



ONTARIO SPORT NETWORK

# Annual Report

2021 - 2022



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**A n n u a l   R e p o r t**



## A YEAR IN REVIEW

What was thought to be a year of recovery and bringing people back to sport and back to “normal” or the “new-normal” turned into a year of continuous challenges and rethinking the plan for assistance for our member organizations.

The 2021-2022 year marked a milestone for this organization as it officially transitioned from Sport4Ontario to the Ontario Sport Network and commenced the work towards a new revamped identity with strategic key messages, as the province tackled steps to the reopening and recovery of the sport sector.

We looked beyond the scope of what we have perceived sport to be for our member organizations and tapped into key learnings from two years of COVID. Through research done by IMI we were able to explore the state of sport across Ontario and the perception of what *sport is*, for all individuals. With these new learnings, OSN launched the **This is Your Sport** campaign with an aim to give a sense of belonging and inclusivity to Sport – whatever that is to *You*. The campaign, the research and the resources all with a focus on diversity and safe sport targeted all Ontarians to get back to sport by being active, however they were able to.

With a focus on member servicing, OSN launched workshops, the Sport Speaks Series and a grant program and will continue to host and provide opportunities for the membership and beyond to learn, grow and share best practices in Ontario.

Looking ahead to the 2022-23 year, we'll prepare to deliver meaningful events and resources through strategic partnerships as well as continue to promote and showcase the effort and work of our member organizations through the National Sports Trust Fund of which saw donation amounts of 1.5 million through approximately 100 projects in 2021.

On behalf of the OSN Board of Directors and Committees we look forward to another year of building on a foundation of collectively assisting and uplifting the sport sector across Ontario.

**Michele O'Keefe**

Chair, OSN Board of Directors





## 1. Staff Members

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Name	Position
Patsy Coyle	Managing Director
Charonne Thomasos	Manager, Programs & Partnerships
Bianca Bohn	Manager, NST & Digital
Tommy Wharton	Director, Grants (Contract)
Trona St Omer	Coordinator, Grants (Contract)

## 2. Scope of work 2021-2022

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The transition of Sport4Ontario to Ontario Sport Network beyond the rebrand took place over the 2021-22 year, with the implementation of the ***This is Your Sport*** campaign in market. Working with key agencies in the areas of strategic Marketing and Communications, Media, Public Relations and Research, we were able to build brand awareness, spark campaign interest and generate valuable research setting the foundation for future programs and resources. We placed focus on the potential of the National Sport Trust Fund through story telling initiatives, highlighting and showcasing organizations across Ontario and their projects. We built relationships with partner organizations in the area of promotion, programs and resources. Our work throughout the 21-22 fiscal year revolved around revamping the organization and placing focus on bringing Ontarians back to sport while emphasizing critical issues around mental health, equity, diversity and inclusion and safe sport. Highlights in the infancy of the new Ontario Sport Network include:

- Overall increase of brand awareness both among individuals, government recognized and non-recognized sport organizations
- Increase in membership interest and acquisition
- 66K users / views to the new website upon launch especially in the areas of Activity Finder, This is Your Sport campaign elements and Grant Program.
- \$1.5 million raised through the National Sport Trust Fund with over 100 projects receiving donations

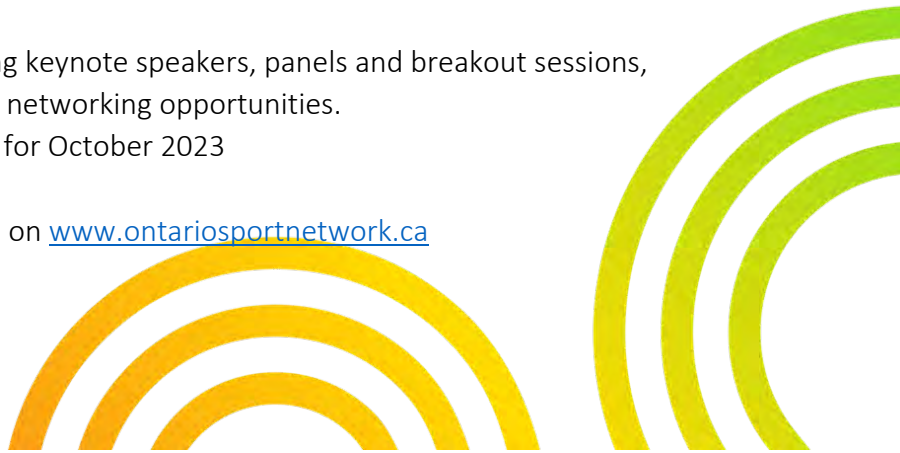
3. Planning 2022-2023

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Planning and implementation of programs and events for the 2022-23 year have already commenced. With a focus on key issues and areas of engagement in the sport sector programs, we will continue to work with partner organizations in the development and execution of events, programs and resources to assist the membership, engagement Ontarians and provide valuable information and resources for all. A few programs and events which have launched and / or will launch over the course of this year include:

- Emergency Relief Community Sport & Recreation Grant
  - OSN successfully distributed \$7M that will provide financial assistance to community level organizations looking to reintroduce vital sports and recreation programming to their community
  - 315 grant applications were received and evaluated, in a very competitive process, 234 received support
  - A full list will be made public in early July 2022
  - In total over 105+ regions and communities in the province will be impacted by this grant program
- OSN Sport Speak Series
  - Designed to hear from a panel of experts discussion relevant topics in the current sport landscape. Along with the Panel, guests in attendance will have a chance to network with like-minded individuals over a fun group activity.
- Sector focused Workshops
  - Designed to lead workshops diving into specific topics to provide a hands-on learning opportunity facilitated by subject matter experts. The workshops will include presentations, group work and break-out sessions for discussion.
- Officials Recruitment and Retention program
  - OSN in collaboration with ITP Sport and Sheffe Consulting is developing an Officials Strategy that will address the key issues of recruitment/retention, education/training and culture.
    - Focus groups engaging with PSO/MSO
    - Comprehensive summary report
    - Develop an in-market program and campaign to acquire and retain officials and referees.
- OSN Sport Symposium
  - Full day event featuring keynote speakers, panels and breakout sessions, practical learning, and networking opportunities.
  - Date is TBD – planned for October 2023

Information on all the above can be found on [www.ontariosportnetwork.ca](http://www.ontariosportnetwork.ca)





**BOARD OF DIRECTORS**  
**EXECUTIVE & GOVERNMENT RELATIONS COMMITTEE |**

1. Board of Directors

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Name	Position	Association
Michele O'Keefe	Director at Large - Chair	Niagara College
Cyril Leeder	Director at Large	Founder and Past President Ottawa Senators / Co-Chair Minister's COVID panels on Amateur Sport and Professional Sport
Johnny Misley	Vice Chair	Ontario Soccer
Andrew Backer	Treasurer	Row Ontario
Debbie Low	Secretary	Canadian Sport Institute Ontario
Jeremy Cross	Member	Coaches Association of Ontario
Gord Grace	Member	Ontario University Athletics
Fran Rider	Member	Ontario Women's Hockey Association
Myles Spencer	Member	Rugby Ontario

2. Executive Committee Members

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Name	Position	Association
Michele O'Keefe	Director at Large - Chair	Niagara College
Johnny Misley	Vice Chair	Ontario Soccer
Andrew Backer	Treasurer	Row Ontario
Debbie Low	Secretary	Canadian Sport Institute Ontario

3. Government Relations Committee

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Name	Position	Association
Cyril Leeder	Director at Large	Founder and Past President Ottawa Senators / Co-Chair Minister's COVID panels on Amateur Sport and Professional Sport
Michele O'Keefe	Director at Large - Chair	Niagara College
Johnny Misley	Vice Chair	Ontario Soccer
Debbie Low	Secretary	Canadian Sport Institute Ontario



## 2. Committee Mandate

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The Executive Committee is a committee of four members including the Chair, Vice Chair, Treasurer and Secretary, and reports to the board of directors. The committee's focus is to carry out the official officer's duties of the organization as outlined in the organization's by-laws. The executive committee provides internal leadership to the board of directors while leading and facilitating the overall strategy and vision for the organization.

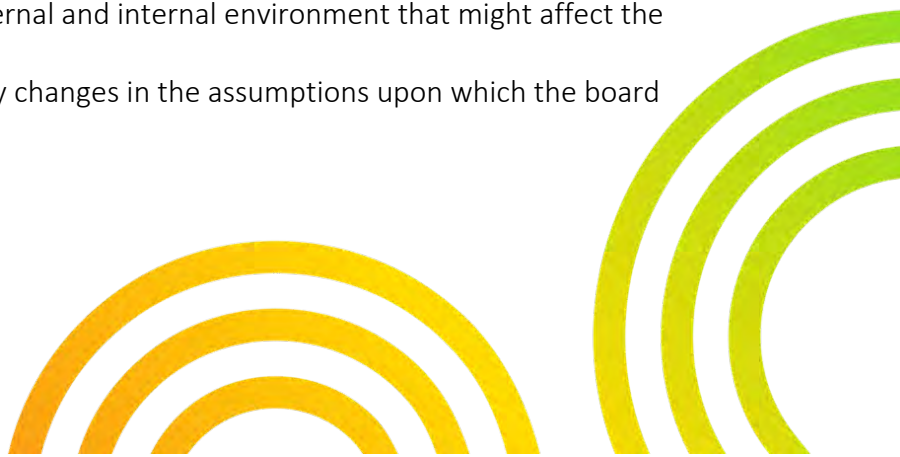
The purpose of the government relations committee is to engage with all levels of government, and particularly, the provincial government in Ontario, on sport sector matters by establishing regular communications and a solid working relationship.

## 3. Key Responsibilities

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Notwithstanding the generality of the foregoing the executive committee is expressly charged with the following key tasks:

- Report to the board on all activities;
- Act on behalf of the board on urgent matters arising between board meetings;
- Seek board ratification for all decisions taken between board meetings;
- Ensure that any financial-related decision does not result in the expenditure of monies that exceed the limits defined in organization's by-laws and/or operational policies for the executive committee;
- Review and set the agenda for board meetings;
- Perform the responsibilities and tasks, which include but not limited to the following:
  - Monitor the development, implementation and execution of all required policies;
  - Ensure the treasurer and either the chair or vice chair approve the opening of any bank or investment account or transfer money into a non-liquid account or an account with a fluctuating value;
  - Ensure that any agreement to purchase, lease, rental, or service contract with a value exceeding \$1,000 in any budget year is co-signed by one of the chair or vice chair;
  - Inform the board of relevant trends, public events, adverse media coverage and changes in the external and internal environment that might affect the organization;
  - Inform the board of any changes in the assumptions upon which the board has been operating;



**BOARD OF DIRECTORS**  
**EXECUTIVE & GOVERNMENT RELATIONS COMMITTEE |**

- Present information or advice to the board in a timely fashion and that is complete and accurate and inform the board with points of view, issues, or options that are pertinent to fully informed board decision-making;
- Ensure information sought by the board is submitted in a timely, accurate and understandable manner;
- report, in a timely, accurate and understandable manner, an actual or anticipated instance of noncompliance with any policy of the board;
- Advise the board if, in the executive committee's opinion, the board or executive Committee is not in compliance with the organization's by-laws, membership or operational policies;
- If applicable, hire and manage staff.

The government relations committee shall work to identify, define, and develop Ontario Sport Network government relations strategies.

- Provide recommendations to the board of directors regarding these strategies and work to implement these strategies.
- Promote the development and support of relationships with elected government officials and staff at all levels at the Ministry of Heritage, Sport, Tourism & Culture Industries, and the ministry's agencies.
- Engage with other ministries in Ontario on government relations strategies for sport including (but not limited to) the Ministries of Education, Health, Child and Youth Services, Indigenous Affairs, Women's Issues and Accessibility.
- Oversee strategies that further cultivate the federal and provincial government relationships.
- Enhance the profile of the Ontario sport sector with government.
- Help to identify government relations issues on matters of importance to Ontario Sport Network-and the Ontario sport sector.
- Facilitate discussion and cooperation between the Ontario sport sector organizations and applicable government officials on matters that affect the sport sector.
- Annually review the government relations strategy and suggest changes or improvements for consideration by the Board.
- Monitor effectiveness of government relations efforts.







## 1. Current Committee Members

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Name	Position	Association
Andrew Backer	Chair	Row Ontario
Cyril Leeder	Member	Independent
Gord Grace	Member	Ontario University Athletics
Linh Nguyen	Member	Ontario Soccer
Darin Muma	Member	Swim Ontario

## 2. Committee Mandate

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The purpose of the Finance & Audit Committee is to ensure that the Board fulfills its legal, ethical, functional and fiscal responsibilities through adequate finance policy development for Board approval, participation in the development of financial, budget and investment strategies, ensuring that there is adequate security over the organization's finances.

## 3. Key Responsibilities

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- Develop and recommend appropriate policies and procedures to ensure sound financial and investment policies and practices are in place and recommend revisions as required including the Committee Terms of Reference, to assist the Governance Committee of the Board in fulfilling its oversight responsibilities.
- Participate in the review of the annual operating budget and the development of a long-term financial plan (i.e., rolling 3 years).
- Review quarterly financial results of the organization that the Board has ultimate responsibility for and obtaining explanations for variances to the Board approved budget.
- Annual discussion with the external auditors prior to presentation to the Board regarding the result of their audit and any issues, findings or concerns that they wish to raise relating to the organization's staff, accounting records, accounting practices and system of internal control.
- Ensure proper orientation, support and continuing education for the organization's staff involved in the accounting and finance function.
- Produce and keep current, documents needed for recruitment and education of current, new, and potential individual members to serve on the Committee.
- Maintain a horizontal scan/global watch for accounting and finance policy development, best practices, and other opportunities relating to non-profit organizations and other sport

organizations that could lead to growth and improvement of the accounting and finance activities of Ontario Sport Network.

#### 4. Scope of work 2021-2022

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- Appointment of new audit firm
- Implemented new financial policies & procedures
- Supported the staff and board in the monitoring of the Organization's financials

#### 5. Planning 2022-2023

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- Support the development of a long-term financial plan
- Quarterly reviews of the organizations financial position (budget v actuals)





## 1. Current Committee Members

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Name	Position	Association
Myles Spencer	Chair	Rugby Ontario
Debbie Low	Member	Canadian Sport Institute Ontario
Phillip McKee	Member	Ontario Hockey Federation
Erin Hamilton	Member	Town of Aurora
Stephanie Spruston	Member	Ottawa Sports & Entertainment Group
Ryon Dalir	Member	Global Public Affairs
Kim Cunningham-Taylor	Member	Barrister, Solicitor, Notary Public
Kyle Pelly	Member	Ontario Colleges Athletic Assoc.
Fran Rider	Membership Relations Cte Chair	Ontario Women's Hockey Assoc.

## 2. Committee Mandate

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The Governance Committee shall develop, maintain and renew the Board's governance mandate including its structure, by-laws, policies and procedures. The Committee will act as an advisory group for the Board of Directors on all matters with regard to Board policy, coordinate the strategic planning, nominations and elections processes, and implement the procedures to assess the overall performance of the Board of Directors and committees.

## 3. Key Responsibilities

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- Review, monitor and make recommendations concerning best practices of corporate governance in order to improve Board effectiveness and accountability in fulfilling its oversight responsibilities;
- Design and oversee the orientation and on-boarding of Board members and committee members;
- Review and maintain corporate governance documents including but not limited to the by-laws, policies and procedures, committee terms of reference and recommendations, as appropriate, to the Board of Directors;
- Develop and oversee the process to evaluate the performance of the Board, Directors and committees, and implement ongoing Board education and professional development;
- Assess the size, composition and diversity of the Board and committees, and make recommendations, as appropriate, to the Board of Directors;

- Assess and anticipate the skills, competencies and qualifications needed for Board and committee composition to ensure effective succession;
- Develop a collaborative and transparent Director nominations procedure, including recruitment, candidate screening and election criteria and/or processes;
- Support the facilitation of the strategic planning process with the Board of Directors;
- Advise the Board of Directors and membership on governance issues and trends that may arise from time to time.

#### 4. Scope of work 2021-2022

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- The Governance Committee supported the corporation's rebranding / re-naming from Sport4Ontario to Ontario Sport Network, including official registration of the new business name.
- In October 2021, the Ontario Not-For-Profit Corporations Act ("ONCA") came into force; The Committee prioritized the transition to the ONCA and commenced the internal review process.
- Identified the need to address Board succession as a result of the 2020 election of Directors onto the same term (2 years, expiring at the 2022 AGM), leading to the development of a Director Term Staggering proposal which was presented to and approved by the Board in December 2021 and which has been incorporated in the proposed By-laws.
- With the expertise among the committee, a review of the corporation's By-laws was undertaken, which identified key areas of focus including Classes of Membership, Board Composition. The Committee determined it most efficient to draft a new By-law, rather than amending the existing, which has been presented to the membership for approval at the AGM.
- The Committee also led the drafting of Articles of Amendment as part of the transition to the ONCA; the focus of this process was to draft and propose to the Board the "Purposes" of the corporation (formerly referred to as Objects), number of Directors and special provisions, which has been presented to the membership for approval at the AGM.
- In May, the Committee supported the delivery of OSN's first workshop – part of a series of sector focused events and workshops – on the topic of the ONCA.
- The Committee supported the Board of Directors and staff with various policy and procedure advice and guidance throughout the year.



## 5. Planning 2022-2023

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- Official filing of the ONCA transition documents.
- Shift focus to other governance processes, including the review of corporate policies.
- With new By-laws and Articles of Amendment, develop a new Governance Manual that is fit for the organization now and in the future.
- Develop a suitable nominations and recruitment procedure to ensure a diverse, inclusive and skills/competency-based Board is maintained in future.
- Continue to ideate and create resources and ways to support the sport and recreation sector in Ontario with governance best practices.





## 1. Current Committee Members

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Name	Position	Association
Jeremy Cross	Chair	Coaching Association of Canada
Laura Albright	Member	Canadian Sport Institute
Nicholas Taylor	Member	Ryerson University
Johnny Misley	Member	Ontario Soccer
Michele O'keefe	Member	Niagara College
Robyn Gmeindl	Member	Ontario Soccer

## 2. Committee Mandate

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To provide guidance, assistance and expertise in the development and implementation of effective Marketing and Communications plans for the organization, respective committees and board to support achieving goals.

## 3. Key Responsibilities

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The responsibilities include facilitating communication with Ontario sport sector as well as, within the organization. These activities include, but are not limited to, the following:

- Developing content and messaging that meets the needs and is visible to the Ontario sport community;
- Considering programs that meet the needs of the Ontario sport community;
- Enhance the value of being a member of the organization that is in the Ontario sport community;
- Enhance internal and external communications by establishing a mechanism for publishing, distributing and overseeing activities relating to content and messaging;
- Maintaining and updating the web site, social media (youtube, facebook, instagram, LinkedIn, twitter) and other platforms;
- Develop annual marketing and communications plans;
- Development of measurement criteria;
- Identify cross marketing opportunities with key stakeholders;
- Conduct annual evaluation of marketing and communications programs;
- Provide input on communications issues that arise;
- Provide board with advice related to marketing, and communications.

#### 4. Scope of work 2021-2022

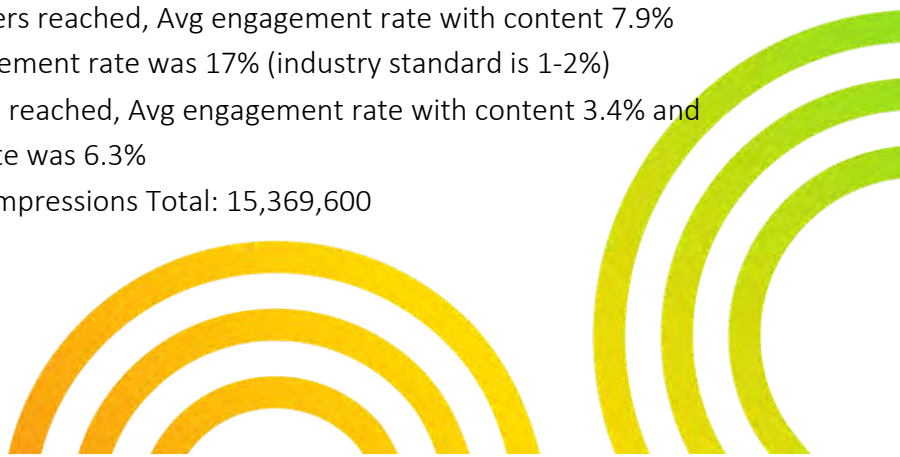
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Over the course of the 2021 – 2022 year, the marketing and communications committee engagement in the Ministry mandated pilot project for “Safe Sport / Return to Sport” campaign was tremendous. From spring of 2021 to December of 2021 the MarComms committee was pivotal in supporting, directing and advising our agency partner Torque on the Return to Sport and Safe Sport Integrated Campaign. Notably, supporting the development of the website, social creative content, identifying ambassadors (see below) and influencers (see below) to ensure representation and diversity on our province was covered are some of the key area of contribution the committee supported in this past year. Key executions this year:

- Campaign Phase 1 in market November-December
- Campaign Phase 2 in market March – April
  - Key calls to action were encouraging people to get active and change perception of sport and recreation accessibility. Break down barriers and drive traffic to the activity finder and campaign tools and safe sport resources/research.
- NSTF storytelling video series was created in fall 2021 and launch and ongoing series of humanizing and impact based NSTF projects to bring life to the work being done in the sport sector across the province.
- The committee has recently been contributing to the work that the OSN staff are busy planning such as Sport Speaks, Workshops, and Symposium. Generating ideas of topics, speakers, timelines and communication tactics.
- Some other highlights through out the year the MarComms committee was involved with is the launch of the:
  - OSN Rebrand at last years AGM
  - New Website
  - Activity Finder
  - Safe sport resources including resource on mental health
  - And new membership growth

Here some recent statistics from the campaign:

- Ambassadors: 185K followers reached, Avg engagement rate with content 7.9% and Damien Warner engagement rate was 17% (industry standard is 1-2%)
- Influencers: 233K followers reached, Avg engagement rate with content 3.4% and Shannae Ingleton-Smith rate was 6.3%
- Phase 1 Social and Media Impressions Total: 15,369,600





- Phase 2 Social and Media Impressions Total: 2,803,192
- Combined impressions total 18,172,792
- Digital impressions 35M impressions
- 53,600 unique clicks to site
- 6.1M video views
- Top performing creatives: skateboarding and hiking videos, swimming and basketball graphics. (see below)
- Website traffic growth from Phase 1 (6,862 sessions) to Phase 2 (68,822 sessions) was drastic and the session duration growing from 21 seconds to 33 seconds. (see below)
- Number 1 viewed pages at nearly 25% of all sessions was the Activity Finder.

## 5. Planning 2022-2023

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Planning for the 2022 – 2023 year includes an action plan around member and sector engagement through events such as workshops, sport speaks, and symposium. The committee will still be committed to amplifying the NSTF at every opportunity. Some of these elements and upcoming programming include:

- Officials Development Focus Groups
- Speaker Series
- Workshops and Townhalls
- Sport symposium
- Social Media strategy
- Partnership and Sponsorship engagement
- Membership Campaign
- Further development of the support to sector pillar of the Strategic Plan



## OUR AMBASSADOR PARTNERS



**Kelsey Mitchell**  
Canadian Cyclist & Olympic  
Gold Medalist



**Marissa Papaconstantinou**  
Canadian Runner & Paralympic  
Bronze Medalist



**Damian Warner**  
Canadian Track & Field Athlete,  
Olympic Gold Medalist



**Jamaal Magloire**  
Former NBA Player, Raptors  
Ambassador



**Brock McGillis**  
Canadian Former OHL Athlete,  
LGBTQ+ Advocate

## OUR INFLUENCER PARTNERS



**Saleh Family**  
[@salehfamilyofficial](#)  
23,100 followers



**Jamie Pandit**  
[@justiamiep](#)  
31,000 followers



**Kayla Grey**  
[@kayla\\_grey](#)  
27,400 followers



**Maayan Ziv**  
[@maayanziv](#)  
20,700 followers



**Shannae Ingleton-Smith**  
[@torontoshay](#)  
69,300 followers



**Julie Miguel**  
[@julesaujus](#)  
9,455 followers



**Casey Palmer**  
[@caseypalmer](#)  
5,538 followers

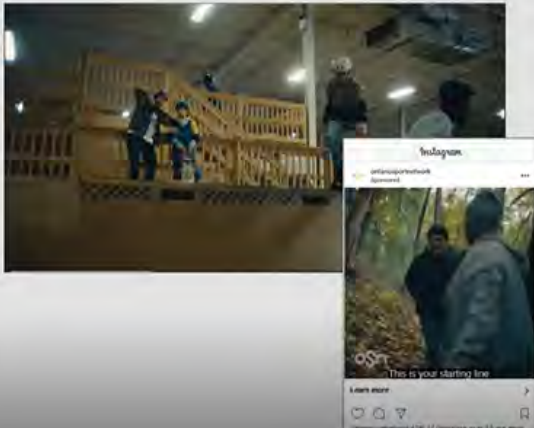


## TOP PERFORMING CREATIVE

Based on clicks, engagement rate and video completion rates across platforms, the following creatives are the overall best performers:

### Top Performing Video

*Skateboarding + Hiking*



### Top Performing Banners

*Basketball + Swimming*



## WEBSITE METRICS SUMMARY

Increased pages per session during the second flight of this campaign

	USERS	SESSIONS PER USER	SESSIONS	PAGES PER SESSION	AVG. SESSION DURATION
NOV 22 – DEC 5, 2021	6,453	1.06	6,862	1.35	0:21
MARCH – APR 30, 2022	60,031	1.15	68,822	1.29	0:33





## 1. Current Committee Members

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Name	Position	Association
Fran Rider	Chair	Ontario Women's Hockey Assoc.
Myles Spencer	Member	Rugby Ontario
Cyril Leeder	Member	Minister's Covid Panels on Sport
Shauna Bookal	Member	Field Hockey Ontario
James Brough	Member	Canadian Sport Institute Ontario
Joely Christian	Member	Ontario Volleyball
Marian Jacko	Member	Little NHL
Glenn MacDonnell	Member	Special Olympics Ontario
Marcia Morris	Member	Ottawa Sport Council

## 2. Committee Mandate

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To work with existing members and potential members in the transition of Ontario Sport Network to a build a strong, inclusive organization that will maximize the benefit to individual members and build collective strength for sport in Ontario.

## 3. Key Responsibilities

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- Identify members and potential members within the current structure and potential governance structure.
- Create an open communication network with members and potential members with opportunity for input and feedback.
- Build on opportunities and best practices.
- Discuss controversial items and how they could/would be addressed in the collective.
- Communicate an openness from the Board of Ontario Sport Network to listen to all voices through the transition.
- Work with the Board and other committees through the governance and operational aspects of the transition.

4. Scope of work 2021-2022

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- Reviewed and discussed the membership categories of Ontario Sport Network to determine the best path moving forward
- OSN decided to collapse some membership categories in order to better serve its members
- The discussions held focused on membership benefit, security and usability

5. Planning 2022-2023

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- OSN is strongly focused on provided their members with benefits – resources, workshops, Sport Speaks panels, focus groups
- OSN is strongly dedicated on recruitment of members to help build a unified sport foundation across the sector
- There are plans to continuously keep the membership base engages through events and most importantly, the National Sport Trust Fund

