



University Council on Athletics & Recreation

REPORT TO SENATE

Queen's University

Kingston, Canada

November 2010

Deferred to January 20, 2011

Athletics & Recreation

Annual Report

For the period September 1, 2009 to August 31, 2010

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, 2009 to August 31, 2010.

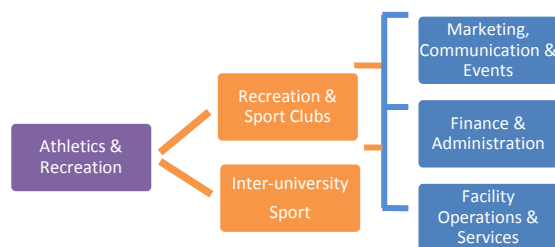
Highlights for the period included:

1. Queen's Centre Opening;
2. Implementation of the new model for competitive sports at Queen's (and also the new Ontario University Athletics (OUA) sport model);
3. Capturing two national and four provincial championships banners (the most in over a decade);
4. The highest level of Academic All-stars to-date with 225 student-athletes maintaining an 80% average or greater while playing varsity sports;
5. Increased participation across a breadth of Recreational programs (clubs, intramurals, and camps).

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 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 two major initiatives: 1) the finalization and implementation of the new model for competitive sports at Queen's (Sport Model), and 2) the preparation and move to the Queen's Centre.



In the summer of 2010, A&R introduced a new Sports Model that maintains a reputation for excellence while responding to a number of challenges and changes, both on campus and within university sports in Canada. The launch of the new Sport Model represents the culmination of three years of work and consultative activities including numerous surveys, town halls, focus groups and group sessions with stakeholders, and a multi-year collection of sport data. The Sport Model was approved in principle by the University Council on Athletics & Recreation (UCAR) in April of 2009.

The Sport Model maintains all current competitive sport opportunities but deploys resources differently and in a way that allows our teams, 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.

Our new Sport Model is competitive, progressive and sustainable, 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. It will foster student leadership, encourage participation and support the University's international reputation for scholarship, social purpose, and spirit. (Detailed information on the Sport Model, Services Framework and supplemental material is available at www.gogaelsgo.com/sportmodel).

The transition to the new Athletics & Recreation Centre (ARC) was another major activity for the Department. Originally scheduled to take place in September 2009, the opening took place in December (with the Grand Opening in January 2010). This meant that the move, which was originally scheduled to take place over several months, was actually conducted in a mere 72 hours. Special appreciation goes to the A&R Facilities Team, the AMS, PPS Staff, the Contractors and Cleaners for a tremendous effort culminating in the ARC doors opening at 6:00 a.m. on December 3, 2009.

The response to the ARC has been overwhelmingly positive from the 100 students who lined up to be the first in the building, to the 10,000 visitors on opening day, to the nearly 450,000 guests who have visited the ARC from January 7 to August 31. As a Department, we have had a steep learning curve as we adapt to the building's new systems, implement new protocols and plan in order to maximize its use and programming for the enjoyment of our members.

2009-10 Operational highlights include:

- Completion of the new sport model for competitive sports;
- Opening of the Queen's Centre;
- Completion and approval of the Athletics & Recreation Non-Academic Discipline Process;
- Introduction of a new Athletics and Recreation Centre (ARC) membership program;
- A review of Athletics & Recreation Customer Service Information and Procedures;
- A new partnership with the School of Kinesiology and Health Studies (SKHS), which provides academic credit opportunities for SKHS students who are involved in internship programs with A&R professionals in the areas of Athletic Therapy and Strength and Conditioning;
- P3 Exploration for the West Campus/Fields/Stadium/Arena.

Sport, physical activity and wellness continue to be an important and vibrant part of campus life at Queen's. With over 500+ student-athletes participating on Varsity Teams, 2500+ Varsity or Recreational Club members, 9800+ intramural participants and 1500+ registrants in fitness and wellness programs, Queen's continues to offer robust and diversified sport and recreation programs which support and further enrich the University's celebrated broader learning environment.

2009-10 was an extremely successful year both in terms of competitive performance, with our Gael teams and clubs improving their winning percentages by overall average of 23% enroute to capturing 6 championship banners, and also from a participation perspective, with increases in registration and participation across a broad range of recreational programs and activities.

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. Without doubt, the 2009-10 athletic season was Queen's best in over a decade with our teams and student-athletes setting new standards of performance.

2009-10 Inter-university Sport highlights include:

- 2 CIS national Championship Banners (Football, Curling);
- 4 OUA provincial championship banners (Football, Rugby (M), Volleyball (M) and Squash (W));
- 225 student-athletes achieving Academic All-Stars status (achieving 80% or higher while playing on a Varsity Team or Club). This total placed Queen's within the top 4 Universities across Canada;
- The hosting of 4 premier university events:
 - The CIS cross country championships (with the largest field of competitors ever);
 - The World University cross country championships (first time the event was held in North America);
 - The Yates Cup – the OUA Football Championship Football Game;
 - The Mitchell Bowl – the CIS Semi-Final Game.
- An increase in the provincial and national recognition of the accomplishments of our student-athletes and teams:
 - 36 first team and 22 second team OUA All-Stars;
 - 8 first team and 3 second team CIS All-Canadians;
 - 5 Coaches of the Year (Cross Country (W), Soccer (W), Golf (W), Rugby (W) and hockey (W));
 - 5 Individual OUA gold medalists in the sports of Rowing, Fencing, Figure Skating and Track and Field;
 - 2 Individual CIS medals: 1 gold and 1 silver, both secured in Track and Field;
 - 7 of 7 teams achieved national top-ten ranking in the month of November.

- In the community, our Gaels continue their outstanding volunteer work with charities:
 - Three of our athletes earned OUA recognition for their community service contributions;
 - The men's Rugby Team was featured in a national awareness campaign for their outstanding fundraising efforts for breast cancer (contributing well over 100K in the last 7 years);
 - At the 2010 Colour Awards, a cheque in the amount of \$28,721.00 was presented to the Breast Cancer Foundation from the captains of the Rugby (M), Cross Country, Basketball (W) and Track and Field teams;
 - Charities like Right to Play, Boys and Girls Club, Partners in Mission Food Bank, Jamaica Mission Fund, Martha's Table and many others have benefitted from student-athlete involvement.
- In terms of student-athlete support:
 - Over 75 contracted coaches provide leadership to Queen's teams;
 - We maintain and continue to build the G.A.E.L.S academic support program (orientation, mentoring, tutoring) An Academic Advisory Council was introduced this year;
 - Expansion of the Strength and Condition program to include standardized tests, testing periods and comparative results;
 - Enhanced therapy services to Varsity Team, Club and ARC members via a new partnership with the Physical Therapy Clinic at Queen's and the introduction of massage, bracing and extended service hours;
 - Drug Education and a continued "clean" record of anti-doping testing. This was especially significant given the doping-related situations that unfolded at three other institutions over the 2009 athletic season.
- New community partnerships have been formed with Rowing Ontario, Kingston Ice Wolves, Kingston Blue Marlins, and Kingston Wrestling Club, which enhance our programs and contribute to sport development in our region;
- Both the OUA and CIS are conducting reviews of their sport models. The new OUA model commences in September 2010 and the Queen's model aligns well with the provincial changes. The new CIS model will be implemented in 2011-12.
- A detailed listing of award winners and team results is attached as Appendix A.

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. With the implementation of the new sport model, a mini-restructure within the team was carried out to re-design dedicated staff positions to focus, assist and support Varsity Clubs, Recreation Clubs and to augment and grow aquatics programming.

The transition to the ARC had the most significant impact on the planning and delivery of Recreational programming to ensure the ARC spaces and times are fully maximized. On a positive note, there has been continued growth in self-directed fitness, intramural and sport club programs, the introduction of new programming (spin, Fitness plus, yogalates, etc.) and the maintenance of strong Community Sport Days and Camps programs.

However, there are two areas of concern. First, a decline in registration over the summer period in Fitness and Wellness programming, which may be influenced by either the wide array of alternate options that members may choose from and/or by the impact on program costs resulting from the introduction of facility membership fees. A second concern is that, within the current ARC facility the intramurals and sport clubs programs have reached capacity registration. This past year's programming has been adapted (adjustments to game time, schedules, numbers on teams) to accommodate as many participants as possible with some additional waiting-lists. Without the planned Field House component of the ARC (construction of which is on hold) there is currently 1 less gym (or 2 fewer courts) in the ARC as compared to the PEC. Unfortunately, this means that there is no way to increase participation levels in these high-demand intramural and sport club activities.

2009-10 Recreation and Sport Club highlights include:

- In collaboration with Residence Life, all first-year students were involved in the "REZ Rally" which served as an introduction to the PEC and A&R programming. This resulted in significant increases in the use of our services from first-year students. A modification of this event was run as a Pep Rally in September 2010;
- A joint partnership between A&R and Health, Counselling & Disability Services (HCDS) brought Yoga classes to first year students in residence. The program started last year and exploded with popularity this year;
- Development of a Memorandum of Understanding (MOU) with the AMS regarding the club jurisdiction and sanctioning (the MOU was subsequently approved by the AMS Assembly in October 2010);

- Via support received from the AMS Accessibility Fund, new sport wheelchairs and accessible strength and conditioning equipment were purchased to improve the range of services available to all campus members. The addition of the sport wheelchairs allows A&R to introduce new programs in which disabled and able bodied members can compete in the same activity on a level playing field (wheelchair basketball, quad rugby wheelchair football and hockey). These chairs also serve as an excellent teaching tool for academic classes as well as providing a community outreach programming benefit to the Winter Adaptive Games (WAG) that is hosted by the SKHS/A&R each year;
- Introduction of an online registration and account-management system significantly increased the ability to communicate with members (account management, program registration, intramural teams, etc.);
- Engaged in excess of seven hundred (700) student leaders and volunteers to coordinate Recreation program;
- Over nine thousand eight hundred (9800+) participants (6500+ unique individuals) and 720 registered teams participated in Intramural programs. This is the highest participation in the past eight years with over 3150 games played;
- BEWIC Sports Days attracted 26 teams and 944 registered participants;
- Thirty-two (32) sanctioned Clubs (Varsity and Recreation) operated, comprised of over 2700 participants, with women representing 66% of those participating in club activities;
- On the field of play, many of our Varsity Club teams finished in medal contention within provincial competition: the Gaels Cycling and Cheerleading Teams placed second and Men's Ultimate placed third at national competitions;
- The first summer of camp in the ARC was very successful, over 1400 participants registered in A&R summer camps representing a 30% increase in camp revenues. 90% of registration took place via the online registration system (a 100% increase from the previous year);
- Since its opening, approximately 100,000 students, alumni, families and community members have used the ARC Aquatic Zone;
- Additional recreational demographic information and highlights are attached as Appendix B.

From a facility perspective, the opening of the Queen's Centre and the ARC has been transformational in the quality and quantity of opportunities, programs and services that are now available to members. There has been significant learning in how best to operate and program the ARC. As this learning curve continues, we are in the process of developing an Operations Manual to document new procedures. In addition, Tindall Field's first full year of operation saw programming at a level in excess of eight times the use of former natural turf field.

Facility renewal and development (Field House, Fields and Stadium, Kingston Field) remain top priorities for the Department. The ARC is currently programmed to capacity and there is significant pressure on A&R programming space until the Field House, additional courts, ice rink and West Campus fields come on line. The lack and/or limitation of the current facilities, especially courts and fields, has a negative effect on our ability to deliver top-quality programs that meet the needs of our community, manage growth and reach the necessary revenue targets.

2009-10 Facility and Operations highlights include:

- Athletic and Recreation Centre Opens December 1, 2009:
 - 100 students are lined up at 6:00 a.m. to be the first users of the facility;
 - At the end of the first day over 10,000 visitors have toured the ARC;
 - Winter term saw an average of 4,000-5,000 daily visitors;
 - Over 15,873 unique users visited the facility between December 1, 2009 and April 30 2010;
 - For the period of December 1, 2009 to August 31, 2010 over 450,000 visitors came to the ARC.
- ARC extended building and customer service hours have improved customer satisfaction and have contributed to success in exceeding most revenue targets;
- The opening of the "Q Shop" as a one-stop destination for members and guests to sign up from programs, purchase merchandise and provide information on facilities, programs and services;
- Reviewed and updated the Facility Use Policy which will be presented to the University Council on Athletics and Recreation (UCAR) for approval in November 2010;
- With support from the AMS Accessibility Fund, new full accessible sport equipment and strength and conditioning equipment were purchased and installed. These acquisitions, along with other equipment purchased by A&R, have allowed us to create an entirely new work-out zone with increased capacity to service all members of the Queen's community;
- A&R successfully launched the Spectrum business-operating system in 2009/2010. The system allows for better integration with Queen's on-line services and the information produced from the system far exceeds our past data retrieval capabilities;

- Tindall Field, in its first full year of operation, was booked for a total of 1653 hours of use (Recreation 421 hours, Inter-university Sport 246 hours, Queen's and Kingston community 986 hours) compared with a total use on the old Tindall grass field of approximately 250 hours per year;
- The Memorial Centre Ice
- Agreement continued to meet the needs of A&R programs. The Agreement expired at the end of the 2009/2010 season and has now been renegotiated for an additional 3 +2 year term;
- The Fields and Stadium project is still in the planning and fund raising stage. Repairs and minor improvements are ongoing to ensure the safe use of the facility in the short term.

The Marketing, Communications and Events (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 a) growing revenues from sponsorship, advertising and events, b) increasing the promotion and visibility of Queen's teams, athletes and programs and c) transitioning all event delivery plans to the ARC. In addition to annual operations, the MCE team provided support to several special events including the hosting of the OUA Yates Cup, the CIS Cross Country Championships, the Mitchell Bowl and Vanier Cup Events, the World University Cross Country Championships and the Grand Opening of the Queen's Centre.

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, **TVCogeco**), 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.

2009/10 MCE highlights include:

- 1,000 media stories translating into more than 60 million impressions, worth over 2 million dollars in advertising revenue (source: FP Infomart);
- The Queen's Gaels Road to the Vanier Cup was witnessed by more than 1.5 million people on national television with the Score and TSN both broadcasting playoffs games;
- Generation of new sponsorship revenue (increase of 14%), adding belairdirect, Axe & Subway as new partners
- Increased ticket revenues (increased of 64%), approximately 60,000 fans attended Queen's hosted sporting events in 2009/10;
- Increase in 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;
- Refresh of gogaelsgo.com website by improving functionality, adding of social media features, improving content and enhancing work flow to allow service teams and clubs the ability to update their own content in real time;
- Development of "Think BIG" advertising campaign for the Summer Camp program featuring radio and bus shelter advertisements;
- Enhancement of Junior Gaels, Q Nation, Gaels Club to improve the fan engagement experience;
- Employment opportunities for over 150 student-staff who worked at over 100 events throughout the school year.

A&R programs and activities are supported by the Finance and Administration service unit. 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.

2009-10 Finance and Administration highlights include:

- Overall A&R achieved an increase of 13% 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 3-year deficit budget. Based on increases in self-generated revenue and effective cost containment, A&R is forecasting the retirement of the accumulated deficit will occur one year earlier than projected;
- Development of new budget model and templates to ensure alignment with new QUASR financial system. This also includes the mapping of the Department's new business management software onto QUASR;

- Finalization of new facility membership program financial model and revenue-sharing formula;
- Implementation of financial and administrative operating systems and processes into the ARC
- Coordination of employment opportunities for more than 700 students with in excess of 900K supporting student employment.
- Professional development and enhanced training for full and part time staff in the areas of technical skills, customer service, diversity, mental health first aid and constructive conflict resolution.

2010-2011 A&R Department Priorities

A&R will focus on three (3) key department priorities for 2010-2011. Each Service Team has additional team-specific targets in their respective areas and these are summarized in Appendix C

1. *Moving from Good to GREAT:* The goal is to strive for continuous improvement in the programs and services offered and also in the environment and culture experienced by our members by building on the learning experiences in our first year in the ARC. Initiatives include maintaining the “personal touch” with our members, improving programs and services, enhancing out-bound communication, improving customer information delivery, adjusting and updating ourselves to be in line with the latest sport landscape and trends.
2. *New Sport Model:* Assisting teams, athletes, coaches in the transition to the new sport model. This includes facilitating transition meetings, providing administrative training and support, developing competitive schedules and reporting frameworks. In addition, completing administrative elements required for year 2 (fund criteria and application process, performance planning documents, new club sanction guidelines and applications).
3. *Creating a Superior Service Environment:* This goal focuses on ensuring a standardized high quality of delivery across all service areas by improving internal department communication and processes. Activities include: new employee training documents and processes, increased full and part-time training and refresher courses; improved internal communication mechanisms and tools, continued professional development training and completion of operating and policy documents.

2010-2011 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. *The ARC and ARC Operating Costs.* There is a wide range of unknowns relating to the move into a new facility and the ability of staff to achieve program and budgeted targets in a new environment. Best efforts have been made to forecast all possible costs related to operation and programming in the building; however, we will not have an accurate understanding of requirements until we run and program the building for a minimum of one year. For example, as a result of high volume use, there is evident wear to the building only 9 months after opening – this may necessitate earlier and increased maintenance and repair costs. A small contingency fund has been set aside for the 2010-11 budget year which will be monitored and adjusted going forward. There is also limited information as to operating costs. It is hoped that increased ARC membership revenue will assist in offsetting increased costs; however, it is unreasonable to assume that membership revenues will offset ALL costs. The download of operating costs for the QC will have a significant impact on the A&R budget and will have implications on the programming and services offered.
2. *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 facilities, a higher-than-anticipated volume of use is occurring. 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 and the natural turf fields are a significant concern. The turf fields cannot sustain the current volume of programming, which resulted in substandard practice and playing condition for the last month of the outdoor season. The stadium roof and seating are well past their life-span and are deteriorating rapidly. It is likely that more significant structural repair will be required within this next 3-year budget cycle. PPS and A&R will need to closely monitor this situation and deal with repair costs as they eventuate. The A&R budget funds an

annual repair to replace surface seating issues (i.e. replacing benches) however, no reserve exists for major structural repair.

3. *Capacity and Ability to Grow.* Programming on the natural turf fields and on the indoor courts 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 in comparison with 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 the Field House (with running track and additional court spaces) and the Fields and Stadium Project (with artificial turf) will allow for the required increased programming to meet current and future demands that will come with enrollment growth.
4. *Economic Impact and Discretionary Spending* – the A&R budget includes aggressive self-generated revenue targets. 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.

In summary 2009-10 has been a very successful year for A&R as highlighted by the many accomplishments outlined above. The ARC has been a tremendous addition and “teammate” in altering the landscape and enhancing the programs and services available to our campus and community members. 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

APPENDIX A (1) - Queen's Athletics & Recreation Inter-university Sport Season Results 2008-10

PROGRAM OUTCOMES	2007-08	2008-09	2009-10
Provincial Results - Team	2 OUA Championships, 4 OUA 2nd Place Finishes, 4 OUA 3rd Place finishes	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
Provincial Results - Individuals	13 Gold, 4 Silver, 9 Bronze	11 Gold, 12 Silver, 5 Bronze	5 Gold, 9 Silver
National Results - Team	No top 3 Finishes	No top 3 finishes	2 CIS Championships
National Results - Individual	2 Silver Medalists, 1 Bronze Medalist (Track & Field)	No top 3 finishes	1 Gold, 1 Silver
Other National Competition Results	CURA Team Champions - Women's Rowing 5 Ind Gold, 1 Ind Silver, 3 Bronze	3 Gold, 3 Silver, 1 Bronze (Rowing)	1 CURA 2nd Place Finish – Women's Rowing 1 Gold, 1 Silver, 3 Bronze
International Participation/Representation	7 (2 F, 5 M): Sports=FISU Cross Country, National Beach VB, Canada U21 M Rugby, Canada U20 M Rugby, W National Ball Hockey	1 - FISU Summer Games (W Soccer)	8 (3 F, 5 M): Sports=FISU Soccer (W), FISU Rugby (W), World U19 Beach VB (M), World U23 Rowing (M), World Jr VB(M), World Jr Rugby (M)
OUA All-Stars	38 First Team (22 M, 16 F), 20 Second Team (12 M, 8 F)	33 First Team, 21 Second Team	36 First Team, 22 Second Team
OUA Athletes of the Week	3 times	4 times	7 times
OUA Major Award Winners	9 Total (4 F, 5 M): Sports=W Lacrosse, M Rugby, M Volleyball (2), W Volleyball, M Basketball, W Basketball (2), M Hockey	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)
OUA All-Rookie Team	7 (4 F, 3 M)	1 - (Volleyball W)	6 (2 F, 4 M)
OUA Academic All-Stars	84	84	116
OUA Coach of the Year	5 (5 M): Sports=FB, W Rowing, M/W Fencing, M/W Curling, M Hockey	3 (Football, Figure Skating (M/W), Rugby (M)	5 (Cross Country W, Soccer W, Golf W, Rugby M, Hockey W)
CIS All-Canadians	2 First team, 8 Second Team	8 First Team, 3 Second Team	8 First Team, 3 Second Team, 1 Rookie Team
CIS All-Star Team Selections	0	0	3
CIS Player of Game Awards	0	0	7
CIS Major Awards	2 (All-Rookie Team), 1 Elite 8 Academic All-Canadian	1 - Football	3 – Soccer W, Cross Country M, Track & Field M
CIS Academic All-Canadians	102	87	99
CIS Coach of the Year	0	1 - Football	0
Other Major Awards	Ontario Rowing Association Rower of the Year, CURA Coach of the Year, CURA Oarsmen of the Year	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)
International Awards	n/a	n/a	n/a

COACHING LEADERSHIP	2007-08	2008-09	2009-10
Number of Head Coaches (Varsity)	19 Total (12 M, 7 F)	18 Total (12 M, 6 F)	19 Total (13 M, 6 F)
Number of Head Coaches (Club)	7 Total (6 M, 1 F)	7 Total (7 M, 0 F)	8 Total (7 M, 1 F)
Number of Assistant Coaches (Varsity)	57 Total (49 M, 8 F)	53 Total (44 M, 9 F)	50 Total (41 M, 9 F)
Number of Assistant Coaches (Club)	5 Total (4 M, 1 F)	0 Total (0 M, 0 F)	0 Total (0 M, 0 F)
TOTALS	88	78	77

APPENDIX A (2) - 2008-10 Athletics and Recreation - Major Award Recipients

Q's Award	2007-08 Winner	2008-09 Winner	2009-10 Winner
Jenkins Trophy	Devon Miller - Volleyball	Jimmy Allin - Football	Matt Hulse – XC & Track
P.H.E. 55 Alumnae Trophy	Connie Dayboll - Rowing	Kristine Matusiak - Rowing	Charlene Thivierge-Lortie - Rowing
Jack Jarvis Trophy	Braden Novakoski - XC & Track	Nick Pratt -Rowing	Ryan Meyers – Rowing
Marion Ross Trophy	Joanne Ko - Fencing	Leslie Sexton - XC & Track	Caylen Heckle – Rowing
Jim Tait Trophy	Mike Giffin - Football	Thaine Carter - Football	Scott Valberg – Football
Award of Merit Trophy	Kirsten Jewell - Field Hockey	Katie McKenna - Soccer	Renee McLellan – Soccer
Alfie Pierce Trophy (Male)	Joreen Zeeman - Volleyball	Scott Kyle - Rugby	Payton Liske – Hockey
Alfie Pierce Trophy (Female)	Elyssa Heller - Volleyball	Brienna Shaw - Soccer	Erin Roberts – Squash
Hal Dunlop Shield	Peter Vooy's - Rugby	Robin Goody	Hilary Felice
Michael J. Rodden Award	Janice Deakin	Not Awarded	Not Awarded
Queen's Special Recognition Award	Not Awarded	Andrew Bucholtz - Journal Sports Editor	Not Awarded
Outstanding Performance of the Year Award	Not Awarded	Not Awarded	Danny Brannagan - Football

APPENDIX A (3) - 2008-10 - Team Results

TEAM	YEAR								
	2007-08			2008-09			2009-10		
	# of Athletes		League Result	# of Athletes		League Result	# of Athletes		League Result
	M	F		M	F		M	F	
Men's Basketball	15		4th in League (14-8), OUA East Semi-Finalists	18		6th - East OUA, Lost OUA East Qtr	18		4th OUA East, Lost OUA East Semifinal
Women's Basketball		12	4th in League (9-13), OUA Quarter-finalists		12	6th - East OUA, Lost OUA East Qtr		12	3rd OUA East, Lost OUA East Quarter-final
Men's Cross Country	13		3rd at OUA Championships (Bronze), 7th at CIS	12		6th OUA, 13th CIS	21		3rd OUA, 7th CIS
Women's Cross Country		14	4th at OUA Championships, 5th at CIS		16	6th OUA, 10th CIS		19	3rd OUA, 10th CIS
Men's Curling	7		Bronze Medal at OUA Championships	5		4th OUA, 4th Playoffs	7		6th OUA, Won CIS/CCA Championship
Women's Curling		6	OUA Silver Medalists		5	8th - OUA, Missed Playoffs		6	7th OUA
Men's Fencing	26		4th in OUA	35		5th OUA	38		3rd OUA
Women's Fencing		22	6th in OUA		26	4th OUA		26	5th OUA
Field Hockey		18	5th in League, OUA Quarter-finalists		18	6th OUA, Missed Playoffs		18	7th OUA, Missed Playoffs
Figure Skating	1	19	3rd at OUA Championship	1	18	2nd OUA Silver Medal	19		5th OUA
Football	78		3rd in League, OUA Quarter-finalists	92		1st OUA, Lost OUA Semi-Final	85		1st OUA, OUA Champions, CIS Champions
Golf	8		9th at OUA Championship	9		5th OUA	11	7	M – 4th OUA, W – OUA Silver Medal
Women's Hockey		22	4th in League, OUA Semi-finalists		20	6th OUA, Lost OUA Semi		25	2nd OUA, Lost OUA Semifinal
Men's Hockey	23		1st in Division, OUA Division Semi-finalists	24		2nd OUA East, Missed PO	21		5th OUA East, Lost OUA East Quarter-final
Lacrosse		19	2nd in League, OUA Silver Medal		22	2nd OUA, Silver Medal		24	3rd OUA, Lost OUA Bronze Medal
Men's Nordic Ski	13		7th at OUA Championships	10		7th OUA	8		7th OUA
Women's Nordic Ski		8	5th at OUA Championships		13	7th OUA		14	6th OUA
Men's Rowing	22		2nd at OUA Championships (Silver)	22		OUA Champions	25		3rd OUA, 7th CURA
Women's Rowing		26	OUA Champions, CURA Champions		31	OUA Champions		26	3rd OUA, 2nd CURA
Men's Rugby	40		1st in League, 2nd at Championships (Silver)	44		1st OUA East, Lost OUA Final	46		1st OUA, Won OUA Championship
Women's Rugby		29	3rd in League, OUA Quarter-finalists		33	3rd Russell Div., Lost OUA Qtr		33	2nd OUA Russell Div., Lost OUA Bronze Medal
Men's Soccer	25		3rd in League, OUA Bronze Medal	28		6th East OUA, Lost OUA First Round PO	29		2nd OUA East, Lost OUA Quarter-final
Women's Soccer		25	3rd in League, OUA Quarter-finalists		26	4th East OUA, Lost OUA Qtrs		28	1st OUA East, OUA Silver Medal, 4th at CIS
Men's Squash	13		4th at OUA Championships	14		4th, Lost Bronze Medal	11		Lost OUA Bronze Medal
Women's Squash		12	OUA Champions		9	5th, Missed PO		12	Won OUA Championship
Men's Swimming	14		11th at OUA Championships	13		9th - OUA	13		7th OUA
Women's Swimming		13	11th at OUA Championships		19	9th - OUA		15	10th OUA
Men's Track	29		7th at OUA Championships, 12th at CIS	33		8th - OUA, 17th CIS	44		7th OUA, 10th CIS
Women's Track		23	7th at OUA Championships, 17th at CIS		26	8th - OUA, 19th CIS		36	6th OUA, 17th CIS
Men's Volleyball	16		2nd in League, OUA Silver Medal	16		2nd OUA, LOST OUA Final	16		2nd OUA, Won OUA Championship, Won CIS 5th Place
Women's Volleyball		16	4th in League, OUA Quarter-finalists		15	4th OUA East, Lost OUA Qtr		17	2nd OUA East, Lost OUA Bronze Medal
Men's Water Polo	13		6th in League, non-playoff team	14		6th OUA, Missed playoffs	10		6th OUA, Missed Playoffs
Women's Water Polo		20	4th in League, 4th at OUA Championships		14	5th OUA, Missed playoffs		17	4th OUA, Lost OUA Bronze Medal
Men's Wrestling	13		7th at OUA Championship	17		7th OUA	21		7th OUA
Women's Wrestling		2	No athletes competing at OUA Championship		7	7th OUA		10	6th OUA
Total Male/Female Athletes	369	306	Total Male/Female Athletes	407	330	Total Male/Female Athletes	443	345	
Total Athletes	675		Total Athletes	737		Total Athletes	788		

APPENDIX B – Recreation & Sport Clubs Annual Report – 2009-10

Introduction

Recreation & Sport Clubs is responsible for all recreation programming as well as our Varsity Clubs stream in the new sport model. Servicing primarily the Queen's community (students, staff, and faculty) but also welcoming the Kingston community to participate in our programs in the areas of intramurals, fitness & wellness, recreational clubs, aquatics and camps. The structure includes a Manager of Recreation and Sports Club, and a coordinator of each of the following program areas:

- Fitness & Wellness
- Intramurals
- Varsity Clubs and Camps
- Aquatics programming and Recreational Clubs

Fitness & Wellness

2009-10 Highlights:

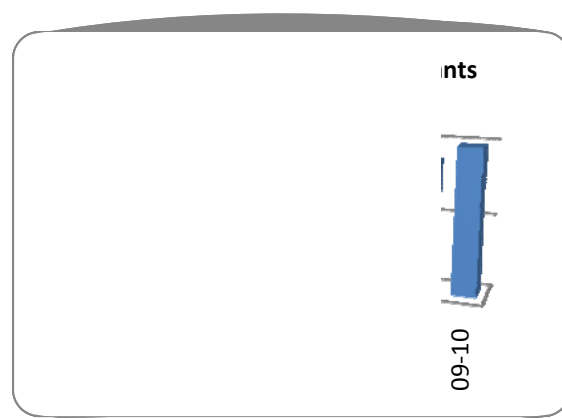
- New programs introduced this year were very popular, including Piloboxing and Yogilates;
- The joint partnership with Health, Counseling & Disability Services (HCDS) of implementing Free Yoga classes to 1st year students in residence exploded in popularity. The joint venture had a very successful year with each class being filled to capacity and the addition of another Free Yoga class on West campus. Rave reviews from instructor and participant alike;
- The move to the new ARC demonstrated a continuing success for the Fitness Plus+ program through the year, with the introduction of spin classes;
- There has been a decline in registration in fitness and wellness programming. This trend is being monitored, evaluated with program adjustments scheduled for the 2010 program year.

Total Participants		
Term	2008-09	2009-10
Fall	735	731
Winter	781	652
Summer	513	152
Total	2029	1535

Intramurals

2009-10 Highlights:

- 720 registered teams, approximately 9,800 participations, 6500 individual participants on Intramural teams;
- 944 registered players on BEWIC Sports Days on 26 teams;
- The gender split this year in intramurals approximately 60% male to 40% female (heavily influenced by hockey participation);
- Over 3150 league and playoff games;
- Introduction of online registration and team management significantly increased ability to communicate with participants and significantly decreased defaulted games.



Varsity Clubs and Recreational Clubs

2009-10 Highlights:

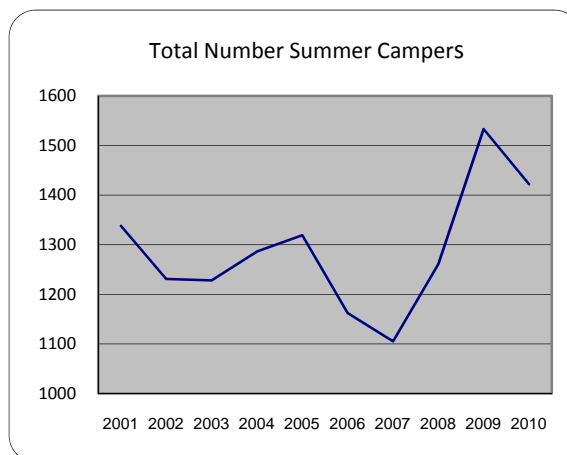
- Gender split in Varsity Clubs is approx. 33% male, 66% female;
- Cheerleading team placed 2nd at Nationals;
- Men's Ultimate placed 3rd at Nationals;
- Cycling placed 2nd in their series, sharing the championship with a very strong Guelph team;
- Evert McLaughlin finished second in the Mid Atlantic Sailing Division qualifying for the North American Championships;
- 170 athletes attended the year-end banquet to celebrate their accomplishments.

Club Participants		
Gender	2008-09	2009-10
Male	1091	1001
Female	1587	1916
Total	2678	2917

Q-Camps and Sports Days

2009-10 Highlights:

- 2800+ participants in the Sports Days programs
- First summer in the ARC was a success, highlighted by a 30% increase in camp revenues;
- 1400+ registrations throughout July/August;
- 100+ registrations in our March Break camp;
- 5-7 year old, “Activefundamentals” camp continues to grow in popularity;
- 90%+ of registrations were completed online this year – a phenomenal transition for our customers.



Aquatic Programming

- Since its opening in December 2009, approximately 100,000 students, alumni, families and community members have used the ARC Aquatic Zone;
- New Red Cross Preschool programs have been added to enhance the current swim lesson programming;
- The pricing structure for swim lessons has been adjusted to be more competitive with other city facilities and preferred members pricing will be explored in 2011;
- Other new programming for 2011:
 - Ontario University Lifeguard Championships in February 2011;
 - An inaugural “Instructor School” in November;
 - New programs such as Kids Triathlon, Women’s Only Learn to Swim, Bronze Star & Assistant Water Safety Instructors).
- In addition, a new program brochure will be developed in 2011 accompanied by an aggressive marketing strategy to promote awareness and increase registration/participation in programming.

Other 2009-10 Highlights

1. **QC Grand Opening** – held Friday, January 15 attracted thousands of people into our new facility.
2. **Recreational staff team attended NIRSA** – in April 2010 the recreation staff team attended the NIRSA (National Intramural Recreation Sports-Association) annual conference. This conference provides the opportunity to meet with colleagues at US and Canadian institutions and attend educational seminars and programming session highlighting programming development, risk management and the latest trends in Recreation.
3. **First-year student “Pep Rally”** – every first year student was introduced to the new ARC facilities on Thursday September 16 in the first ever first-Year Pep Rally to celebrate all the programs, services, and successes of A&R in the past year.
4. **McGillivray-Brown Facility** – over the past year discussion have been underway between the AMS and A&R to explore the feasibility of converting McGillivray-Brown back to its original state as a gymnasium. If feasible, the conversion would provide an additional gymnasium space which would assist in providing access to “court” space for clubs and teams.

Appendix C - 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 while contributing to the broader learning environment at Queen's and in the greater Kingston Community. <ul style="list-style-type: none">- Enhance engagement of our customers (community)- Maximize opportunities for revenue generation				
DEPARTMENT PRIORITIES	4-Year 1.Build and Strengthen Team Queen's 2.Become Financially Sustainable 3.Team performance in target sports and Program Growth	2009-10 <ul style="list-style-type: none">- A&R transition to Queen's Centre: move in, operational, programming, procedures, opening and refining- Spectrum NG Business Management software: install, training, implementation and future/further applications- Sport Model: completion of services model, implement and commence annual collection of team information- Creating a superior service environment: continue to improve staff inter-team communication/cooperationProfessional development for staff			
2009-10 SERVICE TEAM PRIORITIES					
Recreation - QC Move (policy/programs) - Spectrum implementation - Revenue Generation - Sport Model for Clubs	Inter-university Sport - QC Tasks and Transition - Sport Model: service, implement - Success Planning for targeted sports - Create an Athlete Data Base: Spectrum	Facility Operations & Services - QC Move - QC Operations - Spectrum launch - Customer Service enhancements - Retail Store expansion	Marketing, Communications & Events - QC: signage/sponsorships - Map event plan/procedures onto QC - Assist with building decorative elements - Special Events hosting: CIS/FISU XC, QC grand opening - Build/improve highlighted games for ticketed sports	Finance and Administration - Q's Centre Task List: money handling and general office procedures - Spectrum Software setup - Improved financial tracking: I/U and Booster Clubs - QUASR implementation	Exec Team - Growing Resources - Queen's Centre - Engagement Strategy - Sport Model Development - Policy Development
VALUES					
People + Pursuit of Excellence + Trust, Respect, Ethics, Morality + Customer-Focused					