



*momentum for the future*



# CONFERENCE REPORT

On February 18 & 19, 2006, the Sport Alliance of Ontario (SAO) hosted the *Sport: Momentum for the Future*. Over 75 leaders in sport, recreation and education from across Ontario met at the Westin Prince Hotel in Toronto to review the progress made to date on Ontario sport plans and to identify additional priorities for collective action. Specifically, the objectives of the conference were to:

- increase momentum and action on implementing the plans for Ontario sport
- establish clear responsibilities and accountabilities for action
- focus SAO plans and priorities on collective action.

Participants included representatives from Provincial Sport Organizations, Parks and Recreation Ontario (PRO), Community Sports Councils (CSC), Ontario Federation of School Athletes Associations (OFSAA), Ontario Colleges Athletic Association (OCAA), educational institutions – secondary and post-secondary, Lifestyle Information network (LIN), Ontario Ministry of Health Promotion (MHP), the private sector, and the Board and staff of the Sport Alliance of Ontario. (Appendix 1 includes a list of acronyms; Appendix 2, a list of participants)

Two keynote speakers, Minister Jim Watson and David Crombie, provided information and motivation for working together. Key messages included: 1) sport can play a significant role in the new Ministry of Health Promotion and its work in getting Ontarians more active; 2) infrastructure funding is recognized as a priority by the Minister and the support of the sport community is essential; 3) the creation of the new Ministry of Health Promotion provides a major opportunity for sport; and 4) collective action can significantly strengthen sport in Ontario.

Jim Bradley, CEO of SAO, provided an overview of accomplishments and lessons learned since the *Fast Forward* conference in 1995. There have been many successes since then, including the Ontario Sport Action Plan and *ACTIVE2010* Strategy, F-P/T bilateral funding for Sport for More (\$6.1M), the Quest for Gold lottery for sport, the Community Use of Schools initiative (\$20M), Communities in Action Fund (\$5.9M), and Community Sports Councils.

Although much has been accomplished, more work is essential, especially in areas requiring collective action. The design of the conference focused on using the Ontario Sport Action Plan to identify priorities for collective action not yet initiated (see Update Appendix 2). Participants worked diligently to identify eight high priority initiatives that were realistic and manageable to implement. For each of these, action plans were developed identifying the lead and other organizations involved, and key activities to be completed in the first year, including those to be done immediately to demonstrate early success and maintain the momentum.

Section 1 provides an overview of the OSAP, including the eight priority initiatives identified during the Sport: Momentum for the Future Conference.

Section 2 presents the eight initiatives, in order of priority, with action plans.

Section 3 identifies the commitments made and next steps for collective action.

## Section 1: The Ontario Sport Action Plan

### Vision of Ontario Sport Action Plan

By 2010 Ontario will be a prominent leader of sport development in Canada providing the opportunity for all Ontarians to achieve a level of enjoyment and excellence consistent with their abilities and aspirations.

All Ontarians will be able to benefit from having access to quality experiences and development in sport, recreation and physical activities offered through a supportive and leading edge environment.

<b>Pillar 1 Enhanced Participation</b>	<b>Pillar 2 Enhanced Excellence</b>	<b>Pillar 3 Enhanced Capacity</b>	<b>Pillar 4 Enhanced Interaction</b>
<b>Goal</b>	<b>Goal</b>	<b>Goal</b>	<b>Goal</b>
A significantly higher proportion of Ontarians from all segments of society are involved in quality sport activities at all levels and in all forms of participation	The pool of talented athletes has expanded and Ontario athletes and teams are systematically achieving better results at varying levels of competition through fair and ethical means	The essential components of an ethically based, athlete/participant-centred developmental system are in place and are continually strengthened as required	The components of the sport system are more connected and coordinated as a result of the committed collaboration and communication among the stakeholders

### Priority Initiatives (with participants' ranking in brackets)

Community Sport Councils (2)	Coaching/Officiating Strategy (4)	Infrastructure Strategy (1)	Advocacy Strategy (2)
Social Marketing Campaign (5)	LTADM Strategy (5)	Volunteer Leadership Strategy (7)	Sector Communication (8)

## Section 2: Initiatives

### PRIORITY 1: INFRASTRUCTURE STRATEGY

**Description:** Support the Minister of Health Promotion (MHP) to obtain adequate funds and support to refurbish existing facilities and build new facilities through a lobbying campaign, including the following activities:

- Learning from others, e.g., Sport Quebec
- Aligning with Community Sport Councils and municipalities
- Demonstrating public support for Minister of Health Promotion
- Gaining federal support for lobbying effort
- Linking participation targets (i.e., 2010 targets) to availability of facilities, especially for under-represented groups

**Who's Involved:**

- SAO and PRO will champion the activity and call the initial meeting.
- Broad sport and recreation community involvement; voice for sport must be based on the broad community's views, including Community Sport Councils, PRO.

**Description:** Strategy for building facilities in appropriate locations, including the following activities;

- Identifying other models of partnership, including development, management, e.g., Sudbury, Hamilton, London, Burlington
- Developing design considerations for state-of-the-art facilities
- Ensuring environmentally conscious, adaptable to demographic evolution

**Who's Involved:**

- PSOs, municipalities, target groups, educational institutions, environmental groups, urban planners

**Year 1 Activities:**

1. SAO and PRO meet to develop lobbying strategy which includes communications through SAO, PRO, Community Sport Council networks asking three million Ontarians to contact their MPS, Minister and Premier for infrastructure funding
2. Work with MHP to develop a policy statement from the Minister of HP that sport infrastructure renewal is the number one priority
3. Develop and implement lobbying strategy

NOTE: Recognize new and emerging facility requirements to provide opportunities for new Canadians, e.g., ensure that facilities are multi-purpose and flexible

Infrastructure Strategy was facilitated by Phyllis Berck.

## **PRIORITY 2: COMMUNITY SPORT COUNCILS STRATEGY**

**Outcome Statement:** Grow and develop a Community Sport Council movement in Ontario that is recognized as a leader for sport in each community and as a significant voice in Ontario's sport development activities.

**Description:** To date, Community Sport Councils have been successfully implemented in a number of communities. The focus of this strategy is to continue to build the capacity of the existing Community Sport Councils to develop sport in their community, as well as implement new Community Sport Councils across Ontario.

### **Activities:**

1. Identify a champion(s) for the Community Sport Council movement
2. Review the Community Sport Councils Report by J. Sutcliffe and R. Baker.
3. Define clearly the role of the Sport Council ("how to manual")
4. Find \$\$ to support capacity development of Sport Councils
5. Create a provincial Sport Councils network and communication strategy, including a website
6. Develop and deliver training for Sport Councils
7. Brand the Sport Council image and identity
8. Promote Sport Councils to AMO & Liaison organizations, PSOs, PRO, Sport Tourism, Health Units, local sport groups, provincial government, municipalities, and funding agencies

### **Who's Involved:**

- Lead role is CSC Representative on the SAO Board. There are three levels of CSC; 1) the CSC Rep. on the SAO Board which provides a voice for the CSC movement at the SAO table; 2) the provincial network of CSC; and 3) CSC.
- SAO role is stewardship; SAO assigns staff responsibility to help develop the provincial network that will decrease (but not disappear) as individual councils develop. SAO staff facilitator and administrative support is critical.
- MHP – linkage key to address health related issues.

### **Year 1 Activities:**

1. Funding for Network (SAO/AMO/MHP)
2. Organize and hold a Summit meeting of all CSCs

### **Quick Success:**

1. Update list of CSC and begin developing network

Community Sport Council Strategy was facilitated by Rita Sue Bolton.

## **PRIORITY 2: ADVOCACY STRATEGY**

**Outcome Statement:** A collective strategy with agreed upon messages to be used by the Ontario sport community in all settings to advocate for key sport and recreation priorities.

**Description:** Advocate for: 1) mandatory physical and health education for every child participates daily in school from K-12; 2) new targeted (restricted) funding to schools for school sport; 3) the equivalent of 1% of the provincial health budget should be spent on supporting the development and delivery of sport, recreation and physical activity; 4) assign a priority to developing an infrastructure program thus providing places to play (see Priority #1). (Note: special initiatives in 1, 2 and 3 above must include a focus on under-represented groups, including low income, new Canadians, Aboriginal peoples, girls and women, and seniors)

### **Activities:**

1. Hire a government relations specialist. (within 6 months)
2. Obtain Government Ministers' mandates to form our message to fit his/her Ministry's objectives. Some steps that can be taken immediately:
  - PRO – relations with AMO (can be done within 6 months)
  - Ontario Sport Action Plan Steering Committee – revitalize to implement the outcomes of this conference and to ensure monitoring and ongoing communications (within 6 months)
3. Develop an advocacy strategy based on research and statistics (within 6-12 months)
4. Engage in budget consultation mechanisms, i.e., written submissions, in-person briefings, common message (within 6-12 months)
5. Develop a submission for Education on school sport, physical education (within 6-12 months)
6. Apply for an Ontario Trillium Foundation grant / hire staff for PSOC (within 6-12 months)
7. Build relationships with key stakeholders, need advice on strengthening government relations
8. Build relations with non-profit health sector / disease associations, Medical Officers of Health

### **Who's Involved:**

- Mandatory physical education – OPHEA would be the key contributor to help develop curriculum
- School sport – OFSAA would be the key contributor to making the arguments and providing data about impact on kids, and strategies to get around barriers such as bussing
- Building the argument about assigning the equivalent of 1% of health budget – PSOC would be the key contributor

- Under-represented groups – all
- Building the Infrastructure argument – PRO is already working on this and ORFA should also be involved in a leadership way
- Other key groups include SAO, CSC-O, CAO, ORFA, members of the Ontario Sport Action Plan Steering Committee.
- As to who would be the lead organization in terms of advocacy, there was no agreement that one organization should play this role. The analogy used to describe the advocacy leadership model was that all organizations (through the OSAP Steering Committee) would be in a van, and would agree upon and provide directions to the individual who would be hired to actually drive the van to get to the desired location / end result.

### **Quick Success:**

1. Ontario Sport Action Plan Steering Committee – revitalize to implement the OSAP and to ensure monitoring and ongoing communications (within 6 months). One of the first tasks should be to re-write the OSAP itself so that it focuses entirely on sport and not on sport and physical activity as it does now. There is a separate plan for physical activity.

### **Other Comments / Suggestions:**

- Mandatory Physical Health Education Daily – Could include sport, dance, active games, and all types of cardiovascular activity. Group members were adamant that removing students from participation in PHE should not be used as discipline (punishment) or that PHE should be cancelled in favour of a special assembly, etc.
- School sport – Recognizing the importance of all children having the opportunity to participate in school sport (not just varsity / school teams) the group wanted to ensure that funding was identified for implementing broader intramural sports. Ways to overcome barriers to participation included extending the school day to include one hour of after school sport, where either teachers or physical education specialists could be used in supervisory roles and PSO coaches could teach / coach sports. Also recognizing the importance of preparation time for teachers, putting them in a supervisory role in this context would allow teachers to provide support.
- Funding – An easy way to remember a common message for advocacy is one already developed by the PSOC: Lobby for 5 - 82-2010: Explained, this translates to: Ontario government funding for sport, recreation and physical activity should be the equivalent of spending \$5 for every person in Ontario on sport; Infrastructure: there are 82 recognized sports in Ontario and every one needs at least one new or renewed facility; 2010 – for every \$20 spent by a corporation or individual on sport, the individual gets a \$10 tax credit.

Advocacy strategy was facilitated by Judy Sutcliffe.

## **PRIORITY 4: COACHING AND OFFICIATING STRATEGY**

**Outcome Statement:** Increase access to qualified and knowledgeable coaches and officials in all sports.

**Description:** Focus on recruitment, development/education, retention and recognition of coaches and officials.

### **Activities:**

1. Recruitment - increase number of quality coaches and officials by 20% in three years, by encouraging retired athletes to become involved as officials and coaches, offering coop placements for high school students, and encouraging female representation in officiating and coaching
2. Development / education – improve the quality of instruction, access and opportunity, by reducing fees (Note: Ontario has the highest coaching fees in Canada \$125 versus \$68 in Quebec), increasing regional sites for training, offering modules on-line, training parents at tournaments as coaches and officials.
3. Retention – rotate coaching / officiating assignments and encourage mentorship opportunities; communicate and post Fair Play Code of Conduct to all players
4. Recognition – be creative and generous in rewarding officials and coaches, through banquets with awards and recognition pins, possibility of athletes to serve coaches at banquets, distribute vouchers / coupons
5. Develop Ontario body for officiating similar to coaching NCCP

### **Who's Involved:**

- Coaches Association of Ontario to take the lead responsibility to bring stakeholders together. Others to be involved include PSOs, NSOs, MHP, Boards of Education.

### **Year 1 Activities:**

1. Develop Ontario body for officiating similar to Coaches Association of Ontario.
2. Encourage female representation in coaching and officiating.

### **Quick Success:**

1. Communicate and post Fair Play Code of Conduct in all Ontario sport facilities.

Coaching and officiating strategy was facilitated by Patricia Coburn.



## **PRIORITY 5: SOCIAL MARKETING STRATEGY**

**Outcome Statement:** 55% of Ontarians are making active, healthy choices. Ontario youth make the connection between health, physical activity and sport, and nutrition.

**Description:** A multi-faceted social marketing campaign will be developed and launched in Ontario that centres on making active and healthy choices, with a focus on youth. Ontarians are responding positively to the campaign.

### **Activities:**

1. Collect baseline data of current activities by target group (e.g., age, cultural), obesity statistics; establish benchmarks; learn from other countries; learn from ParticipACTION; behavioural change and motivation
2. Set realistic targets
3. Design Campaign: key messages, brand and image; establish delivery mechanisms and tools
4. Resources allocated; pilot test and refine campaign
5. Implement and evaluate

### **Who's Involved:**

- Lead is MHP, with involvement of federal and municipal governments, private corporations, education, media, health care, Public Health Units, sport and recreation community, early adopters.

### **Year 1 Activities:**

1. Complete the groundwork to develop and launch a campaign, including:
  - conducting research
  - developing target markets
  - determining the key elements of the campaign

### **Quick Success:**

1. Recommend to the Minister of Health Promotion that a broad based / like-minded coalition be assembled to develop a social marketing strategy.
2. Ask for sport and recreation representation in order to "play our part".

Social Marketing Strategy was facilitated by Claire Tucker-Reid.

## **PRIORITY 5: LONG-TERM ATHLETE DEVELOPMENT MODEL (LTADM)**

**Outcome Statement:** Full implementation of an integrated approach to LTADM in Ontario by key stakeholders.

**Description:** Develop and implement a process to raise awareness amongst key stakeholders about the integrated LTADM, gain consensus on the proposed roles and responsibilities within the model, and begin implementation. Rather than having PSOs work independently, this approach entails a collective effort where all key stakeholders are able to input and come to consensus.

### **Who's Involved:**

- CSC - Ontario is to play a lead role in bringing the stakeholders together. Other key stakeholders include: PSOs, Community Sport Councils, PRO, CAO, OPHEA, OFSAA, OUA, OCAA, YM-YWCA, Boys and Girls Clubs, Scouts, Cubs, Girl Guides, and Brownies, Organization for early educators, Housing Authorities, private sector, e.g., Canadian Tire Jump Start program

### **Year 1 Activities:**

1. Establish a Working Group.
2. Identify key stakeholders that need to be involved for delivery of each level of the LTADM.
3. Find out what other Provinces and Territories are doing / have done with their LTADM implementation.
4. Develop a position paper outlining the integrated LTADM, including the proposed roles and responsibilities, and disseminate to key stakeholders for discussion and feedback.
5. Develop and implement a strategy to gain consensus on the proposed roles and responsibilities and LTADM implementation approach.

### **Quick Success:**

- Send an email to key stakeholders to let them know about the LTADM Working Group, provide them with the actual web link to the LTADM, and ask for their interest in being involved in the LTADM dialogue.

LTADM strategy was facilitated by Cindy Stater.

## **PRIORITY 7: VOLUNTEER DEVELOPMENT STRATEGY**

**Outcome Statement:** Increased recruitment and retention of sport volunteers from the community, the school systems, and the private sector.

**Description:** A volunteer leadership strategy needs to be developed that builds on existing initiatives and mechanisms but goes beyond the sport community to attract volunteers from the educational and private sectors.

### **Activities:**

1. Develop a strategy to increase the number of students involved in sport volunteer positions as part of the community volunteer graduation requirement, as well as after their graduation from high school
2. Develop a strategy to increase the recognition of sport volunteers at the community, school and provincial levels
3. Increase the number of volunteer awards at the Ontario Sports Awards Banquet
4. Approach corporations to help train volunteers and second volunteers for NFP Boards
5. Create promotional materials listing benefits of volunteering
6. Social marketing focus – high school students and retired boomers; promote volunteering as a worthy cause, a civic responsibility, an essential service to sport, rewarding and fun; scholarship applications
7. Revisit Skills Program for Management Volunteers resources
8. Advocate for tax incentive / breaks for volunteer certification and time commitment
9. Investigate volunteer initiatives within the Ministry of Citizenship and Immigration
10. Engage in the Sport Volunteerism Study (SAO / PRO / Trillium)
11. Provide volunteers with the tools, resources and training

### **Who's Involved:**

- Lead is SAO, along with strategic partners

### **Year 1 Activities:**

1. Review the Skills Program for Management Volunteers and other provincial volunteer programs for inclusion in current Sport Volunteerism Study. Look at adding additional modules aimed at high school students and boomers.
2. Develop and implement a mass Volunteer Recognition certificate (or other tool for recognition) for school, community, and provincial volunteers.
3. Profile PSOs, *ACTIVE2010* healthy lifestyle
4. Investigate interest by Ministry of Citizenship and Immigration, MHP, Trillium, Ministry of Education to develop a strategy to increase sport volunteer positions among students (Grade 6 plus).
5. Co-ordinate volunteer development strategy with social marketing group.

Volunteer Development Strategy was facilitated by Judy Pike.

## **PRIORITY 8: SECTOR COMMUNICATION STRATEGY**

**Outcome Statement:** Increased awareness and understanding of key sport issues, initiatives and priorities, progress / success, and best practices / lessons learned by leaders in the Ontario sport community.

**Description:** A communication strategy needs to be developed and implemented that ensures sport organizations are aware of key information such as emerging trends that would be of interest / use to members of the sport community.

### **Activities:**

1. Identify and promote list of websites (SIRC, True Sport, Sportweb) by category
2. Create media relations service for ON Sport
3. Share best practices face-to-face, regular visits, regional events, regular updates, training guides, model grant applications, etc.

### **Who's Involved:**

- PSOs, MSOs, CSCs, PSOC, MHP, SAO, etc.

### **Year 1 Activities:**

1. PSOs, MSOs, and CSCs to assess their own communication strategies and how they might be improved.

### **Quick Success:**

1. Complete the communication audit tool and distribute to PSOs, MSOs, CSCs (PSOC to lead)
2. Enhance *ACTIVE2010* website as a clearinghouse for sport and physical activity information (MHP to lead)

Sector Communication Strategy was facilitated by Mike Murphy.

### **Section 3: NEXT STEPS FOR COLLECTIVE ACTION**

With plans drafted and enthusiasm for action in place, success now depends on follow through by everyone, including the following commitments and quick successes:

- PSO Council will develop and circulate a Communications Audit tool to assist PSO, MSO, and CSC to assess their internal communication strengths and weaknesses.
- Community Sport Councils, supported by SAO, will host a meeting to initiate a Community Sport Council network.
- Canadian Sport Centre – Ontario will send an email to key stakeholders to let them know about the LTADM Working Group, provide them with the actual web link to the LTADM, and ask for their interest in being involved in the LTADM dialogue. Then they will convene a meeting of the stakeholders to begin an integrated process for implementation of the Long Term Athletes Development Model.
- PRO will share the information collected on the Sport Volunteer Leadership initiative.
- Coaches Association of Ontario will lead the development of the Coaching and Officiating Strategy.
- CAO will work with other partners to communicate and post Fair Play Code of Conduct in all Ontario sport facilities.
- MHP will enhance *ACTIVE2010* website as a clearinghouse for sport and physical activity information
- Finally, Ontario Sport Action Plan Steering Committee will be activated in order to implement and ensure monitoring and ongoing communications (within 6 months)

The OSAP Steering Committee includes representatives from the following organizations/agencies:

- Canadian Sport Centre - Ontario
- Ontario Federation of School Athletic Associations
- Ontario Physical and Health Education Associations
- Ontario Trillium Foundation
- Parks and Recreation Ontario
- Provincial Sport Organization Council
- Coaches Association of Ontario
- Community Sport Council Representative
- Sport Alliance of Ontario
- Ministry of Health Promotion

Jean Lam, MHP, Chair of the previous OSAP Steering Committee, will call an initial meeting of the members within one month in order to:

1. Review the results from the *Sport: Momentum for the Future* Conference.
2. Analyze why the Steering Committee became inactive over the last year, and put in place strategies to prevent that happening again

3. Develop the linkages between the various initiatives/strategies for an integrated plan. For example, an integrated advocacy strategy should include infrastructure as well as the other priorities identified in the advocacy strategy.
4. Establish the necessary working groups, including Terms of Reference, to undertake the planned actions.
5. Develop the necessary templates for use by the Working Groups to further refine their actions plans, as well as monitor and report on progress.
6. Develop an approach to ensure timely action on the Quick Successes and report back to the sport community.
7. Establish a monitoring and reporting strategy, including a six-month report back and an annual report card, and if possible a face-to-face event to assess progress and maintain momentum.

In response to the final task of the conference on SAO, participants provided input into the SAO mission, roles and functions, including its potential role in the initiatives assigned to SAO. Feedback included comments on what is realistic given the capacity and mandate of the SAO. In addition, SAO Board members were asked to provide their comments to Doug Rosser.

Using this feedback, SAO will strike a working group to review the vision, mission, roles and functions, and structure of SAO. This working group will provide recommendations that will help SAO better meet the collective needs of the sector. Anyone wishing to contribute to this working group is invited to contact Jim Bradley.

Excellent work was accomplished. Now it is time to act, collectively for the benefit of all.

## APPENDIX 1: ACRONYMS

A2010	<i>ACTIVE2010</i> Strategy
AMO	Association of Municipalities of Ontario
CAO	Coaches Association of Ontario
CEO	Chief Executive Officer
CSC – O	Canadian Sport Centre – Ontario
CSC	Community Sport Council
LTADM	Long-term Athlete Development Model
MCI	Ministry of Citizenship and Immigration
MHP	Ministry of Health Promotion
MSO	Multisport Organization
NCCP	National Coaching Certification Program
NFP	Not For Profit
NSO	National Sport Organization
OCAA	Ontario Colleges Athletic Association
OFSAA	Ontario Federation of School Athletic Associations
OPHEA	Ontario Physical and Health Education Association
ORFA	Ontario Recreation Facilities Association
OSAP	Ontario Sport Action Plan
OTF	Ontario Trillium Foundation
OUA	Ontario University Athletics
PRO	Parks and Recreation Ontario
PSO	Provincial Sport Organization
PSOC	Provincial Sport Organization Council
SAO	Sport Alliance of Ontario
SIRC	Sport Information Resource Centre

## APPENDIX 2: PARTICIPANT LIST

<b>Name</b>	<b>Organization</b>
Kellie Hinnells	Gymnastics Ontario
Karen Makela	PRO
Al Will	Ontario Sailing
Wendy Cathcart	Softball Ontario
Lynda Turton	Softball Ontario
Sherry Funston	Squash Ontario
Michelle Rose	University of Ottawa
Linda Corcoran	Curl Ontario
Laurence Bishop	2007 Brockville Senior Games
Mike Medved	Dive Ontario
Rick Baker	George Brown College
Tracey Parish	OFSAA
Marg McGill	OFSAA
Cathy Vincelli	Paralympics Ontario
Cheryl Finn	London Sports Council
Bob Coyne	TCO – Brantford
Pat Shewchuk	TCO – Brantford
Linda Kirk	Ontario Association of Triathletes
June McGuire	Ontario Fencing Association
Tamara Roth	Markham Sport Council
Cathy Watt	Oakville Sports Council
Mary Wilton	Ontario Blind Sports Association
Nick Rollins	Ontario Blind Sports Association
Ruth Harland	UWO Conference Services
Jeff Carmichael	City of Toronto Parks, Forestry & Recreation
Dan Boudreau	True Sport Secretariat
Joni McPhail	Sportweb Canada
Allen Piggott	Rugby Ontario
Shawn Smith	Ontario Volleyball Association
Brian Wynn	Gardiner Roberts LLP
Andrew Macklin	Brantford Sport Council
Bevan Marsh	Holiday Inn Select Toronto Airport
Laura Cousens	Brock University
Jennifer Batten	The Radisson Hotel Toronto Mississauga
Val Sarjeant	Ontario Track & Field Association
Eric Morse	Eric Morse and Associates
Edward Hayes	Swim Ontario
Ilene Watt	Basketball Ontario
David Derry	Rowing Canada
Blair Webster	OCAA
Claire Tucker-Reid	Lifestyle Information Network – Conference Facilitator
Judy Sutcliffe	ROWONTARIO – Conference Facilitator
Margaret Emin	Ontario Ski Council
Debbie Low	Canadian Sport Centre - Ontario
Dane Clarke	Killer Instinct
Michael Machan	Killer Instinct
Stephanie Corrado	Judo Ontario



<b>Name</b>	<b>Organization</b>
Clay Melnike	Judo Ontario
Marg Rappolt	Ministry of Health Promotion
Faye Blackwood	Ministry of Health Promotion
Lindsay Davidson	Ministry of Health Promotion
Bryan Ozorio	Ministry of Health Promotion
Jean Lam	Ministry of Health Promotion
Deborah Lee	Ministry of Health Promotion
Cindy Stater	Ministry of Health Promotion – Conference Facilitator
Doris Haas	Ministry of Health Promotion
Judy Pike	Ministry of Health Promotion – Conference Facilitator
Anita Comella	Ministry of Health Promotion
Domenic DiGironimo	Canadian Ball Hockey Association
Susan Kitchen	Coaches Association of Ontario
Don McKnight	Baseball Ontario
Linda Whitfield	Sport Kingston
Judy Kent	Conference Lead Facilitator
Jennifer Birch-Jones	Conference Lead Facilitator
Rita-Sue Bolton	Sport Kingston – Conference Facilitator
Phyllis Berck	City of Toronto - Conference Facilitator
Larry Ketcheson	PRO
Patricia Coburn	Toronto Catholic District School Board - Conference Facilitator
Joe Halstead	Ontario Place
Doug Gellatly	Sport Alliance of Ontario Board
Mike Murphy	Sport Alliance of Ontario Board – Conference Facilitator
Carol Nickle	Sport Alliance of Ontario Board
Janie Romoff	Sport Alliance of Ontario Board
Paul Charbonneau	Sport Alliance of Ontario
Jim Bradley	Sport Alliance of Ontario
Doug Rosser	Sport Alliance of Ontario Board
Jennifer Joseph	Sport Alliance of Ontario
Dave Saad	Sport Alliance of Ontario Board
Edmond Lo	Sport Alliance of Ontario

## APPENDIX 3: Ontario Sport Action Plan Update

### Enhanced Participation

Objectives	Achieved	Ongoing	Not Yet Initiated
<p>1. Increase participation in sport and physical activity in Ontario schools</p> <p>2. Increase sport participation and retention in provincial organizations and stakeholder programs</p> <p>3. Enhance development of participation in communities</p>	<ul style="list-style-type: none"> <li>• Provide additional opportunities for school-trained athletes to participate in programs.</li> <li>• Increase sport and physical activity in Ontario Schools</li> <li>• Provide PSOs with opportunity to promote programs</li> <li>• Community Use of School</li> <li>• Management of the Physical Activity Resource Centre (PARC) and implement training and support services to promote health</li> </ul>	<ul style="list-style-type: none"> <li>• Increase awareness of physical activity</li> <li>• Remove barriers to participation (enhanced accessibility and equity issues through funding various programs)</li> <li>• Implement Living School Model</li> <li>• Provincial Trails Strategy</li> <li>• Support non-participants at championships and increase number of opportunities for participation by the number of championships</li> <li>• Explore the possibility of developing and delivering elementary school programs.</li> <li>• Enhance and develop programs for increased participation among Aboriginal and new Canadian communities.</li> <li>• Link to coaches and use of coaches</li> <li>• Canada Game Days</li> <li>• Work with PSOs to develop programs and introduce students to various sports.</li> <li>• Provide volunteer, coach and organizational development programs</li> </ul>	<ul style="list-style-type: none"> <li>• Increase the number of students participating in inter-school sports, the number of trained teacher/coaches that can deliver programs and an increase in the range of activities offered to students</li> <li>• Increase number of mandatory credits in Physical Education at secondary level</li> <li>• Create school environments that supports recreational and high performance sport</li> <li>• Investments to ensure that there are safe playgrounds, free play equipment and non-competitive sport opportunities</li> <li>• Partner with the Ontario Trillium Foundation to develop a coordinated and needs based sport and project funding model</li> <li>• De-organize and create a less competitive atmosphere for sport</li> <li>• Create tools and resources addressing policies and best practices regarding access; joint use agreements and mobilizing community agencies</li> <li>• Delivery of educational conference/workshops activities on a regional basis community sport council/municipal parks and rec. partnerships.</li> <li>• Secure funding for School Boards that are dedicated specifically to school Sport</li> <li>• MHP/MEDU/OFSAA to have allocated budget and funding formula position</li> <li>• MHP to fund play sport</li> <li>• Implement a Sport/Physical Activity "Travelcade". A mobile program encouraging participation</li> <li>• Promote delivery of community sport council-led "community sport festivals"</li> </ul>

## Enhanced Excellence

Objectives	Achieved	Ongoing	Not Yet Initiative
<ol style="list-style-type: none"> <li>1. Enhance the development of athletes</li> <li>2. Improve the quality of coaching available to Ontario sport and recreation participants</li> <li>3. Enhance the development of officials</li> <li>4. Increase opportunities for student athletes to develop to their full potential at secondary and post-secondary institutions</li> <li>5. Each sport has an athlete development model that builds a quality athlete experience along a continuum</li> </ol>	<ul style="list-style-type: none"> <li>• Olympic Youth Academy Coaching in Ontario Schools, mentorship programs, sport schools, develop recognition program</li> <li>• Implement individual support to identified athletes through provincial carding system.</li> <li>• Increase support to training groups</li> <li>• Continue to work with school boards to provide sport participation</li> </ul>	<ul style="list-style-type: none"> <li>• Provide enhanced training support services and sport science services and develop delivery mechanisms for regional Sport Centres throughout Ontario to provide support services regionally.</li> <li>• Increase number of qualified teacher-coaches</li> <li>• Co-ed Coaching Symposium, Coaching recognition programs, provision of coaching programs.</li> <li>• Conduct an analysis of coaching in Ontario and an Ontario Coaching Strategy for coach development</li> <li>• Create strong provincial delivery system for coach education based on national standards and framework for accreditation</li> <li>• Determine sustainable funding partnership models to provide direct support to coaches and employment opportunities</li> <li>• Provide recognition and opportunity for coaches to provide value in community sport. Increase support to training groups.</li> <li>• Enhance sector partnerships with the Ontario colleges Athletic Association and Ontario University Athletics</li> <li>• Revise Ontario Games Program</li> <li>• Legacy development plans included with all sport events, games and championships that emphasize a development continuum for sport in that community.</li> </ul>	<ul style="list-style-type: none"> <li>• Promote collaboration with CSC-O and support development of regional training centres</li> <li>• Increase in athlete services development from the point of athletic entry into competitive sport until they have achieved their highest level of goals</li> <li>• Increase the number and quality of non-teacher coaches in school sport programs</li> <li>• Educational resources and employment opportunities</li> <li>• Participate with partners in coaching in Ontario to develop an Ontario Coaching Strategy</li> <li>• Develop nationally recommended P/TSLEC in Ontario to oversee NCCP, CBET model implementation and liaise with CSLEC (Canadian Sport Leader Education Council)</li> <li>• Develop school-based programs to train student officials</li> <li>• Develop officiating strategy</li> <li>• Sport Schools</li> <li>• Develop government supported customization of school programming for identified high performance athletes</li> <li>• Develop funding formula with Ministry of EDU to support school sport</li> <li>• High school credits for elite athletes in training.</li> <li>• PSOs develop and incorporate transparent “sport map” outline for appropriate athlete development from playground to podium</li> <li>• Strengthen system of athletic scholarships for university sports programs</li> <li>• Implement “Sport fit” generic talent identification system.</li> </ul>

## Enhanced Capacity

Objectives	Achieved	Ongoing	Not Identified
<ol style="list-style-type: none"> <li>1. Ontario will be recognized as a hosting premier destination in Canada</li> <li>2. Increase and enhance the tools available for sport and recreation leaders and organizations</li> <li>3. Enhance the quality of sport and recreation physical and program environments and resources to promote safety and accessibility</li> <li>4. Research and develop programs to support and more diversified resource base for the sport sector</li> </ol>	<ul style="list-style-type: none"> <li>• Charge the Ontario Sport Event Council with revising and leading further implementation of the Ontario Sport Tourism Stakeholders Plan</li> <li>• Volunteer screening initiative</li> <li>• SafeOntario.com</li> <li>• Promote the on-line safety resource in Ontario and refresh with current resources.</li> <li>• Championship convenor package</li> <li>• Build alumni network to draw on experience</li> <li>• Promote the value and benefits of sport.</li> </ul>	<ul style="list-style-type: none"> <li>• Develop an Ontario Sport Hosting Policy to attract world-class sport events</li> <li>• 43 Championships spread throughout Ontario at various facilities</li> <li>• Provide volunteer, coach and organization development programs</li> <li>• Develop leaders in the school sport setting</li> <li>• Develop an Ontario Sport &amp; Recreation Volunteer Leadership Strategy to provide framework for volunteer leadership recruitment, screening, development and retention</li> <li>• Youth event volunteer training</li> <li>• Continue to publicize leadership opportunities for administrators</li> <li>• Enhance training environment</li> <li>• Strengthen Ontario's high performance development system.</li> <li>• Revision of MHP-PSO grant program</li> <li>• Establish a long-term sustainability strategy for the infrastructure of sport</li> <li>• High Five Program creating quality experiences for participants</li> </ul>	<ul style="list-style-type: none"> <li>• Partner with the federal and municipal event departments</li> <li>• Develop sector model on performance and accountability certification and recognition for volunteers and professionals</li> <li>• Develop and implement youth special event volunteer training program</li> <li>• Establish PSO Professional Development Pods/Informal Mentoring</li> <li>• Partner with other safety organizations to include a consortium of organizations and agencies accessible through the website</li> <li>• Tax breaks for healthy living</li> <li>• Establish an Ontario Sport Endowment Fund to operate as a renewable resource, matched but the province, but driven by sector</li> <li>• Increase collaboration with OSAP steering committee, create a funding coordination panel including government ministries, Ontario Trillium Foundation and other key foundations to establish and maintain coordinated support to sport and recreation</li> <li>• Assess the potential for an on-line information resource training website</li> <li>• On-line foundation search available to all PSOs</li> </ul>

## Enhanced Interaction

<ol style="list-style-type: none"> <li>1. Improve mechanisms for government collaboration in sport and recreation</li> <li>2. Increase the strength of sector partnerships and linkages</li> <li>3. Maintain current information on sport and sector development</li> <li>4. Promote the value and benefits of sport, recreation, and physical activity in Ontario</li> </ol>	<ul style="list-style-type: none"> <li>• Federal-Provincial/Territorial bilateral agreements, collaborations.</li> <li>• Establish partnership and coordination mechanism inter-ministerial between the Min. of Education, Health and Long-Term Care, Children and Youth Services and MHP</li> <li>• Ensure stakeholders are involved with provincial school sport program policy</li> <li>• Discuss trends at Women's Sports Schools, Co-ed coaching Symposiums, and Coaching in Ontario Schools program.</li> <li>• Lead in developing female teacher-coaches and officials</li> <li>• Encourage sport participation among ages 10-14.</li> </ul>	<ul style="list-style-type: none"> <li>• More government presence at events.</li> <li>• Strengthen sport in Ontario through collaboration and partnerships</li> <li>• Improve relationships with not-for-profit organizations, corporate sector and foster exchange among different sports.</li> <li>• Ensure public sector operating grants</li> <li>• Assess current trends in sport and arising best practices</li> <li>• Conduct ongoing research and comparative studies-establish Provincial baselines</li> <li>• Analyze other sport models at the national and international level.</li> <li>• Advocate the benefits and importance of school sport</li> <li>• ACTIVE2010 promotion campaign</li> </ul>	<ul style="list-style-type: none"> <li>• Support policy and investment priorities among related ministries for youth engagement, quality environment and safe and accessible community infrastructure</li> <li>• Increase advocacy for the development and effective implementation of policies that support school communities in ensuring opportunities for children and youth to lead active healthy lives.</li> <li>• Maintain the Provincial Steering Committee and Advisory group for <i>ACTIVE2010</i> sport component</li> <li>• Develop the readysetgo.com community programs database</li> <li>• Facility and infrastructure inventory</li> <li>• PSO Forum to discuss emerging trends/challenges/barriers to sport delivery system, facilities, insurance gaming licences, sustainability, NSO-PSO relations, privacy, etc.</li> <li>• Sport Medicine, Sport Science training environment</li> <li>• Social marketing campaign on values and benefits of physical activity</li> <li>• Support the creation of regional sport councils, comprised of citizens and volunteers to support the creation of regional sport councils comprised of citizens and volunteers that would band together to have a common voice for sport with shared resources.</li> <li>• Update "Benefits Catalogue" of sport/recreation/physical activity benefits</li> <li>• Develop resources, on-line training and quality assurance tools</li> <li>• Assess the needs for "linkages" in the sector</li> <li>• Assess the viability and function of different linkages models</li> <li>• Develop and implement and advocacy plan for infrastructure, strategy and sport promotion</li> <li>• Advocate to develop/implement policies for school communities that promote active lifestyles.</li> </ul>
---	---	---	---