University Council on Athletics & Recreation

REPORT TO SENATE

Queen's University

Kingston, Canada

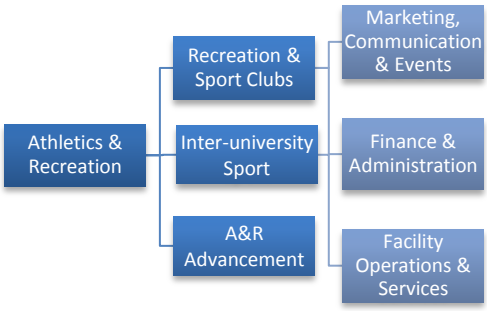
November 2013

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, 2012 to August 31, 2013.

Highlights for the period include:

1. Over 15,000 physical activity participation opportunities now offered by A&R;
2. Development and launch of an anti-hazing education and awareness within the varsity sports community;
3. Increase in the number of Academic All-Stars (291) maintaining an 80% average (3.5 GPA) or greater while playing varsity sports;
4. Establishment of the Varsity Leadership Council (VLC), who discuss the athletic experience at Queen's, act as the student-athlete voice providing recommendations to Queen's Athletics & Recreation (A&R), and facilitate interaction between varsity student-athletes on campus and in the community;
5. Queen's teams and athletes achieve significant performance milestones including five provincial championship banners, 7 team and 29 individual medals as well as major league recognition (24 athletes at the CIS level; and 20 athletes at the OUA level);
6. Reopening and upgrading of the PEC facilities, expanding student programming and building community use relationships with local sports groups.

A&R staff and resources are aligned around six (6) core service teams: Recreation and Sport Clubs; Inter-university Sport; Advancement; Facility Operations and Services; Marketing, Communications and Events; and Finance and Administration. Each of the core service areas are led by a Manager who oversees the unit and is responsible for overall management and performance.



Sport, physical activity and wellness continue to be an important and vibrant part of campus life at Queen's, enriching the University's celebrated broader learning environment. In 2012-13 A&R offered programming opportunities to over 15,000 students, with thousands more student, faculty, staff and community members pursuing self-directed physical activity options within the suite of A&R facilities.

With impressive and sustained results in our student-exit survey, the Globe and Mail rankings (and in other rankings) pointing to strong satisfaction rates in our athletic programs and facilities, the on-field performance success of our teams and increasing levels of participation in recreation, personal fitness and wellness, Queen's now has one of the most successful, robust and diversified sport and recreation programs in Canada.

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.

Recreation and Sport Clubs

The Recreation and Sport Clubs 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.

2012-13 was a successful year for our Recreation and Sport Clubs team. Program participation rates continue to track in a strong upward trend; specifically in the areas of fitness, aquatic, intramurals. Previously experienced indoor facility constraints were significantly improved as a result of the PEC re-opening and through partnership agreements with the AMS (McGillivray Brown) and KCVI. The additional time and space resulted in the elimination of our intramural waitlist (1,000 participants) and additional program enhancement for club, varsity and community programming.

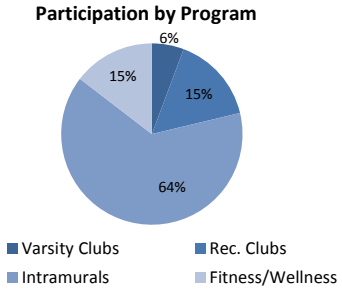
The results of the 2013 Queen's Student Health and Wellness Survey were released illustrating a strong correlation between participation in physical activity and positive academic performance and personal and social well-being. Of particular concern is the statistic that two-thirds of our student population does not achieve the 150 minutes of recommended weekly physical activity. In response to this issue, A&R launched a *"Get Your 150"* public awareness campaign in September 2013. This campaign will be progressively rolled out over the next two years to encourage students to become more physically active.

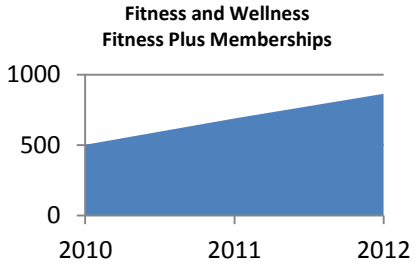
2012-13 highlights:

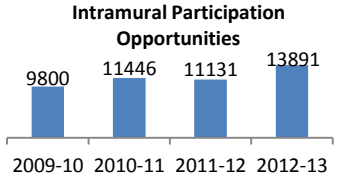
- A new Manager, Recreation and Sport Clubs (Jayne Culbert) was hired. Jayne brings over 25 years of community recreation experience and leadership (most recently with the City of Kingston) to the department;
- A new Physical Activity Work Group was established as a sub-committee of the Health and Wellness Committee (the working group will begin its work in January 2014);
- The "Queen's Rally", offered in collaboration with Residence Life, and the Principal's Welcome Address to all first year students, was continued;
- Over 500 student leaders and volunteers were engaged to coordinate Recreation programs;
- Revisions to the Fitness and Wellness programming resulted in:
  - The introduction of a Health and Wellness Fair, promoting positive lifestyle and physical activity components for primarily staff and faculty included over 50 community partners;
  - Three "Fitness Free-for-All" weeks were offered allowing the campus community to sample the menu of fitness programs offered at the ARC;
  - "On-site" work-place health and wellness options were offered for staff on main and west campus with fitness breaks for various areas;
  - A 44% increase in Fitness Plus membership topping out registration at 865 participants (a new high).
- Participation in intramural activities reached an all-time high:
  - Over 13,900 participant opportunities across 10 different sports (6,862 unique individuals);
  - 988 registered teams participating in over 3800 games played;
  - With the assistance of the QUIC and our student leaders, a new indoor cricket activity was piloted with success.
- BEWIC Sports Days attracted 27 teams and 1,050 registered participants;
- Participation in Recreation Clubs continues to rise with 32 sanctioned Recreation Clubs involving over 2,360 participants, of which 66% are women; Cross-fit and Ringette were added as recreational clubs;
- On the field of play, many of our Varsity and Recreational Club teams finished in medal contention within provincial competitions. Of special note: Fencing and Cycling earned Ontario Championship honours capturing "back-to-back" and "3-peat" championship titles respectively. Queen's played host to the OUA Women's Lacrosse and Figure Skating Championships;
- The Sport Days and Q-Camp programs continue to be successful:
  - Participation in the Sport Days elementary school program successfully bounced back as the elementary teachers return to full duties in the spring; 3000+ registrants where involved in the program;
  - Registration in Summer Camps was up 9% ; which included expansion of the "Music in Motion" camp, increased uptake in residential camps (football and volleyball) and the introduction of new camps (i.e. Ultimate).
- Success in our aquatic programming continues:
  - The partnership with the Kingston Blue Marlins was extended and the ARC is now the dedicated home for their swimmers for the next three years;
  - Over 475 grade three students participated in the "Swim to Survive" program;
  - Registration for swim lessons increased to 1,250 participants, up 440 registrations from last year;
  - A new relationship with the Master's Swim group was finalized.

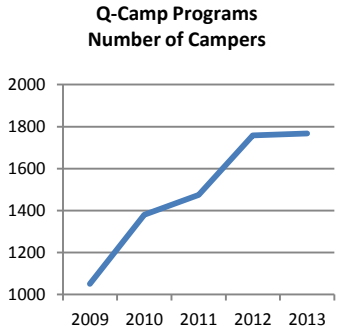
Recreation

Over 15,000 Opportunities









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. Services in this area include: program coordination, league compliance and eligibility, academic support programs, team travel and logistics, athletic therapy, coaching leadership, strength and conditioning training and performance improvement support for the Varsity teams.

The Varsity Teams continue to pursue excellence both on and off the field of play and 2012-13 was no exception. Overall our varsity teams posted an impressive 111-57-14 league play record with all teams advancing into post-season play capturing 3 provincial championship banners, 7 team medals and 12 Gold, 11 Silver and 6 Bronze individual medals.

The Varsity Leadership Council (VLC) was introduced in 2012-13. The VLC is a forum for varsity athletes to discuss the athletic experience at Queen's, to act as the student-athlete voice providing recommendations to Queen's Athletics & Recreation (A&R), and to facilitate interaction between varsity student-athletes on campus and in the community. The VLC has contributed to a more cohesive varsity athlete community, to collaborating with A&R on significant issues (i.e. development of the anti-hazing education program) and has also supported athlete ties with local charities such as Martha's Table, Public School Visits, Big Brothers & Big Sisters, Run for the Cure and Partners in Mission Food Bank to highlight a few.

2012-13 highlights:

- The 2012-13 season kicked off with the Varsity Athlete Barbeque hosting over 750 student-athletes who were addressed by special guests the Vice Provost and Dean of Student Affairs Ann Tierney, and Olympic Rowing gold medalist Will Crothers;
- The second annual Academic All-Star Reception was held in mid-November to recognize 291 student-athletes who achieved 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;
    - First time Academic All-stars – 165 athletes
    - Two times recognition – 82 athletes
    - Three times recognition – 32 athletes
    - Four times achieving this academic success – 11 athletes and 1 five time winner
- In January 2013 A&R introduced a new event "Prospects Day" for invited recruits and their parents to visit campus. Presentations by senior administrators from the Dean of Student Affairs Office, Registrar's Office, Faculty Offices, Residence Life and other university and athletic support providers assisted A&R's top recruits in gathering information that would help them choose Queen's as their University destination;
- 100% of varsity teams qualified for provincial championships as a result of league play; earning 3 provincial banners [Rowing (W), Rugby (M) and Hockey (W)], and repeat banners for Varsity Clubs Fencing (M) and Cycling; 3 gold, 1 silver and 3 bronze team medals in championship play;
- Special recognition goes to the Women's Soccer Team who earned their fifth straight CIS championship appearance, played in their third straight CIS final and captured the CIS silver medal (falling to Trinity Western in penalty kicks). This group also had the highest percentage of Academic All-stars on their team in 2012-13;
- Provincial, national and international recognition for our student-athletes, coaches and teams:
    - 2 first team and 6 second team CIS All-Canadians;
    - 16 athletes capturing CIS tournament or league honours;
    - 66 first team and 14 second team OUA All-Stars;

Inter-university Sport

2012-13 by the Numbers

National Results (CIS/CURA/CUSSL)

1 CIS 2nd Place Finish (W Soccer)
2 CIS First Team All-Canadians (Football, W Rugby)
6 CIS Second Team All-Canadians (Football [3], W Soccer, W Cross Country, W Hockey)
8 CUSSL All-Canadians (W Synchronized Swimming [8])
1 CUFLA All-Canadian (M Lacrosse)
2 CIS Major Award Winners (W Wrestling, W Rugby)
5 CIS Tournament All-Stars (W Soccer [3], W Rugby [2])
2 CIS Footballl Players of the Week
1 National 1st Place Individual Finishes (M Rowing)
1 National 2rd Place Individual Finishes (W Rowing)
1 National 3rd Place Individual Finishes (W Rowing)

Provincial Results

5 Team Titles (M Rugby, Cycling, M Fencing, W Hockey, W Rowing)
2 2nd Place Team Finishes (W Rugby, Figure Skating)
5 3rd Place Team Finishes (M Cross Country, M Rowing, W Squash, W Soccer, W Lacrosse)
12 1st Place Individual Finishes (W Rowing [3], M Rowing, M Fencing [3], W Fencing, Figure Skating [4])
11 2nd Place Individual Finishes (W Rowing [2], Cycling [2], M Fencing [2], W Fencing, Figure Skating [4])
6 3rd Place Individual Finishes (Figure Skating, M Rowing [2], W Rowing [2])
66 OUA First Team All-Stars (49 Fall/17 Winter Term)
14 OUA Second Team All-Stars (11 Fall/3 Winter Term)
4 OUA Rookie of the Year (M Basketball, M Rugby, W Rugby, M Squash)
4 OUA All-Rookie Team (M Basketball [2], M Volleyball , W Hockey)
10 OUA Special Awards (W Rugby, M Volleyball, M Hockey, M Squash, W Wrestling, M Soccer, M Rugby [3], Field Hockey)
3 OUA Athletes of the Week (W Soccer, M Rugby, W Hockey)
8 OUA Football Players of the Week

- 14 athletes capture major OUA league honours (Player of the Year, Rookie Teams, Outstanding Achievement);
- 3 coaches were recognized by their peers as Coach of the Year;
- 4 athletes were selected to compete on teams at the World University Championship Games (FISU) and 4 coaches/support staff attended the Major International Competitions as members of Team Canada.

- In terms of student-athlete support:
  - Over 80 contracted coaches provide leadership to Queen's teams;
  - The G.A.E.L.S academic support program (orientation, mentoring, tutoring); Strength & Conditioning and Athletic Therapy Internships provide over 143 student leadership positions offering assistance and integration with varsity teams and student-athletes.
- The continuation of many community partnerships which enhance our programs while contributing to sport development in our region: the Quest for Gold Coaching Wage Subsidy (W Hockey), Kingston Blue Marlins, Kingston Ice Wolves, Kingston Wrestling Club, Kingston Figure Skating Club, Local School Boards, as well as new relationships with groups such as the: Kingston Impact, Kingston FC, Kingston Sport and Social Club and Pegasus Volleyball;
- A detailed listing of award winners and team results is attached as Appendix A. (see attachment)

Facility and Operations

From a facility perspective, athletic facility use and access remained very strong. In 2012-13 the ARC was open 358 days, operating approximately 18 hours per day during the academic term and 15 hours per day during the non-academic term and surpassed 3 million member visits. Please see the sidebar for a snapshot of statistical usage information.

The ARC was programmed to capacity. In 2012, the warrantees on all equipment ended and equipment maintenance and renewal plans were activated. A preventative maintenance contract with a local company, Fitness Solutions, was established to ensure that all ARC equipment is operating at maximum efficiency and a significant reduction in the amount of down-time due to equipment related issues resulted. The decision to re-open the PEC's three gymnasiums was a welcome addition to our facility operations. Major re-surfacing of indoor courts was completed over the summer, including two of the gym floors in the PEC (Bartlett and Ross) bringing the quality of those two gyms up to varsity competition standards. The addition of the PEC's three gyms addressed previous facility constraints and limitations on indoor program growth faced within the ARC.

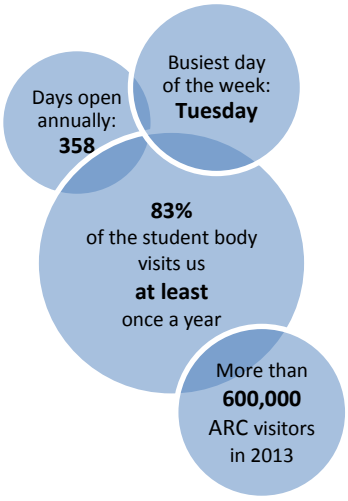
A major project for the A&R facilities was the Richardson Stadium Project. In the spring of 2013 the University received an engineering report that portions of Richardson Stadium were to be taken off-line in the interests of public safety. In collaboration with Advancement and Physical Plant Service, a major team effort was carried out on the stadium, including the purchase and placement of 26 temporary bleachers, to make ready the stadium for the 2013 athletic season and the return of homecoming activities.

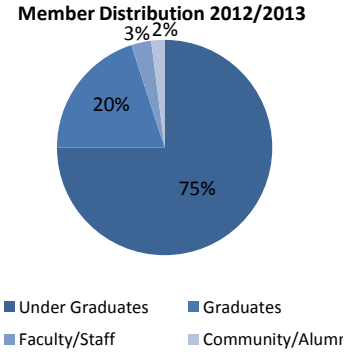
The Department (and Fields & Stadium Cabinet) remains committed to facility renewal and development (Stadium, Field House and Arena) and these projects are top priorities for A&R in the University's Initiative Campaign.

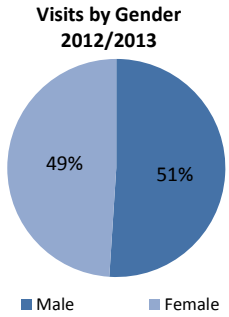
2012-13 highlights:

- Over 200 events are hosted in the ARC. In addition to sporting events, the ARC is configured to stage receptions, dinners, ceremonies, open houses, job fairs, rallies, etc.;
- The PEC re-open for exams in December 2012 and sporting activities in January 2013; the addition of the new court spaces expands participation opportunities by over 1500 spaces, effectively eliminates intramural waitlists, improves varsity

ARC Facts







team/club access to facilities and allows for increased university and community usage;

- Three fully operational artificial turf fields continued to improve access to and the quality of outdoor field space for recreation, varsity and community programming. In the summer months (April to mid-August) 95% of field use is related to community programs;
- Major resurfacing of gymnasiums was completed in addition to improvements in the physical sport structures in the PEC (i.e. installation of customer service areas, new poles systems, new backboards in Ross and Bews gyms);
- Significant community facility use partnerships are developed. Kingston Impact Basketball, Kingston Sport and Social Club, Pegasus Volleyball, and Ryatt Volleyball have all signed partnership agreements with Queen's Athletics, resulting in increased facility rental income. Many of these agreements also provide a direct benefit to programs via program linkages (i.e. coaching clinics, hosting competition that assist with recruiting activities);
- An internal review focuses the activities of this team to strictly facility operations, while another unit (Business Development) has taken on revenue generation and cross marketing ventures;
- Major staff changes occur: Anne Lindsay joins the A & R team as Manager of Facilities and Operations, while the procurement of a new Coordinator of Facilities and Operations is currently ongoing.

Marketing, Communication and Events (MCE)

The MCE service team is responsible for event coordination and staging, athlete and team promotion, advertising and sponsorship sales/servicing, communication, brand management and special events. The MCE team is focused on three overriding principles: 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.

Managing and enhancing our brand remains a top priority. Through the development of standardized promotions, marketing and merchandising platforms the "Q" brand continued to be highly visible and recognizable. New in 2012-13 was the introduction of the "Lead the Way" campaign. This campaign embraces and encompasses our varsity athletes; it defines what our Gaels varsity athletes are, what they stand for, how they behave and what they strive for. This campaign is heavily supported by the Varsity Leadership Council.

2012-13 highlights:

- Refresh of the GoGaelsGo website; adding greater prominence to the Recreation, Health and Wellness and Alumni activities; to date there has been a 46% increase in web-traffic;
- Over 600 media stories translating into more than 25 million impressions, worth over 1 million dollars in advertising revenue (source: FP Infomart);
- Partnered with QTV and QUAA to expand webcasting for 2013/14 to include all home football, basketball and volleyball games;
- 3,000+ fans follow us on Facebook, and 5,000+ fans follow us on twitter in 2012; social media continues to be a growth area to engage with our fans;
- Continued strong media partnerships (TV, radio, print) which include a student-athlete-of-the-week featured on 2 morning drive-in radio shows; over 22 games have been telecast locally or regionally and Gaels teams were involved in 3 national broadcasts (The Score);
- Over 200+ events hosted and promoted including larger ones such a Health and Wellness Fair, Athlete's BBQ, Academic All-Star Ceremony, 2 Colour Awards and the OUA's Figure Skating, Lacrosse and Rugby Championships;
- The Carr-Harris Cup game hosted at the K-Rock Centre (in partnership with K-Rock, KEDCO and Downtown Business Partners) drew over 3,100 fans (highest to date) to watch Queen's defeat RMC in the annual classic; this event continues to be the kick off to FebFest;
- Sponsorship activities rose with a 23% increase in revenue, highlighted by new sponsorships with McCoy's Bus Line, Subway and Diamond Hotel Management and a University wide partnership with Coke;
- The partnership with McCoy incorporates Gaels brand recognition through three fully wrapped buses. The buses have been wrapped in vinyl with images of Gaels athletes in action and showcase the new "Lead the Way" initiative (the branded buses made their debut at homecoming);
- Relaunch of the web-based QShop.ca merchandise program to be controlled by A&R – expected to generate $15k+ of new revenue in 2013-14;
- On campus communications continues to be a focus with the launch of several newsletters;
- "Get your 150" marketing campaign to focus on students getting their recommended 150 minutes of exercise a week was launched and will continue to build.

Finance and Administration

All 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 University Council on Athletics and Recreation (UCAR) Budget Committee to finalize the annual budget and statements for approval. It is also responsible for providing support and overseeing policies and procedures in the areas of financial management, administration and human resources.

2012-13 highlights:

- The implementation of a new budget model and UCAR approval process and timeline to map onto the University requirements;
- Achieved an increase of 14% in self-generated revenue over the previous year from sales and services ;
- 2012-13 represented year one of the A&R 2012-17 Strategic Plan. Work plan documents outlining the specific tactics for year one were realized and put into place;
- A new casual employment recruitment, hire and pay program was developed to create a coordinated process for hiring casual staff throughout A&R, which includes mandatory contracts and CPIC with vulnerable sector screening for all casual employees;
- The addition of three new cash receivable systems to accommodate the sales of the Athletic Therapy Clinic, the Q-shop web-site store and the on-line ticket sales;
- Restructure of the Finance Unit to accommodate the workload related to Human Resources and Payroll;
- The coordination of employment opportunities for more than 700 student staff in excess of 1.6 million dollars;
- Roll-out of the iwork program, as the department-wide standard tool used by all coordinators to schedule and pay their casual employees;
- Provision of professional development opportunities to 25% of our full time staffing compliment and additional training resources provided for our program-specific staff team.

Advancement

The Union Street Team, which operates very much like a faculty/school-based advancement unit, is part of the University's Campaign strategy of building Advancement strength to achieve several University Campaign fundraising priorities. Focus of the team is on activity that happens outside of the classroom, such as Athletics & Recreation.

Alumni engagement is a top priority for Athletics & Recreation and this team provides overall strategic direction and leadership to the Department's initiatives focusing on:

- Identifying, informing and igniting our deep alumni base
- Increasing communication fundraising support for Team/Club and Departmental priorities
- Establishing a platform for major gift preparation, planning and development

2012-2013 Highlights

- In 2012-13 the amount fundraised for A&R programs and teams was $924K. This represents a 48% increase over the fundraising amount of 2011-12 (629K);
- Opening of the new Nixon Field (former Kingston Field) through successful fundraising activity from alumni, A&R, Rugby booster club and players;
- Launch of the 'Champion's Club' annual giving program with specific brochures for each varsity team, and a general brochure for varsity clubs;
- Educational program with Varsity Leadership Council (VLC) around student philanthropy, its direct impact on teams, and student-athlete involvement; extending the Queen's ThankQ Program to student-athletes (peer-to-peer fundraising);
- Securing additional student-athlete scholarship support by adding 3 new endowed and 4 new expendable funds;
- Participation in the Alumni Volunteer Summit and Sports Symposium "Winning with Alumni" hosted in Fall 2012 with the following presentations given: Booster Clubs – Gateways to Alumni, Recruiting – Next season's Roster, Putting the FUN in FUNdraising;
- Significant increase of team communications (electronic and letter based) from Coaches (66), Booster Executives (17), including solicitation requests (7) and newsletters (20);
- Launch of departmental newsletter circulated 3 times in its first year;
- Creation of 3 mini-cases to support Campaign Priorities: Coaching Leadership, Athletic Awards, and Programs;
- Several alumni reunions/games/events with fundraising directed to associated booster clubs (i.e. Golf Tournaments, Hall of Fame, Dinner/Dance Fundraisers, Silent Auctions);
- At the end of this reporting period, we have achieved 23 % of our targeted 32 million campaign target.

2012-2017 A&R Department Priorities

At the conclusion of a comprehensive strategy review and process the following three areas were identified as the Department's major priorities for 2012-2017 period. The Strategic Plan also articulates strategies, tactics and measureable objectives that each service team will undertake to accomplish the major priorities.

1. *Alumni Engagement* which includes:
   a. Identifying, informing and igniting our deep alumni base – allowing for engagement with a broader body of our Alumni who might potentially contribute to and participate in a variety of strategic projects, programs and initiatives.
   b. Increasing communication and fundraising support for Team/Club and Department priorities.
   c. Establishing a platform for major gift preparation, planning and development (includes new facility development).

2. *Health and Wellness* which includes:
   a. The development and implementation of a comprehensive marketing and communication strategy that i) profiles A&R as a leading voice and provider of Health and Wellness and ii) promotes A&R and its programs and services on our campus and in our community.
   b. Engage and form partnerships across the Queen's and Kingston communities that assist in the development of a coherent and unified strategy to issues of health and well-being as these relate to sport, recreation and physical activity. This includes research of best practices and comparative metrics with other similar institutions.

3. *Reaching for Excellence* which includes:
   a. Varsity teams are perennial OUA and CIS contenders – tactics include community engagement, brand and tradition, student-athlete recruitment and support, building successful programs that win championships and Queen's as a perennial Top Five school in athlete and team performance.
   b. Operationalizing the Sport Model, providing the framework for Varsity/Recreational Clubs to achieve their full potential encouraging creativity, innovation and entrepreneurship in program planning and delivery in a club driven model.
   c. Develop and grow a culture of performance, at all levels of the Department, that is reflected in our shared values, beliefs, attitudes, goals and actions to achieve a focus on superior execution across all programs and services.

2012-2013 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 Maintaining Facilities (ARC, Fields and Stadium)*. The use of equipment and facilities are extremely high and increased wear and tear is resulting. The high volume use is requiring repairs/maintenance/replacement to equipment and facilities earlier than anticipated. Operation and reserve allocations are being managed effectively, however due to current use levels and patterns, additional funding for maintenance and an earlier draw on reserves is required. Additional resources are being allocated to maintenance and reserves to ensure we maintain/replace our equipment/facilities at an acceptable standard.

   Richardson Stadium is a major concern. Although significant work was performed on the stadium bleachers this past year, the condition of the stadium's physical infrastructure (block house and systems) is well past its life span and is deteriorating annually. Monitoring of this situation and annual repair continue, however more significant structural repair will be required within the near future. Stadium renewal and development is a top priority for the Department and within the Initiative Campaign.

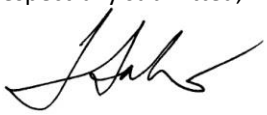
2. *Changes in OUA and CIS Landscape*. As a result of the growing number of institutions joining the OUA/CIS and/or current members offering new programs, there has been significant impact to league operations. The current level of growth in the OUA alone (5 new programs in 2013-14) has significant budgetary impact to sport schedules, travel, hosting and all other related program areas. League governance and regulations (eligibility and scholarship) are also under discussion with the AUCC Executive Heads providing direction on matters of substance. Decisions related to future direction (both OUA and CIS) impact directly on Queen's ability to resource programs at a similar level as peer institutions to ensure that we remain competitive.

3. *Self-Generated Revenue* – A&R is aggressively targeting 5-10% revenue growth in programs that are revenue producing. We are beginning to see the maximum level of revenues in certain areas (sponsorship, camp revenues) and there is a limit to how much additional growth is available from existing properties. The focus for 2012-13 and beyond will be to concentrate on growth areas (i.e. web store) and/or new initiatives (alumni activation, field rentals).

4. *Use of other External Sport Venues* – A&R currently has user agreements with several external venues to support current intramural, club and varsity programs (Memorial Centre, RMC Field House, etc.). Our ability to offer desired and/or competitive programs is affected by the following risks:
   - In 2013-14, A&R will assume the full cost of the Memorial Centre Rental. These costs were not anticipated when the budget model for the 2009 referendum was prepared and will have an significant impact on the A&R annual budget, the referendum cycle and timeline.
   - Access to the external venues (space and/or time) is becoming an ongoing challenge as there is increased time/demand on these venues from their internal/other groups and/or there are policies that limit access for our programs to certain times of the day.

In summary, 2012-13 was a very successful year for A&R with many accomplishments across the broad spectrum of programs and services. 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 forging 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 2010-13

PROGRAM OUTCOMES	2010-11	2011-12	2012-13
Academic All Stars	286 (includes varsity clubs)	288 (includes varsity team, varsity club)	Not known until Fall 2013
Provincial Results – Team	4 provincial championships, 2 OUA 2nd Place Finishes, 7 OUA 3rd Place Finishes	5 provincial championships, 5 OUA 2nd Place Finishes, 6 OUA 3rd Place Finishes	5 provincial championships, 2 OUA 2nd Place Finishes, 5 OUA 3rd Place Finishes
Provincial Results – Individuals	11 Gold, 5 Silver, 13 Bronze	11 Gold, 11 Silver, 9 Bronze	12 Gold, 11 Silver, 6 Bronze
National Results – Team	1 CIS Championship, 1 CIS Bronze Medal	1 CIS Championship, 2 4th place finishes	1 CIS 2nd place finish
National Results - Individual	No top 3 finishes	1 CURA Gold (Rowing – M), 1 Bronze (Synchro – W)	1 CURA Gold (Rowing – M), 1 CURA Silver (Rowing – W) 1 CURA Bronze (Rowing – W)
Other National Competition Results	1 Silver, 4 Bronze	1 National Championship (Ultimate W), 1 2nd Place Finish (Ultimate – M)	3 4th Place Finishes (Ultimate – W, Rowing - W, Synchro)
International Participation/Representation	4 – FISU Winter Games (M Curling)	6 – FISU Summer Games (1 Volleyball M, 1 Volleyball W, 2 Soccer W and 1 Coach {Volleyball W) and 1 Games Staff	1 – FISU World Golf 1 Coach {Golf), 1 – FISU W-Rugby Sevens member 1 - Rugby National Player (Injury Relacement) 1 – MBB Assistant Coach for National Cadet FIBA U-17
OUA All-Stars	36 First Team, 16 Second Team	40 First Team, 17 Second Team	66 First Team, 14 Second Team
OUA Athletes of the Week	7 times	5 Times	3 Times
OUA Major Award Winners	4 – Football (2), Soccer W (1), Hockey M (1)	11 – Football, Rugby W, Volleyball W, Hockey M (3), Hockey W, Soccer W (2), Volleyball M (2)	10 – Basketball M, Rugby M (2), Rugby W, Squash M, Wrestling W, Volleyball M, Rugby W, Field Hockey, Hockey M
OUA All-Rookie Team	3 (2 F, 1 M)	3 (2 F, 1 M)	4 (1 F, 3 M)
OUA Coach of the Year	3 (Soccer W, Rowing W, Football – Volunteer)	0	3 (Rugby M, Soccer M, Rowing W)
CIS All-Canadians	3 First Team, 3 Second Team	2 First Team, 7 Second Team	2 First Team, 6 Second Team
CIS All-Star Team Selections	6	5	5
CIS Player of Game Awards	9	6	9
CIS Major Awards	0	2 (Soccer, W, Volleyball W)	2 (Rugby W, Wrestling W)
Other Major Awards	2 OUA Teams of the Month (Soccer W, Hockey W)	1 CIS Athlete of the Week, 2 OUA Teams of the Month (Football, Volleyball W), 7 Football Players of the Week,	8 Football Players of the Week

2010-13 Athletics and Recreation - Major Award Recipients

Q's Award	2010-11 Winner	2011-12 Winner	2012-13 Winner
Jenkins Trophy	Jonathon Lawrance - Hockey	Osie Ukwouma – Football	Jackson Dakin – Volleyball
P.H.E. 55 Alumnae Trophy	Katie Matthews - Volleyball	Natalie Gray - Volleyball	Riley Filion – Soccer
Jack Jarvis Trophy	Liam & Pat Twomey - Cycling	Michael Nishiyama – Track	Francois Beaucage-Gauvreau – Fencing
Marion Ross Trophy	Lisa McLaughlin - Lacrosse	Emily Young – Figure Skating	Alex Cross –Synchro Swimming
Jim Tait Trophy	Women's Soccer	Women's Soccer	Women's Soccer
Award of Merit Trophy	Men's Fencing	Men's Fencing	Men's Fencing
Alfie Pierce Trophy (Male - Team)	Sam Sabourin - Football	Matt Christie - Rowing	Sukhpreet Singh – Basketball
Alfie Pierce Trophy (Female - Team)	Liz Boag - Basketball	Jessica Deboer – Soccer	Nadia Popov – Rugby
Alfie Pierce Trophy (Male - Club)	Etienne Moreau – Cycling	Al Quincy – Fencing	Mo Hamour – Squash
Alfie Pierce Trophy (Female - Club)	Renee Tse – Figure Skating	Haley Smith - Cycling	Julie-Anne Staehli – Track & Field
Hal Dunlop Shield (Varsity Support Service Award as of 2013)	Krisha Quinn	Leah Franco	Geoff Johnston (Athletic Therapy), Alex Pianosi (Athlete Services), Tracy Wong (Home Events) and Doug Davidson (Strength and Conditioning)
Michael J. Rodden Award	Not Awarded	Ann Browne, Bob Polegato, Claude Bellarose, David Crabb (PPS Services)	Not Awarded
Queen's Special Recognition Award	Dave Ross – Queen's Athletic Therapist & Bill Sparrow – Queen's A&R Employee	Dr. Wayne Spotswood, Dr. David Walker, Dr. Steve Bagg (Football, Hockey Doctors)	Not Awarded
Outstanding Performance of the Year Award	Jackie Tessier – Soccer & Mel Dodd-Moher - Hockey	Joren Zeeman - Volleyball	Morgan McHaffie – Hockey Liam Underwood - Rugby

2010-13 Team Results

TEAM	YEAR								
	2010-11			2011-12			2012-13		
	# of Athletes			# of Athletes			# of Athletes		
	M	F	League Result	M	F	League Result	M	F	League Result
Baseball							24		8th OUA
Men's Basketball	19		7th OUA East,	14		7th OUA East,	17		5th OUA East, Lost OUA East Quarter-final
Women's Basketball		13	5th OUA East, Lost OUA East Quarter-final		12	4th OUA East, Lost OUA East Quarter-final		15	5th OUA East, Lost OUA East Semifinal
Cheerleading	11	15	2nd at Can. Univ. Championship	16	19	3rd at Can. Univ. Championship	12	25	2nd at Can. Univ. Championship
Cross Country	27	24	M - 5th OUA, 5th CIS W - 3rd OUA, 9th CIS	15	11	M – 3rd OUA, 4th CIS W – 5th OUA, 10th CIS	11	14	M – 3rd OUA, 5th CIS W – 6th OUA, 11th CIS
Curling	6	5	M - 8th OUA, W – 10th OUA	6	6	M- 5th OUA W – 6th OUA	7	7	M- 4th OUA W – 7th OUA
Cycling	24	12	Won University Cup Series	32	12	Won University Cup Series	19	7	Won University Cup Series
Fastpitch		12	10th OIWFA		13	10th OIWFA		14	8th OIWFA
Fencing	14	12	M - OUA Champions, W 4th OUA	33	29	M- OUA Champions W – 3rd OUA	32	31	M- OUA Champions W – 2nd OUA
Field Hockey		23	7th OUA		19	7th OUA		20	6th OUA
Figure Skating	2	22	3rd OUA	2	18	2nd OUA	2	18	2nd OUA
Football	87		6th OUA, Lost OUA Quarter-final	84		3rd OUA, Lost OUA Semifinal	91		3rd OUA, Lost OUA Semifinal
Golf	11	6	M – OUA Bronze Medal, W – OUA Bronze Medal	9	6	M – OUA Silver Medal W – 6th OUA	12	7	M – 5th OUA W – 8th OUA
Women's Hockey		22	4th OUA, OUA Champions, CIS Bronze Medal		21	4th OUA, Lost OUA Quarter-final		22	OUA Champions, CIS 6th
Men's Hockey	26		5th OUA East, Lost OUA East Quarter-final	26		8th OUA East, Lost OUA East Quarter-final	28		7th OUA East, Lost OUA East Quarter-final
Lacrosse	23	20	M – 5th CUFLA, W – OUA Bronze Medal	31	19	M – 6th CUFLA W – OUA Bronze Medal	39	18	M – 3rd CUFLA W – OUA Bronze Medal
Nordic Ski	7	7	M - 7th OUA, W – 7th OUA	13	14	M – 6th OUA W – 6th OUA	14	17	M – 7th OUA W – 6th OUA
Rowing	32	37	M - 3rd OUA, 7th CURA W - OUA Champions, 4th CURA	21	22	M – 3rd OUA, 4th CURA W – 2nd OUA, 4th CURA	25	23	M – 3rd OUA, 5th CURA W – OUA Champions, 4th CURA
Men's Rugby	44		3rd OUA, OUA Bronze Medal	31		2nd OUA, OUA Silver Medal	36		OUA Champions
Women's Rugby		35	1st OUA Russell Div., OUA Silver Medal, 5th at CIS		29	2nd OUA Russell Div., Lost OUA Semifinal		32	1st OUA Russell Div., OUA Silver Medal, 5th at CIS
Sailing	17	13	Ranked 29th of 46 in MAISA	24	18	Ranked 38th of 50 in MAISA	26	22	Ranked 22nd of 50 in MAISA
Men's Soccer	27		4th OUA East, Lost OUA Quarter-final	25		4th OUA East, Lost OUA Playoff	25		1st OUA East, Lost OUA Bronze
Women's Soccer		26	1st OUA East, OUA Silver Medal, CIS Champions		26	1st OUA East, OUA Gold Medal, CIS Champions		27	2nd OUA East, OUA Bronze, CIS Silver
Men's Squash	16		OUA Silver Medal	13		OUA Silver Medal	14		4th OUA
Women's Squash		11	4th OUA		12	5th OUA		14	OUA Bronze Medal
Swimming	5	11	M - 11th OUA, W – 10th OUA	9	13	M – 9th OUA W – 10th OUA	9	14	M – 9th OUA W – 8th OUA
Synchronized Swimming		28	4th CUSSL		31	3rd CUSSL		31	4th CUSSL
Track	15	6	M - 7th OUA, 16th CIS W - 8th OUA, 21st CIS	18	5	M – 10th OUA, W – No team results	20	7	M - 9th OUA W - 8th OUA, 16th CIS
Triathlon	12	15		20	30		22	38	
Ultimate	28	18	M – 9th CUUC, W – 4th CUUC	37	21	M – 2nd CUUC W – CUUC Champions	25	32	M – 3rd CEUUC (Did not compete at National) W – 4th at CUUC
Men's Volleyball	16		3rd OUA, Lost OUA Semifinal	17		3rd OUA, OUA Gold Medal, Lost CIS Bronze	19		4th OUA, Lost OUA Quarterfinal
Women's Volleyball		17	3rd OUA East, Lost OUA Quarter-final		18	3rd OUA, OUA Gold Medal, Lost CIS Consolation		18	4th OUA, Lost OUA Quarterfinal
Water Polo	17	23	M - 5th OUA, W – 4th OUA	22	25	M – 6th OUA W – 4th OUA	19	21	M – 5th OUA W – 5th OUA
Wrestling	6	4	M - 7th OUA, W – 7th OUA	8	3	M – 6th OUA W – 6th OUA	7	7	M – 8th OUA W – 7th OUA
Total Male/Female Athletes	492	437	Total Male/Female Athletes	526	452		555	501	
Total Athletes	929			978			1056		