



University Council on Athletics & Recreation

REPORT TO SENATE

Queen's University

Kingston, Canada

November 2011

Athletics & Recreation

Annual Report

For the period September 1, 2010 to August 31, 2011

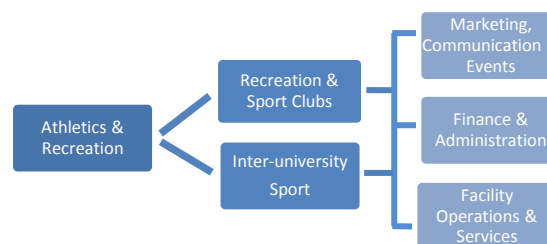
It is my pleasure to present this Annual Report, describing the activities and accomplishments of Queen's University Athletics and Recreation (A&R) for the period September 1, 2010 to August 31, 2011.

Highlights for the period include:

1. Surpassing 1 million visitors to the Athletic and Recreation Centre (ARC) since opening;
2. Continued increase in participation across a breadth of Recreational programs (clubs, intramurals, sport days and aquatic programming);
3. Queen's teams and athletes achieve significant performance milestones with one gold and one bronze medal at national championships, four provincial championship banners and 13 team and 29 individual Ontario University Athletics (OUA) medals;
4. Increase in the number of Academic All-stars (282) maintaining an 80% average (3.7 gpa) or greater while playing varsity sports;
5. Funding and construction of a new artificial turf field on West Campus.

A&R staff and resources are aligned around five (5) core service areas: Recreation and Sport Clubs; Inter-university Sport; Facility Operations and Services; Marketing, Communications and Events; and Finance and Administration. Each of the five (5) core service areas are led by a Manager who oversees the unit and is responsible for overall management and performance.

The A&R Annual Report reflects the activities of each of the respective service teams and highlights key initiatives that have occurred over the period.



Operationally, in addition to regular programming activities, significant focus for the period was dominated by three major initiatives: 1) the implementation and servicing of teams and clubs in the new model for competitive sports at Queen's (Sport Model), 2) a review and update of operating procedures and services within the Athletics and Recreation Centre (ARC) operations and 3) the funding and construction of a new artificial turf field on West Campus.

2010-11 also represented the completion of the third year of programming following the Crawford-Deakin Report (Charting a Course of Excellence – A review of Athletics and Recreation Programs at Queen's). The Review outlined 18 recommendations in four areas: 1) Organizational Structure, 2) Funding and Resources, 3) Inter-university Sport and 4) Campus Recreation and Sport Clubs.

Many of these recommendations have been successfully completed (i.e. organizational structure, revision to sport model) and others will continue within the ongoing work of the department (i.e. accessibility, financial sustainability). A complete status report on the recommendations outlined within the Crawford-Deakin Report was presented to the Queen's Board of Trustees at the March 2011 meeting. A copy of the status report is attached as Appendix C.

The recommendations and actions taken in the area of Inter-university Sport have led to a significant improvement in performance across a number of factors. The following chart summarizes the performances within the Inter-university area across a number of factors for the three years prior to and the three years post review.

	Pre-Review 2004-2007	Post Review 2007- 2011 (Aug)
Academic All Stars (athlete achieving +80%)	617	669
National Championships	0	4
Provincial Championships	5	11
CIS All Canadians	22	40
CIS Major Award Winners	12	24
OUA All Stars	193	214
OUA Major Award Winners	50	68

Sport, physical activity and wellness continue to be an important and vibrant part of campus life at Queen's. In 2010-11 A&R offered programming opportunities to over 10,000 students, with thousands more student, faculty, staff and community members pursuing self-directed physical activity options within the ARC. Queen's continues to offer robust and diversified sport and recreation programs which support and further enrich the University's celebrated broader learning environment.

Recreation and Sport Club

The Recreation and Sport Club team is responsible for the planning and management of all recreational programming within A&R; this includes Varsity Clubs, Recreation Clubs, Intramurals, Fitness and Wellness, Aquatics and Camp programming.

After one full year of programming in the ARC, planning and delivery of recreational programs has improved. Strong participation trends in self-directed fitness, intramurals, sport clubs and camp programs have continued. In 2009-10 there was a downward trend in fitness and wellness programs. To assist in understanding this trend a membership survey was conducted in January 2010. As a result of member feedback, programs (and operations) were reviewed and changes were made to the promotion, structure and pricing of programming. These changes have led to an increased uptake in the winter and summer registration periods.

One significant area of concern to recreational programming is facility constraints for indoor activities. The addition of the new artificial field on west campus and the planned new field at Kingston Hall will fulfill current recreation demand for fall outdoor sport venues. However, within the current ARC facility the intramural and sport club programs have reached capacity registration. There is no way to increase participation levels in these high-demand activities without additional court and multi-purpose space that would come with a Field House component of the ARC.

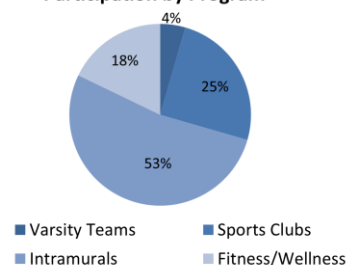
2010-11 highlights:

- In collaboration with Orientation Round Table (ORT), all first-year students participated in an A&R "Pep Rally". This introduced all entering students to A&R programming and resulted in significant increases in intramural, club and fitness and wellness program participation;
- Seven hundred (700) student leaders and volunteers engaged to coordinate Recreation programs;
- Revisions to the Fitness and Wellness programming resulted in a streamlined, convenient and cost-effective menu for members:
 - A new "shopping week" promotion was introduced to positive reviews and increased program registration. This program allowed members to sample any program on a complimentary basis during a week in Sept., Jan, and May;
 - The joint partnership between A&R and Health, Counseling & Disability Services (HCDS) that brought Yoga classes to first year students in residence continued with increase demand;
 - Fitness Plus program expanded with the introduction of new programs such as water fitness and sculpt classes.
- Participation in intramural activities reached an all-time high:
 - Over eleven thousand participants (5900+ unique individuals);
 - 829 registered teams participated in intramural programs;
 - Over 3700 games played.
- BEWIC Sports Days attracted 26 teams and 944 registered participants;
- Participation in Clubs (Varsity and Recreation) continues to rise with over 2800 participants, of which 60% are women; the introduction of the new sport model facilitated the addition of 3 new clubs in 2010-11 (Running, Lifeguard and Powderpuff Football) bringing the total number of sport clubs to 53;

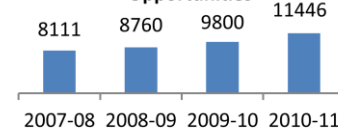
Recreation

Over 10,000 Opportunities

Participation by Program



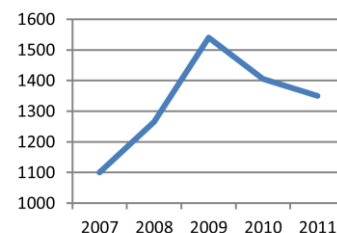
Intramural Participation Opportunities



Fitness and Wellness Program Participation

Term	2009-10	2010-11
Fall	731	655
Winter	652	1,023
Summer	152	241
Total	1,535	2,019

Q-Camp Programs
Number of Weekly Campers (Summer)



- On the field of play, many of our Varsity and Recreational Club teams finished in medal contention within provincial competition: Fencing, Cycling and Equestrian captured provincial titles and the ARC played host to the Waterpolo, Squash and Lifeguard Ontario Championships;
- The Sports Days and Q-Camp programs continue to be successful:
 - Over 3000 participants in the Sports Days elementary school program (an increase of 10% over 2009-10).
 - Registration in summer camps (1400+) and March break camp (a 50% increase over 2009-10) remain strong.
 - The targeted demographic of the summer camp program has shifted to capture a niche market that sees Q-camps focus on elite sport, premium style camps versus generic sport camps. The shift has resulted in an increase in camp revenues by 10% despite a slight decrease in overall attendance from previous years;
 - A residential camp was pilot tested in summer 2010, this model will be reviewed for possible expansion moving forward.
- Significant growth in aquatic programming:
 - A renewed focus on our aquatics offerings, coupled with a new online swim brochure, adjusted and affordable pricing options and online registration has enhanced the ARC's reputation as a swim destination. Approximately 40% of our programming was full after our first week of registration;
 - Registration for Swim Lessons expanded from 200 registered participants to approximately 1000 ;
 - Hosted 12 grade three "Swim to Survive" classes from community schools;

Inter-university Sport

At the Inter-university level, Queen's competes provincially in the Ontario University Athletics (OUA) conference and nationally in the Canadian Inter-university Sport (CIS) Association.

In 2010-11 the Gaels built on the success of the previous years' record-setting campaign with tremendous team and individual performances. Queen's scoring records were broken in Women's Basketball (Brittany Moore) and in Football (Dan Village), Jackie Tessier (Soccer (W)) led the nation in scoring and many other student-athletes posted spectacular performances. Two Varsity teams celebrated significant milestones with Men's Hockey and Women's Basketball celebrating their 100th and 125th anniversary seasons respectively. The Women's Hockey team garnered national and international attention with their 6th period overtime win – the longest collegiate game in history.

2010-11 highlights:

- 12 of 13 teams qualify for provincial championships as a result of league play, 7 of 13 advance to national championships;
- 1 CIS national championship banner (Soccer (W)) and 1 CIS bronze medal (Hockey (W));
- 4 OUA provincial championship banners (Rowing (W), Hockey (W), Fencing (M), Cycling (M/W));
- 282 student-athletes achieve Academic All-Stars status (achieving 80% or higher while playing on a Varsity Team or Club). This total placed Queen's within the top three Universities across Canada;
- Provincial, national and international recognition of our student-athletes, coaches and teams:
 - 36 first team and 16 second team OUA All-Stars;
 - 3 first team and 3 second team CIS All-Canadians;
 - 3 athletes named to OUA All Rookie Teams;

Inter-university Sport

2010-11 by the Numbers

National Results (CIS/CURA/CUSSL)

- 1 CIS Team Title (W Soccer)
- 1 National 2nd Place Finish (Cheerleading)
- 1 CIS 3rd Place Finish (W Hockey)
- 3 CIS First Team All-Canadians (W Soccer, W Rugby, Football)
- 3 CIS Second Team All-Canadians (W Soccer, M Cross Country, M Volleyball)
- 8 CUSSL All-Canadians (W Synchro Swimming [8])
- 4 CIS Tournament All-Stars (W Soccer [3], W Hockey)
- 1 CIS Athlete of the Week (W Hockey)
- 2 CIS Football Players of the Week
- 1 National 2nd Place Individual Finishes (W Rowing)
- 4 National 3rd Place Individual Finishes (M Rowing, W Rowing [2], W Synchro Swimming)

Provincial Results

- 4 Team Titles (W Rowing, M/W Cycling, M Fencing, W Hockey)
- 2 2nd Place Team Finishes (W Rugby, W Soccer)
- 7 3rd Place Team Finishes (W Cross Country, M Rowing, M Rugby, Figure Skating, M Golf, W Golf, W Lacrosse)
- 11 1st Place Individual Finishes (W Rowing [3], M Cycling, W Cycling, M Fencing [4], Figure Skating [2])
- 5 2nd Place Individual Finishes (M Rowing, W Rowing, W Fencing, M Golf, M Track & Field)
- 13 3rd Place Individual Finishes (M Rowing [2], M Cycling, W Cycling, M Fencing, W Fencing [2], Figure Skating [3], W Swimming, W Track & Field, W Wrestling)
- 36 OUA First Team All-Stars (20 Fall /16 Winter Term)
- 16 OUA Second Team All-Stars (11 Fall/5 Winter Term)
- 1 OUA Player of the Year (W Soccer)
- 1 OUA Rookie of the Year (Football)
- 3 OUA All-Rookie Team (W Basketball [2], M Basketball [1])
- 2 OUA Coach of the Year Awards (W Rowing, W Soccer)
- 3 OUA Special Awards (Football [2], M Hockey)
- 7 OUA Athletes of the Week (W Soccer, W Rowing, W Basketball, M Volleyball, W Hockey [3])
- 2 OUA Teams of the Month (W Soccer, W Hockey)
- 6 OUA Football Players of the Week

- 4 OUA Major Award Winners (Football (2), Soccer (W), Hockey (M)); 19 individual OUA gold medalists in the sports of Rowing, Fencing, Figure Skating and Track and Field;
- 4 OUA Coaches of the Year (Rowing (W), Soccer (W), Football Volunteer, Hockey (W));
- 8 athletes were selected to compete on teams at the World University Championship Games (FISU) – four in the winter games and four in the summer games;
- 4 coaches/support staff were selected to attend World University Games as members of Team Canada.
- In the community, our Gaels continue their outstanding volunteer work with charities:
 - The men’s Rugby Team earned a special recognition award from the Run for the Cure for their outstanding fundraising efforts for breast cancer (contributing well over \$100K in the last 7 years);
 - Charities like Right to Play, Boys and Girls Club, Big Brothers and Big Sisters, Partners in Mission Food Bank, Martha’s Table and many others have benefitted from student-athlete involvement.
- In terms of student-athlete support:
 - Over 80 contracted coaches provide leadership to Queen’s teams;
 - We continue to build the G.A.E.L.S academic support program (orientation, mentoring, tutoring), Queen’s hosted a meeting of student-athlete service professionals to share best practices in student-athlete support and planning is underway for the Inaugural Academic All-Star Reception;
 - Year 1 of A&R/School of Kinesiology and Health Studies partnership program is completed with:
 - 15 students earning degree credits in the area of Strength and Conditioning by assisting Varsity Teams with design and implementation of year-round programming, testing cycles and comparative results;
 - 16 students earning degree credits in the area of Athletic Injury Management by working in the Athletic Therapy Clinic and earning practicum hours with Varsity Teams.
- A&R has developed a number of community partnerships which enhance our programs while contributing to sport development in our region. New relationships with Quest for Gold Coaching Wage Subsidy and the Kingston Blue Marlins occurred during the period of the report, while current relationships with the Kingston Ice Wolves, Kingston Wrestling Club and Kingston Figure Skating Club continue;
- A detailed listing of award winners and team results is attached as Appendix A.

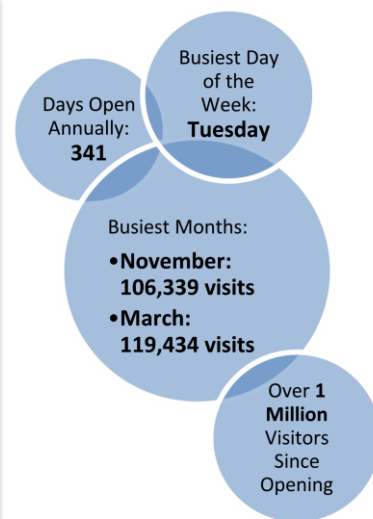
Facility and Operations

From a facility perspective, the volume of use across all athletic facilities remains high. In 2010-11 the ARC was open 341 days, with an average operating day of 18 hours per day during the academic term and 14 hours per day during the non-academic term. Please see the sidebar for a snapshot of statistical usage information.

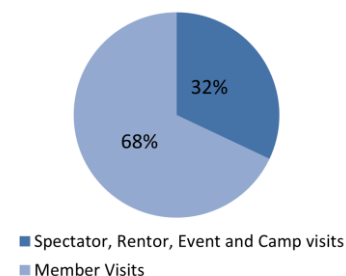
Tindall Field continues to operate with strong programming levels (1700 programming hours over the year versus 250 hours on the former natural turf field). Of this use, 40% was related to A&R programming, specifically recreation, while 60% was related to community-based activities, predominantly in the summer.

Facility renewal and development (Field House, Ice Arena, Fields and Stadium) remain top priorities for the department. The new artificial turf fields at West Campus (Sept. 2011) and Nixon Field (Sept. 2012), once completed, will dramatically improve the access to and the quality of outdoor field space for recreation, varsity and community programming.

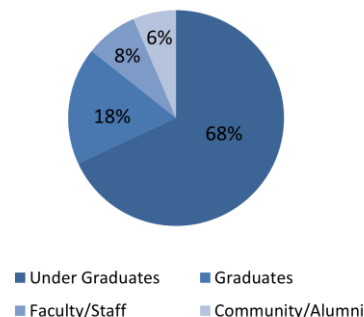
ARC Facts



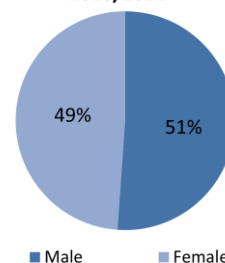
ARC Attendance
Jan 3, 2009 - Aug 31, 2011



Member Distribution 2010/2011



Visits by Gender
2010/2011



The ARC is currently programmed to capacity, and the lack of the field house in particular is constraining program growth (currently there are over 1000 students on intramural indoor sports waitlists, [Sept 2011]) and is placing a heavy demand on the cardio fitness equipment. Most treadmills have over 20,000 miles and 2500 hours of use (our busiest treadmills are in excess of 30,000 miles and 3600 hours) in the first year and the elliptical equipment is showing similar use. The level of usage is rapidly reducing the manufacturers estimated lifespan and fitness equipment renewal plans are underway and will be implemented during the 2011/2012 fiscal year.

2010-11 highlights:

- The ARC surpasses 1 million visitors;
- Two new artificial turf fields projects are underway:
 - The West Campus turf field is approved and scheduled for completion September 2011;
 - The Nixon Field fundraising campaign begins with a targeted completion date of September 2012.
- Over 200 events are hosted. In addition to sporting events, the ARC is configured to stage dinners, receptions, events, concerts, ceremonies, open houses, rallies, etc.;
- A new Facility Use Policy and ARC Operation Manual is developed and approved;
- Additional cardio equipment is provided allowing members 20 minute or 30 minute workout options;
- A new Digital Information Network (DIN) enhancing scheduling and programming information is launched.

Marketing Communication and Events (MCE)

The MCE service team had an extremely busy year thanks to the success of the Gaels in competition. The MCE team was focused on three overriding priorities 1) growing revenues from sponsorship, advertising and events, 2) increasing the promotion and visibility of Queen's teams, athletes and programs and 3) professional event delivery. In addition to annual operations, the MCE team provided support to several special events including the hosting of the CBC's Sport Day in Canada, OUA Water Polo and Squash Championships, and based on team success the OUA Women's Rugby, Women's Hockey and Women's Soccer championships.

Managing and enhancing our brand remains a top priority. This includes the evolution of our promotional and marketing materials to ensure a standardized and identifiable look. Cultivating targeted media partnerships with outlets in television (CKWS, **TV**Cogeco), radio (K-Rock 105.7, FM96, 98.9 The Drive) and newspaper (Whig-Standard) has led to an increased number of televised games, more frequent on-air radio interviews and weekly player features in the newspaper. Lastly, an increased understanding and conformity to the visual identity standards and the "Q-mark" can be seen across campus and around the community as the result of the partnership with Adidas/PrimeTime and a solid merchandising plan.

2010-11 highlights:

- The Queen's Centre was selected as the host broadcast location for the CBC's inaugural Sports Days in Canada – a 6-hour live national broadcast which included our 100th anniversary celebration of Women's Basketball and live coverage of the Queen's vs. McGill Women's Basketball game;
- Over 700 media stories with 40 million impressions and \$1.2 million in advertising revenue (source: FP Infomart);
- Generation of new sponsorship revenue (18% increase) adding TELUS and Kingston Kiosk as new partners, expanding a Subway partnership and renewals of very successful partnerships with PrimeTime Marketing and Adidas;
- Continued strong media partnerships (TV, radio, print) including:
 - An enhanced relationship with CKWS that aired Gaels commercials on a regular basis as part of their programming. Gaels XL (a 5 minute promo segment on CKWS TV) continues;
 - Student-athletes-of-the-week are featured on 2 morning drive-in radio shows and over 22 games have been telecast locally or regionally. Gaels teams were involved in 3 national broadcasts (1 CBC, 2 The Score).
- Improving fan interaction by joining the conversation through use of social media (Facebook, Twitter, YouTube);
- Webcast of the first varsity team game (Women's Hockey). This will be expanded in 2010-11 to include a full schedule of events;
- Two Colour Awards ceremonies were staged (varsity teams and varsity clubs separated), feedback was positive on both events;
- Employment opportunities for over 150 student-staff who worked at over 120 events throughout the school year.

Finance and Administration

A&R programs and activities are supported by the Finance and Administration team. This unit is responsible for managing all aspects of budget preparation and control in addition to working closely with the UCAR Budget Committee to finalize the annual budget and statements for approval.

2010-11 highlights:

- Overall A&R achieved an increase of 15% in self-generated revenue over the previous year;
- As a result of support from the students to increase the athletics and recreation fees, A&R was provided approval to run a three year deficit budget until 2012-13. Based on increases in student enrolment, self-generated revenue and cost containment, A&R has retired the deficit as of April 30, 2011;
- Development and implementation of a standardized department-wide compensation grid for student/casual staff;
- Completion of the A&R Centre Operations Manual. A living document of program, facility and administrative procedures;
- Transitioned to HST tax. Updated the A&R tax reference sheet and the Customer Service point-of-sale system (Spectrum) to reflect the tax change;
- Coordination of employment opportunities for more than 650 staff in excess of 1 million dollars;
- Professional development and enhanced training for full and part time staff in the areas of Technical Skill Development (Coaches) and Accessible Customer Service, Mental Health First Aid, Equity and Diversity, Personality Dimensions and Constructive Conflict Resolution were provided.

2011-2012 A&R Department Priorities

A&R will focus on three (3) key department priorities for 2011-2012. Each Service Team has additional team-specific targets in their respective areas and these are summarized in Appendix B

1. **Enhanced Communication:** This goal includes developing tactics to improve communications externally and internally.
 - a. External communication activities will focus on enhancing customer service information and will include: improved fitness and wellness messaging, membership communication strategies, repositioning “red shirt” staff to augment customer service and member feedback opportunities, utilizing the Digital Information Network (DIN) to improve communication of schedules and building activities, launch of an on-line store, increased utilization of social media and technology to support programs and creation of fan and supporter databases.
 - b. Internal communication activities will focus on intra-department communication through tactics to improve cross-unit communication and collaboration, clarifying policies and procedures to enhance operational excellence, developing shared calendars, augmentation of StaffNet and preparing for the 2012-17 strategic plan development.
2. **Queen’s as a Premier Hosting Destination:** This goal is twofold: a) ensuring that all aspects of our hosting standards are at a superior level (servicing groups, staging, ticketing, hospitality, community engagement, sponsors, etc.) and b) utilizing the ARC (and other athletic venues) to promote, secure and stage top quality sporting events. In 2012, Queen’s will host the CIS Men’s Volleyball Championships, the University’s first-ever indoor national championships, as well as four provincial championships (2 OUA and 2 OFSSA).
3. **Coordinated Marketing Activities:** This goal focuses on using the department’s current programming properties to cross-market to support and grow other department programs. For example, developing strategies that encourage youth in our Q camp programs to become Jr. Gaels which supports attendance at Varsity Games and vice versa. Each service team will execute 15 tactics in support of 2 specific coordinated marketing initiatives (camps and fitness and wellness programs).

2011-2012 Risks

A&R has identified the following risks moving forward. These risks are monitored diligently and adjustments are made (wherever possible) to deal with, or mitigate, the impact on programs and operations.

1. **Replacing Equipment and Facilities (ARC, Tindall Field, Stadium).** The life-cycle and replacement of the equipment (ARC) and field (Tindall) have been estimated based on manufacturers’ suggested life span. However, as a result of the positive response to the ARC, a higher-than-anticipated volume of use is occurring

on the equipment. The delay in construction of the Field House with its running track and additional courts also contributes to an increased high volume of use. This may necessitate the refurbishing and replacement of equipment/facilities earlier than anticipated.

Richardson Stadium is a significant concern. The condition of the stadium roof and seating is well past its life span and is deteriorating – more significant structural repair will be required within the next three years. Physical Plant Services and A&R continue to monitor this situation and deal with repair costs as they eventuate. A&R budget funds for an annual repair to replace surface seating issues (i.e. replacing benches) however, no reserve exists for major structural repair that may be required.

2. *Capacity and Ability to Grow.* Programming in the ARC has reached maximum capacity and cannot increase beyond current participation levels (e.g. there is 1 less gym or 2 less courts in the ARC compared to the PEC). Adjustments have been made to maximize current time/space but no further programming changes can be made without a reduction in the quality of the overall program which will have a significant negative effect on participants. The high-volume use has also negatively impacted the ability to market and sell community facility membership which would generate revenue for the department and University. The completion of a Field House (with running track and additional court spaces) will allow for the required increased programming to meet current and future demands that will come with enrollment growth.
3. *Economic Impact and Discretionary Spending.* The A&R budget includes aggressive self-generated revenue targets (5%-15%). These targets have been set based on past performance levels; however, this past year we have seen a dip in business spending as it relates to sponsorship and advertising, as well as a significant decline in individual/family spending for fitness, wellness and camps programs. The Department monitors this closely adjusting programs and budgets to mitigate the overall impact.
4. *Operating Athletics and Recreation in a Unionized Environment.* At present the outcome of the United Steel Worker's Collective Bargaining Agreement and its application to the athletics and recreation environment is unknown. The ARC is open 341 days per year for 18 or 14 hours/day depending on the term. A&R programs and services are powered by a casual staff workforce. There is uncertainty as to how this new environment will impact the staffing and operational requirements related to the non-traditional and seasonal demands associated with the sport and recreational environment.

In closing, 2010-11 has been a very successful year and the highlights above illustrate the many accomplishments of this past year. We remain committed to our goal of enhancing the physical activity, healthy lifestyle, recreational and sport experiences of all of our stakeholders and to maintaining existing and forged new partnerships which will continue to enhance the programs and services that we offer. We learn from our experiences each year and continue to reach for our vision of *becoming the leading athletics and recreation program in Canada.*

Respectfully submitted,



Leslie Dal Cin
Director, Athletics and Recreation
University Council on Athletics and Recreation

APPENDIX A - Queen's Athletics and Recreation Inter-university Sport Season Results 2008-11

PROGRAM OUTCOMES	2008-09	2009-10	2010-11
Provincial Results - Team	2 OUA Championship, 4 OUA 2nd Place Finish, 1 OUA 3rd Place finish	4 OUA Championships, 2 OUA 2nd Place Finishes, 5 OUA 3rd Place Finishes	4 provincial championships, 2 OUA 2nd Place Finishes, 7 OUA 3rd Place Finishes
Provincial Results - Individuals	11 Gold, 12 Silver, 5 Bronze	5 Gold, 9 Silver	11 Gold, 5 Silver, 13 Bronze
National Results - Team	No top 3 finishes	2 CIS Championships	1 CIS Championship, 1 CIS Bronze Medal
National Results - Individual	No top 3 finishes	1 Gold, 1 Silver	No top 3 finishes
Other National Competition Results	3 Gold, 3 Silver, 1 Bronze (Rowing)	1 CURA 2nd Place Finish – Women's Rowing 1 Gold, 1 Silver, 3 Bronze	1 Silver, 4 Bronze
International Participation/Representation	1 - FISU Summer Games (W Soccer)		4 – FISU Winter Games (M Curling)
OUA All-Stars	33 First Team, 21 Second Team	36 First Team, 22 Second Team	36 First Team, 16 Second Team
OUA Athletes of the Week	4 times	7 times	7 times
OUA Major Award Winners	10 - Football (4), Rugby - M (3) Lacrosse -W (2), Soccer - W (1)	10 – Rugby M (2), Soccer W (2), Squash W (1), Basketball M (1), Track & Field M (1), Cross Country M (1), Basketball W (1), Football (1)	4 – Football (2), Soccer W (1), Hockey M (1)
OUA All-Rookie Team	1 - (Volleyball W)	6 (2 F, 4 M)	3 (2 F, 1 M)
OUA Academic All-Stars	84	116	Available Summer 2011
OUA Coach of the Year	3 (Football, Figure Skating (M/W), Rugby (M))	5 (Cross Country W, Soccer W, Golf W, Rugby M, Hockey W)	3 (Soccer W, Rowing W, Football – Volunteer)
CIS All-Canadians	8 First Team, 3 Second Team	8 First Team, 3 Second Team, 1 Rookie Team	3 First Team, 3 Second Team
CIS All-Star Team Selections	0	3	6
CIS Player of Game Awards	0	7	9
CIS Major Awards	1 - Football	3 – Soccer W, Cross Country M, Track & Field M	0
CIS Academic All-Canadians	87	99	Available Summer 2011
CIS Coach of the Year	1 - Football	0	0
Other Major Awards	OUA Team of the Month (Rowing), Female Sweep Crew of the Year (Rowing), Male Sweep of Crew of the Year x2 (Rowing)	4 OUA Teams of the Month (Rugby M, Soccer W, Football, Curling M)	2 OUA Teams of the Month (Soccer W, Hockey W)
International Awards	n/a	n/a	n/a

COACHING LEADERSHIP	2008-09	2009-10	2010-11
Number of Head Coaches (Varsity)	18 Total (12 M, 6 F)	19 Total (13 M, 6 F)	
Number of Head Coaches (Club)	7 Total (7 M, 0 F)	8 Total (7 M, 1 F)	
Number of Assistant Coaches (Varsity)	53 Total (44 M, 9 F)	50 Total (41 M, 9 F)	
Number of Assistant Coaches (Club)	0 Total (0 M, 0 F)	0 Total (0 M, 0 F)	
TOTALS	78	77	

2008-11 Athletics and Recreation - Major Award Recipients

Q's Award	2008-09 Winner	2009-10 Winner	2010-11 Winner
Jenkins Trophy	Jimmy Allin - Football	Matt Hulse – XC & Track	Jonathon Lawrance - Hockey
P.H.E. 55 Alumnae Trophy	Kristine Matusiak - Rowing	Charlene Thivierge-Lortie - Rowing	Katie Matthews - Volleyball
Jack Jarvis Trophy	Nick Pratt -Rowing	Ryan Meyers – Rowing	Liam & Pat Twomey - Cycling
Marion Ross Trophy	Leslie Sexton - XC & Track	Caylen Heckle – Rowing	Lisa McLaughlin - Lacrosse
Jim Tait Trophy	Thaine Carter - Football	Scott Valberg – Football	Women's Soccer
Award of Merit Trophy	Katie McKenna - Soccer	Renee McLellan – Soccer	Men's Fencing
Alfie Pierce Trophy (Male - Team)	Scott Kyle - Rugby	Payton Liske – Hockey	Sam Sabourin - Football
Alfie Pierce Trophy (Female - Team)	Brienna Shaw - Soccer	Erin Roberts – Squash	Liz Boag - Basketball
Alfie Pierce Trophy (Male - Club)	Not Awarded	Not Awarded	Etienne Moreau – Cycling
Alfie Pierce Trophy (Female - Club)	Not Awarded	Not Awarded	Renee Tse – Figure Skating
Hal Dunlop Shield	Robin Goody	Hilary Felice	Krishna Quinn
Michael J. Rodden Award	Not Awarded	Not Awarded	Not Awarded
Queen's Special Recognition Award	Andrew Bucholtz - Journal Sports Editor	Not Awarded	Dave Ross – Queen's Athletic Therapist & Bill Sparrow – Queen's A&R Employee
Outstanding Performance of the Year Award	Not Awarded	Danny Brannagan - Football	Jackie Tessier – Soccer & Mel Dodd-Moher - Hockey

2009-11
Team Results

TEAM	YEAR									
	2008-09			2009-10			2010-11			
	# of Athletes		League Result	# of Athletes		League Result	# of Athletes		League Result	
M	F	M		F	M		F			
Men's Basketball	18		6th - East OUA, Lost OUA East Qtr	18		4th OUA East, Lost OUA East Semifinal	19		7th OUA East,	
Women's Basketball		12	6th - East OUA, Lost OUA East Qtr		12	3rd OUA East, Lost OUA East Quarter-final		13	5th OUA East, Lost OUA East Quarter-final	
Cheerleading							11	15	2nd at Can. Univ. Championship	
Cross Country	12	16	M - 6th OUA, 13th CIS, W - 6th OUA, 10th CIS	21	19	M - 3rd OUA, 7th CIS W - 3rd OUA, 10th CIS	27	24	M - 5th OUA, 5th CIS W - 3rd OUA, 9th CIS	
Curling	5	5	M T4th OUA, 4th Playoffs, W - 8th - OUA	7	6	M - 6th OUA, Won CIS/CCA Championship, W - 7th OUA	6	5	M - 8th OUA, W - 10th OUA	
Cycling							24	12	Won University Cup Series	
Fastpitch								12	10th OIWFA	
Fencing	35	26	M - 5th OUA, W - 4th OUA	38	26	M - 3rd OUA, W - 5th OUA	14	12	M - OUA Champions, W 4th OUA	
Field Hockey		18	6th OUA		18	7th OUA		23	7th OUA	
Figure Skating	1	18	2nd OUA Silver Medal	19		5th OUA	2	22	3rd OUA	
Football	92		1st OUA, Lost OUA Semi-Final	85		1st OUA, OUA Champions, CIS Champions	87		6th OUA, Lost OUA Quarter-final	
Golf	9		5th OUA	11	7	M - 4th OUA, W - OUA Silver Medal	11	6	M - OUA Bronze Medal, W - OUA Bronze Medal	
Women's Hockey		20	6th OUA, Lost OUA Semi	21		2nd OUA, Lost OUA Semifinal		22	4th OUA, OUA Champions, CIS Bronze Medal	
Men's Hockey	24		2nd OUA East,		25	5th OUA East, Lost OUA East Quarter-final	26		5th OUA East, Lost OUA East Quarter-final	
Lacrosse		22	2nd OUA, Silver Medal		24	3rd OUA, Lost OUA Bronze Medal	23	20	M - 5th CUFLA, W - OUA Bronze Medal	
Nordic Ski	10	13	M - 7th OUA, W - 7th OUA	8	14	M - 7th OUA, W - 6th OUA	7	7	M - 7th OUA, W - 7th OUA	
Men's Rowing	22	31	M - OUA Champions W - OUA Champions	25	26	M - 3rd OUA, 7th CURA W - 3rd OUA, 2nd CURA	32	37	M - 3rd OUA, 7th CURA W - OUA Champions, 4th CURA	
Men's Rugby	44		1st OUA East, Lost OUA Final	46		1st OUA, Won OUA Championship	44		3rd OUA, OUA Bronze Medal	
Women's Rugby		33	3rd Russell Div., Lost OUA Qtr		33	2nd OUA Russell Div., Lost OUA Bronze Medal		35	1st OUA Russell Div., OUA Silver Medal, 5th at CIS	
Sailing							17	13	Ranked 29th of 46 in MAISA	
Men's Soccer	28		6th East OUA, Lost OUA First Round PO	29		2nd OUA East, Lost OUA Quarter-final	27		4th OUA East, Lost OUA Quarter-final	
Women's Soccer		26	4th East OUA, Lost OUA Qtrs		28	1st OUA East, OUA Silver Medal, 4th at CIS		26	1st OUA East, OUA Silver Medal, CIS Champions	
Men's Squash	14		4th, Lost Bronze Medal	11		Lost OUA Bronze Medal	16		OUA Silver Medal	
Women's Squash		9	5th, Missed PO		12	Won OUA Championship		11	4th OUA	
Swimming	13	19	M - 9th OUA, W - 9th OUA	13	15	M - 7th OUA, W - 10th OUA	5	11	M - 11th OUA, W - 10th OUA	
Synchronized Swimming								28	4th CUSSL	
Track	33	26	M - 8th - OUA, 17th CIS W - 8th - OUA, 19th CIS	44	36	M - 7th OUA, 10th CIS W - 6th OUA, 17th CIS	15	6	M - 7th OUA, 16th CIS W - 8th OUA, 21st CIS	
Triathlon							12	15		
Ultimate							28	18	M - 9th CUUC, W - 4th CUUC	
Men's Volleyball	16		2nd OUA, LOST OUA Final	16		2nd OUA, Won OUA Championship, Won CIS 5th Place	16		3rd OUA, Lost OUA Semifinal	
Women's Volleyball		15	4th OUA East, Lost OUA Qtr		17	2nd OUA East, Lost OUA Bronze Medal		17	3rd OUA East, Lost OUA Quarter-final	
Water Polo	14	14	M - 6th OUA, W - 5th OUA	10	17	M - 6th OUA, W - 4th OUA	17	23	M - 5th OUA, W - 4th OUA	
Wrestling	17	7	M - 7th OUA, W - 7th OUA	21	10	M - 7th OUA, W - 6th OUA	6	4	M - 7th OUA, W - 7th OUA	
Total Male/Female Athletes	407	330	Total Male/Female Athletes	443	345		592	437		
Total Athletes	737		Total Athletes	788			929			

Athletics and Recreation - Strategic Planning Summary Page			
VISION (what do we aspire to?)	To be the leading athletics and recreation program in Canada	Measured by our: <ul style="list-style-type: none"> - Success in attaining provincial and national championships - Breadth of opportunity and level of participation in our recreational programs - Ability to positively contribute to the personal development of mind, body and spirit of our customers - Professional event delivery with increasing fan enjoyment and engagement - Sustainable programs maximizing use of our resources - Engaged staff working together to accomplish much more than the sum of individual contributions - Collaborative and successful partnerships with other departments on campus and with groups (e.g. business, government, etc.) in the community - Contribution to the broader learning environment and increased image and reputation of the university 	
MISSION (why we exist)	Lead change that will: <ul style="list-style-type: none"> - Clarify the sport model - Offer quality experiences - Ensure sustainable programs 	<ul style="list-style-type: none"> - Enhance engagement of our customers (community) - Maximize opportunities for revenue generation <p>while contributing to the broader learning environment at Queen's and in the greater Kingston Community.</p>	
DEPARTMENT PRIORITIES	2007 - 2012 <ol style="list-style-type: none"> 1. Build and Strengthen Team Queen's 2. Become Financially Sustainable 3. Team Performance in Target Sports and Program Growth 	2011-12 <ol style="list-style-type: none"> 1. Enhanced Communication: External: Positioning A & R in campus-wide Health and Wellness messaging/strategies, Digital Information Network (DIN), Membership communication and strategies, On-line store, Fan and Supporters database. Internal: Establish department annual calendar, Improve cross-unit communication and collaboration, Clarify policies/procedures to enhance operational excellence (sport model, facilities policies, Discipline policies, HR Plan shared elements, QUSAR - HR) 2. Queen's is a Premier Hosting Destination: Continue to enhance OUA/CIS Championships, Enhance internal communication/collaboration/role clarity around hosted events 3. Coordinated Marketing Activities: Focus on 2 key cross unit marketing activities: 1) Camps <> Jr. Gaels <> CIS Championships <> Camps; 2) Membership <> Fitness & Wellness Programs <> Communication <> Membership; Units execute 15 tactics that support cross-marketing focus 	
VALUES			
People <ul style="list-style-type: none"> - Are valued, appreciated and supported to accomplish goals (personal, departmental, etc) - Work together through collaboration to achieve more than individual working apart (unified: staff with staff, staff with customers, staff with partners, staff with community, etc) - Share our victories and work together to overcome our challenges - Are proud of our department and are viewed as a major stakeholder contributing to the quality of life on campus and within our community - Create positive energy which transmits to all customers and partners 	Pursuit of Excellence <ul style="list-style-type: none"> - Of the mind, body and spirit for all staff, customers and partners - Our culture and services support individual, team and program success 	Trust, Respect, Ethics, Morality <ul style="list-style-type: none"> - Actions and behaviour demonstrate a firm belief in these values, enabling working together towards a common purpose with clarity of vision 	Customer Focused <ul style="list-style-type: none"> - Equity and accessibility in all programs and services - Service-oriented making A & R "the place to be" - "service-oriented" also implies efficient and effective systems - We collaborate, gathering information and developing programs to meet the needs of our customers

Appendix C

STATUS REPORT to the Queen’s University Board of Trustees
Crawford-Deakin Athletic Review – “Charting a Course of Excellence”
March 4, 2011 Board of Trustees Meeting

In 2007, at the request of Associate Vice-Principal and Dean of Student Affairs, Dr. Jason Laker, Drs. Robert Crawford and Janice Deakin produced a detailed review of athletics and recreation at Queen’s: the [Crawford-Deakin Report – Charting a Course of Excellence](#) (“Report”). The Report was presented in May 2007, and highlighted 18 recommendations.

In setting the context for their recommendations, Drs. Crawford and Deakin noted that the undertaking of reviews of athletics and recreation at Queen’s had a history and, in summarizing the five previous reviews, they commented that:

Action emanating from these reports has been a shortcoming of the process. Good ideas and clear recommendations have remained buried over the years. In the area of facilities for athletes and recreation, we now see ringing endorsement and substantial action by the entire University community. Similar clarity of purpose and direction is required across all aspects of the organization, programming, and delivery of athletics and recreation at Queen’s.

The measure by which the Crawford-Deakin Report can be viewed as successfully “Charting a Course of Excellence,” shall be defined by Queen’s University Athletics & Recreation Department’s (“A&R”) ability to effectively action and implement the Report’s recommendations.

The following status report describes the activities and accomplishments of A&R with regard to the 18 recommendations made within the Report.

Summary of Process and Timelines

January 2007	Review commissioned by the AVP and Dean of Student Affairs, Dr. Jason Laker
January – April 2007	Consultation Period (Town Halls, interviews, written submissions)
May 2007	Final Report completed – presented to Principal Hitchcock
June 2007	Principal Hitchcock receives report, provides additional consultation period
July – December 2007	Principal’s Consultation Period (Town Halls, written submissions, interviews)
January 2008	Principal’s Response to the Report: <ul style="list-style-type: none"> ▪ The majority of recommendations are accepted with 2 caveats ▪ A&R is to reassess ranking criteria and make changes based on 5 years of performance data ▪ A 1-year moratorium is placed on structural changes/team placement ▪ The Principal supports immediate reallocation of resources
January 2008 – January 2010	A&R implements recommendations
April 2009	The new Sport Model is approved in principle by the University Council on Athletics and Recreation (UCAR)
March 2010	Final Sport Model and Services Framework completed
June 2010	Completion of the OUA Sport Model Review (implementation September 2010)
June 2010	Queen’s Sport Model finalized and a communication strategy developed
September 2010	The new Sport Model is implemented

Recommendations

The 18 recommendations contained in the Report are divided into 4 general categories:

1. Organizational Structure
2. Funding and Resources
3. Inter-university Sport
4. Campus Recreation and Sport Clubs

The recommendations and a summary of the progress on each of the general categories follow.

Organizational Structure

Recommendation 1: That the Director and the Chairs work together to restructure Athletics & Recreation to provide both reporting lines and budget responsibilities that are clear and functional.

Status: *Completed*

Recommendation 2: That the Chair, Athletics & Recreation, report directly to the Office of the AVP & Dean of Student Affairs, with a dotted line to the Director of the School of Kinesiology & Health Studies, and that the title of the position be changed to Director, Athletics & Recreation.

Status: *Completed*

Recommendation 7: That the Chair, Athletics & Recreation, develop a staffing model that defines roles, improves communication and clarifies the mission for Campus Recreation as a coherent unit.

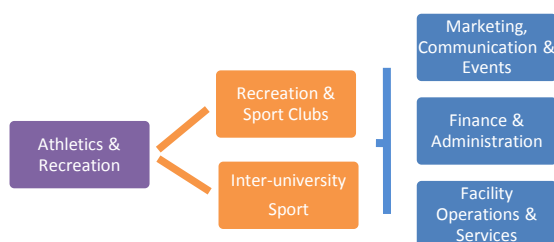
Status: *Completed*

Recommendation 11: That the Chair, Athletics & Recreation, develop a department-wide model for camps that clearly defines the role of Campus Recreation and Inter-university Athletics in the planning, implementation, administration and revenue sharing.

Status: *Completed*

Summary

A&R reports directly to the Office of the AVP and Dean of Student Affairs. An organizational restructure was completed in August 2007, with staff and resources aligned around five core service areas: Recreation and Sport Clubs; Inter-university Sport; Facility Operations and Services; Marketing, Communication and Events; and Finance and Administration. Each of the five core service areas is led by a Manager who oversees the unit and is responsible for overall management and performance.



The Department shares a common vision that is closely aligned with the University vision: *To be the leading athletics and recreation program in Canada*. This vision is measured by a number of defined factors, including the contribution to the broader learning environment and the enhancement of the University's image and reputation.

The A&R "Q Camp" program was restructured and divided into two distinct formats: day camps and elite sport camps. The Campus Recreation and Sport Clubs service team was given responsibility for the entire camp program with elite sport camps utilizing the expertise and resources of our varsity coaches and athletes. Registration in the Q Camps program has increased by 35% (and by 50% in gross revenues) over the past 3 years.

Funding and Resources

Recommendation 3: That students be asked to raise the athletics and recreation fee to a level that places them among the top five universities in Ontario.

Status: *Completed*

Recommendation 4: That a strategic initiative be developed to engage athlete alumni in their sport. They need to be made aware of the important role that they must play in the welfare of athletic teams at Queen's.

Status: *Completed*

Recommendation 5: That the Chair, Athletics & Recreation, develop a marketing, sponsorship and promotional plan that will result in the increase of self-generated revenues.

Status: *Ongoing*

Recommendation 6: That, at a minimum, the University continue to provide direct and indirect financial support to athletics and recreation at a level consistent with the current model.

Status: *Ongoing*

Recommendation 10: That the Chair, Athletics & Recreation, commission a report on fees for instructional programs at other universities along with recommendations for possible fees for any Campus Recreation programs at Queen's and a suggested timeline for implementation.

Status: *Ongoing*

Summary

A&R oversees a 7.4 million dollar annual operating budget, with revenues from three main sources: student fees (46%), self generated revenue (25%) and funds received from the University (29%) to assist with facility operating costs (based on 2010-11 budget).

In March 2009, the undergraduate and graduate students overwhelmingly supported a referendum to increase their mandatory athletics and recreation fee by 91% to maintain the existing level of sport and recreational opportunities offered by A&R. At full fee maturity, the athletics and recreation fee will place Queen's fourth amongst universities in Ontario (as at January 2010) and will generate approximately 2.5 million dollars per year in new revenue to support programming.

With regard to alumni engagement, all varsity teams and clubs now have a targeted goal of increasing support received from alumni by over 10% each year. Over the past 3 years, a majority of teams, with the support of the Office of Advancement, have proactively engaged alumni to assist in fundraising efforts.

A&R is currently in the process of hiring an advancement officer to develop and implement a comprehensive plan for alumni communication, engagement and fundraising for department-wide and team-based initiatives.

Over the past three years, emphasis has been placed on maximizing self-generated revenue from both programming and marketing, as well as sponsorship and advertising. A newly-created Marketing, Communication and Events (MCE) service team was established to develop and implement annual marketing plans that maximize potential revenue. As a result, self-generated revenue has increased by 70% over the past 3 years.

An audit of program services and fees (other universities and local market comparators) is conducted annually, with modifications to the fee structure made at the start of each programming cycle.

Inter-University Sport

Recommendation 13: That Queen’s University restructure Inter-university Athletics in a way that fosters and supports excellence, providing teams with the necessary resources to be successful in inter-university competition.

Status: *Completed*

Recommendation 14: That the Office of the University Registrar work in conjunction with Athletics & Recreation, as well as with Faculties and Schools, to develop a protocol that facilitates timely recruitment and offers of admission to outstanding student-athletes. That the Office of the University Registrar facilitate early pre-registration for student-athletes to assist in minimizing scheduling conflicts.

Status: *Ongoing*

Recommendation 15: That Athletics & Recreation engage the necessary coaching support for each specific sport and give these coaches responsibility for the leadership and development of their respective programs. The Chair, Athletics & Recreation, should develop the appropriate job description for the necessary coaching leadership for each sport. To the extent possible, full-time coaching positions should be established.

Status: *Ongoing*

Recommendation 16: That Queen’s University implement an excellence model for inter-university athletics and, commencing as soon as possible, engage in between ten and sixteen inter-university sports, based on the criteria ranking as well as budget and gender equity considerations.

Status: *Completed*

Recommendation 17: That the UCA endorse the Classification Policy found in the document *Inter-university Athletics Policies*, and affirm that the next substantive review will take place in approximately five years’ time.

Status: *Ongoing*

Summary

In the summer of 2010, A&R introduced a new Sports Model that serves to maintain a reputation for excellence, while responding to a number of challenges and changes, both on campus and within university sport in Canada.

The new Sport Model maintains all current competitive sport opportunities, but deploys resources differently and in a way that allows teams/clubs, regardless of their placement in the model, to achieve competitive success and enjoy a high-quality experience. The new Sport Model also simplifies the previous model (which had six categories) by offering three streams of sport to support 63 different teams and clubs:

- **“Varsity Teams”** (13 teams) within the Inter-university Sport Program will be reasonably resourced at a comparable level to other institutions within today’s sport landscape to pursue competitive success at the highest level;
- **“Varsity Clubs”** (22 clubs) will focus on sports which have practice and competition against other post-secondary institutions as a core component of the program;
- **“Recreation Clubs”** (28 clubs) will focus on participation-based physical activity, possibly with a limited competition component.

The new Sport Model is competitive, progressive and sustainable; it aligns with Ontario University Athletics (OUA) and Canadian Inter-university Sport (CIS), sport trends and offers the most benefit of sport, recreation, fitness and wellness to the greatest number of students, while being dynamic and capable of adjusting to physical activity, recreation and sport trends. (Detailed information on the new Sport Model, the new Sport Model Services Framework and supplemental material is available at www.gogaelsgo.com/sportmodel.)

With regard to athlete recruitment activities, the Office of the University Registrar continues to support A&R recruiting efforts, which has resulted in many teams successfully attracting top student-athletes. In addition, an Academic Advisory Council, comprised of volunteer representatives from several faculties, has been established to provide advice and expertise to A&R on academic matters, and to support the orientation and academic success program which A&R has implemented and made available to student-athletes.

In the area of coaching leadership, over the past three years, A&R has successfully developed partnerships with four provincial or national sport organizations to access funding support to augment coaching leadership (Football, Women's Volleyball, Rowing and Women's Hockey [pending funding approval]). The goal is to engage leadership at a similar level as our peer institutions, provincially and nationally. This will be an ongoing challenge as the Kingston market is limited in terms of sport capacity, coaching opportunities and sport development. UBC currently sets the "gold standard" engaging 22 full-time coaches in 14 targeted sports.

The Sport Classification Policy will be further developed to: a) align with UCAR governance changes, b) reflect additional assessment criteria collected during the Principal's consultation process, and c) articulate in detail the services that teams/clubs in each of the sport stream will receive. The next substantive review is scheduled to take place at the conclusion of the 2015-2016 athletic season. Sport assessment data is collected and reviewed annually to ensure that sports are progressing and to support the next review.

Campus Recreation and Sport Clubs

Recommendation 8: That the Director of the School of Kinesiology and Health Studies (SKHS) and the Chair, Athletics & Recreation, examine the operations and programs of Instructional Programs and the Fitness and Lifestyle Centre, and align specific activities with the appropriate structure. With few exceptions, the activities of Instructional Programs and the Fitness & Lifestyle Centre should be moved to Campus Recreation and restructured for organizational efficiency.

Status: *Completed*

Recommendation 9: That the AMS and Athletics & Recreation together produce a memorandum of understanding on club approval, recognizing that it is the responsibility for Athletics & Recreation to sanction Physical Activity-Based (sport and exercise) Clubs.

Status: *Completed*

Recommendation 12: That accessibility for persons with disabilities be integrated systemically within the work of Campus Recreation. Consultation with user groups is an essential part of this integration.

Status: *Ongoing*

Recommendation 18: That the development of Sport Clubs be actively encouraged and supported. That Sport Clubs be administered within the Campus Recreation unit.

Status: *Completed*

Summary

A majority of the programs formerly offered by SKHS's Fitness and Lifestyle Centre have been incorporated into A&R Fitness and Wellness programs and are now managed by the Campus Recreation and Sport Club service team.

Sport clubs have been a long-standing tradition at Queen's and are an important component of A&R programming. Over the past 2 years, the AMS and A&R have worked together to establish a Memorandum of Understanding (MOU) with respect to the Club jurisdiction and sanctioning that was passed by the AMS Assembly and UCAR in October of 2010.

A&R currently supports 50 Varsity and/or Recreational Clubs. A significant concern in the previous Sport Model was the inability of the model, due to capacity and resources issues, to allow for new clubs or emerging trends to be sanctioned and incorporated within A&R programming. Benefits associated with the new Sport Model include centralized and dedicated human resource support and much greater flexibility; as a result, in 2010-2011, A&R was able to sanction 4 new recreational clubs (Cricket, Running Club, Powder-puff Football and Competitive Lifesaving).

A&R maintains its commitment to offer accessible programs. Of particular note, due to support received from the AMS Accessibility Fund, new sport wheelchairs and accessible strength and conditioning equipment were purchased to enhance the range of services available to all campus members.

Closing Comments

I am hopeful that this Report provides a satisfactory overview of the activities related to the Crawford-Deakin Report and that the Board of Trustees is pleased with the progress made on the recommendations. I would be delighted to provide any additional information.

In many ways, the past 3 years have been very successful. The activities highlighted above are a small sampling of the initiatives, trends and accomplishments of our student-athletes, teams and Department. These are exciting times for A&R and we are optimistic about the future and our ability to transform physical activity, healthy lifestyle, recreation and sport on our campus as we reach for our vision of becoming *the leading athletics and recreation program in Canada*.

Respectfully submitted,



Leslie Dal Cin
Director, Athletics and Recreation
University Council on Athletics and Recreation