



2012 ASPC Americas Continental Forum Report

To: Association of Sport Performance Centers

From: Canadian Sport Institute Ontario

Date: December 18, 2012

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1 EXECUTIVE SUMMARY

The **Association of Sport Performance Centres (ASPC)** and the **Canadian Sport Institute Ontario (CSIO)** hosted the second Americas Continental Forum October 18-20th, 2012, in Toronto, ON, Canada, at the University of Toronto (Hart House).

The CSIO was excited to have the opportunity to host this Forum, as part of the outreach commitment to share, support and learn from North, South, Central Americas and the Caribbean countries in the lead up to the 2015 Pan/Para Pan American Games. The theme of the Forum was '**Developing the Leader**', and offered an environment for the exchange of knowledge and professional development to High Performance sport centre leaders.

Over the three days of the Forum, delegates had the opportunity to learn from inspiring keynote speakers, as well as to share learnings and best practices amongst each other. There was a strong turnout (55 delegates) of High Performance sport leaders from Training Centres, NOCs and Ontario Universities representing Canada, the United States, Brazil, Costa Rica, France, Guyana, Puerto Rico, Spain and St. Lucia.

Keynote speakers discussed topics surrounding the shaping and management of High Performance Sport Centres, strengthening governance, leadership skills, and facilitated the knowledge exchange amongst leaders of the international Centres. Highlights from the Forum include:

- ✎ Anne Merklinger (CEO - Own the Podium) spoke on the topic of **Making Difficult Decisions**. Own the Podium's mantra of "award not reward" was a powerful statement on how to invest resources for long term sustainable outcomes.
- ✎ Chris Overholt (CEO - Canadian Olympic Committee) spoke on the topic of **Leadership in Sport**. The quote "change is inevitable, growth is optional" resonated as one of the pivotal statements of the Forum.
- ✎ Chris Rudge (Chairman - Canadian Sport Institute Ontario) spoke on the topic of **Business leaders vs. Sport leaders**. One of the key statements from this speaker was "Results Matter" – without this focus you compromise."
- ✎ John Underwood (Director – American Athletic Institute) spoke on the topic of **Social Trends in Athletes**. The concept of the "24 hour athlete" and how the coach is often responsible for only a small fraction of the total day highlighted the need for athlete responsibility and professionalism.

- 🔗 **Panel Discussion** with Joaquim Cruz, Chelsey Gotell, Alexandra Orlando, Ben Titley and Jerry Tonello. Candid reflections from HP coaches and athletes who have performed at the highest levels internationally.

2 FORUM OVERVIEW

Forum Theme:	Developing the Leader
Location:	Toronto, Ontario, Canada
Dates:	October 18-20 th , 2012
Host Forum Hotel:	Courtyard by Marriott Downtown Toronto
Forum Venue:	Hart House (University of Toronto)
Banquet Dinner Venue:	Atlantis Pavilions
Targeted Audience:	HP Training Centres, NOCs, Universities
Forum Participants:	55

3 FORUM PREPARATION SUMMARY

3.1 Forum Organizing Committee and Staffing

The 2012 ASPC Americas Continental Forum Organizing Committee was comprised of Dale Henwood (ASPC Treasurer; CSC Calgary President & CEO), Tracy Lamb (ASPC Vice President for Americas; US Olympic Training Centre Chula Vista Director), Debbie Low (CSI Ontario CEO), and Tommy Wharton (CSI Ontario Director Sport Performance).

In addition to the Organizing Committee, the CSI Ontario employed an ASPC Coordinator who was responsible for the organization and implementation of the Forum. CSI Ontario staff allocated to this project included Laura Corbett, Sheila Galloway, and Kyle Burrows.

In the 6 months leading up to the Forum the Organizing Committee had monthly conference calls. Internally the CSI Ontario staff initiated bi-monthly meetings in the 4 months leading up to the event and weekly meetings in the 4 weeks preceding the event. In addition to the meetings/conference calls there was regular email communication between committee members and staff.

3.2 Forum Venues & Logistics

The 2012 ASPC Americas Continental Forum was held in three venues.

1. Courtyard by Marriott Hotel Downtown Toronto
This was selected as the host Forum hotel due to its close proximity to the Forum venue (the Hart House at the University of Toronto). This location

offered the delegates a short 10 min walk from the hotel through the University grounds.

The Forum Opening Reception was held at the Courtyard by Marriott, which provided an appropriate and convenient location for delegates and keynote speakers.

2. Hart House – University of Toronto

The Forum itself was held at the Hart House October 19-20th, which was a stunning venue not just in terms of hosting an event but also to provide delegates with an impression of the culture, diversity and history in Toronto.

3. Atlantis Pavilion

The Banquet dinner to conclude the Forum on Saturday, October 20th was held at this unique landmark located on Toronto's waterfront.

All three venues received outstanding reviews from the delegates and keynote speakers.

3.3 Forum Registration

An online registration site was created for the 2012 ASPC Americas Continental Forum through Eventbrite.ca, a free online service that enables event creation, promotion and ticket sales. In addition to this, to ensure there was no issue with language barriers, a word document Registration form was created, translated into both French and Spanish, and distributed to appropriate NOCs and HP Training Centres.

A Forum registration fee (\$100 CAD) was charged to HP Training Centres or NOCs who were not a member of the ASPC but wished to attend the Forum. Any HP Training Centres who were members of the ASPC were provided with two complimentary registrations, and had the option to register additional delegates for the Forum registration fee (\$100 CAD).

3.4 Forum Communication

The 2012 ASPC Americas Continental Forum was advertised to targeted entities including:

- ASPC website and member associations
- Canadian Sport Centre network
- United States Olympic Committee network
- Flyers distributed at target events (IAAF Junior Worlds, London Olympics)
- South and Central Americas, and Caribbean countries NOCs
- Targeted invite list (Ontario Universities, TO2015, Own the Podium, Canadian Olympic Committee, Canadian Paralympic Committee, Sport Canada)

The documents created to communicate the Forum (Poster, Registration forms, Subsidy application forms) were translated into French and Spanish. The original intention was to translate all keynote speaker presentations and provide on-site translation services. However, as a result of the low number of attending delegates who would require translation the PowerPoint translation and on-site translation was cancelled due to the high cost of providing these services.

3.5 Forum Materials

Medallion Press was hired to design the Forum Poster, Forum booklet, ASPC signage and banner. The ASPC banner has been donated for use at future Forums, and was given to Brazil as the host of the 2013 VIII International Forum on Elite Sport.

All delegates were provided with a Forum participant pack which included a CSC Ontario branded Adidas sack pack containing a notebook & pen, flash drive, Forum booklet, TO2015 pins & wristbands, Toronto Tourism books, and evaluation forms.

All keynote speakers were provided with a Forum participant pack (as above) as well as a gift following their presentation (thank you card, Olympic mitts, Ontario wine).

3.6 TO2015 Subsidy Applications

Through the financial support provided by Toronto 2015, the CSI Ontario was able to offer 10 subsidies to eligible delegates from South and Central Americas, and the Caribbean countries in the amount of \$1500 CAD per person to offset the travel expenses of attending the Forum.

Communication and promotion of the TO2015 subsidies were distributed to Pan American NOCs and HP Training Centres through Toronto 2015, ASPC, and the USOC. In addition to this the CSI Ontario sent communication directly to targeted NOCs.

The deadline to submit the subsidy application was extended twice due to the initial lack of awareness of the opportunity and the timing of the 2012 Olympic and Paralympic Games.

The following delegates were awarded the TO2015 subsidy:

- Comite Olimpico de Costa Rica – Silvia Pinto
- Guyana Olympic Association – Aliann Pompey
- Comite Olimpico de Puerto Rico – Ramon Feliciano
- Saint Lucia Olympic Committee – Keyva Lashley

The Association of National Olympic Committees of the Organisation of Eastern Caribbean States (OECS), the Cayman Islands Olympic Committee (CIOC) and the Caribbean Association of National Olympic Committees (CANOC) expressed interest

and were eligible for the subsidy, however due to timing of conflicting Caribbean conferences, general assemblies and travel visa issues had to decline attending the Forum.

3.7 Funding

The hosting of the 2012 ASPC Americas Continental Forum was made possible with financial sponsorship from the following partners of the Canadian Sport Institute Ontario:

- Canadian Olympic Committee (COC)
- Ministry of Tourism, Culture and Sport (MTCS)
- Sport Canada
- Toronto 2015

4 FORUM EXECUTION SUMMARY

4.1 Forum Schedule

Thursday October 18th, 2012

- The Forum began on Thursday with a two hour Registration window at the host hotel (Courtyard by Marriott)
- Registration was followed by a catered Welcome Reception featuring keynote speaker Ian Troop, Chief Executive Officer Toronto 2015
- Ian Troop gave an overview of the preparations to date for the 2015 Pan Am/Parapan Am Games

Friday October 19th, 2012

- Breakfast was provided to all delegates prior to the start of the Forum from 8:15-9:00am at the Hart House
- There were three presentations prior to the lunch break by Joaquim Cruz, Panelists (Joaquim Cruz, Chelsey Gotell, Alexandra Orlando, Ben Titley, Jerry Tonello)
- The lunch break (12:00-1:30pm) provided a networking opportunity for all delegates and keynote speakers
- There were two post lunch presentations by Dr. Ernie Stretton and John Underwood
- Friday ended with a social opportunity for all delegates to attend the Argos Football Game

Saturday October 20th, 2012

- Breakfast was provided to all delegates prior to the start of the Forum from 8:15-9:00am at the Hart House

- There were four presentations prior to the lunch break by Marcus Vinicius Freire, Tracy Lamb & Dale Henwood, Glen Werner-Roseboom & Dr. Ken Wright, and Anne Merklinger.
- The lunch break (12:00-1:30pm) provided a networking opportunity for all delegates and keynote speakers
- There were two post lunch presentations by Dr. Peter Davis and Chris Rudge
- Saturday ended with a Banquet Dinner held at the Atlantis, with special entertainment by David Ben.

Sunday October 21st, 2012

- Originally activities had been organized for attending delegates and keynote speakers to enjoy the city of Toronto and surrounding area on the final day of the Forum which included a Niagara Falls winery tour or a Toronto City Sightseeing Double Decker Bus Tour.
- The activities were cancelled due to lack of interest and the early departure (on Saturday night) of most of the delegates.

The full schedule of events can be found in Appendix 7.4.

4.2 Keynote Speakers Summary

The CSIO Forum Coordinator worked directly with all keynote speakers to coordinate logistics (travel, accommodations, timeslots, etc.), acquire biographies & photos, and coordinate logistics on event day.

Below is a summary of each of the keynote speaker presentations.

1. **Ian Troop:** Toronto 2015 Pan Am and Parapan Am Games
Sport and venue updates were provided along with the progress of the Athletes' Village. A video highlighted some of the sport legacy venues, including the new home of the Canadian Sport Institute Ontario.
2. **Joaquim Cruz:** Integration of Olympic & Paralympic Training
Interesting commentary on the importance of a collaborative approach, and focused on the value of developing the whole person. Defined the difference between an athlete and the 24 hour athlete.
3. **Panel Discussion:** Athletes/Coaches/High Performance Centre Leaders
One of the key outcomes of the Panel Discussion and questions from the audience was the need and support for an athlete development program that prepares athletes for career transition and retirement from sport.
4. **Chris Overholt:** Sport Marketing and Leadership Decisions
Provided excellent insight on leadership, and an inspirational example of how sport can unite a country, instill patriotism and show the value of sport in society.

5. **Dr. Ernie Stretton:** Key Concepts in Today's Leadership
This presentation focused on the importance of "personal" professional development.
6. **John Underwood:** Social Trends with Athletes
Impactful presentation on the 24 hour athlete concept, and ramifications of social behaviours on becoming a successful athlete. Communication and application strategies were discussed.
7. **Marcus Vinicius Freire:** 2013 Rio ASPC International Forum Update/2016 Olympic Games Preparation
This presentation included a moving video introduction the City of Rio and a preview of the preparations for the 2016 Rio Olympic Games.
8. **Glen Werner-Roseboom & Dr. Ken Wright:** Olympic Training Centers – Engaging University students in your mission
The keynote speakers shared 'lived' examples of how HP Training Centres can integrate with Universities to increase exposure and revenue, and develop the next generation of sport professionals.
9. **Anne Merklinger:** Making Difficult Decisions
This keynote speaker provided an excellent breakdown of decision making skills and methodology, while challenging the audience to reflect on how they make decisions.
10. **Dr. Peter Davis:** Changing Dimensions in High Performance Sport
A thought provoking discussion of current trends in sport, with a critical eye on the changes experienced at the 2012 Olympic/Paralympic Games.
11. **Chris Rudge:** Business leaders vs. Sport leaders
An excellent keynote speaker who provided an impactful presentation providing a critical analysis and comparison between sport and business.

4.3 Participants Summary

There was a strong turnout (55 delegates) of High Performance sport leaders from Training Centres, NOCs and Ontario Universities representing Canada, the United States, Brazil, Costa Rica, France, Guyana, Puerto Rico, Spain and St. Lucia.

The Forum was very successful in attracting the delegates from the targeted audience. Overall 75% of all delegates represented HP Training Centres (44%), NOCs (13%) and Universities (18%).

A list of the delegates was included in the Forum program to help facilitate the networking of the connections made at this Forum. A full summary of all delegates is included in Appendix 7.6.

4.4 Forum Budget Summary

The Forum was executed on budget. Full summary can be found in Appendix 7.7.

5 EVALUATION OF FORUM

5.1 Participant Evaluation

Delegates filled out evaluation forms at the end of each day of the Forum that assessed the overall value of the Forum, value of individual keynote speaker presentations, suggestions for improvements and recommendations for topics/themes of future Forums.

Below is a summary of the feedback acquired (full feedback in Appendix 7.8):

- Friday October 19th Evaluations
 - 79% rated the '*Value of Information*' of keynote speaker presentations at **very good** or higher.
 - 87% rated the '*Relevance of Information*' of keynote speaker presentations and topics at **very good** or higher.
- Saturday October 20th Evaluations
 - 88% rated the '*Value of Information*' of keynote speaker presentations at **very good** or higher.
 - 89% rated the '*Relevance of Information*' of keynote speaker presentations and topics at **very good** or higher.
- Combined Evaluations
 - 100% reported the information presented was valuable to their individual leadership situation.
 - 78% reported there were sufficient opportunities to interact with the keynote speakers

5.2 CSIO Staff Evaluation

The Canadian Sport Institute Ontario staff members believe that:

- Hosting the ASPC Americas Continental Forum was an important thing to do (demonstrated support of ASPC, believe in the need for international exchange, excellent professional development opportunity);
- The event was a success;
- The quality of keynote speakers was exceptional, received excellent reviews;
- Keeping speakers on time is important (particularly the panel), as those that ran overtime, limited the amount of time for Q & A after the presentations;
- It is important for the Organizing Committee to be agile to adapt to changing circumstances in the organization of the forum (example: reduced numbers at the Banquet dinner required many logistical last minute changes);

- The organization and execution of the event was very good;
- The venues were ideal (recommend hosting future events at these locations) and kept the event on budget;
- Networking opportunities provided throughout the Forum were the right amount and that people did take advantage of these opportunities;
- The timing of the event was a barrier to getting greater participation from the South, Central and Caribbean countries;
- The event was delayed in advertising/promoting (governance/authorization structure); and
- Translation into Spanish is not necessary as all delegates speak English.

5.3 Keynote Speaker Evaluation

At this Forum, feedback was solicited from the keynote speakers on the same form as the delegates. However it might be considered at future Forums to develop an evaluation process specific for keynote speakers which will cover other areas of their Forum experience.

6 RECOMMENDATIONS

- ✓ All participants should pay a registration fee to attend.
- ✓ Financial subsidies should be provided to delegates from the South, Central, and Caribbean countries.
- ✓ Host committee should provide assistance with delegates obtaining Visas.
- ✓ ASPC must follow-up with delegates that attended Forum and who were not current members of the ASPC.
- ✓ Include ASPC membership form with registration at all future Forums.
- ✓ Picking a relevant and engaging “theme” is critical to the success of the Forums; keynote speakers and panel selection should be selected to support the forum “theme”
- ✓ Hold the banquet on the evening of the second day (in the middle) as a lot of organization goes into planning this event, and it is a missed networking and social opportunity for those that leave early.
- ✓ ASPC to re-consider hosting a Forum in the post-Olympic/Paralympic year – must consider cost and timing for delegates.
- ✓ ASPC must develop a list of the “right contacts” for High Performance Training Centres in all countries to be shared with Forum hosts.
- ✓ All Forums need to have a strong presence on the ASPC website, and with partner organizations
- ✓ All Forum hosts should submit a final report to the ASPC, which will be shared with future Forum hosts.

Thank you!

 **DEVELOPING
THE LEADER**

2012 ASPC AMERICAS CONTINENTAL FORUM
October 18th-21st, 2012
TORONTO, CANADA

Register at aspc2012.eventbrite.ca

For more information contact:
Sheila Galloway, Canadian Sport Centre Ontario at 416-426-7290 or sgalloway@cscontario.ca

Canadian Sport Centres  Centres Canadiens Multisports
www.cscontario.ca

 www.forumelite-sport.org

 **TORONTO 2015**
Pan Am/Pan Am

Appendix 7.2 | Website Content

2012 ASPC Americas Continental Forum

Developing the Leader

October 18-21st

Toronto, Canada

FOCUS OF THE FORUM

The focus of the 2012 ASPC Americas Continental Forum will be **management and leadership in international high performance Sport Centres**. How do we better develop present and future leaders of high performance Sport Centres? How do we better equip the ASPC members and high performance Sport Centre leaders in their respective locations to be even better leaders? What skills, knowledge, abilities and tools can be offered that will contribute to the personal and professional growth of high performance Sport Centre leaders? How do we elevate the efficiency, effectiveness and impact of our Centres through a focus on developing strong leadership? At the Forum, participants will share learnings and best practices amongst each other.

The Forum is designed for the professional development of high performance Sport Centre leaders. We will share and learn, over a period of four days, how to better lead and manage our respective Centres, strengthen governance, and improve leadership skills.

REGISTER FOR THE 2012 ASPC AMERICAS CONTINENTAL FORUM

The Forum is open to ASPC delegates from the Americas, free of charge (two delegates per Centre). ASPC Americas Centres bringing more than two delegates and other International delegates may also attend the Forum for a fee of \$100 CDN. Registration includes both days of the Forum, the Welcome Reception and Banquet Dinner. A draft schedule of events can be found here (attached for hyperlink).

Register online at: www.aspc2012.eventbrite.ca

Hotel Information

The official Forum hotel is the [Courtyard by Marriott Downtown Toronto](#), at a preferred rate of \$129 CDN/night plus taxes. The hotel is conveniently located in the heart of downtown Toronto near the Forum venue (Hart House – University of Toronto).

Reservations must be made by September 20th, 2012 in order to secure the preferred rate. Reservations can be made either by telephone (416-924-0611 or 800-847-5075) or online using the links provided below.

One (1) King Bed (Group Code: NFCNFCA)

[Click here](#)

Two (2) Queen Beds (Group Code: NFCNFCB)

[Click here](#)

FORUM LANGUAGE SERVICES

The official Forum language will be English. Registration documents will be made available online in both French and Spanish. Some of our presenters may be making bilingual presentations, however French and Spanish translation services will be available for all presentations.

SUBSIDY OPPORTUNITY

Financial assistance to attend the 2012 ASPC Americas Continental Forum is available to ASPC Americas delegates through the **TO2015/Province of Ontario Subsidy**, courtesy of the Toronto 2015 Pan/Parapan American Games Organizing Committee and the Province of Ontario. There are a total of 10 subsidies available, each worth up to \$1500 CDN. Delegates from the Americas Centres may apply for the TO2015/Province of Ontario Subsidy to assist with transportation and accommodation expenses. Interested delegates must submit the Subsidy Application form by **August 19th, 2012**. Successful candidates will be notified by August 24th, 2012.

LEISURE ACTIVITIES

There will be several opportunities for leisure activities in Toronto and the surrounding area over the course of the weekend. On Friday evening there is a Canadian Football League Toronto Argonauts game, and on Sunday we will be offering excursions to discover the CN Tower and Niagara Falls. More details on these activities and the associated costs coming soon.

VISA INFORMATION

All participants must hold a passport, valid for a period of at least six months further to your arrival date. Delegates from the following Americas countries should be aware that they require a travel Visa to travel to Canada:

Argentina, Belize, Bolivia, Brazil, Chile, People's Republic of Colombia, Republic of Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Trinidad and Tobago, Uruguay, Venezuela

Should you require a Visa, it is strongly recommended that you apply at least three months in advance to ensure you receive it in time for travel. Visas are the responsibility of individual participants and must be obtained before your arrival in Canada. Please contact the Canadian embassy, consulate or diplomatic mission in your home country to learn about entry requirements. Click [here](#) for more information.

Appendix 7.3 | TO2015 Subsidy Application Form

OCTOBER 18-21ST, 2012
TORONTO, CANADA
UNIVERSITY OF TORONTO—HART HOUSE



Centres
Canadiens
Multisport



2012 ASPC Americas Continental Forum

We are pleased to be able to provide financial assistance to ASPC Americas delegates to attend the 2012 ASPC Americas Continental Forum held October 18-21st, 2012 in Toronto, Canada. There are a total of 10 subsidies available, each worth up to \$1500 CDN. Delegates from the Americas Centres may apply for the TO2015/Province of Ontario Subsidy which will assist in transportation and accommodation expenses. Funding is courtesy of the Toronto 2015 Pan/Parapan American Games Organizing Committee and the Province of Ontario.

Interested delegates must fill out this subsidy application form, and return it to Sheila Galloway at sgalloway@cscntario.ca by September 30th, 2012. Successful candidates will be notified by October 3rd, 2012.

ELIGIBILITY CRITERIA:

You may apply for the TO2015/Province of Ontario Subsidy if you meet the following eligibility criteria:

1. You are a staff member at a HPTC (High Performance Training Centre) that is a current ASPC member.
2. You have registered for the 2012 ASPC Americas Continental Forum through the on-line registration website: www.aspc2012.eventbrite.ca
3. You can provide receipts for travel/accommodation expenses related to attending the 2012 ASPC Americas Continental Forum.
4. You complete and provide the information as requested on this application form.

SELECTION PROCESS AND NOTIFICATION:

A Selection Committee will meet after the deadline of September 30th, 2012 to review all applications and to select the recipients. If more than 10 applications are received, the Selection Committee will make the final determination based on ASPC criteria and host Committee priorities. All applicants will be notified in writing of the decision of the selection committee by October 3rd, 2012.

Please note only one subsidy per Centre will be awarded.

APPLICATION PROCESS:

You must submit the application form and all requested documentation to be considered.

1. Applicants must register online for the 2012 ASPC Americas Continental Forum at www.aspc2012.eventbrite.ca
2. When completing the online registration, ensure that for the question "Do you wish to apply for the TO2015/Province of Ontario Subsidy" that you check the box beside YES.
3. Complete the TO2015/Province of Ontario Subsidy application form in full.
4. Submit the TO2015/Province of Ontario Subsidy Application Form to Sheila Galloway at sgalloway@cscntario.ca no later than September 30th, 2012.

Developing The Leader

www.aspc2012.eventbrite.ca

2012 ASPC Americas Continental Forum

NEED ASSISTANCE?

TO2015/Province of Ontario Subsidy applicants may contact Sheila Galloway at sgalloway@cscontario.ca or +1-416-426-7290 for more information or assistance.

TO2015/Province of Ontario Subsidy Application Form

Name:		Date of Application:	
Organization:		Title:	
Email:		ASPC Member:	Yes No
Mailing Address:			
City:	Country:	Zip/Postal Code:	
Work Phone:		Cell Phone:	

Please fill in the following table with proposed expenses to attend the Forum:

	Description	Estimated Cost	Currency
Travel (ie. flight, rental car, etc.)			
Accommodations			
Other (please explain)			
Total expenses:			

Please answer the following question:

1. How might the Forum experience and information assist you and your Centre?

Appendix 7.4 | Forum Schedule

	Thurs, Oct 18		Fri, Oct 19		Sat, Oct 20	Sun, Oct 21	
TIME	Hotel Location Courtyard by Marriott Downtown Toronto	TIME	Conference Location Hart House - University of Toronto (Music Room)	TIME	Conference Location Hart House - University of Toronto (Music Room)	Multiple locations - Toronto/Niagara	
	Arrival to Toronto/Courtyard by Marriott Downtown Toronto	9:00-9:30	Integration of Olympic and Paralympic Training - Joaquim Cruz , Resident Coach CVOTC, US Paralympics Track & Field	9:00-9:30	2013 Rio ASPC International Forum Update/2016 Olympic Games Preparation - Marcus Vinicius Freire , CEO, Brazilian Olympic Committee	Excursion Options: Double Decker Toronto Tour \$30 Niagara Falls \$67.80	
		9:30-10:45	Panel Discussion Athletes/Coaches/High Performance Centre Leaders (Joaquim Cruz , Jerry Tonello , Ben Tilley , Alexandra Orlando , Chelsey Gotell)	9:30-9:45	ASPC Continental Forum Update Tracy Lamb , Vice- President, ASPC		
		10:45-11:00	Break	9:45-10:00	Break		
		11:00-12:00	Sport Marketing and Leadership Decisions - Chris Overholt , CEO, Canadian Olympic Committee	10:00-11:15	Olympic Training Centers: Engaging university students in your mission. Glen Werner-Roseboom & Dr. Ken Wright		
		12:00-1:30	Lunch	11:15-12:00	Making Difficult Decisions Anne Merklinger , CEO, Own The Podium		
		1:30-3:00	Key Concepts in Today's Leadership - Dr. Ernie Strelton , Professor, St. Lawrence University	12:00-1:30	Lunch		
		3:00-3:15	Break	1:30-2:45	Changing Dimension in High Performance Sport - Dr. Peter Davis , Director, Sport Performance Management		
		3:15-5:00	Social Trends with Athletes - John Underwood , Director, American Athletic Institute	2:45-3:30	Business leaders vs. Sport leaders - Chris Rudge , Chair & CEO - Toronto Argonauts Football Club, Chairman - Canadian Sport Institute Ontario		
5:00-6:00		Conference Registration at Courtyard by Marriott			3:45-4:15		Closing Remarks - Dale Henwood & Tracy Lamb
6:00-7:00		5:00-7:00pm					
7:00-8:00	Welcome Reception at Courtyard by Marriott - Ian Troop , Chief Executive Officer, Toronto 2015	7:00-8:00	Free night in Toronto Activity Option - Toronto Argonauts Football Game \$29.78/person	6:00-11:00	Cocktail Reception and Banquet Dinner - Atlantis Pavilion, Ontario Place		
8:00-9:00	Pan/Parapan American Games	8:00-9:00					
9:00-10:00		9:00-10:00					
10:00-11:00		10:00-11:00					

Appendix 7.5 | Keynote Speaker Biographies

OCTOBER 18-21ST, 2012
TORONTO, CANADA
UNIVERSITY OF TORONTO – HART HOUSE



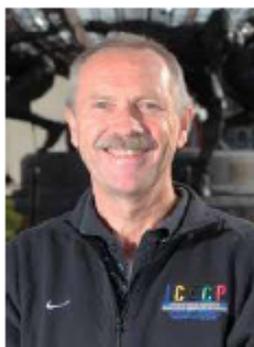
2012 ASPC Americas Continental Forum

Keynote Speaker Biographies



Joaquim Cruz – Resident Coach CVOTC, U.S. Paralympic Track & Field

A 1984 and 1988 Olympic gold and silver medalist from Brazil, Joaquim Cruz joined the U.S. Olympic Training Center in Chula Vista, California in 2006 as a resident coach of the U.S. Paralympic Track and Field Team. What began as a fledgling program has since developed into a prominent string of Paralympic athletes under Cruz' direction. At the 2006 World Championship in Assen, Netherlands his five athletes won four gold, one silver and two bronze medals. In 2008 he helped one resident athlete qualify for the Olympic Games and five resident athletes for the Paralympic Games in Beijing. The Paralympic athletes collected a total of eight medals, including five gold, two silver and two bronze. In addition to coaching at the Olympic Training Center, Joaquim trains injured members of the military at the San Diego Navy Medical Center and Navy Base.



Dr. Peter Davis – Director of Sport Performance Management

Dr. Davis has worked in elite sport management for over 28 years. Originally from Australia, Dr Davis received his MSc from the University of Oregon and his PhD from the University of Minnesota in the USA.

Dr Davis started his career in elite sport in 1981 as an Exercise Physiologist for Nike Inc, working with some of the best Track and Field athletes in the world at the Athletics West Track Club. Since that time he has worked at the Australian Institute of Sport, first as a high performance Exercise Physiologist, then with the "Olympic Athlete Program" to help prepare Australian athletes for the Sydney 2000 Summer Olympics.

After the 2000 Sydney Olympics, Dr Davis was recruited by the United States Olympic Committee (USOC) to direct their Coaching and Sport Sciences Division. During his time at the USOC he was directly involved with coaching development and science and technology implementation for US Olympic teams for the 2002 Salt Lake Winter Olympic Games, the 2004 Athens Summer Olympic Games and the 2006 Torino Winter Olympic Games.

In the lead up to the 2010 Vancouver Olympic Games Dr Davis was named the Director of Sport Sciences, Sports Medicine and Technology for 'Own The Podium', an Olympic preparation program for Canadian athletes for both the 2010 Vancouver Winter Olympics, as well as future Canadian Summer Olympic Teams (2006-2008).

Dr. Davis is now the Director and Founder of Sports Performance Management, and consults with Olympic teams, National Olympic Committees, National Sport Governing Bodies, National Sport Ministries and individuals in countries across the globe (including New Zealand, Singapore, Great Britain, USA, Botswana, Jordan, The Netherlands and Canada) in all areas of high performance sport planning and development.

Developing The Leader

www.aspc2012.eventbrite.ca

OCTOBER 18-21ST, 2012
TORONTO, CANADA
UNIVERSITY OF TORONTO – HART HOUSE



2012 ASPC Americas Continental Forum



Marcus Vinicius Freire – Chief Sports Executive Officer, Brazil OC

Marcus Vinicius Freire has been the Brazilian Olympic Committee's Chief Sports Executive Officer since 2008 and prior to that was the entity's Technical Direction since 1998. Marcus has served as Chef de Mission of the Brazilian Olympic Team to the Sydney 2000, Athens 2004 and Beijing 2008 Olympic Games, as well as the Winnipeg 1999, Santo Domingo 2003 and Rio 2007 Pan American Games. He is a member of the Brazilian Athlete's Commission and WADA's Athlete's Commission. Adding to his list of accomplishments, Marcus has been a TV commentator for volleyball on both TVGlobo and SporTV.

An Olympic volleyball athlete, Marcus was part of the team that won the silver medal at the Los Angeles Olympic Games in 1984 and a gold medal at the Caracas Pan American Games in 1983. Between 1977 and 1990 he played for

Flamengo, Botafogo, Sogipa/Porto Alegre, Atlantica Boavista, Bradesco Seguros, Sulbrasileiro and Gabbiano Mantova (Italy) clubs.

Marcus Vinicius Freire graduated in Economics with a MBA degree in Insurance from PUC RJ and Marketing by IBEMEC RJ. He is the author of the book "Ouro Olimpico, o Marketing dos aros" – "Olympic Gold, The Marketing of the Rings" published in 2007.



Chelsey Gotell – Marketing Association, Toronto 2015

A native of Antigonish, Nova Scotia, 26 year old Chelsey Gotell is used to being at the top of her game. Born with a visual impairment, Chelsey began swimming competitively when she was eight years old, joining the Aquanauts Swim Club. By the age of 14 she had graduated to the international ranks by qualifying for the 2004 Paralympics. Chelsey represented Canada in swimming at three Paralympic Games winning a total of 12 Paralympic medals (3 gold, 2 silver, and 7 bronze), four World Championships, the 2007 Parapan American Games (2 gold, 2 silver and 1 bronze), and the 2006 Commonwealth Games (2 bronze). Chelsey has broken multiple world records along the way.

Chelsey has always set her goals high, and has proven that she knows exactly what it takes to get there. After obtaining a Psychology degree from McMaster University, Chelsey decided to hang up her goggles in 2010 and now works full time as a Communications Coordinator with the TORONTO 2015 Pan Am and Parapan American Games. Chelsey recently returned home from the London 2012 Paralympic Games where she was a volunteer on the Canadian team mission staff as an Athlete Services Officer.

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Anne Merklinger – Chief Executive Officer, Own The Podium

An elite athlete for most of her life, Anne Merklinger was member of Canada's national swim team from 1977 – 1981. She earned a silver medal at the 1979 World University Games in the 200m Breaststroke.

After a distinguished swimming career Merklinger focused on curling and since the early 1980's she competed with distinction at every major event she entered. She was consistently ranked as one of Canada's foremost curlers, winning the Ontario Women's Curling Championships in 1993, 1994, 1998 and 2000. She twice led her team to the final of the Scott Tournament of Hearts (1998 and 2000).

A passionate, creative, and inspiring leader, Merklinger has more than 20 years of management experience with national sport organizations. During her term as Director General of CanoeKayak Canada, she also worked for the Commission for Inclusion of Athletes with a Disability and the Canadian Federation of Sport Organization for the Disabled. She joined Own the Podium as the Director of Summer Sports in the fall of 2009.

Her life-long experience in sport as an athlete & professional is complemented by extensive volunteer experience with a number of organizations including the Sandra Schmirler Foundation, Women's Tour of Curling, and CAAWS. Merklinger is currently a member of the Board of Directors for Special Olympics Canada.



Alexandra Orlando – Coordinator Brand Activation, Toronto 2015

Alexandra Orlando is a highly decorated world-class athlete. During her 16 years dedicated to Rhythmic Gymnastics, she was Canada's dominant rhythmic gymnast, while earning a reputation as one of the few non-Europeans competing at the sports highest level. Alexandra was Novice, 2-time Junior and 5-time Senior National Champion representing Canada at numerous World Cups, 3 World Championships and is a multiple gold medalist at 2 Pan American Games and the Commonwealth Games. In 2007 she placed an outstanding 9th place at the 2007 World Rhythmic Gymnastics Championships qualifying a spot for Canada in the 2008 Beijing Olympic Games. She was the only athlete from all of the America's to achieve this, and the first Canadian to make a final at a World Championships in 22 years.

Retiring from competitive sport, Alexandra is an active athlete advocate sitting on the Canadian Olympic Committee Athlete Commission and newly elected as President of the Pan American Sport Organization Athlete Commission. An avid spokesperson for Right to Play and KidSport, Alexandra is passionate about working with youth in the community. She has the ability to demonstrate, inspire and teach. Her energy and enthusiasm are infectious and her love of and support for the athletes movement across Canada and the World are strong and unwavering. Currently, she is working on the Marketing and Revenue Team at the TORONTO 2015 Organizing Committee and has published her second motivational book, "Breaking Through My Limits: An Olympian Uncovered".

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Chris Overholt – Chief Executive Officer, Canadian Olympic Committee

Chris Overholt was named Chief Executive Officer of the Canadian Olympic Committee in August 2011. In his new role as CEO, Chris Overholt, reporting to the president and the board of directors, will be responsible for leading the organization. He joined the Canadian Olympic Committee in April 2010 in two roles: Chief Operating Officer (COO) and Chief Marketing Officer (CMO), overseeing the day-to-day activities of the organization and leading the marketing function and business development.

Overholt brings a long career of sports marketing success to the COC, most recently with the Miami Dolphins of the National Football League. As the Dolphins' Vice President - Corporate Partnerships and Broadcasting, he was responsible for leading the organization's efforts in selling corporate sponsorships as well as overseeing all of the team's radio and television broadcast relationships.

Prior to joining the Dolphins, Overholt served as the Executive Vice President, Business Operations and Chief Marketing Officer of the Bank Atlantic Center and the Florida Panthers Hockey Club from 2003-2005. Previously, he was Vice President, Sales & Service of Maple Leaf Sports & Entertainment Ltd. from 1998-2003 where he was responsible for the marketing and ticket sales planning and execution of Canada's two top professional sports enterprises, the NHL's Toronto Maple Leafs and the NBA's Toronto Raptors. Overholt joined MLSEL from the Toronto Raptors, where he had served as the Director, Corporate Marketing from 1996-1998.



Chris Rudge – Chairman, Canadian Sport Institute Ontario

Chris Rudge is currently the Chairman & President of the Toronto Argonauts Football Club, the Chairman of the 100th Grey Cup Festival to be held in Toronto in November of 2012, and is currently the Chairman of the Canadian Sport Institute Ontario.

Mr. Rudge was Chief Executive Officer of the Canadian Olympic Committee (COC) from January 10, 2003 until his retirement on April 15, 2010. He also chaired the Own The Podium (OTP) program through 2009 and 2010.

He serves as Distinguished Visiting Fellow at the Ted Rogers School of Mgmt., Ryerson University and sits as Executive in Residence at the University of Toronto, Rotman School of Management Director Education and Certification Program.

Rudge is and has been active on a number of boards, including The Paxen Group Inc. (Melbourne, Florida), Merrill Lynch Canada, the Organizing Committee for the 2015 Pan American Games, the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games, the National Ballet of Canada, the White Ribbon Campaign, the School of Graphic Communications Management at Ryerson University where he co-chaired the New Building Campaign, the University of Toronto Department of Athletics Restricted Funds Committee and the Country Day School (Vice Chairman). He was a Member of the Province of Ontario's Olympic Trust and Waterfront Development Board and Chairman of the Town of Vaughan's Recreation and Sports Advisory Committee and has been an active member of the Canadian Printing Industry Association.

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Dr. Ernie Stretton – Professor, St. Lawrence University

Ernie received his BA and MA in Physical Education and Administration from the University of Denver. He played college hockey at Denver and was awarded the outstanding athlete award. After graduation from Denver, Ernie was an administrator, teacher and coach in Tarrytown, New York. He left Tarrytown to attend Indiana University where he received his PhD in School Administration and Secondary Education.

Ernie then was hired by the Metropolitan School District of Pike Township in Indianapolis, Indiana. He was the CEO/COO and retired after 21 years in 1997. While at Pike, Ernie was the recipient of the State of Indiana's Sagamore of the Wabash Award---the highest civilian honor by the Governor for leadership in the State of Indiana. He also was the recipient of the Pike outstanding Service Award for leadership. Ernie then became CEO of the Lake Placid Central School. He retired in 2008 after 11 years.

He is a member of the Canton High School Athletic Hall of Fame and is currently a professor at St. Lawrence University in the Graduate School's Leadership Academy. In addition, Ernie serves as Chairman of the Board for a nationally recognized not-for-profit named College for Every Student(CFES). The CFES mission is to work with underserved youth throughout the United States to attain college acceptance and graduate.



Ben Titley – Head Coach National Training Centre, Swimming Canada

During his time at Loughborough, Titley coached at three Olympic Games in 2004, 2008 (Head Women's Coach) and 2012 as well as six World Championships (50m), four Commonwealth Games and numerous other major international meets. In 2003 Titley coached James Gibson to become the first British male world champion for 28 years and along the way has won another 120 international medals at World, European and Commonwealth level with the likes of Mel Marshall, Liam Tancock, Fran Halsall, Lizzie Simmonds and Kate Haywood.

Ben Titley, one of the most decorated and longest-standing British swimming coaches, has been hired as Head Coach for the National Training Center Ontario in Toronto.

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Jerry Tonello – Men's Team Head Coach, Wheelchair Basketball Canada

Jerry is recognized in Canada as the first able-bodied player to compete at the national championship in 1992, although able-bodied players had been competing since 1989 at the Canadian Wheelchair Basketball League (CWBL) Finals.

Jerry began coaching in 1982. His coaching career with the national team began in 1991, when he joined the program as an assistant coach. Team Canada went on to capture back-to-back gold medals at the Paralympic Games in 2000 and 2004, as well as a World Championship title in 2006. In 2007, Jerry took over the role of associate head coach and helped guide the team to another podium performance at the Paralympics, this time earning a silver medal in Beijing in 2008. Jerry was hired as exclusive head coach in 2009. He most recently led

Team Canada to its third gold medal in the last four Paralympic Games after striking gold in London in 2012.

Jerry is a NCCP Level 3 certified coach in wheelchair basketball and a Chartered Professional Coach registered with Coaches of Canada. He is a graduate of the School of Kinesiology and Health Science at York University, and has earned a Bachelor of Education degree from the University of Toronto.



Ian Troop – Chief Executive Officer, Toronto 2015

Ian Troop is the Chief Executive Officer of TO2015, the Organizing Committee charged with putting on the Pan/Parapan American Games. Named one of the *Top CEOs of the Future* by the Financial Post, Troop will be leading the charge to create Canada's largest ever, world-class sport competition and cultural festival in Toronto during the summer of 2015.

Troop spent 20 years running businesses in Mexico, Europe and North America at Procter & Gamble where he learned a thing or two about planning and building brands. Motivated by challenge and the opportunity to make a difference, he left Canada for Mexico to work for P&G at a time when Mexico's economy was coming out of its financial crisis. As a young general manager in Mexico and subsequently in Poland, Troop thrived on the chance to be part of a team that would make P&G's operation better and create an economic legacy. He later moved to ConAgra Foods where he was president of their International Division, building it into a \$1.5 billion business, and then moved onto OMERS where he managed a \$42 billion pension fund.

Outside of the business realm, he has been involved at the grassroots levels of sport working to develop programs for hockey and basketball in Warsaw, Cincinnati and Toronto, including leading the development of a fully community-funded athletic facility in his hometown of Georgetown, Ontario. He has also served on numerous boards in Mexico, the Philippines and Canada, including the National Hockey League Players' Association.

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John Underwood – Director, American Athletic Institute

John Underwood is the Director of the American Athletic Institute. A former NCAA All-American, International-level distance runner and World Masters Champion, John has coached or advised more than two dozen Olympians including World and Olympic Champions. He holds three International Olympic Solidarity diplomas for coaching and has been a crusader for drug-free sport at all levels. He is an internationally recognized expert in training and recovery methods. John's innovative program "PURE PERFORMANCE", has been widely used in amateur and professional sport, including the NBA, NFL, NHL, NCAA, USOC, IOC, WHO and the US Military. He is the Master Trainer for the New York Public High School Athletic Association drug prevention program which is one of the largest mandated programs in prevention history.

John was recently named as a consultant to the prestigious Pacific Institute of Research and Evaluation and the Underage Drinking Enforcement Training Center. John has presented at the Department of Justice's OJJDP National Leadership Conference for the past six years and to the U.S. Department of Education. He has conducted the only physiological case study, of the residual effect of alcohol on elite athletic performance. He has appeared as a guest commentator for ABC Wide World of Sports for Olympic Drug Scandals. John has worked with nearly all sport federations including the NCAA, ECAC, NHL, NFL, NBA, the U.S. Olympic Committee, Sport Canada, the International Olympic Committee and the USAF. John Underwood is a Human Performance Consultant for the U.S. Navy SEALs.



Glen Werner-Roseboom – Director OTC Colorado, USOC

Glen Werner-Roseboom works for the United States Olympic Committee as the Director of the Colorado Springs Olympic Training Center. She began her career with the USOC in 1997 as a residence life coordinator and moved on to three other positions until being promoted to Director in 2007. Glen is responsible for the overall operations and logistics of a 35 acre site including eight departments, \$6 million annual budget, and a 512 bed elite athlete training and competition facility. Glen is also an adjunct professor at the University of Alabama in the Sport Management Graduate Program teaching Strategies in Management.

In 2010, Glen was accepted into the Olympic Sport Leadership Certification Program at the Center for Non-Profit Management in the Kellogg School of Management at Northwestern University. It is an 18-month program for current leaders in the Olympic Movement to gain expertise in all areas of leadership and management. Glen came to Colorado Springs via graduate school at Northern Illinois University where she earned a Masters of Education in Sport Management. Before that time she was a school counselor and social worker in Northern Minnesota. Her bachelor's degree is in social work and a coaching certification from the College of St. Benedict in St. Joseph, Minnesota.

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Dr. Ken Wright – Director of Graduate Sport Management, UAB

Dr. Ken Wright is a professor in the Graduate Program in Sport Management at The University of Alabama. With over 40 years of experience in various sport industry settings (16 years in college athletics, 22 years in academic, and 25 years in the Olympic Movement), Dr. Wright serves as Director of the College of Human Environmental Sciences (CHES) Sport Management Graduate Program

Since 1990, Dr. Wright has been invited to present to sport industry professionals in China, Japan, Canada, and the United Kingdom. Additionally, Ken has served on the editorial board of the *Journal of Sport Administration & Supervision*, *Journal of Athletic Training*, *Physical Therapy in Sport*, *Sports Medicine Update*, *National Center for Sport Safety PREPARE program*, and *United States Anti-Doping Agency Athletic Advantage online tutorial program*.

Dr. Wright has numerous publications to his credit including 100+ articles, two textbooks (*Basic Athletic Training and Preventative Techniques: Taping/Wrapping Techniques and Protective Devices*), and a computer assisted instructional program (Sports Injuries).

Having served as Head Athletic Trainer at the University of North Carolina at Charlotte (1981-1988) and Morehead State University (1978-1981), Dr. Wright has been highly active in the United States Anti-Doping Agency, the United States Olympic Committee, and National Athletic Trainers' Association. Also, he has worked at the 2010 Olympic and Paralympics Winter Games in Vancouver, Canada and the 2002 Olympic and Paralympics Winter Games in Salt Lake City, Utah.

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Appendix 7.6 | Forum Registrations

Name	Sport Organization	Title
Beth Ali	University of Toronto	Director of Athletics and High Performance Sport
Randy Anderson	Canadian Sport Centre Manitoba	President
Ken Bagnell	Canadian Sport Centre Atlantic	President
Peter Baxter	Wilfrid Laurier University	Director - Athletics & Recreation
Jorge Jose Bichara	Brazilian Olympic Committee	General Manager of Sports Development
John Brown	Harvard Medical School	Institute for Coaching Professional Association
Kyle Burrows	Canadian Sport Institute Ontario	Coordinator, Office Services & Communications
Laura Corett	Canadian Sport Institute Ontario	Manager, Coach & Athlete Services
Joaquim Cruz	U.S. Paralympics Track and Field	Resident Coach - CVOTC
Mike Dahl	Canadian Sport Centre Manitoba	Director, Sport Performance
Frederic Dambier	INSEP	Deputy Manager of the Elite Athletes Unit
Dr. Peter Davis	Sport Performance Management	Director
Wendy Dobbin	Canadian Sport Institute Ontario	Director, NCI & Athlete Services
Francois Drouin	Sport Canada	Manager, High Performance, Partnerships and Services
Josep Escoda	ASPC/CAR	Secretary General/CTO
Jack Favro	US Olympic Committee	Director OTC Lake Placid
Ramon Luis Alvarez Feliciano	Comite Olimpico de Puerto Rico	Director de Alto Rendimiento
Catarina Freire	University of Toronto, Scarborough	Fitness Program Coordinator
Marcus Vinicius Freire	Brazilian Olympic Committee	Chief Sports Executive Officer
Sheila Galloway	Canadian Sport Institute Ontario	Talent Development Advisor
Marc Gelinias	INS Quebec	President-Directeur General
Judy Goss	Canadian Sport Institute Ontario	Director, Sport Science
Chelsey Gotell	Toronto 2015	Marketing Associate
John Grootveld	Canadian Sport Institute Ontario	Director, Sport Performance
Dale Henwood	Canadian Sport Centre Calgary	President and CEO
Ivan Joseph	Ryerson University	Director of Athletics
Jukka Lahtinen	ASPC	Past President
Tracy Lamb	US Olympic Training Center - Chula Vista	Director
Keyva Lashley	Saint Lucia Olympic Committee	Capacity Support Officer
Debbie Low	Canadian Sport Institute Ontario	Chief Executive Officer
Alicia McConnell	United States Olympic Committee	Director Athletes Services
Blair McIntosh	Toronto 2015	Director, Sport
Anne Merklinger	Own The Podium	Chief Executive Officer
Alexandra Orlando	Toronto 2015	Coordinator Brand Activation
Chris Overholt	Canadian Olympic Committee	Chief Executive Officer
Wendy Pattenden	Canadian Sport Centre Pacific	Chief Executive Officer
Silvia Gonzalez Pinto	Comite Olimpico de Costa Rica	Secretaria General
Jason Poole	Canadian Sport Centre Calgary	Director Sport Services
Aliann Pompey	Guyana Olympic Association	Olympian

Name	Sport Organization	Title
Therese Quigley	University of Western Ontario	Director of Sports & Recreation Services
Gaetan Robitaille	INS Quebec	Directeur General Adjoint
Chris Rudge	Canadian Sport Centre Ontario	Chair
Craig Stewart	Sport Alliance Ontario	Interim CEO
Dr. Ernie Stretton	St. Lawrence University	Professor
Judy Sutcliffe	The Sutcliffe Group Incorporated	Principal
Ben Titley	Swimming Canada	National Training Centre Ontario Head Coach
Jerry Tonello	Wheelchair Basketball Canada	Head Coach - Men's Program
Ian Troop	Toronto 2015	Chief Executive Officer
John Underwood	American Athletic Institute	Director
Glen Werner-Roseboom	US Olympic Committee	Director OTC Colorado Springs
Tommy Wharton	Canadian Sport Institute Ontario	Director, Sport Performance
Dr. Ken Wright	University of Alabama	Director, Graduate Sport Management

Appendix 7.7 | Forum Budget

Budget for 2012 ASPC Americas Continental Forum		
Revenue		
Total Income		
Canadian Olympic Committee	\$18,500.00	
Government of Canada (Sport Canada)	\$30,000.00	
Government of Ontario (MTCS)	\$14,700.00	
Toronto 2015 (subsidies)	\$6,000.00	
Eventbrite (registrations)	\$320.54	
		Total Revenue
		\$69,520.54
Expenses		
Total Expenses Courtyard Marriott		
Room Reservations (140 room nights)	\$12,541.87	
Reception food/beverages	\$2,087.84	
Reception AV equipment	\$672.35	
	\$15,302.06	
Total Expenses Hart House		
Forum room rental	\$994.40	
Forum catering	\$4,787.20	
Forum AV equipment	\$1,079.15	
	\$6,860.75	
Total Expenses Atlantis		
Banquet room rental	NA	
Banquet dinner	\$2,398.00	
Banquet set-up and taxes	\$2,369.65	
Banquet AV equipment	\$610.00	
Banquet entertainment - Illusionist	\$6,215.00	
Cab chits to-from Atlantis	\$490.00	
	\$12,082.65	
Total Expenses Subsidy Recipients		
Keyva Lashley (Saint Lucia Olympic Comm)	\$1,266.27	
Aliann Pompey (Guyana Olympic Associat)	\$834.67	
Ramon Feliciano (Comite Olimpico de Pue)	\$1,103.51	
Silvia Pinto (Comite Olimpico de Costa Ric)	\$1,124.41	
	\$4,328.86	
Translation Expenses		
Interpreter Booth during Forum	Cancelled	
Translation of Forum docs - French	\$175.20	
Translation of Forum docs - Spanish	\$202.27	
	\$377.47	
Printing & Design		
ASPC Poster design	\$46.61	
Forum documents design	\$357.50	
Forum banner	\$220.00	
Forum documents printing	\$994.15	
	\$1,618.26	
CSIO/ASPC Expenses		
CSIO staff expenses (at Forum)	\$781.44	
ASPC Coordinator staff position	\$15,000.00	
ASPC Continental Forum bursary	\$5,000.00	
	\$20,781.44	
SWAG		
Registration pack	\$2,377.17	
Speaker gifts	\$535.35	
Argos tickets	\$810.00	
Table toppers	70.05	
	\$3,792.57	
		Total Cost
		\$65,144.06

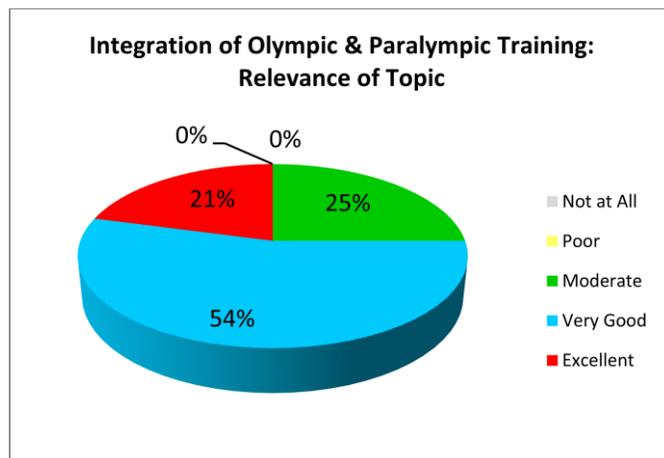
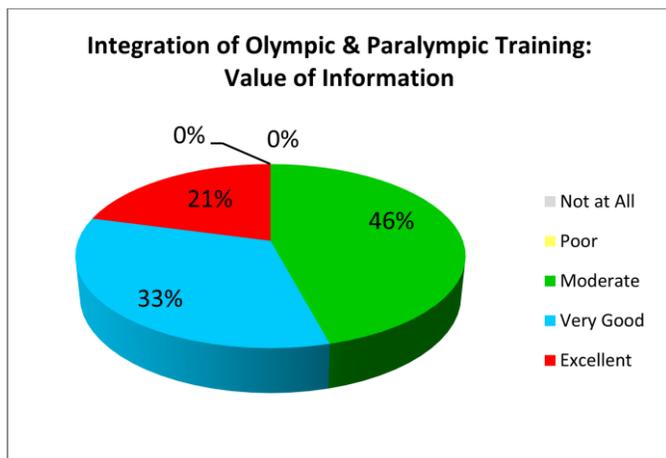
Appendix 7.8 | Forum Evaluations

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Evaluation Results

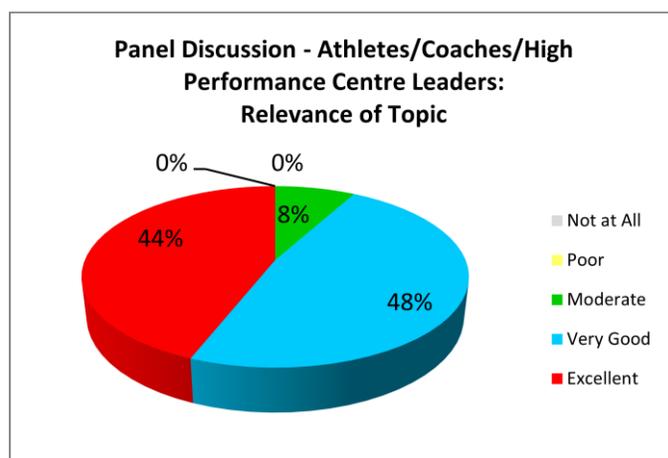
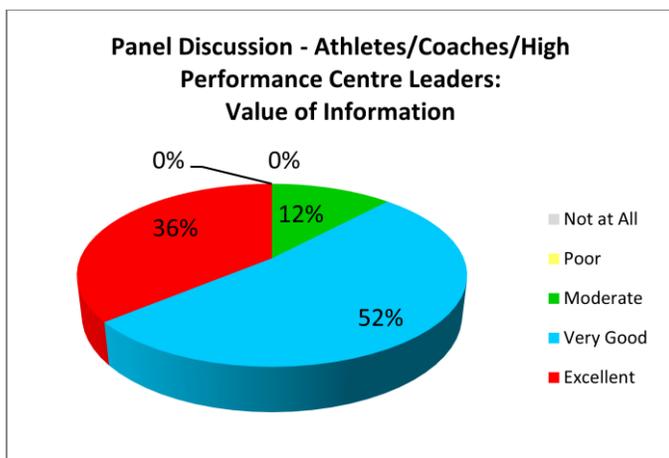
1. Joaquim Cruz: Integration of Olympic & Paralympic Training



Comments:

- Interesting comments on the collaborative approach. Very honest speaker elaborating on need for developing the whole person within athlete vs. 24 hour athlete.
- Appreciate the athlete/coach perspective.
- Needed to discuss more details of Para-athletes at HP Centres.
- Great personal story and relevant to understanding how to achieve goals.
- Not a good monitor of his time. Print too small on slides to be read.
- Personal introduction was far too long, leaving little time for treating the topic. Then, when treating the topic wasn't really speaking to it or with a focus on key messages/learnings of participants. Topic potential was great, still is, but result was disappointing.
- One of the things I hoped to get out of this Forum was finding out the important components to a successful performance center & what human resources (besides a coach) are required.
- Good to hear the perspective of someone as an elite athlete & coach.
- It is always great to hear from a HP coach. I would have liked to hear more about integration of the Olympic & Paralympic movement as this was not addressed very much in Joaquim's remarks
- Did not adequately address the integration of Olympic/Paralympic activities at a Centre.
- Spoke too long about his own career.
- Olympic champions are a fundamental invitation to all meetings.

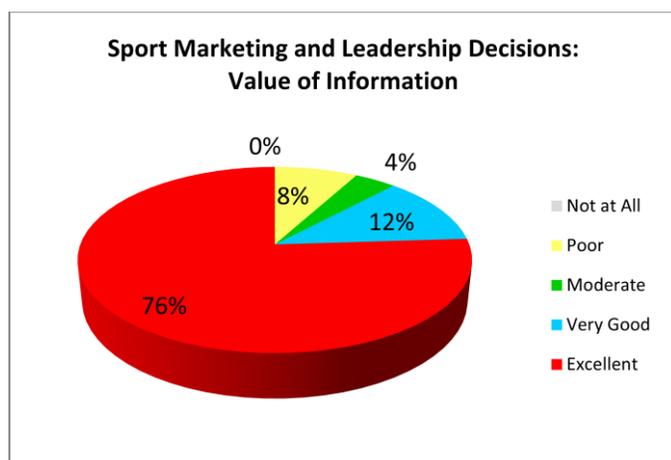
2. Panel Discussion: **Athletes/Coaches/High Performance Centre Leaders.**
 Joaquim Cruz|Chelsey Gotell|Alexandra Orlando|Ben Titley|Jerry Tonello



Comments:

- 👍 Excellent athlete perspective from Chelsey Gotell & Alex Orlando. Obvious that we need an athlete development program that prepares athletes for career transition & retirement from sport. Well in advance. Ben, Jerry & Joaquim expressed need for "CEO Head Coach" approach to collaboration with coaching, sports science, sports medicine staff.
- 👍 Needed more time for Q&A. Nice again to have athlete & coaches perspective not just administrators.
- 👍 I would have liked to hear more about the challenges, and how they were overcome.
- 👍 I really liked the format, good mix of speakers, good questions. I especially liked the latter discussion on transitioning and I wish I would have had more time spent on this, and a chance to ask questions to the athletes.
- 👍 Too many panelists. Answers should have had a time limit.
- 👍 Very engaging group. Enjoyed their responses to the question of when & how athletes transition from competition to the world of work.
- 👍 Good topic/questions and choice of athletes/coach panel provided a good mix of experiences and perspective.
- 👍 Excellent info provided by all delegates. Questions were all relevant. Panel members could have been more succinct (2 min max).
- 👍 Too long and unfocused answers by every panelist.
- 👍 Interesting to listen to personal perspective.
- 👍 Well done.

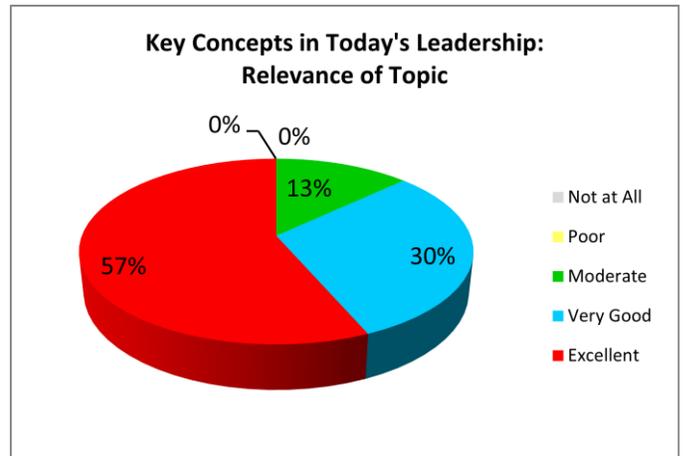
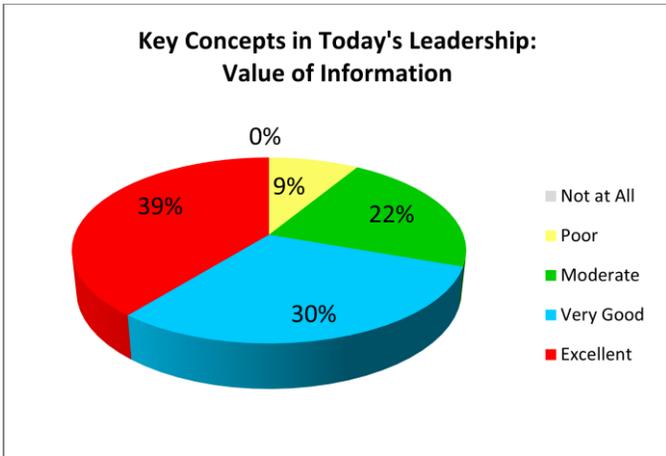
3. Chris Overholt: **Sport Marketing and Leadership Decisions.**



Comments:

- 👍 Excellence. Shifting emphasis of COC brand by COC to the emotional tie to brand which is our athletes, our team. Tremendous articulation of leadership qualities, competencies and focus to challenging the norm. Centering on athletes in supporting role vs. supporting CEO.
- 👍 Great to hear the progression of COC from the CEO. Would have liked more time for Q&A.
- 👍 Great speaker & good take home messages.
- 👍 Excellent.
- 👍 Excellent.
- 👍 Great story.
- 👍 How are we connecting COC to Sport Performance Centre?
- 👍 Outstanding presentation based on the COC evolution in 2 years; unique opportunity to pass on the key learnings. A remarkable speaker.
- 👍 Excellent insight on leadership.
- 👍 The idea of COC as a business was interesting, as it is such a successful model. The Guyana Olympic Association would benefit greatly from some of the points made.
- 👍 Very inspirational and example of how sport (through the COC & Olympics) can unite a country, instill patriotism and show the value of sport in society.
- 👍 Excellent information on the new "COC"! Given all of the changes that have taken place at the COC, it would have been good to hear more "how" Chris makes decisions. Very dynamic and professional.
- 👍 Excellent - clear good examples. Did not address the topic of how \$ makes sport (marketing decisions).
- 👍 Very good speaker.
- 👍 Great update, message. Well constructed, scripted and presented. A⁺⁺

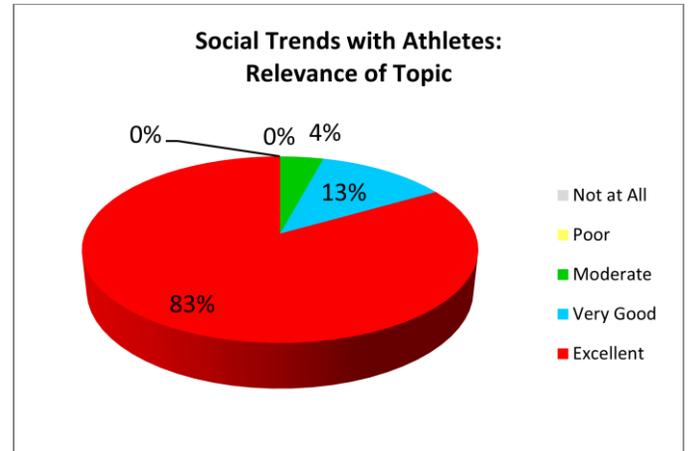
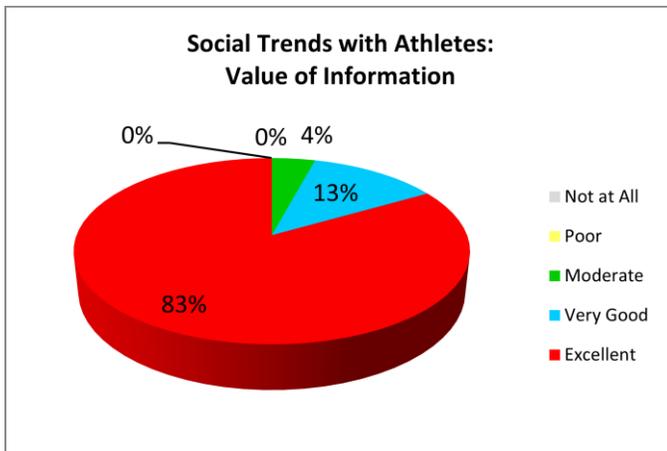
4. Dr. Ernie Stretton: **Key Concepts in Today's Leadership.**



Comments:

- 👍 Very important topic. Would have liked more time for Q &A.
- 👍 Good examples and resources to look up.
- 👍 Very knowledgeable and expert.
- 👍 A lot of information, not enough visual teaching materials. A bit confusing, repetitive.
- 👍 Great lesson and generosity of the presenter.
- 👍 Interesting topic. Constant citation of books was not effective as an approach as it could have been. Good person, good sense of humour.
- 👍 Interesting but a bit scattered.
- 👍 Very engaging speaker, much more of a "personal" professional development segment (meaning it'll help me more in my other personal endeavours than it would as pertaining to Guyana Olympic Association).
- 👍 Good information.
- 👍 Good overview of the material available on leadership. Material was relevant but no new concepts.
- 👍 A combination of resources (books, articles) and lessons. Could have given a handout of resources.
- 👍 Great information. Well presented.

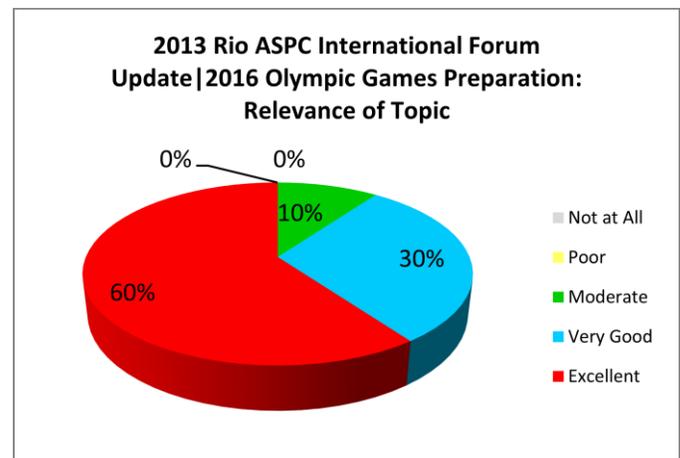
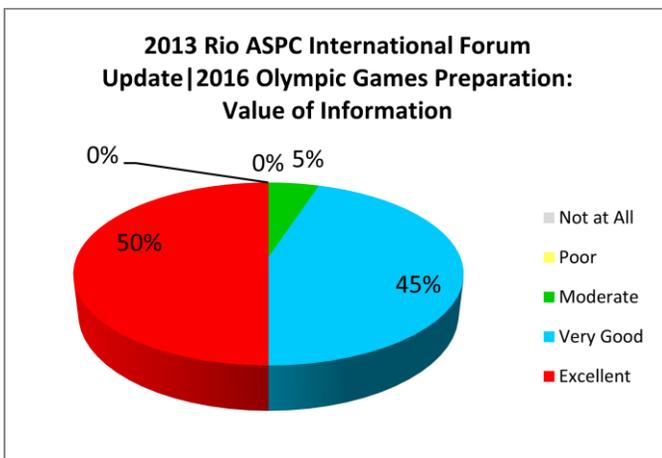
5. John Underwood: **Social Trends with Athletes.**



Comments:

- 👍 Good book suggestions.
- 👍 Very informative.
- 👍 Great information and speaker.
- 👍 The best.
- 👍 Very interesting, great presentation!
- 👍 Outstanding presentation. Important topic.
- 👍 Highly pertinent, informative and energetic information. We need to figure out a way to get into Navy Seals type data here in Canada. I really appreciated John's presentation - the best so far.
- 👍 Interesting and relevant, but too much information.
- 👍 Very informative, learned a bit, didn't agree with everything. Great resource, and I'm impressed that all of the information is free online.
- 👍 Have heard this presentation before but it is excellent and a good reminder of what is going on in society for our athletes. Like the picture presentation!
- 👍 Excellent application and messages.
- 👍 Exceptional - he is amazing!
- 👍 Fantastic.
- 👍 Outstanding, informative, concise, current. A must hear!

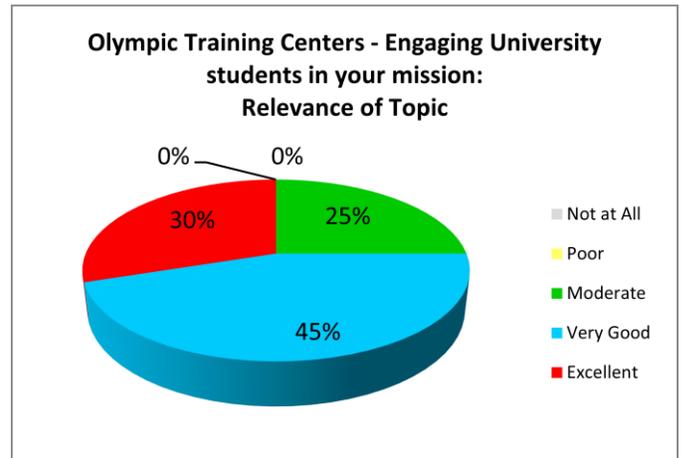
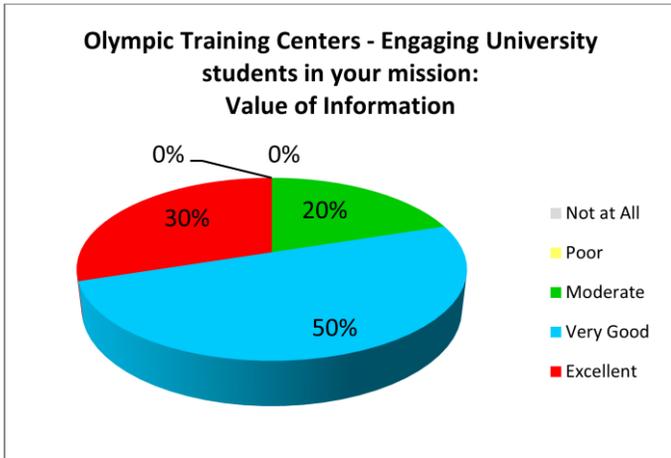
6. Marcus Vinicius Freire: **2013 Rio ASPC International Forum Update|2016 Olympic Games Preparation.**



Comments:

- 👍 More information regarding the Forum instead of Rio 2016 and Tourism!
- 👍 Nice intro to Rio!
- 👍 Great way to start the day! Very moving video on Rio 2016.
- 👍 Great, to the point and short!!
- 👍 Good info on next conference.
- 👍 Great update. Very exciting.
- 👍 Great lead up about next year International conference.
- 👍 Interesting presentation and content.
- 👍 Needed specifics on program for 2013.
- 👍 The planning for Rio forum looks like it is on track. The location looks spectacular!
- 👍 Valuable information; great video!
- 👍 Great video - hit key points in this presentation.

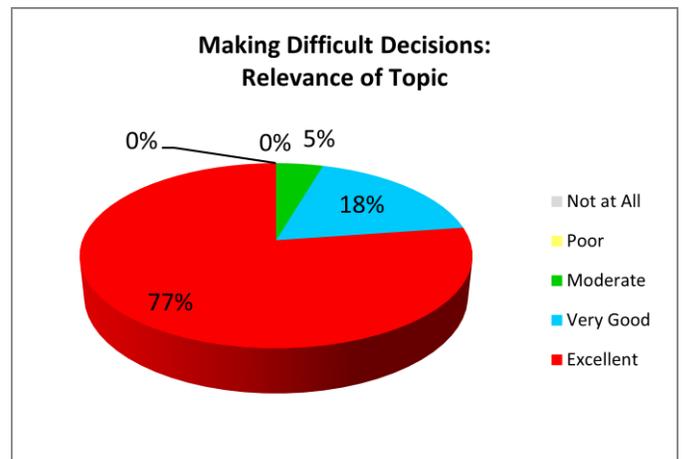
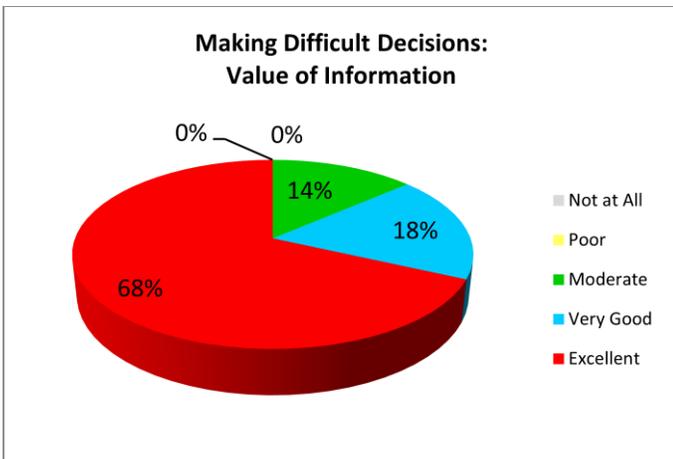
7. Glen Werner-Roseboom|Dr. Ken Wright: **Olympic Training Centers – Engaging University students in your mission.**



Comments:

- 👉 This is an important point.
- 👉 Probably least relevant based on how we can adapt the information to Guyana's situation. That said, I think organizations with a more advanced program seemed to get a lot out of it.
- 👉 Good ideas to help promote NTCs for increase in exposure, revenue and next generation of people in sport.
- 👉 This is an initiative we should replicate in Canada with the help of Universities. But it should be designed to help students & CSC/Sport System providers.
- 👉 This was very interesting for us. Opened our eyes to some exciting possibilities in our organization.
- 👉 Great information/excellent, good practical information.
- 👉 Excellent, lived example of how sport training centres can integrate with universities from a program perspective.
- 👉 Good speakers but wanted "high performance" mentioned more - guess it is assumed at USOC...but still wanted to know how elite it actually is.

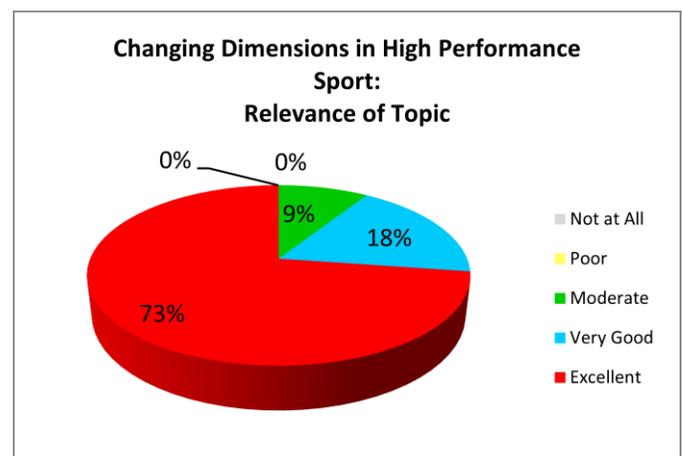
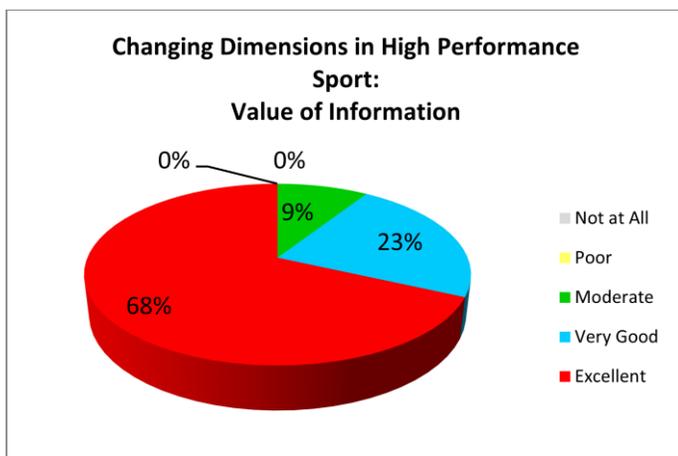
8. Anne Merklinger: **Making Difficult Decisions.**



Comments:

- Give example of difficult decisions made by OTP.
- Reflected on my own structure. Nice job.
- Very informative, helpful presentation. The model of "Own The Podium" and its functions can be adopted to the GOA; thoughts on sustainability being key.
- Very informative and time for Q&A.
- Good breakdown of decision making skills & methodology. Good description of evolution of OTP.
- Well presented, very informative. Good practical information.
- Very informative. Need more interaction with OTP to discuss long term sustainability.
- Informative about OTPs evolution, challenges, decision making process. Lots of usable info for our organization in various ways.
- Very very good! Great speaker!
- Great topic and good tools to help us make decisions and challenges us to reflect on how we make decisions.
- Very good thought provoking presentation. Good recommendations to reflect on how we all make decisions.
- Insightful, relevant information and very useful to apply in all sport/business.
- Great, concise, very current information. Nice to end early to allow for audience engagement...great questions.

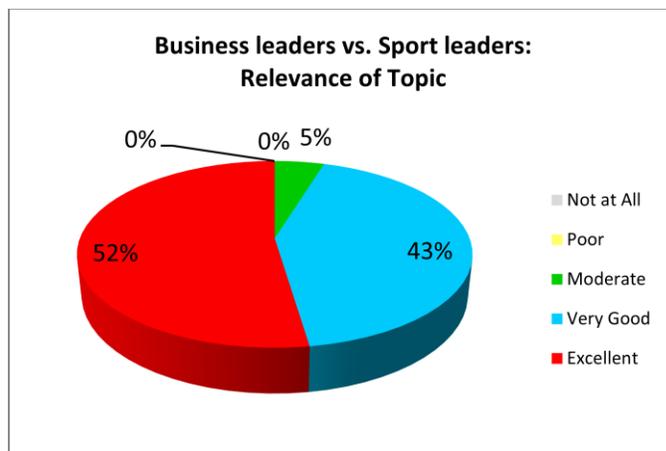
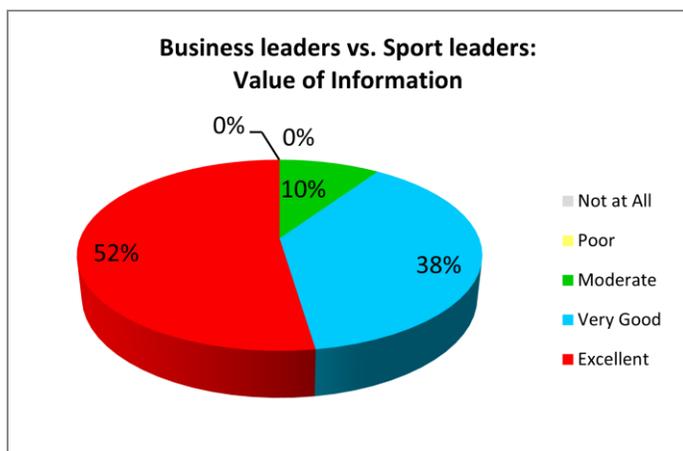
9. Dr. Peter Davis: **Changing Dimensions in High Performance Sport.**



Comments:

- Great presentation. I have a question: is the idea of providing services to transitioning athletes going to be a focus/growing trend globally?
- Very informative and spot on with trends.
- Great information and thought provoking.
- Great story teller, wisdom is very appreciated, really willing to share...more of this type of presentation.
- Excellent presentation, very informative and thought provoking. I'm even considering how we can use his skills & knowledge.
- Nothing new.
- Excellent - great ideas and stimulated thinking to help us prepare for the future.
- Brought practiced examples to life. Great job.
- Excellent - 'A' game.

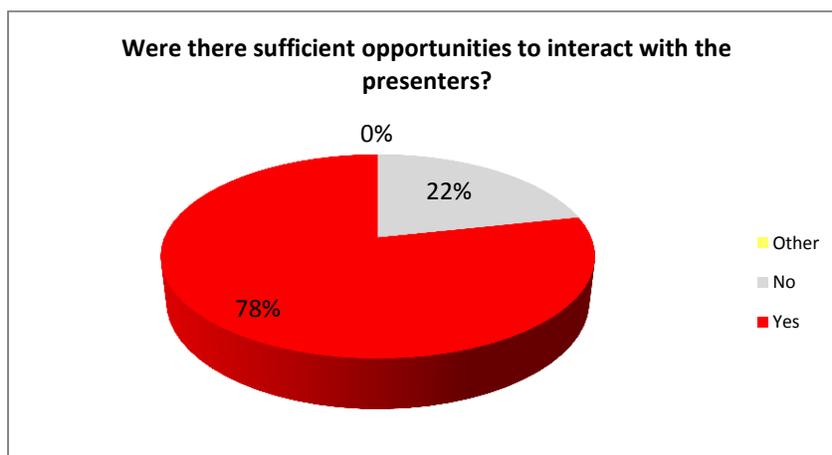
10. Chris Rudge: Business leaders vs. Sport leaders.



Comments:

- 👍 Great experience.
- 👍 Showed the importance of having at the very least elements of business savvy in sports leadership.
- 👍 Excellent. Well presented. Great humour. Nice finish to a great Forum.
- 👍 Great story teller, helpful to understand insiders perspective.
- 👍 Very pertinent and impactful presentation. A great speaker.
- 👍 Great comparison between sport and business.
- 👍 Great speaker!
- 👍 Great passion, very lived experience, current.

11. Were there sufficient opportunities to interact with the presenters?



Comments Friday:

- 👍 Good Q&A sessions? Possible group work interaction would be good addition.
- 👍 Need more time for Q&A but it was great to start at 9:00am with breaks in between presenters.
- 👍 Needed more time for Q&A.

- ☞ There was a fair amount.
- ☞ Not enough.
- ☞ Not enough but good!
- ☞ Unfortunately no. As is often the case in such events, it's really important to control time of presentations in order to allow them.
- ☞ Not generally.
- ☞ Everyone from the Panel discussion except J. Cruz left pretty quickly. Aside from that, yes.
- ☞ Most of the time. Some presenters did have to leave immediately after they spoke so we missed them.
- ☞ Not within the presentation.

Comments Saturday:

- ☞ As was only available for Saturday, not entirely but breaks allowed for networking.
- ☞ Yes, more time for Q&A today.
- ☞ Yes, there was plenty of time.
- ☞ A better ventilated and controlled agenda.
- ☞ Yes - during breaks.
- ☞ May improve with working groups.
- ☞ Yes - good layout and could chat/engage anytime afterwards.

12. Was the information valuable to your leadership situation?



Comments:

- ☞ Social trends presentation, Chris Overholt presentation.
- ☞ Great information on important and relevant topics.
- ☞ Excellent.
- ☞ Yes, especially John Underwood and Joaquim Cruz.
- ☞ Most of it, great information on various topics.
- ☞ Today, not all presentations were of equal impact/worth to me. In my view, we had 1 poor, 2 good and 2 outstanding presentations.
- ☞ Very much.
- ☞ Absolutely! It is always good to hear from others about real life situations that can be applied on a daily basis.
- ☞ Very good value
- ☞ Yes - will bring back to UTSC Athletics Department.

- ☞ Yes, great material and speakers.
- ☞ Absolutely, and in many ways!
- ☞ Yes - lots of new ideas to propose to our authorities to receive money for our athletes.

13. How might you apply this information to your leadership situation or to the betterment of your Centre?

Comments:

- ☞ Great information.
- ☞ Education on binge drinking detracts to athlete/training, marketing strategic direction.
- ☞ I oversee 14 Olympic & Paralympic training sites, so will promote to them.
- ☞ Time to reflect on current issues, create time to lead vs. tackling endless task lists.
- ☞ Supporting Coaching development with the national Sport Federations.
- ☞ The leadership & decision making info (Dr. Stretton & Chris Overholt) will help in how we manage decision making, staff management and strive for excellence. The panel portion will have impact on our coach & athlete servicing. John Underwood's information will be passed onto our athletes!
- ☞ New ideas can brighten up leadership.
- ☞ We're still developing a "Centre" but much of the information can be applied to how our organization runs and thinks about sports.
- ☞ Sharing with the staff.
- ☞ Immediately with staff and Board. Timely as we are midway through review, re-branding, re-trenching our organization.
- ☞ Make agreements with Universities.
- ☞ UTSC - Pan Am 2015 partnership.
- ☞ Devising sustainable solutions to current problems; creating valuable networks now.
- ☞ Validation of what we are doing.
- ☞ Present materials back to Centre.
- ☞ Helping our new management team evolve; helping our organization improve.
- ☞ A lot from Anne.
- ☞ Candidates for guest speaker use for teams.
- ☞ My NOC is in the process of planning the 2017 Youth Commonwealth Games; the info is useful to help bridge the gaps in our NSF's.
- ☞ Expect a good effect.
- ☞ I am really considering in getting funding to build a Centre. It was always been my dream.
- ☞ Aging athletes - better awareness of this reality; more "professional" approach.

14. For the next Forum, what topical area (or speaker) would be of most value (most interest) to you?

Comments:

- ☞ 1 - Center budget, 2 - Green options, 3 - Performance services.
- ☞ More information on the importance of diversity and inclusion, across the spectrum of sport... athletes-coaches-administrators.
- ☞ Workshop on creating materials and stories that highlights and educate on the value-added outcomes of centralized training at HP Training Centres.
- ☞ Future.
- ☞ How to overcome challenges in leadership.

- ☞ 1 - Transitioning (what is it, how are the athletes affected, what are we doing about it, what can we do to improve our support to athletes), 2 - Win Win Negotiation, 3 - Managing Change (info and recommendations on transforming organizations).
- ☞ Athletes and coaches.
- ☞ How we can impact environment of institute to the athlete/coach level.
- ☞ Maybe speakers with some regional focus, for example someone from the Olympic Association in other parts of the Americas that are doing something different from the COC but is also successful.
- ☞ Governance, Revenue Generation (non-government sources).
- ☞ Bridging the gap between student athletes and professional athletes; career opportunities for retired athletes.
- ☞ I'd like to see more women on the board and involved in leadership roles in the ASPC.
- ☞ With sport becoming a model for revenue, having a marketing as well as a media perspective regarding trends, collaboration, etc.
- ☞ 1 -Managing people/employees; 2 -Non-profit fundraising; 3 -Continue with the development leadership.
- ☞ Linking performance planning to budgets.
- ☞ 1 -Accountability; 2 -Technology; 3 - Results focused KPI development and implementation.
- ☞ IST enhancement - how do we get these teams to function better; how do we improve how we work with HPTCs.
- ☞ Key decision people in our Centres.
- ☞ Continue with a leadership, personal & professional development theme so we can get better.
- ☞ More John Underwood, have him update his info and present again; hi tech adoption in leadership & coaching.
- ☞ What programs and trainings in leadership are available to NOCs, NFs, etc.
- ☞ How to continue to improve the role of Women in leadership positions.
- ☞ 1 - More athletes/feedback; 2 -Legal application (ie. legal issues come up at Centres and we never talk about it); 3 -data management (we are so behind)

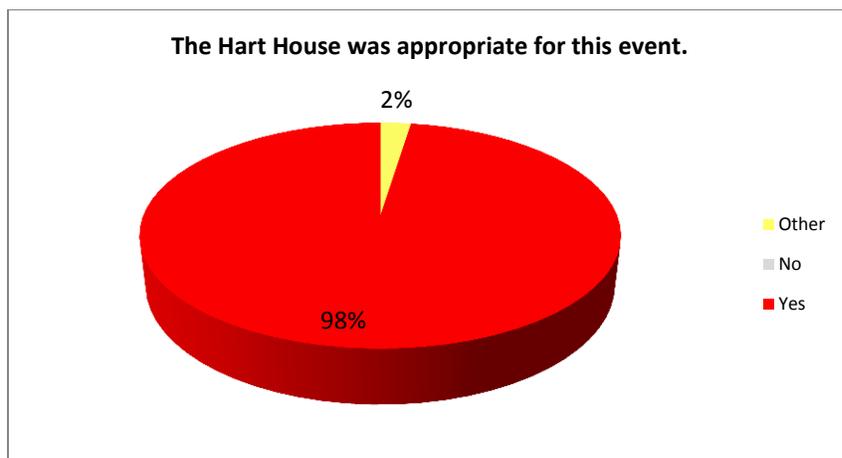
15. How can the ASPC Forum best meet your leadership challenges needs (and leadership development needs)?

Comments:

- ☞ We need to impact the Caribbean.
- ☞ Send quarterly or monthly updates...to keep updating on new/interesting topics.
- ☞ Annual Forums are valuable, despite their time and expense to host them.
- ☞ Application of skill.
- ☞ Access to reading materials, blog? Networking possibilities to promote/support linkages between/within.
- ☞ New information is always a very good tool.
- ☞ Possibly technical training IN Guyana.
- ☞ It's a very good approach for the benefit of all Centres.
- ☞ Continued sharing through Forums, online resources, exchanges, etc.
- ☞ New knowledge and trends.
- ☞ Have a mentorship session for upcoming leaders to "breakout" with current sport leaders for relevant Q&A.

- ☞ Technical help; as a resource to our Rio 2016 initiative; financial assistance for training & professional development. Would love to stay in touch re. our need & challenges.
- ☞ Speak to the tools available on websites, organizations, etc.
- ☞ Keep promoting exchange opportunities.
- ☞ Create structured exchange opportunities (round table discussion) or provide topic to learn more about best practices.
- ☞ Networking; sharing resources.
- ☞ Application of new ideas.
- ☞ Interactions and international sharing open to IPTU.
- ☞ Examples of best practice organization charts of centres; how centres get evaluated on their services (sharing of best practice).

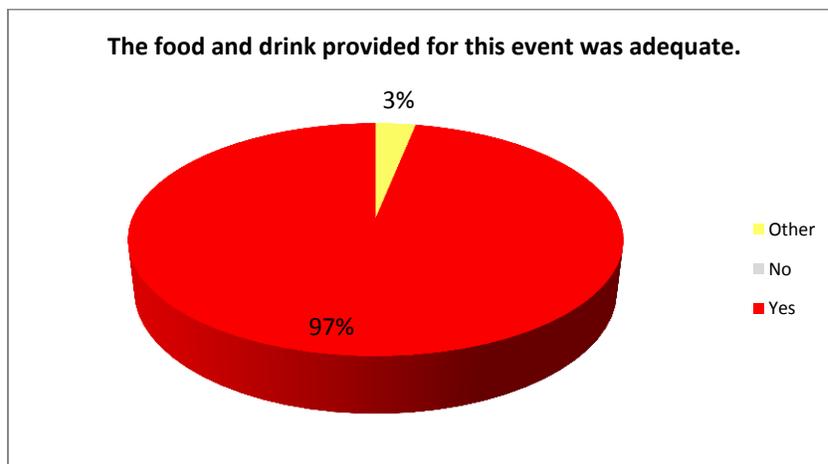
16. The Hart House was appropriate for this event: :



Comments:

- ☞ Excellent venue.
- ☞ Beautiful building.
- ☞ Complaint about temperature of water for tea. Otherwise room ok, setting ok.
- ☞ Nice work on this first day!
- ☞ Beautiful building/room!
- ☞ Love the venue! The 10-minute walk was a perfect way to start the day. University setting was perfect.
- ☞ Wonderful building.
- ☞ Except for parking.
- ☞ Nice building!
- ☞ Great location for event.
- ☞ Very nice venue.
- ☞ Excellent - super location.

17.The food and drink provided for this event was adequate:



Comments:

- 👍 Excellent.
- 👍 The lunch set-up was not ideal for facilitating exchanges.
- 👍 Continental breakfast could have used more variety, too much sugar.
- 👍 I enjoyed the continuous supply of eats.
- 👍 Excellent, thank you!

Please provide any other comments or feedback you may have on the ASPC Americas Continental Forum:

- 👍 I enjoyed the relaxed nature of the event and everyone was very helpful. Great job Canada!
- 👍 Very organized.
- 👍 Thursday Reception feedback: great speaker, very interesting & appropriate; would have set-up the room to avoid having so many participants stand through the speech.
- 👍 I know that there is a lot of work invested in this project. I want to say congratulations and THANK YOU to Debbie, Dale & Tracy (and their staff) for all the work in getting this delivered. I am proud to be associated with this event.
- 👍 I think the Forums get better each year.
- 👍 Well done.
- 👍 Excellent information and variety of speakers!
- 👍 Additional focus on gender, diversity and inclusion topics as the sport environment continues to be global. Also the continual need to increase the involvement of women in coaching and in leadership administration positions.
- 👍 Excellent 2 days. Great job - thank you!
- 👍 Thank you for this conference. This was a stronger second day.
- 👍 We need more delegates to our Forums!! We should do research with the Training Centres that did not attend (why didn't you come? Money? Time? Distance? Interest? Speakers? Weekend? Topics? Need more information? Financial support?)
- 👍 Great leadership from Dale & Tracy on site; there was a 'tone' of sharing...this concept of fellowship; need to do this more!