

## AURORA SPORT PLAN - ACTION PLAN

**VISION: Aurora is a leader for inclusive, accessible sports, where residents of all ages, abilities, and backgrounds can engage in lifelong participation, supported by a resilient sports system and strong community partnerships.**



| <b>Pillar 1:</b><br><b>Leadership Development and Volunteer Support</b>  | <ul style="list-style-type: none"> <li>We will support the development of strong, inclusive leadership across the Aurora sport landscape.</li> <li>We will provide training that helps grow the skills and capacity of LSO leaders, supporting the adoption of sport across all segments of the Town's residents.</li> <li>We will provide administrative support and mentorship to LSOs to support long-term growth and appropriate decision-making.</li> </ul> |  |  |   |  |
|--|--|--|--|---|--|
| Expected Outcome   | Strategic Initiatives  | Short Term   | Medium Term  | Long Term   | Owner  |
| <ul style="list-style-type: none"> <li>Increased diversity and representation in LSO leadership and across Aurora sport landscape</li> <li>LSO leader training that supports the growing needs in sport across all segments of Aurora residents</li> <li>LSO leaders equipped with tools and templates that support long-term administrative function and decision making</li> </ul> | 1.1. Identify, source, and help provide community sport leadership training for all LSO leaders, including under-resourced and under-represented groups.   | <ul style="list-style-type: none"> <li>Identify any known trainings that LSOs receive from PSO/NSO bodies (i.e., required trainings for certification of coaches)</li> <li>Stratify LSOs (e.g., sport-based, facility-based, age-based) and ask what topics want to learn</li> <li>Identify core themes from LSO engagement</li> <li>Search online/within a list of trusted advisory trainers who offer programs that align with identified themes</li> <li>For those items that the Town cannot find offered by providers, or feel they have the necessary time, skillsets, and bandwidth internally, create education program frameworks</li> <li>Create an education program that outlines the topics of training, when they will be offered, the medium by which they will be offered, etc.               <ul style="list-style-type: none"> <li>Note: This training program can be seen as similar to a post-secondary course syllabus – identifying core topics, speakers, approximate duration, and providing a calendar of when these would be offered.</li> </ul> </li> <li>Publicize the training program to all LSOs</li> <li>Develop a method to solicit feedback post training for all participants to share insights with the Town.</li> </ul> | <ul style="list-style-type: none"> <li>Conduct training activities in a systematic and structured manner</li> <li>For each training provided, create an evaluation questionnaire where LSOs are asked to determine how well the training aligned with expectations/needs</li> <li>Make tweaks to the trainings offered based on the feedback received</li> <li>Continue to roll out trainings in a systematic manner in which topics build upon one another</li> <li>Examine feasibility and interest for knowledge sharing of leading practices across LSOs/CSOs led by LSOs/CSOs.</li> </ul> | <ul style="list-style-type: none"> <li>Continue evaluation of trainings provided, ensuring that these are appropriate and meeting the needs of LSOs</li> <li>Engage LSOs to identify other trainings that would be desired in the future</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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|   | 1.2. Support the creation of leadership empowerment programming for those groups not traditionally represented in sport leadership   | <ul style="list-style-type: none"> <li>Consult with LSO leadership to understand how under represented groups are currently being engaged</li> <li>Develop a consolidated list of known under-represented/under-resourced communities in Aurora</li> <li>Identify marginalized communities to be engaged</li> <li>For each group identified determine if there is a contact/engagement lead known to the Town</li> <li>For each group, determine if there have been successful engagement approaches used in the past. If not, new/alternative communication modalities are required</li> <li>Conduct consultations (e.g., focus groups, surveys, or interviews) with members of under represented groups to confirm/further identify barriers to sport participation and leadership and identify needs and aspirations</li> <li>Refine engagement as required (e.g., due to language, cultural, and contextual barriers)</li> <li>Analyze collected data to identify themes, gaps, and opportunities for empowerment programming</li> <li>Use findings to inform the development of core concepts/ideas for leadership empowerment programming</li> </ul> | <ul style="list-style-type: none"> <li>Test core concepts/ideas with LSO leadership and leaders of identified groups for feedback</li> <li>Develop (or source) pilot leadership empowerment programming</li> <li>Consult with LSO leadership and leaders of identified groups to ensure program relevance</li> <li>Pilot leadership empowerment programming with a group representative of target populations</li> <li>Incorporate surveys or focus groups to evaluate the pilot's effectiveness and areas for improvement</li> <li>Refine leadership empowerment programming based on feedback</li> <li>Develop inclusive outreach campaign</li> </ul> | <ul style="list-style-type: none"> <li>Launch outreach campaign for the leadership empowerment programming</li> <li>Fully launch the empowerment program</li> <li>Use evaluation data to refine the program and keep it aligned with evolving community needs</li> <li>Continue to build partnership and network of alumni participants to foster ongoing collaboration and mentorship</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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|   | 1.3. Create and provide administrative support tools and templates for LSOs to support leadership with operations and governance   | <ul style="list-style-type: none"> <li>Consult with LSOs to gather and inventory current tools and templates</li> <li>Conduct a needs assessment to understand administrative challenges as they relate to operations and governance via surveys, focus groups, or interviews with LSO leaders</li> <li>Based on feedback, determine administrative support tools and requirements for usability</li> <li>Create a prioritized list of tools and templates that the Town will help to develop</li> </ul> | <ul style="list-style-type: none"> <li>Develop the first batch of tools and templates for administrative support that meet requirements and usability</li> <li>Pilot administrative support tools and templates with LSOs</li> <li>Collect feedback on administrative support tools and templates</li> <li>Refine administrative support tools and templates</li> </ul> | <ul style="list-style-type: none"> <li>Roll out finalized tools and templates to all LSOs accompanied with training sessions and user guides</li> <li>Continue to develop tools and templates on the prioritized list</li> <li>Provide mechanism for feedback to ensure relevance and refinement of tools and templates</li> <li>Begin engagement again to identify any issues/challenges</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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| <b>Pillar 2:</b><br><b>Sport Participant Engagement</b>  | <ul style="list-style-type: none"> <li>We will reduce barriers to sport participation across all ages, abilities, and backgrounds.</li> <li>We will support the development of flexible and inclusive programming to increase engagement across all the Town's residents.</li> <li>We will collaborate with our LSO partners to foster an environment that attracts lifelong engagement in sport.</li> </ul> |   |   |   |  |
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| Expected Outcome   | Strategic Initiatives  | Short Term  | Medium Term   | Long Term   | Owner  |
| <ul style="list-style-type: none"> <li>Foster a vibrant and inclusive sport landscape where everyone in Aurora has the opportunity to participate as they wish</li> <li>Reduce barriers for entry into sport while consistently reviewing leading practices.</li> <li>Partnerships with LSOs that ensure a range of programming for differing abilities, ages, and other individual factors that fosters a broad base of participation in sport from all in our community</li> </ul> | 2.1 Identify and create opportunities for feedback to pinpoint the most prominent barriers to enter sport in Aurora, across various resident and participant groups  | <ul style="list-style-type: none"> <li>Develop a listing of all the barriers that are known and understood today</li> <li>Identify leads for various resident, LSO, and participant groups who are willing to be further engaged on this topic</li> <li>Determine the most appropriate feedback channels that could be used for each group to gain immediate feedback (note: ideally focused on small group or individual-level engagement to gain richer feedback as opposed to broad-based surveys)</li> <li>Determine if other engagement methods should be considered for longitudinal and/or point-in-time engagement</li> <li>Begin the engagement process with specific sub-groups, making detailed notes about where the Town can enhance its offerings vs. the offerings of LSO partners</li> <li>Use feedback to create a comprehensive listing of the various barriers that groups face</li> </ul> | <ul style="list-style-type: none"> <li>With the various barriers identified, create proposed solutions that may positively impact/reduce the prevalence of barriers</li> <li>Test potential solutions with leads of various groups prior to piloting</li> <li>Select a sub-set of possible solutions and begin pilot projects, carefully measuring the impact of interventions to enhance sport participation for groups</li> <li>Make refinements to pilot options prior to full implementation.               <ul style="list-style-type: none"> <li>Note: there may be instances where interventions have no real impact on sport participant engagement. In these instances, the Town should strongly consider the benefits of implementation vs. scrapping this intervention</li> </ul> </li> <li>Continue consistent engagement (e.g. twice a year) with various sub-groups to gauge how interventions are supporting engagement and/or the identification of emerging barriers that should be addressed in the future</li> </ul> | <ul style="list-style-type: none"> <li>Continue the process of identifying barriers, developing potential interventions, testing these with key stakeholders/partners, piloting solutions, and broader implementation</li> <li>Review updated sport participant engagement demographic data to understand if new groups are seeing unforeseen barriers to sport engagement</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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| Expected Outcome  | Strategic Initiatives  | Short Term  | Medium Term   | Long Term  | Owner  |
|   | 2.2 Collaborate with LSOs and community partners to trial new flexible programming options   | <ul style="list-style-type: none"> <li>Select a sub-set of sports where there are possible opportunities to implement flexible programming (i.e., starting with a smaller, controlled group)</li> <li>Work with LSO partners to identify if/how there are potential ways that flexible programming options could be employed (e.g., drop-in programming, shifting program times, increased Town-subsidized opportunities, etc.)</li> <li>Identify pockets of time in the Town's holdings where alternative/flexible programming could be offered to LSOs/the community</li> <li>Once timeslots are identified, identify LSO partners for the Town to work with and trial new flexible programming options, updating the service agreements between the LSOs and the Town to create a longer timeline whereby flexible programming can be trialed</li> <li>Develop plan to trial up to two (2) flexible programming models with up to five (5) LSOs, setting unique structures, frameworks, timelines, and evaluation criteria for each programming model</li> </ul> | <ul style="list-style-type: none"> <li>Trial the two programming options with the specific LSOs               <ul style="list-style-type: none"> <li>The Town will likely need to provide the LSOs with increased marketing and promotional support, so that those groups who are requesting flexible programming options are made aware of these offerings</li> </ul> </li> <li>Evaluate each programming model against its own unique evaluation criteria, ensuring there is a clear understanding of what would be considered "success" or "significant impact" vs. where the investment does not produce positive impacts</li> <li>Review the outcomes of each programming model to determine if/how these can be maintained, scaled, or rolled out to other sports/LSOs</li> <li>Review the outcomes of unsuccessful programming models to determine if/where there are changes that could or should be considered or if the idea should be dismissed for future plans</li> <li>Where possible and appropriate begin planning for broader rollout of successful interventions</li> </ul> | <ul style="list-style-type: none"> <li>Make successful interventions permanent (or semi-permanent, dependent upon the intention of the intervention)</li> <li>Identify new LSOs and sports where potential flexible programming options could be considered</li> <li>Follow a similar process with new sports/LSOs</li> <li>Ensure continuous evaluation to stop those interventions that are not beneficial for the Town</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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| Expected Outcome  | Strategic Initiatives  | Short Term   | Medium Term   | Long Term  | Owner  |
|   | 2.3 Develop a Comprehensive Communications Strategy to increase sport participation  | <ul style="list-style-type: none"> <li>Identify the objectives for and boundaries of a Communications Strategy, ensuring there is a unique and realistic purpose</li> <li>Identify an owner for the Communications Strategy who will have ultimate carriage over the contents, initiatives, and execution</li> <li>If required, procure third party support to create the Communications Strategy. If this will be created internally, begin the Strategy development process</li> <li>Agree upon a Vision and the areas of focus for the Strategy</li> <li>Identify if/how existing content and activities of the Town already align with the Strategy's particulars</li> </ul> | <ul style="list-style-type: none"> <li>Identify where the Strategy's focus areas align with other Town Strategies and/or content (e.g., if there are areas where greater Communication can improve sport participant engagement, or leadership development)</li> <li>Begin implementation of the Strategy, identifying target events/ activities that the Town should begin moving towards in a more expedited manner (e.g., Rowan's Law Day, Women in Sport Celebration Weekend)</li> <li>Continue broader Strategy implementation, working with Town resources, LSO partners, and Community Partners to ensure content aligns with needs/goals</li> </ul> | <ul style="list-style-type: none"> <li>Conduct a retrospective review of the Communications Strategy Activities completed to date to determine if/how these are positively impacting the Aurora landscape</li> <li>Implement mid-Strategy course corrections that you feel are absolutely required</li> <li>Finish the activities associated with this round of the Strategy and begin development of future Communications Strategy iterations</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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| <b>Pillar 3:</b><br><b>Community Sport Sustainability</b>   | <ul style="list-style-type: none"> <li>• We will ensure long-term sustainability of LSOs by partnering to refine and enhance governance structures and support for volunteers.</li> <li>• We will continuously identify new and innovative partnerships that will provide LSOs with the support they need to grow the sport landscape of the Town.</li> <li>• We will provide resources that support the leadership of LSOs as it relates to financial and administrative requirements to reduce burden and burnout for volunteers.</li> </ul> |  |  |   |   |
|---|--|--|--|---|---|
| Expected Outcome  | Strategic Initiatives  | Short Term   | Medium Term  | Long Term   | Owner   |
| <ul style="list-style-type: none"> <li>• Improved, sustainable, and effective governance structures and volunteer support</li> <li>• Collaborations that provide LSOs with resources and opportunities to expand and enhance the sport landscape</li> <li>• Offer financial and administrative resources that help reduce burden and burnout on LSO leadership</li> </ul> | 3.1 Develop a governance training program in collaboration with LSOs   | <ul style="list-style-type: none"> <li>• Develop a framework for what a governance training program could include, developed at a relatively high-level, specifically focusing only on topics and learning goals.</li> <li>• Once a framework is developed, provide LSOs the opportunity to review key topics and offer any suggestions prior to building out the training program in greater detail.</li> <li>• Once validated by the LSO community, develop a more detailed governance training program, building on the framework to include greater detail on each training provided, a calendar of trainings for the first 2 modules, and for Town staff, an overview of how trainings will be conducted and the materials needed for success.</li> </ul> | <ul style="list-style-type: none"> <li>• Develop the first two modules of the governance training program and trial these with internal Town staff first, ensuring that the programs are sufficiently detailed and the processes and structures are effective at conveying the appropriate messages.</li> <li>• Select a small number of initial governance items and conduct a pilot project where LSOs are invited and the effectiveness of training is evaluated</li> <li>• Review the participation of LSOs in training and the feedback received by LSOs and refine training program as required</li> </ul> | <ul style="list-style-type: none"> <li>• Launch the governance training program broadly to LSOs within Aurora</li> <li>• Refine as needed to ensure long-term viability and relevance of governance program training</li> </ul>   | <ul style="list-style-type: none"> <li>•</li> </ul> |
|   | 3.2 Create an online, self-serve resource hub for LSOs and community partners that will support the operations of organizations  | <ul style="list-style-type: none"> <li>• Engage with LSOs, community partners, and Town staff to identify needs and expectations of the Resource Hub</li> <li>• Create resource categories (e.g., governance tools, financial tools, leadership trainings, etc.) and the types of resources that might fall under them (e.g., videos, templates, tools, guides, links to other sites, etc.)</li> </ul>   | <ul style="list-style-type: none"> <li>• Begin outreach to website developers, or leverage internal municipal resources, to create a resource hub that aligns with the primary goals and requirements</li> <li>• Concurrent to the development of the website, begin sourcing and developing tools and templates that align with needs identified in the previous activities</li> <li>• Share an early version of the Resource Hub with targeted LSOs, Community Partners, and Town staff</li> <li>• Collect feedback from users and incorporate to optimize features and address gaps</li> </ul>                | <ul style="list-style-type: none"> <li>• Roll out Resource Hub with a communication campaign</li> <li>• Provide training sessions and onboard support for users</li> <li>• Monitor use analytics (e.g., resource downloads, user engagement metrics) and feedback mechanisms to assess effectiveness</li> <li>• Continue to make refinements and updates as required</li> </ul> | <ul style="list-style-type: none"> <li>•</li> </ul> |

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|--|---|---|--|---|--|
| Expected Outcomes  | Strategic Initiatives   | Tactical Activities Year 1-2  | Tactical Activities Year 3-4   | Tactical Activities Years 5+  | Owner  |
| <ul style="list-style-type: none"> <li>Alignment with a national body who can help to elevate the status of sport in Aurora</li> <li>Enhanced use of local facilities in a manner that ensures we actively display Aurora to visitors.</li> <li>Ability to effectively partner with our local community to enhance the scale and scope of sport tourism opportunities.</li> <li>A structured and repeatable process for reviewing and approving sport tourism opportunities</li> </ul> | 4.1 Develop a structured review process to help determine and examine potential sport tourism opportunities   | <ul style="list-style-type: none"> <li>Ensure a common definition and understanding for what “sport tourism opportunity” means for the Town of Aurora</li> <li>Identify the specific factors (qualitative and quantitative) that the Town believes would be important to know and consider in advance of any potential decisions on a Go/No-Go decision on a sport tourism opportunity               <ul style="list-style-type: none"> <li>As an example, items such as length of opportunity (e.g., day, weekend, week), quality and suitability of existing Aurora facilities, availability of Aurora facilities, expected number of participants, expected economic impact, impact to local community/LSO facility usage, etc.</li> </ul> </li> <li>With a full list of factors identified, identify the types of indicators for each factor that would be seen positively or negatively</li> <li>Test the list and factors with Town staff and LSO partners to ensure this is a comprehensive and fair list of indicators</li> <li>Identify a potential sport tourism opportunity that the Town would normally host and apply the criteria</li> <li>Review the outputs of the initial test of the factors to determine if the assumed response (i.e., Go) is aligned with the suggested test response</li> </ul> | <ul style="list-style-type: none"> <li>Make tweaks as necessary to the factors, dependent upon the outcomes of the initial test</li> <li>Ensure alignment on the updated suite of criteria and begin application of the review process to future opportunities</li> <li>Consistently review and apply the factors to ensure maximum fit in the Town’s operating environment</li> </ul> | <ul style="list-style-type: none"> <li>Continue the application of the review process, instituting changes and tweaks as necessary</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |



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| Expected Outcomes                        | Strategic Initiatives   | Tactical Activities Year 1-2   | Tactical Activities Year 3-4   | Tactical Activities Years 5+  | Owner  |
|  | 4.2 Build a partnership with a national leader(s) in values-based sport to ensure a positive experience and enhance Aurora's exposure across the sport tourism landscape  | <ul style="list-style-type: none"> <li>Identify potential national-level partners that focus on values-based sport that align with the Town's current and desired sport ethos (e.g., True Sport, Participaction)</li> <li>Reach out to possible partners to discuss the scope and scale of potential partnership opportunities</li> <li>Select the partner the Town feels most aligns with current and future goals/opportunities</li> <li>Begin development of a work plan for how this partnership could be implemented in Aurora, focusing both on specific Sport Tourism opportunities as well as opportunities broadly</li> <li>Identify quick wins and ideally execute these in relatively short order (i.e., before the end of year 2)</li> </ul> | <ul style="list-style-type: none"> <li>Begin execution of key partnership opportunities that are longer-term builds/opportunities (e.g., if there are facilities changes, updates, etc.)</li> <li>Create marketing material with the partner body that will help to promote Aurora as a values-based partner</li> <li>Identify longer-term goals for sport tourism and set key accountabilities with the partner to encourage future sport tourism growth</li> </ul> | <ul style="list-style-type: none"> <li>Evaluate the partnership and determine if/how changes should be made in the future to drive the growth of values-based sport in Aurora, as well as the sport tourism landscape</li> <li>Make any changes to the partnership model, as required</li> <li>Continue to identify and implement new opportunities together</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |

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| Expected Outcomes                        | Strategic Initiatives   | Tactical Activities Year 1-2   | Tactical Activities Year 3-4   | Tactical Activities Years 5+  | Owner  |
|  | 4.3 Engage other Community Partners to identify if/how they can support one-off or continuous sport tourism opportunities   | <ul style="list-style-type: none"> <li>Engage with the Economic Development team to understand the most recent conversations that have taken place regarding Community Partners and desire to host/sponsor events, including sport tourism opportunities.</li> <li>Based on the results from the Economic Development team, begin discussions with Community Partners (e.g., the Chamber of Commerce), building on any discussions they have had with the Economic Development team regarding partnerships for sport tourism opportunities</li> <li>Create a list of partners willing to engage on this topic, and define the type and level of support they are able to contribute (e.g., financial supports, marketing, outreach, etc.)</li> <li>Create a team structure in which the Town of Aurora, Community Partner, and a single/small group of LSOs work together to support a single sport tourism opportunity, as an initial pilot project</li> <li>Work with other Town supports as necessary to host and execute a single pilot where Community Partners have a meaningful role in the planning and execution of a sport tourism activity</li> <li>Debrief on lessons learned</li> </ul> | <ul style="list-style-type: none"> <li>Dependent upon the results of the first pilot, work with the team to implement necessary changes in structures</li> <li>Go back out to the Partner community and publicize the joint initiative, identifying the event, the role of each partner, and the positive impact it had overall – use this as a recruitment tool to gain greater support from a broader swath of partners</li> <li>Identify future sport tourism events and apply the updated structure/lessons learned</li> </ul> | <ul style="list-style-type: none"> <li>Continue this process of working with Community Partners on a project-by-project basis, ensuring that there is enough structure to ensure a win-win scenario for all involved</li> <li>Continuously evaluate the structures to ensure that the partnerships continue to be fruitful, and if they are seen as not being mutually beneficial, determine if/how this initiative is either enhanced or sunsetted.</li> </ul> | <ul style="list-style-type: none"> <li></li> </ul> |