment to PACM and MPAAP goals	# of hits to PACM website	Annual web analytics	# and % of members demonstrating a high level of awareness and commitment to PACM and MPAAP goals	Member and stakeholder survey (2020)
		e-news distribution	Ongoing monitoring		
		communications materials and products developed and shared	Ongoing monitoring		
		# of members (existing and new)	Member database		
		# of active members	Member database		
		# attending general meeting	Registration data	# and % of members reporting increased awareness and access to funding/grants	Member and stakeholder survey (2020)
Knowledge exchange and information dissemination	Increased knowledge, capacity and access to PA evidence and research among members to align with and support new and existing PA efforts.	Evidence-based practice materials distributed and disseminated	Ongoing monitoring	# and % of members reporting increased knowledge due to opportunities and resources provided	Workshop evaluation forms
		# of webinars/workshops delivered	Ongoing monitoring	# and % of members reporting increased capacity due to opportunities and resources provided	Member and stakeholder survey (2020)
		# attending general meeting	Registration data	# and % of members who access and use provided materials and information	Member and stakeholder survey (2020)
				# of partnerships created	Member/stakeholder survey & task group member feedback
		# of members reporting opportunity to leverage resources (in-kind and financial)			
Support task groups	Task group members active and engaged	# of task group members	Member database	Testimonials from task group members reflect on accomplishments, successes and challenges	Task group member feedback form (2020)
		# of meetings	Task group meeting minutes	# of tools, documents and templates developed that advance MPAAP goals	Minutes and document review (annual)
	Task groups accomplish identified activities to support MPAAP goals (e.g. partnerships, advocacy, advancing policy, contributing tools and resources to enhance physical activity opportunities)	Work plans with measurable outcomes developed	Minutes and Work plans reviewed annually	To be determined subject to development of task group and policy environment. The degree to which this can be directly attributed to PACM may be limited.	Task group member feedback form (2020)
MPAAP Goals and Outcomes (to be reported on every 3 - 5 years)					
Intended outcome	Indicators	Data source	Assumptions/Limitations		
Forge innovative partnerships	# of inter-sectoral, interjurisdictional partnerships for enhanced PA	Task group work plan update Member/stakeholder survey (2020)	Where possible, task group efforts that align with these outcomes will be highlighted including barriers and successes in implementation. The member survey can ask members to comment on observed changes in partnerships and policy environment. The degree to which this can be directly attributed to PACM may be limited.		
Connect people to physical activity opportunities	MB physical activity rates	CCHS/CanPlay etc. (2020)			
Cultivate a healthy public policy environment that supports and encourages physical activity	# of new policy initiatives implemented	Annual task group work plan update Member survey			
	built environment, infrastructure enhancements	Task group work plan update Member/stakeholder survey (2020)			

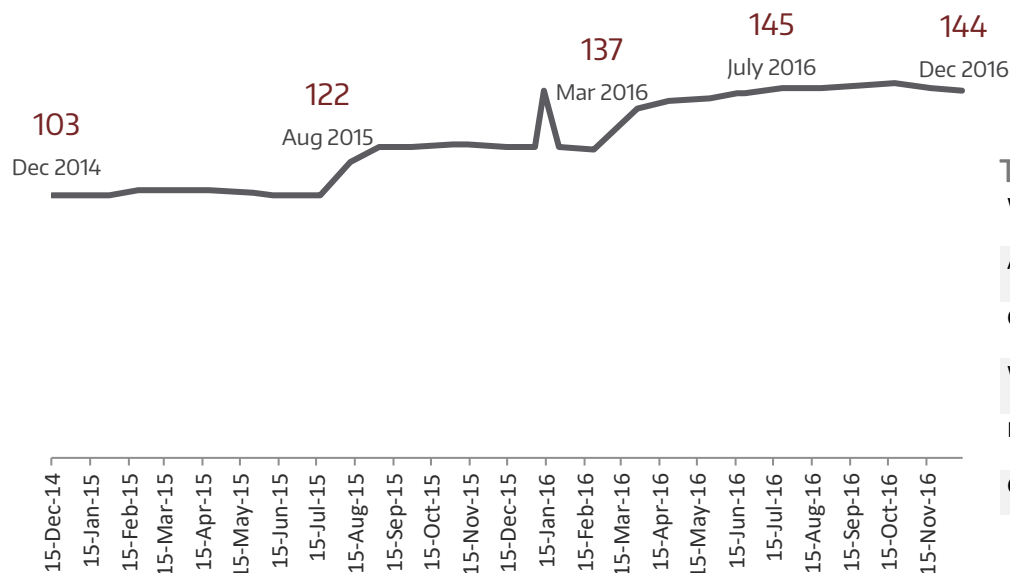
Appendix B – Scope of Influence

The conceptual framework (adapted from ParticipACTION) articulates how PACM's activities directly control and influence their outcomes while indirectly influencing the broader MPAAP goals.



Appendix C – Analytics

Figure 10 - PACM Newsletter Recipients



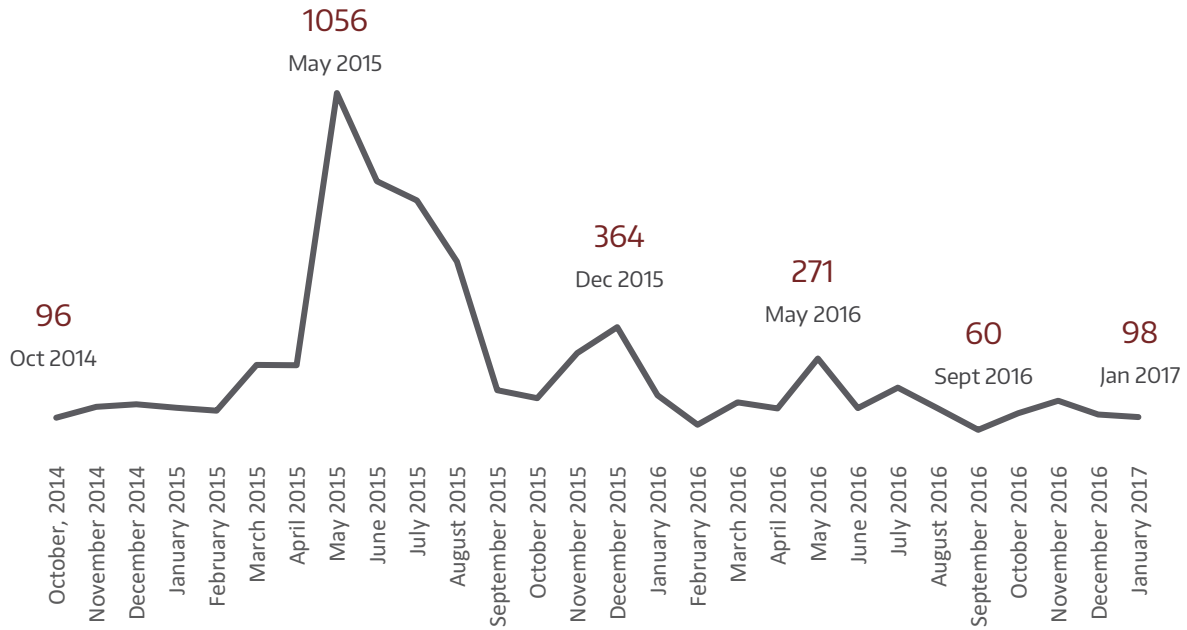
Top Articles

Walking for Health	1291
AFI Community Action Guide	250
Canada Bikes Funding Proposal	195
Women/Girl Active Resource	115
ParticipACTION Report Card	75
Canada Bikes National Strategy	70

Webinars / Workshops

March 21, 2012	Gaining Ground (Active Transportation)	80
May 1, 2012	Aboriginal Focus Physical Activity	24
April 3, 2013	Research to Action	45
October 9, 2013	Pulling Up Our Socks Manitoba and the Active Healthy Kids Canada Report Card Webinar	15
October 23, 2013	AHKC Report Card	27
February 25, 2014	MPAAP Summit	51
May 7, 2015	Manitoba's Policy for Recreation Opportunities	22
December 11, 2015	Healthy Public Policy	30
February 24, 2016	Remember to Play (with RCM conference)	22
March 21, 2016	Risk and Play Webinar	43
May 5, 2016	Community Health Assessment in Manitoba	24
February 3, 2017	Partnerships for Physical Activity	13

Figure 11 - PACM Website Users



Numbers of users was used versus sessions. Session denotes visits to a webpage, and could be multiple visits by the same user.

Appendix D – Alternate Models and Approach

Survey respondents, key informants and focus groups spoke about a renewed approach to promoting physical activity and identified alternate operational models and approaches.

“I feel that [PACM] continues to support historical understandings of physical activity and the need for education rather than looking at advocacy and a broader vision from a population perspective about how physical activity is important and how we can have a vision for a more physically active Manitoba – the need for policy level intervention, built environment etc.”

– Survey respondent

Collective Impact

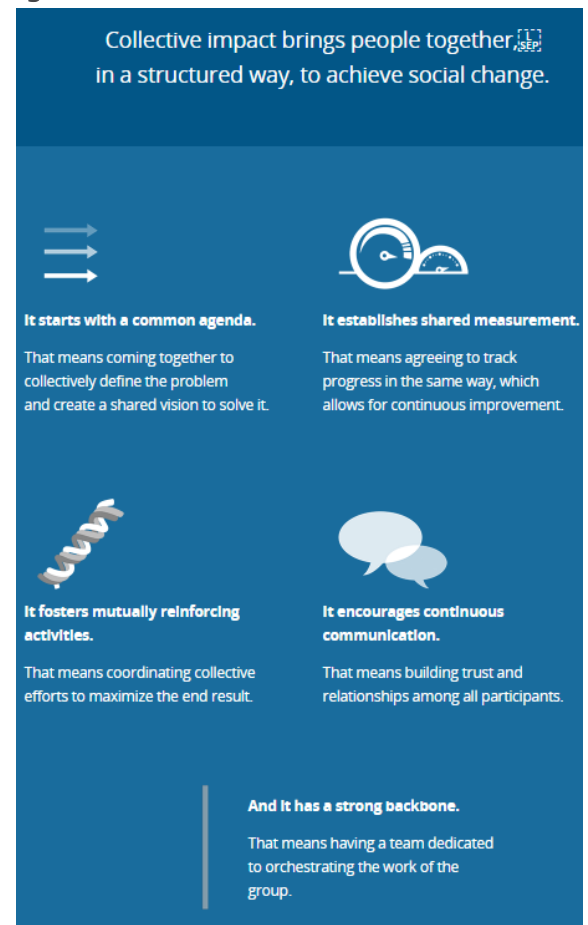
Respondents spoke about focused areas of work within a well-communicated theory of change, shared measurement and a resourced, dedicated backbone organization. Many also spoke about establishing a shared purpose.

Collective Impact (CI) initiatives “involve a centralized infrastructure, a dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication and mutually reinforcing activities among all participants.”³

Principles of Practice

- Design and implement the initiative with a priority placed on equity.
- Include community members in the collaborative.
- Recruit and co-create with cross-sector partners.
- Use data to continuously learn, adapt, and improve.
- Cultivate leaders with unique system leadership skills.
- Focus on program and system strategies.
- Build a culture that fosters relationships, trust, and respect across participants.
- Customize for local context.

Figure 12 - Collective Impact is grounded in five central elements



³ Kania, J., Kramer, M. (Winter 2011). Collective Impact. Stanford Social Innovation Review. Leland Stanford Jr. University.

Physical Activity Promotion via SDOH

Considering physical activity promotion through a Social Determinants of Health (SDOH)⁴ lens provides opportunities to improve individual and community well-being from outside the traditional scope of the PA sector. This supports a shift from individual to population-level focus, and connects PA promotion to a broad range of sectors.

Respondents' examples of applying a SDOH to physical activity promotion included addressing employment and income by promoting training of physical activity leaders, or advocating for accessible sidewalks and care – and affecting changes to the physical environment.

Approaching PA promotion through a SDOH lens provides opportunities for a range of stakeholders to contribute to shared monitoring and measurement.

Figure 13 - Model of Determinants of Health



Figure shows one influential model of the determinants of health that illustrates how various health-influencing factors are embedded within broader aspects of society.

Source: Dahlgren, G. and Whitehead, M. (1991). *Policies and Strategies to Promote Social Equity in Health*. Stockholm: Institute for Futures Studies.

⁴ The Public Health Agency of Canada (nd) offers the following social determinants: Income and Social Status, Social Support Networks, Education and Literacy, Employment/Working Conditions, Social Environments, Physical Environments, Personal Health Practices and Coping Skills, Healthy Child Development, Biology and Genetic Endowment, Health Services, Gender, Culture (<http://www.phac-aspc.gc.ca/ph-sp/determinants/index-eng.php#determinants>).

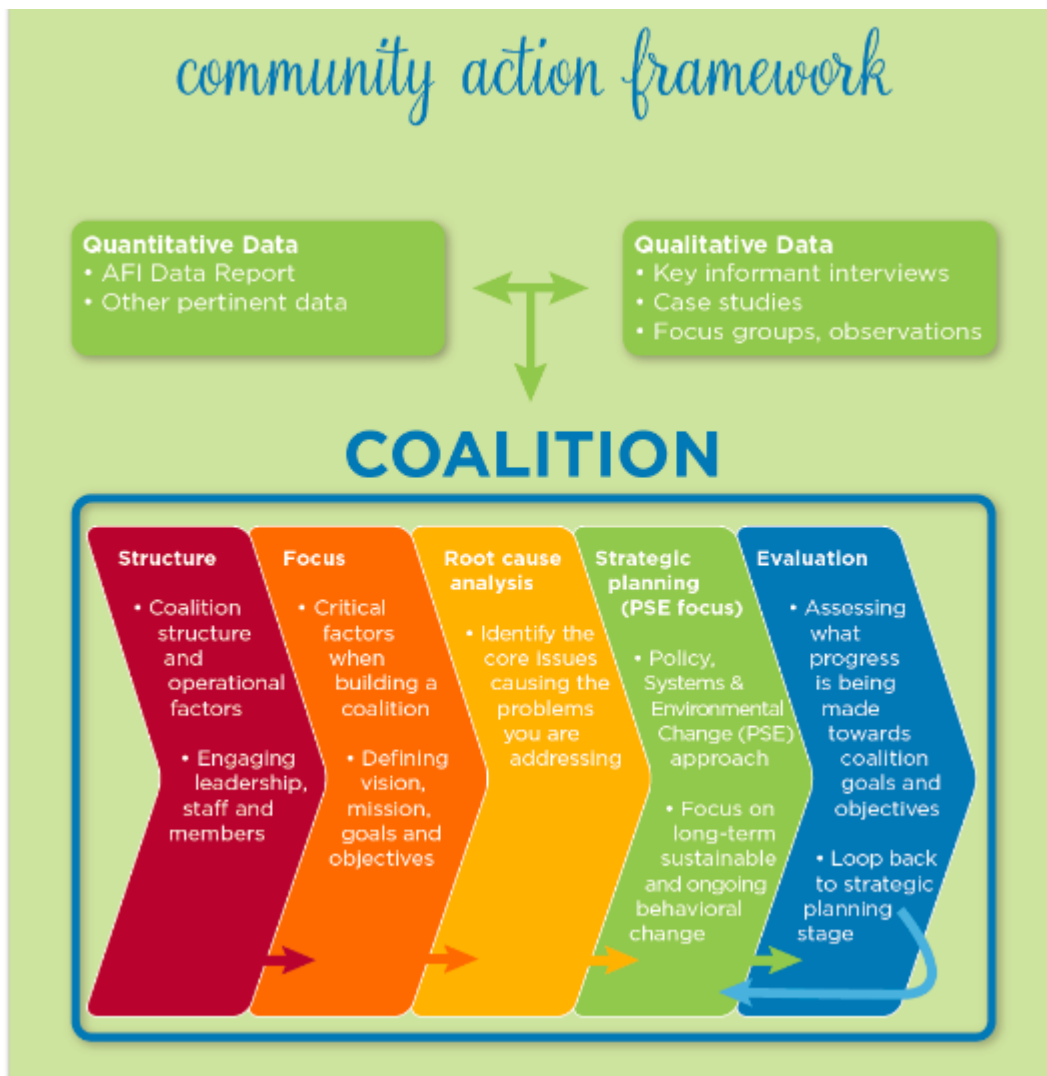
Community Action Framework

The American Fitness Index (AFI) Community Action Guide provides a framework and basic principles for action-oriented coalition work.

Questions throughout the guide prompt community members to consider each of the five coalition areas (structure, focus, root cause analysis, strategic planning, evaluation); all discussions are informed by data.

“One effective strategy for community action is forming a diverse coalition of goal-oriented individuals and organizations working toward the same outcome”
– AFI Community Action Guide, p. 3.

Figure 14 - ACI Community Action Framework

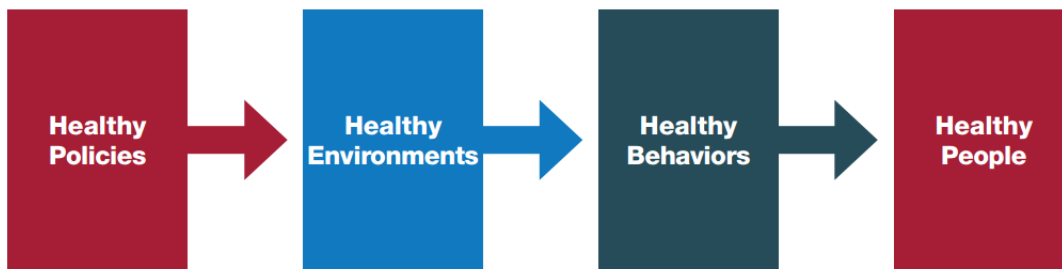


Orienting to Policy, Systems and Environmental Change

The AFI guide orients communities to Policy, Systems and Environmental Change (PSE, fig. 13), shifting communities from a focus on individual behaviours to “long-term, sustainable and ongoing behavioral change.”

“Communities need to be places that encourage and promote healthy choices. A PSE approach makes healthier choices a real, feasible option for every member of the community by looking at the laws, rules and environments that impact behavior” – AFI Community Action Guide, p. 11.

Figure 15 - The AFI guide presents four areas of policy and environmental change.



AFI Framework vs. Collective Impact

The AFI framework is similar to Collective Impact (see Coalition Basics, fig. 14), yet without a backbone organization.

“The primary difference is that creating and managing **collective impact requires a separate organization** and a specific set of skills to serve as the backbone for the entire initiative and to coordinate participating organizations and agencies” – AFI Community Action Guide, p. 5

Figure 16 - AFI coalitions are similar to CI

coalition basics

A coalition is a group of individuals and groups working together to achieve a shared goal. Coalitions function best when its members represent the diverse interests of the community.

To help assure success, coalitions need:

- A shared sense of direction among its members
- Defined objectives
- A realistic action plan
- Consistent communication
- Agreed upon measures of success

The functions of a coalition might include:

- Community awareness, community engagement and strengthening knowledge
- Educating policy makers
- Influencing public and/or private policy issues
- Building support for improvements in infrastructure
- Improving organizational practices

Informal Structures

In contrast to calls for dedicated staff resources and space, with attention to operations and governance, some respondents identified opportunities to move toward a more informal structure.

Suggestions included:

- Establish a less formal structure, with no or minimal funding attached. Similar to the Alberta Active Living Partnership (AALP) and the Manitoba Alliance for the Prevention of Chronic Disease, members would be guided by a commitment to sharing information and leading initiatives that align with their individual, organizational priorities.
- Compose a group of current leaders in the physical activity sector. Organizations meet annually to identify joint areas of current or emerging action; suggested members include the University of Manitoba, University of Winnipeg, Manitoba Centre for Health Policy, Recreation Connections, Manitoba Physical Education Teachers Association, Rec Connections, and key community organizations.