



Strengthening Seniors' Services in Manitoba: An Ideas Exchange & Working Session

In Partnership with
Manitoba Association of Senior Communities
April 2025



Executive Summary

HelpAge Canada partnered with the Manitoba Association of Seniors Communities (MASC) to hold the second Provincial Territorial consultation on developing the community-based seniors' services (CBSS) sector at the provincial and Pan-Canadian level. The consultation took place in Winnipeg on April 29, 2025, building off previous consultations held in Ottawa and British Columbia. The session included setting the stage for CBSS in Manitoba and Canada, a National Institute on Aging (NIA) presentation, and two working sessions. The consultation aimed to include the voices of older people and service providers in developing the provincial and Pan-Canadian sectors. The objectives of the session included 1) increasing participants' understanding and vision for a provincial CBSS sector, 2) having participants feel motivated to contribute, inform, and develop a Pan-Canadian CBSS sector, 3) having participants see themselves as part of a Pan-Canadian sector, and 4) identifying next steps.

Forty-six participants attended the consultation, and 26 responded to the post-conference survey. All survey respondents were from Manitoba, with just over half (52%) from an urban/metropolitan city and the remaining participants from either a rural area (32%) or a medium-sized city (16%). Over half (58%) of survey respondents identified as an older adult and one quarter (27%) identified as being part of an equity-deserving community (i.e. racialized, disability, LGBTQ2SI, blind, Indigenous, etc.).

The first working session focused on building the CBSS sector in Manitoba and explored the challenges, opportunities, strengths, and desired future state. Identified challenges included: a shortage of volunteers, the negative public perception of seniors and the CBSS sector, inconsistent, unstable funding, with complex/time-consuming grant applications, biased, outdated policies, insufficient transportation/access to services, a lack of awareness about existing resources, a lack of eligibility for homecare and meal programs, inadequate support for aging in place, a lack of education regarding dementia, difficulty connecting with seniors who are not using technology, senior isolation and loneliness, language barriers, a lack of diverse programming, and working in silos. Opportunities included forming collaborations and partnerships to share information and create a unified voice for advocacy, influencing public perception by sharing life stories, offering intergenerational programming, sharing CBSS success stories, providing more staff education, creating a centralized database of services, and offering community services access for Personal Care Homes (PCN) residents. In the next 3-5 years, respondents are looking for increased knowledge of the sector, homecare on First Nations reserves, more sustainable funding, Government support for aging in place, access to treatment, transportation, and technology, more inter- and cross-sectoral collaborations, and regular conferences/networking opportunities that centre seniors' voices.

Participants were asked to reflect on the definition of CBSS. Respondents would like the following items added: affordability, accessibility, provincial and regional representation, reducing ageism, having a collective approach/sharing common goals and visions, the private, for-profit sector, social determinants of health, the health care system, education, diversity and inclusion, Indigenous self-government, Indigenous services and programs, and the voices of older adults.

The second working session focused on building a Pan-Canadian sector. When asked what the Pan-Canadian sector can do to support the desired state of CBSS in Manitoba, answers included increasing staff wages, providing education/training opportunities, mentorship, succession plans

for staff and volunteers, developing more intergenerational programming, advocating with a unified voice at all levels of government using success stories and data, having the federal government set standards that everyone can operate under, with best practices being shared across Canada, and recognizing diversity and the different needs of rural versus urban communities. When asked what would define a successful Pan-Canadian sector, participants said that the sector would be considered in policy making and have political leadership support, have long-term funding, have nationally shared visions, goals, and standards, have interprovincial collaborative sessions and supports for families, ensure community members know how to access programs/services, and see increased quality of life for seniors, as measured by key indicators in standardized data collection. Participants ranked priorities to support a Pan-Canadian CBSS sector in the following order of importance: 1) advocacy, 2) collaboration, 3) funding, 4) data, 5) ageism, and 6) workforce.

Participants were asked to provide feedback on the consultation. The majority felt that the session increased their understanding of what the CBSS sector does (88%) and furthered their understanding of the need for a provincial CBSS sector (88%) and a Pan-Canadian CBSS sector (89%). Most felt the session was effective (92%), that their voice was heard (89%), and that they left feeling inspired to be part of a social change movement (89%). Most see their organization as part of a Pan-Canadian sector (82%), would support the development of the CBSS sectors (96%), and believe the CBSS sectors will help advance the work of community-based organizations (96%).

Participants were asked to reflect on key takeaways and lessons learnt from the session. Although there are cultural and resource differences, respondents were excited to discover that those in both urban and rural areas share common challenges, needs, values, and a sense of accountability; collaboration is important to eliminate silos. To improve collaboration at future consultations, ensure adequate time for networking, share a participation list in advance, have participants share their roles, allow tables to share ideas directly with one another, and have Howegroup and HelpAge Canada circulate the room to support discussion.

Another takeaway was the importance of engaging with all levels of government, as well as with businesses and schools outside the CBSS sector. Decisions should be data-driven, with assistance from HelpAge Canada in collecting, sharing, and understanding the data. Participants expressed appreciation for the leadership involved in making the session happen and for recognizing the importance of grassroots community services. Participants would like more reflection on how First Nations, Métis, and Inuit communities are engaged. It was suggested that diverse communities be consulted in advance of future sessions to ensure more inclusive collaboration. Further, respondents wanted more information on who was involved in the discussion, which has been addressed by including a registration list in this report and by conducting/sharing a provincial asset mapping for the CBSS sector. The sector can be developed by undertaking provincial asset mapping. In future sessions, it was recommended that the note-taking template be shared electronically in advance, that the facilitator be a separate role from the note taker, and that the NIA presentation be considered later in the day.

Introduction

With the support of the Manitoba Association of Seniors Communities (MASC), HelpAge Canada held the second Provincial Territorial consultation on developing the community-based seniors' services sector (CBSS) at the provincial and Pan-Canadian level. The *"Strengthening Senior Services in Manitoba: An Early Ideas Exchange & Working Session"* discussion was held in Winnipeg on April 26, 2025. The event included setting the stage for CBSS in Manitoba and Canada, a National Institute on Aging (NIA) presentation, and two working sessions – the first focusing on building CBSS in Manitoba and the second on a Pan-Canadian CBSS sector.

The working definition of CBSS is *"The CBSS sector includes municipal, volunteer, and not-for-profit organizations that provide services and programming for older adults at the local level – at community centres, single and multi-service agencies, seniors' centres, community coalitions and neighbourhood houses and circles, among others. CBSS organizations deliver programs, supports, and services that enable older adults to age in place, stay connected, and thrive in their communities. They are rooted in community and built on trust, relationships, and deep community knowledge and understanding."*

Purposes and objectives

The discussion employed a community development approach, ensuring the voices of older people and service providers informed Manitoba and Pan-Canadian strategies, approaches, and planning efforts. The consultation questions were developed in collaboration with MASC and HelpAge Canada to reflect the regional context and build on the previous consultations held in Ottawa and BC.

The objectives of the session were:

- Participants developed an increased understanding of a provincial CBSS sector.
- Participants built a vision for a provincial CBSS sector in Manitoba.
- Participants feel motivated to give time and energy to develop a Pan-Canadian CBSS sector.
- Participants see themselves as part of a Pan-Canadian sector.
- To contribute to and inform the development of a Pan-Canadian CBSS sector.
- To identify next steps at the community, provincial, and Pan-Canadian level.

Discussion questions can be found in Appendix A.

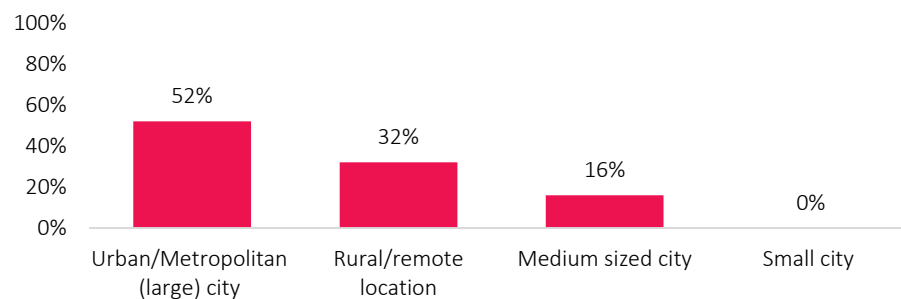
This report includes the working session's findings, the facilitator's reflections, and highlights from the session evaluation.

About the participants

Forty-six participants, divided into nine tables, attended the Manitoba consultation. A list of participants can be found in Appendix B.

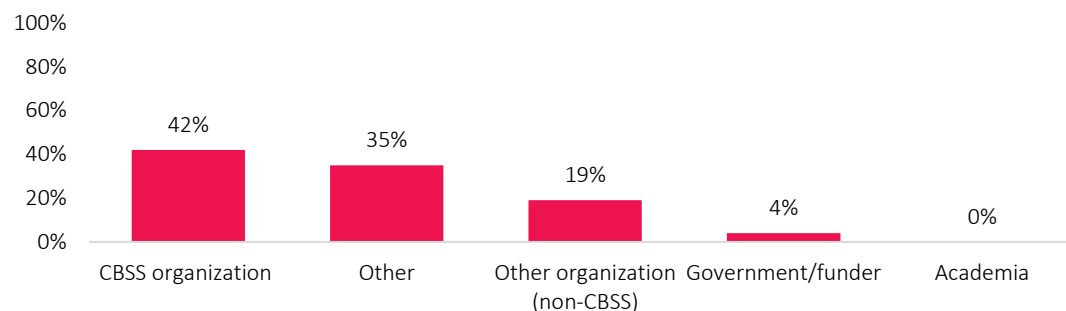
Of the 46 participants, 26 responded to the post-conference survey. All survey respondents were from Manitoba, with 52% coming from an urban/metropolitan city, 32% from a rural/remote location, and 16% from a medium-sized city (Figure 1).

Figure 1. Community respondent representation (n=26)



Forty-two percent (42%) of respondents indicated that they represented a CBSS organization, 19% represented a non-CBSS organization, and 4% represented a government/funder. The remaining 35% represented an organization under 'other', including True North Youth Foundation, Businesses and Organizations Supporting Seniors (BOSS), Canadian Red Cross, and Manitoba Hard of Hearing. One respondent indicated that they were retired (Figure 2).

Figure 2. The organization respondents represent (n=26)



Of those who completed the survey, over half (58%) identified as an older adult (Figure 3) and one quarter (27%) identified as being part of an equity-deserving community (i.e. racialized, disability, LGBTQ2SI, blind, deaf, Indigenous, etc.) (Figure 4).

Figure 3. Respondents identifying as an older adult (n=26)

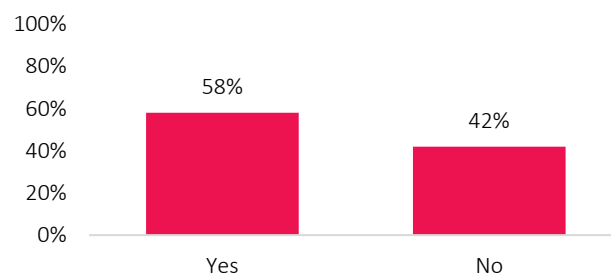
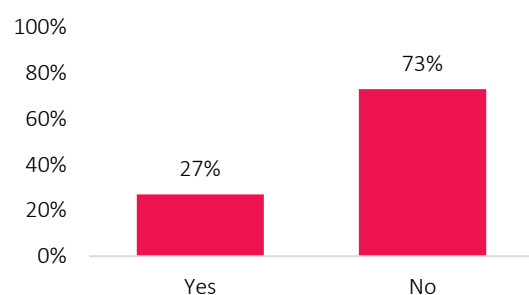


Figure 4. Respondents identifying as being part of an equity-deserving community (i.e. racialized, disability, LGBTQ2SI, blind, deaf, Indigenous, etc.) (n=26)



Findings: Manitoba CBSS Sector

The first working session focused on building the CBSS sector in Manitoba and explored the challenges, opportunities, strengths and desired future state.

Challenges

When asked about the challenges faced by the CBSS sector in Manitoba, many respondents voiced a lack of volunteers. Volunteers require training and succession planning, which is difficult to provide when resources are tight. Negative public perceptions of seniors and the CBSS sector affect volunteer and staff recruitment and contribute to ageism. Another major challenge is inconsistent, unstable funding. Funding cycles are annual, whereas budget cycles are every four years. Grant application reporting requirements are complex and time-consuming, and policies on seniors and funding are biased and outdated. Other challenges include a lack of transportation/access to services (especially in rural areas), a lack of awareness about existing resources, and a lack of eligibility for homecare and meal programs. There is also inadequate support for aging in place and not enough education/training regarding dementia. Additionally, connecting with seniors has proven difficult, especially with those who lack computers and phones, contributing to social isolation and loneliness. Respondents also voiced concerns surrounding language barriers and a lack of diverse programming. Further, respondents noted that communities are working in silos, making it difficult to connect, share resources, and form a collective voice for standardization and advocacy.

Opportunities

When asked about opportunities for the CBSS sector, collaboration and partnerships were a central area of focus. Respondents want to see resource and information sharing within and across sectors, as well as the formation of a collective voice for advocacy. Respondents also want to use corporate champions for advocacy. Through collaboration, the sector could deliver an impact report on the whole sector's collective quality of life and economic impact. Another area of focus was public perception; sharing positive life stories and offering more intergenerational programming could help combat ageism. Sharing CBSS success stories could attract staff and volunteers. Respondents also want more education opportunities for staff, particularly on providing proper support to those living with dementia. Further, there is a desire for a centralized, easy-to-navigate database with information on who provides what services in each area. Respondents also see an opportunity for community service access for Personal Care Homes (PCN) residents.

Strengths

Many respondents commented on service information resources when asked to identify strengths within the CBSS sector that can be scaled to strengthen the provincial sector. Respondents mentioned 211 as a helpful resource, with the caveat that it needs to be regularly updated. Respondents also wanted a central hub/service navigator on a user-friendly website and suggested using radio and paper copies (e.g., newspapers and posters). Senior resource coordinators provide an additional way to access information, which could be scaled up with more training, education, and onboarding support. Education sessions, training, and mentorships for CBSS organizations are another strength that needs to be scaled. Respondents commented that the sector would be made stronger via more informal and formal collaborations across the province; there is strength in numbers to influence policy. The sector would also become stronger by learning from successful organizations in other sectors, such as the Toba Centre for Children and Youth (provide service and support for children impacted by abuse) and True North 'Project 11' (educates youth on positive coping skills and building a greater sense of self-awareness). Respondents specifically mentioned MASC's Executive Director as a pivotal strength for connecting agencies and the Manitoba Seniors Coalition. Lastly, there is strength in showing appreciation, celebrating successes, and in community coping and resilience.

Looking ahead to a desired state

In the next 3-5 years, respondents wish to have increased knowledge of the sector, including its value/role in the community and the services offered. There is also a desire to provide homecare on First Nations reserves and for there to be a future with no professional or policy bias. Respondents hope for more sustainable, equitable, and reliable funding throughout the province, with more easily accessible information about available grants and how to write successful applications. Respondents want more financial support from provincial and municipal governments to support aging in place and improve seniors' access to treatments, transportation, and technology (e.g. hearing aids). Securing financial support requires strong advocacy; respondents desire knowledgeable champions sector-wide. Looking ahead, there is a desire for a more collaborative approach, with both inter- and cross-sectoral sharing of resources and common goals. Collaboration would involve having regular conferences and networking opportunities with seniors' voices at the table. When asked how respondents hope to feel in the next 3-5 years, descriptors included feeling hopeful, energized, supported, secure, empowered, connected, valued, and confident.

Over the lunch break, participants were asked to share their ideas on flipcharts regarding key strengths, challenges, opportunities, and future state. Table 1 provides a summary.

Table 1. Strengths, challenges, opportunities, and future state as captured on flip charts.

Strengths	Challenges
- Strength in numbers to influence policy - Connectors like the MASC Executive Director - Manitoba Seniors Coalition - Community coping and resilience	- Sustainable funding - Funding cycles (1 year) don't match budget cycles (4 years) - Lack of volunteers - Lack of dementia education for CBSS staff - Ageism - Reporting requirements - Awareness - Outdated policies - Lack of support for aging in place needs - Language barriers (lack of information in other languages)
Opportunities	Future state
- Corporate champions - Collaborations within the sector and with other sectors - Community service access for Personal Care Homes (PCN) residents - Appropriate supports for people living with dementia - Coordinate the sector to deliver an impact report on the collective quality of life and economic impact of the whole sector	- No professional/policy bias - Harmonized collaborations and common goals (no silos) - Resource sharing - Strong senior advocates - Homecare on reserves

Participants also detailed the significance and reach of Support Services to Seniors (SSS) programs throughout Manitoba. It highlights the 40+ year history of SSS, originating from a collaborative effort to support older adults' independent living.

Community-based, grant-funded programs and services across the five health regions include meal services, Seniors Resource Councils, resource coordinators, and senior centers.

The goals of Support Services to Seniors programs are to:

- Reduce barriers to improve and/or maintain health status
- Foster social and physical environments that support health and independence
- Promote optimal well-being through lifelong learning
- Increase health promotion, chronic disease management, and social connectedness
- Prevent and/or postpone disabilities, distress, discomfort and preventable injury
- Increase the capacity of older adults to have meaningful control over their health and well-being

Findings: Pan-Canadian CBSS Sector

CBSS definition

A working definition of CBSS (as presented at the beginning of this report) was shared with participants. Respondents noted that the following should be added to the CBSS definition:

- Affordability
- Accessibility
- Provincial and regional representation
- Reducing ageism
- Having a collective voice/approach/impact
- Supporting common goals and shared visions
- The private sector/for-profit businesses
- Social determinants of health: bridging the gap between community and health
- The health care system (home care, adult day programs, support groups for seniors, learning, meal programs, etc.)
- The educational, academic, and research sectors
- Diversity, equity, and inclusion
- Indigenous self-government (to be included in levels of government)
- First Nations, Métis, and Inuit services and programs
- The voices of older adults in the development of programs/services

Call to action to support the desired state of CBSS in Manitoba

Participants were asked what they think needs to be done at a Pan-Canadian level to support the desired state of CBSS in Manitoba. Many mentioned the importance of paying CBSS staff reasonable, competitive wages; providing educational/training opportunities; fostering mentorships; and having succession plans. They also mentioned succession planning for volunteers and supporting volunteer recruitment, training, and retention. Developing more intergenerational programming and advertising success stories would help with volunteer buy-in. Storytelling about successful models and the benefits of engaging older adults in the community is also important for combating ageism and promoting advocacy. Advocacy is needed at all levels of government and works best when organizations come together with a unified voice and can provide qualitative and quantitative data. More subsidy programs that organizations can apply for, and connections to organizations with federal funding, would help overall finances. Respondents want the federal government to provide guidelines/standards, and the provincial and municipal governments to assist with implementation. It is essential to develop standards that everyone can operate under, with best practices being shared intra-provincially and interprovincially. Accreditation could ensure basic standards are met. Respondents also noted the importance of considering diversity and the different needs in rural versus urban regions.

Defining success and determining impact

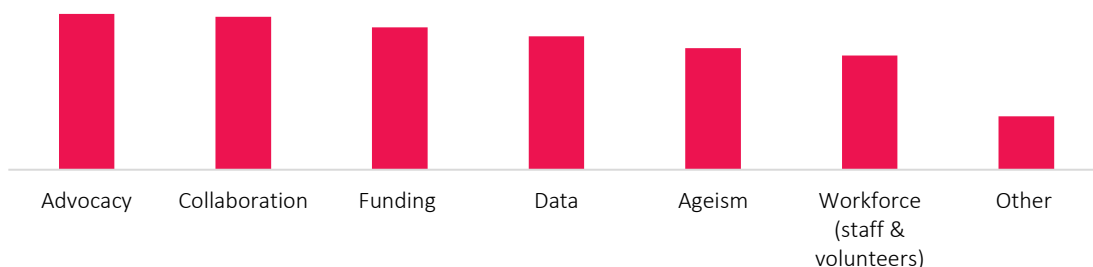
When asked what would define a thriving Pan-Canadian CBSS sector, many commented that the sector would be considered in policymaking, have political leadership support, and have adequate long-term funding to support sector mandates. Respondents also defined success as the CBSS sector having shared visions, goals, expectations, standards, and accreditations nationally, with national-level training on board governance. Across Canada, interprovincial supports for families and collaborative sessions involving communication and resource sharing would be provided.

Success would also involve changes to reduce barriers, recognize cultural differences, and recognize differences between rural and urban needs. A successful sector would mean community members know how to access programs and services, and seniors are experiencing an increased quality of life. Increased quality of life could be measured by reduced care home admissions, fewer medical visits, and more people aging well in place. Testimonials, story sharing, annual reports, and survey results can also determine both quantitative and qualitative impact measurements. Standardizing patient-reported experiences and outcome services would help track success.

Sector priorities

When survey respondents were asked to rate priorities in order of importance to support a Pan-Canadian CBSS sector (Figure 5), advocacy was ranked most important, followed by collaboration, funding, data, ageism, workforce, and lastly, 'other'. Within the 'other' category, respondents included recognizing rural versus urban needs, increasing connections, improving public perception of ageing, and understanding the role of Manitoba on the national level.

Figure 5. Ranked sector priorities (n=26)

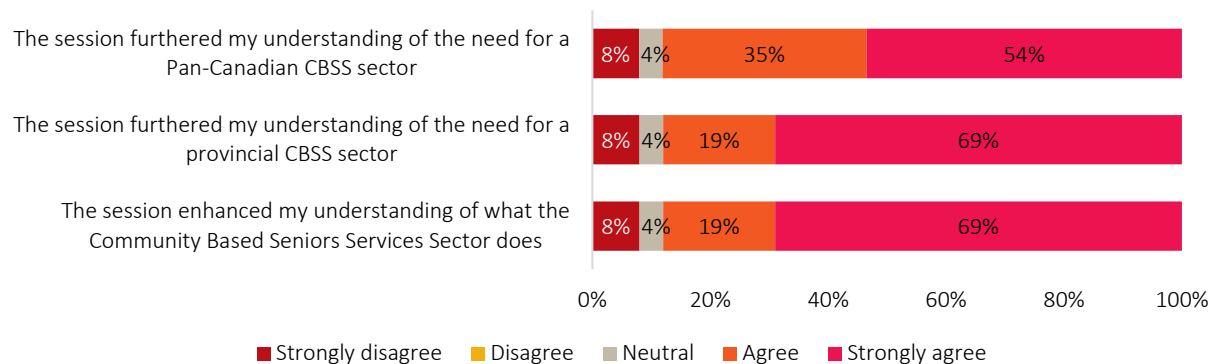


Session Evaluation

Effectiveness of the consultation

The majority (88%) of respondents agreed or strongly agreed that the session enhanced their understanding of what the CBSS sector does and furthered their understanding of the need for a provincial CBSS sector. Only 4% felt neutral, and 8% strongly disagreed. Eighty-nine percent of respondents reported that they agree or strongly agree that the session furthered their understanding of the need for a Pan-Canadian CBSS sector, with 4% feeling neutral and 8% strongly disagreeing (Figure 6).

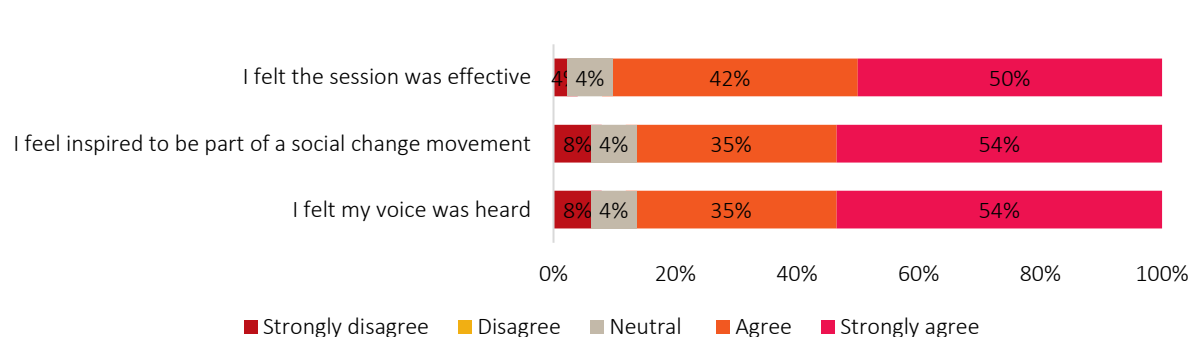
Figure 6. Effectiveness of the session enhancing the respondents' understanding of the CBSS sector (n=26)



“My table was not clear and participants wondered what was the value of being part of a Pan-Canadian CBSS... Once we got through the morning questions, there seemed to be a better understanding of the day's purpose. Maybe have NIA later in the day.”
– Table facilitator

Nearly all (92%) respondents felt the session was effective, with only 4% feeling neutral and 4% strongly disagreeing. Eighty-nine percent of respondents reported feeling inspired to be part of a social change movement, and 89% felt that their voice was heard (Figure 7).

Figure 7. Respondents' feelings towards the session being effective, inspiring, and feeling heard (n=26)



When asked what the best part of the session was, respondents highlighted collaborating with others, table discussions, networking, and sharing experiences. Respondents also mentioned the NIA presentation and MASC's Executive Director.

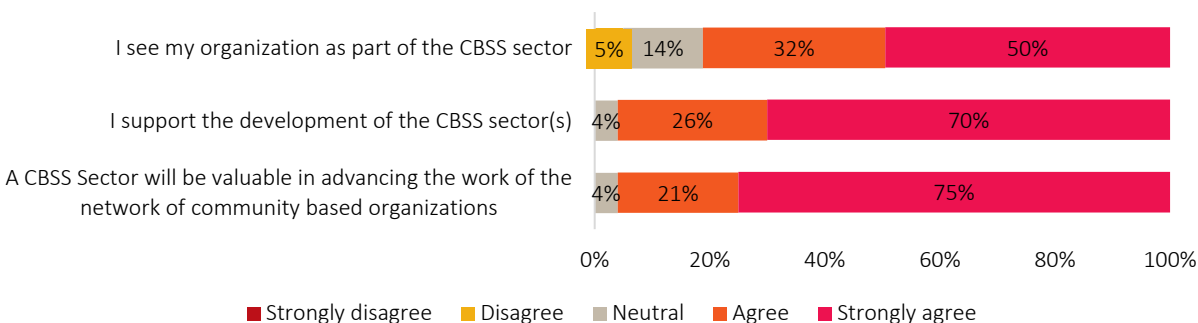
"The session went well, engaged people, smaller groups allowed better input by everyone... perhaps more cross-group sharing could have been helpful. Perhaps we missed an opportunity to share among ourselves the roles played by each to reduce silos a little."
 – Table facilitator

"I found this very enlightening, informative, and invigorating to determine commonalities between this diverse group in attendance!"
 – Table facilitator

National CBSS Sector

When asked about building a Pan-Canadian CBSS sector, 82% of respondents agreed or strongly agreed that they see their organization as part of the CBSS sector. Fourteen percent felt neutral, and only 5% disagreed. Ninety-six percent of respondents agreed or strongly agreed that they support the development of the CBSS sector(s), with 4% feeling neutral, and no one disagreeing. Ninety-six percent of respondents agreed or strongly agreed that a CBSS sector will be valuable in advancing the work of the network of community-based organizations. Four percent felt neutral, and no one disagreed (Figure 8).

Figure 8. Building a Pan-Canadian CBSS Sector (n=26)



Key Takeaways and Lessons Learned

The discussion closed by asking participants to share their key takeaways, how they see themselves in the social change movement for a Pan-Canadian Sector, and what excites them from the day's conversation. Table facilitators were asked similar questions and invited to email responses with their reflections on the day. Participants learned they shared many of the same challenges and the need for services, whether from an urban or rural area, while recognizing cultural and resource differences between the two. The silos that exist underscored the need for collaboration and engagement of all systems, including three levels of government, to help seniors age where and how they want. Participants expressed the importance of data-driven decision-making and the potential for CORE to support this. Further, creating shared agendas and communicating the impact of CBSS work will be critical to motivate interest from outside the CBSS sector, such as with businesses and the education system. Participants are looking to HelpAge Canada to collect local data and support

groups in understanding and using the data (as they have limited capacity to do this work themselves). Finally, participants seek training to help boost the CBSS sector to excellence.

“We need an organization or entity to spearhead this and take this to the government. We need CORE Manitoba.”

– Table facilitator

Participants see themselves as advocating and building bridges to support the CBSS sector. There was strong support to spark change in the community, including other sectors such as business (of all sizes), government, and educational institutions. Participants indicated they wanted more information on who was involved in the discussion, spurring the action to include the registration list in Appendix B of this report and to conduct and share provincial asset mapping for the CBSS sector. Finally, there is a need to reflect on how the First Nations, Métis, and Inuit communities are engaged.

“We need to look at what is different among people across the country, are we engaging our different Indigenous and cultural communities, the diverse communities that make up Canada?”

– Participant

Participants were excited by the shared sense of accountability and shared values throughout the room, considering the different visions and mandates of the organizations in attendance. They see the potential to bridge gaps between opportunities, including new partnerships. We heard appreciation for the leadership to bring people together for this cause, noting that although there is collaboration, lack of time makes planning and executing such events difficult. Finally, participants were thankful for the recognition of grassroots community services, the value they provide, and hope that through information and collaboration, bridges may be built and silos eliminated.

“We need to move quickly while enthusiasm is strong.”

– Table facilitator

Summary of lessons learned and action items

Key lessons learned about the session and surrounding sector development include the following:

About the session

- Ensure there is adequate time for networking
- Have participants share their roles to begin reducing silos
- Howegroup and HelpAge Canada roam the room to provide support to the tables
- Table facilitators were instrumental in the process, working
 - o Share the note-taking template electronically in advance so notes can be taken and shared electronically
 - o Have a separate facilitator and note taker. It is a lot for one person to take on both roles
- Consider the NIA presentation later in the day
- Allow tables to share ideas directly with each other
- Share the participant list ahead of the session

Sector development

- Engage Indigenous communities and diverse communities in advance of the session for more inclusive collaboration
- Undertaking provincial asset mapping
- Collect and share provincial data in a way that is easy to communicate

Conclusion

The Manitoba consultation surfaced a clear and shared commitment to strengthening the community-based seniors' services sector, so older adults across the province can age well, stay connected, and thrive in their communities. Participants identified common challenges, articulated opportunities for collaboration, and expressed a strong desire to work together toward a more coordinated, equitable, and well-supported sector. There is broad recognition that Manitoba has significant strengths to build on, including long-standing programs, committed community organizations, and a growing network of partners working toward a shared vision of supporting older adults.

The consultation also demonstrated that developing a more unified provincial sector will require intentional structure, improved coordination, and strengthened capacity for shared learning. Participants emphasized the need for better data, more consistent communication, and stronger alignment across regions, systems, and organizations. The recommendations below outline practical next steps to build momentum and translate the insights from the consultation into a coordinated provincial approach.

Recommended next steps:

1) Establish a provincial CBSS Leadership Council and designate backbone support

- a) Form a provincial Leadership Council to guide priorities emerging from the consultation.
- b) Identify a backbone organization, such as the Manitoba Association of Senior Communities, to support coordination, communications, and project management.
- c) Develop Terms of Reference outlining the Council's mandate, including sector alignment, shared priorities, and relationship building, as well as the operating model including membership, meeting cadence, governance, and decision-making.
- d) Ensure equitable representation across Manitoba, including rural and remote regions and Indigenous partners.
- e) Lead the creation of a State of the Sector Report for Manitoba to identify strengths, needs, and system-level opportunities.

2) Build shared digital infrastructure and knowledge exchange capacity

- a) Develop or adopt a digital collaboration system for Manitoba CBSS organizations to share tools, resources, and promising practices.
- b) Create opportunities for peer learning, regional knowledge exchange, and training supports.

3) Advance priority thematic areas identified through consultation

- a) Ageing, loneliness, and social isolation: strengthen and scale existing social prescribing initiatives.
- b) Rural and remote service delivery: enhance transportation solutions, digital access, outreach and mobile service models, and strengthen rural partnerships and hubs.

Taken together, these steps provide a pathway for moving from dialogue to action by creating the structures, tools, and collaborative processes needed for long-term sector development. With sustained leadership and partnership across communities, Manitoba is well positioned to build a more connected, responsive, and resilient CBSS sector that reflects the voices and needs of older adults and the organizations that support them.

Appendix A: Discussion questions

Part I discussion questions: Manitoba focus

Discussion question #1: Thinking about CBSS in your region, what are the top challenges and where are the opportunities?

Discussion question #2: Can you identify points of strength within the CBSS sector that can be scaled to support a strong, provincial CBSS sector (i.e., what are the success factors)?

Discussion question #3: If you think ahead about the CBSS sector in Manitoba in 3-5 years, what is the desired state? What does it look like? How does it feel?

During lunch: Please contribute to the large flip chart paper titled “Challenges”, “Opportunities”, “Strengths”, and “Future State”.

Part II discussion question: Pan-Canadian focus

Discussion question #4: Reflecting on the definition of CBSS, what is missing (definition of CBSS is provided)? What can be added?

Discussion question #5: What needs to be done at the Pan-Canadian level to support the desired state of CBSS in Manitoba that you talked about this morning?

Discussion question #6: Thinking about a Pan-Canadian CBSS sector, what does success look like? How will we know we are making an impact?

Appendix B: Participant list

Name	Organization
Amanda Dillabough	Interlake Eastern Regional Health Authority (IERHA)
Amanda Macrae	A & O: Support Services for Older Adults
Ashley Seymour	Volunteer Manitoba Inc.
Beverley Airey	Interlake Eastern Regional Health Authority (IERHA)
Beverley Airey	Interlake Eastern Regional Health Authority (IERHA)
Brenda Tonn	Manitoba Association of Senior Communities (MASC)
Chris Brens	City of Winnipeg
Chris Stevens	CJNU 93.7 FM Radio
Colleen VanWynsberghe	Age Friendly RM of Argyle
Connie Newman	Manitoba Association of Senior Communities (MASC)
Crystal Debaar-Berger	Prairie Mountain Health
Dana Trapp	Interlake Eastern Regional Health Authority (IERHA)
Don Fletcher	Manitoba Association of Senior Communities (MASC)
Doris Heaver	RM of Argyle
Dwayne Green	True North Youth Foundation
Eleysha Klaassen	Brandon Seniors for Seniors Coop Inc.
Erin Crawford	Alzheimer Society of Manitoba
Felicity Watson	HelpAge Canada
Fred Bobrowski	Men's Sheds Manitoba
Gabrielle Gallant	National Institute on Aging (NIA)
Jacqueline Deslauriers	Prairie Mountain Health
Jason Granger	United Way Winnipeg
Jennifer Hlynsky	Red River Co-op
Jennifer Hystad	Howegroup
Jim Hamilton	Manitoba Association of Senior Communities (MASC)
Jo-anne Jones	Canadian Hard of Hearing Association (CHHA) Manitoba
Joe Puchniak	Shared Health
Jose Chinchilla	Seven Oaks Immigrant Services
Kahir Lalji	HelpAge Canada
Karin Whalen	Wellness Institute
Kathy Henderson	Winnipeg Regional Health Authority (WRHA)
Katy Anderson	Flin Flon/ Creighton Seniors
Kevin Scott	Community Member
Krista Wilson	Interlake Eastern Regional Health Authority (IERHA)
Krystal Stokes	Victoria Lifeline
Lana Cowling-Mason	Community Futures West Interlake

Laurel Rose	Winnipeg Regional Health Authority (WRHA)
Leanne Wilson	Macdonald Services to Seniors
Linda Brown	Active Aging in Manitoba
Lisa Tinley	PEAM - Prevent Elder Abuse Manitoba
Lise Champagne	Southern Health Sante Sud
Louise Hutton	Manitoba Association of Senior Communities (MASC)
Lucienne Chateauneuf	Fédération des aînés de la francophonie manitobaine
Marg Fraser	Manitoba Association of Senior Communities (MASC)
Marla Somersall	Meals on Wheels
Martin Landy	Manitoba Association of Senior Communities (MASC)
Marwa Suraj	Canadian Red Cross
Mary Jayne Armstrong	Manitoba Keewatinowi Okimakanak Inc. (MKO)
Mary Mitchell	Manitoba Association of Senior Communities (MASC)
Melanie Bremaud	Seine River Services for Seniors Inc.
Melissa Humeniuk	Government of Manitoba
Michael Routledge	Manitoba Association of Senior Communities (MASC)
Michelle Audy	First Nations Health Social Secretariat Manitoba
Michelle Mansell	Southern Health Santé Sud
Michelle Porter	University of Manitoba, Centre on Aging
Patricia Munch	Indigenous Senior Resource Centre
Rhian Christie	YMCA-YWCA of Winnipeg
Roberta Bishop	Manitoba Association of Senior Communities (MASC)
Sandi Pelly	The Waltons Trust
Serena Bittner	Transportation Options Network for Seniors
Stacey Miller	A & O: Support Services for Older Adults
Stephanie Meilleur	Manitoba Métis Federation
Sue Boreskie	Reh-Fit Centre
Sue Vovchuk	Long Term and Continuing Care Association of Manitoba (LTCAM)
Tammy Reimer	211 Manitoba - United Way Winnipeg
Taz Lakhani	Right at Home
Vanessa Jones	Manitoba Metis Federation
Vicki Rempel	CARP Manitoba Chapter
Wynona Giannasi	Howegroup