

Newfoundland and Labrador Sports Centre

Activity Plan

2014-2017

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1. Message from the Chair

Dear Minister:

On behalf of the members of the Board of Directors for the Newfoundland and Labrador Sports Centre Inc. (NLSC), I am pleased to submit this three-year Activity Plan for 2014-17 which has been prepared in compliance with the *Transparency and Accountability Act*. The NL Sports Centre is a Category 3 Government Entity.

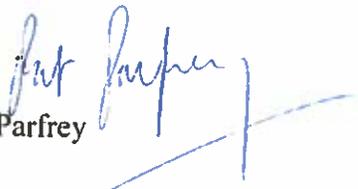
In the development of this plan, the Board has considered its primary objectives:

- a) to conduct overall management, maintenance and operation of the NL Sport Centre to ensure a high quality facility that allows Newfoundland and Labrador Provincial Sports Organizations the opportunity to implement and develop programs through training and competition; and
- b) to provide a high performance program that promotes and supports increased physical conditioning, skill development and overall athlete development.
- c) to build upon the policies and procedures established in the first planning cycle, including the modification and development of new policies as required.

The Sports Centre has also considered the Strategic Directions of Government, particularly that which states support for an inclusive healthy and active future for individuals, families and communities through participation in physical activity, recreation and sport. In addition, the Board has considered the role of the NLSC in the Provincial Recreation and Sport Strategy, *Active, Healthy NL*.

My signature below is indicative of the Board's accountability for the preparation of this report and the achievement of the objectives therein.

Sincerely,


Pat Parfrey

2. Overview

The Newfoundland and Labrador Sports Centre is a world-class, state-of-the-art athlete training facility, and was officially opened in July 2008. It serves as a venue for athlete training and for hosting provincial, national and international competitions for more than 70,000 athletes, coaches and administrators that make up Sport Newfoundland and Labrador. The Centre is operated as a Provincial Crown Corporation, and includes two separate facilities on the same site; a multi-purpose indoor training facility and a high performance centre.

The indoor training facility, known as The PowerPlex, provides the province's elite athletes with access to a boxing/combat room, locker and shower rooms and a 2,944 square metre (or 32,000 square foot) gymnasium, which is large enough to have four basketball, seven volleyball or seven badminton courts playable at any one time.

The high performance centre, known as the Dr. Noel Browne High Performance Centre, is an extension to the adjacent Swilers Rugby Club, and includes a multi-purpose meeting room, three offices, and a strength and conditioning room which is on equal scale and of equal quality to many of North America's professional sports teams' facilities.

During the 2014-17 planning cycle, the Board of Directors will support Government's strategic direction of Physical Activity, Active Recreation and Sport, as well as the provincial Recreation and Sport Strategy, *Active, Healthy Newfoundland and Labrador* (2007).

The Board of Directors is made up of representatives drawn from a range of the sport and recreation community who have far-reaching experience in the field. As of April 1, 2014, the board of the NLSC includes: Dr. Patrick Parfrey, OC (Chair); Tanya Haywood (City of St. John's); Sandy Hickman (City of St. John's); Tom Godden (Sport NL); David Nofall (Sport NL); Sean Gillespie (Swilers Rugby Club); Dr. Noel Browne (Swiler's Rugby Club); Government of NL Representatives, Andrew Battcock; Denise May; Dave Tibbo; Janine Woodrow; Andrew Bruce; Mark Jones (Department of TCR).

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3. Mandate

The mandate of the NLSC Board, as described under the objects of the Corporation, is:

- a) to manage, maintain and operate the Newfoundland and Labrador Sport Centre;
- b) to provide a high quality facility that allows Newfoundland and Labrador Provincial Sports Organizations the opportunity to implement and develop programs through training and competition; and
- c) to provide a high performance program that promotes and supports increased physical conditioning, skill development and overall athlete development.

4. Values

In its operation, the NLSC maintains the following values:

Safe

- Each person at the NLSC will work to provide a safe environment in which the Provincial Sport Organizations are able to implement their programs.

Excellence

- Each person at the NLSC will work to encourage and promote excellence for provincial athletes.

Accessible

- Each person at the NLSC will work to ensure the facility is accessible to the citizens of Newfoundland and Labrador through the Provincial Sport Organizations, school groups, hosting of events, and for cardiac patients and the elderly.

5. Vision

The vision of the NLSC is to be a vehicle to facilitate the overall development of Provincial Sports Organizations, their programs and athletes, in every sport, at all ages, so that they realize their athletic potential through sport specific training, advanced sports performance training programs, scientifically designed to maximize human sports performance.

The NL Sports Centre will also satisfy the requirement to encourage, attract and host high- level sporting events that can showcase these potential increases in athletic performance.

6. Lines of Business

The three primary Lines of Business for the NLSC are as follows:

Operation of the Sports Centre

The NLSC operates seven days per week and as such, the daily operations of such a facility require a great deal of time and focus. This includes the management of human resource issues, maintenance of the centre, managing bookings, procuring required items and the management of information technology needs, among others.

Athlete Development and Training

The NLSC complex includes two buildings – a multi-purpose indoor training facility (the PowerPlex) and a high performance centre (Dr. Noel Browne High Performance Centre). These facilities enable athletes and teams to access training space and to help achieve a higher level of athletic success.

Sport Event Hosting

The NLSC complex serves as a venue to host provincial, national and international competitions for Sport Newfoundland and Labrador.

7. Primary Clients

The NLSC is overseen by a board and represents a partnership among two levels of Government (Provincial and Municipal), the Sports Community and the Private Sector. Because of this, the primary clients of the Centre are numerous, including:

- The Provincial Sport Organizations: Sport Newfoundland and Labrador, School Sport Newfoundland and Labrador, and Recreation Newfoundland and Labrador
- Government of Newfoundland and Labrador, specifically the Department of Tourism, Culture and Recreation
- The City of St. John's
- Newfoundland and Labrador elite athletes
- Newfoundland and Labrador schools
- Memorial University of Newfoundland and Labrador, particularly the School of Human Kinetics and Varsity Athletics
- Cardiac patients and the elderly for rehabilitation
- The public.

8. Mission

In light of the mandate of the NLSC, the Board has reviewed the mission of the Department of Tourism, Culture and Recreation, that:

By 2017, the Department of Tourism, Culture and Recreation will have provided opportunities for enhanced participation by citizens engaged in developing and promoting tourism, arts, heritage and physical activity, recreation and sport so that the province is a better place in which to live, visit and work.

The NLSC contributes to this in the following ways:

- Through offering a high performance multi-sport training facility where administrators, coaches and athletes of all ages will have access to unparalleled expertise and a full range of comprehensive and integrated support services to supplement the use of high quality equipment, facilities and partnerships;
- By working toward producing athletes with strength, speed, power and discipline that are capable of putting these qualities into play in competitions at Regional, Atlantic National and International levels through the High Performance Program;
- By providing the Provincial Sports Organizations with not only a forum to train and increase athletic performance but also a venue to showcase their skills by hosting Sporting events at all levels where possible.

9. Objectives – Support the Provision of a High-Quality, State-of-the-Art Training Facility

The NLSC is a world-class, state-of-the-art athlete training facility, whose construction was funded by three levels of government, the sports community and the private sector. An annual operating grant is provided by the Government of Newfoundland and Labrador through the Department of Tourism, Culture and Recreation.

The Centre is operating at high usage levels for the majority of the year and it is projected that the current equipment and infrastructure will begin to require replacement in the near future. With equipment and infrastructure assessments undertaken regularly it will be necessary to continue upgrades and improvements based on requirements and stakeholder feedback. NLSC's key for success is appropriately planning for future requirements within its fiscal resources. This planning is to be conducted while ensuring the day-to-day function of the centre, which includes the hosting of sporting events, is not compromised.

The NL Sports Centre's High Performance Program (HP Program) endeavors to offer all athletes competing in the Canada Games access to sport specific Strength and Conditioning training under the supervision and direction of Certified Strength and Conditioning Specialists. The athletes have access to Riley's Room Strength and Conditioning Area, the Powerplex gymnasium, and the Combat Room at the NL Sports Centre for program delivery. The HP Program can also offer athletes access to professionals in the areas of Nutrition, Psychology, and Physiological testing. This program is offered at no cost to the Athletes. The NLSC's HP Program aims to establish an environment that allows selected Canada Games teams and athletes the best opportunity for competitive success at the Games.

Furthermore, the Board will continue to build upon the policies and procedures established in the first planning cycle, including the modification and development of new policies as required.

These key issues are aligned with the Strategic Direction of Strengthening Public Participation in Physical Activity through Recreation and Sport, and are also in line with Government's Recreation and Sport Strategy, *Active, Healthy NL (2007)*. Specifically, the relevant key directions of ; increasing involvement and participation, improving access for all, strengthening public sector support of recreation and sport, reaching our potential through enhanced excellence and, building capacity through infrastructure. The sixth key direction of building human resource capacity has less relevance for this plan.

The NLSC will report on the following objectives for the years 2014-15, 2015-16 and 2016-17. Each year, it will report on progress toward these objectives and identify new indicators for the relevant year.

Objective 1: By March 31, 2015, 2016, 2017 the NL Sports Centre will have supported the provision of a high-quality, state-of-the-art training facility for Newfoundlanders and Labradorians

Measure: Supported the provision of a high-quality, state-of-the-art training facility

Indicators:

- Hosted sports events at all levels
- Undertaken an equipment and infrastructure assessment to appropriately plan for future requirements
- Conducted a background review to determine policies required

Objective 2: By March 31, 2015, 2016, 2017 the NL Sports Centre will have provided programming support for the elite and High Performance athletes of Newfoundland and Labrador.

Measure: Provided programming support for the elite and High Performance athletes of Newfoundland and Labrador

Indicators:

- Targeted Teams and Athletes active in High Performance Program
- Provision of a facility with necessary equipment and infrastructure for HP training.
- Established linkages with HP Sport partners.
(Canadian Sports Centre Atlantic and other Atlantic Provinces)

Pursuant to *the Transparency and Accountability Act*, the Newfoundland and Labrador Sports Centre Board will submit annual Activity Reports at the end of each fiscal year.

Appendix I – Strategic Directions

Strategic Directions

Strategic directions are the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by Government through platform documents, Throne and Budget Speeches, policy documents, and other communiqués.

The *Transparency and Accountability Act* requires departments and public bodies to take into account these strategic directions in the preparation of their performance-based plans. This action will facilitate the integration of planning practices across Government and will ensure that all entities are moving forward on key commitments.

The Strategic Direction that is relevant to the Newfoundland and Labrador Sports Centre Board is Strengthening Public Participation in Physical Activity through Recreation and Sport.

Outcome: Support for an inclusive healthy and active future for individuals, families and communities through participation in physical activity, recreation and sport.

| Focus Areas of the Strategic Direction | This Direction is Addressed in the NLSC Activity Plan |
|---|---|
| Review and identify relevant priority areas of the Recreation and Sport Strategy and its six key directions. | ● |
| Promote inclusive participation in, and awareness of the benefits of, lifelong physical activity and participation in sport and recreation. | ● |
| Provide support to community recreation and sport programs and initiatives. | ● |
| Support hosting of Canada Summer Games in 2021. | ● |