



IMAGE COURTESY OF: (clockwise) Anderson Monarchs | Philly Girls in Motion | Team Up, Philly | Starfinder Foundation

*Building a System to Provide Sports-Based Youth Development  
for All of Philadelphia's Children*

The Report of the Philadelphia Task Force on Sports-Based Youth Development • JUNE 2018





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## Vision:

Every child will have access to high-quality youth sports activities grounded in the principles of positive youth development.

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## Mission:

To dramatically enhance the capacity of youth-serving organizations in Philadelphia to provide high quality, sports-based youth development programs to children in every community.



GAME ON PHILLY!



# Executive Summary

There are a lot of good signs in Philadelphia today—population is increasing, the economy is strong, and our sports teams are winning. But we all know that over the long-term, Philadelphia’s future relies on our success in developing young people into healthy, successful adults.

And on that front, we face some challenges.

Philadelphia is the poorest of the nation’s largest cities.<sup>1</sup> Today, 37 percent of Philadelphia’s children live under the Federal Poverty level. Nearly 30 percent of youth from low-income households do not participate in sports and physical activity nationwide, a rate 2.5 times greater than the level of youth physical inactivity in the wealthiest households.

Only 1 in 5 of Philadelphia’s young people gets the recommended 60 minutes a day of physical activity, and 1 in 5 gets no physical activity at all. That can lead to health problems for those children today, and is even more troubling for their lifelong health outcomes.

We also know that the occurrence of truancy climbs significantly between the ages of 10 and 14, and that youth who participate in sports and other school-sponsored programs tend to have better attendance rates.

**The research and experience are clear. Children who participate in sports and physical activity are:**



Healthier than their peers who do not get the recommended levels of physical activity



Less likely to engage in risky behaviors



More engaged in school with better grades and attendance



More likely to complete school, which in turn increases opportunities in adulthood and positively impacts social mobility<sup>2</sup>







But despite all the evidence of the benefits, we're not seeing enough kids engaged in high quality sports-based youth development (SBYD) programs, where sports training is combined with positive youth development programs (academic support, healthy lifestyles, team building and leadership) to address the needs of the whole child. Too few kids have access to quality sports opportunities, because traditional sports programs are often too expensive for many Philadelphia families; program providers have limited access to the fields, gyms and facilities located at city recreation centers, schools or private facilities throughout the city; not enough families are aware of sports-based youth development opportunities; and programs don't have the resources to grow to scale.

## Every Child Has an Opportunity for Sports-Based Youth Development

So how do we overcome these challenges and provide SBYD opportunities to every young person in Philadelphia?

After 9 months of work and engagement, The Philadelphia Task Force on Sports-Based Youth Development believes that a focus on sports-based youth development, as an integral part of the city's emerging Out-of-School Time initiatives, can make a profound difference in the lives of our young people, and can also serve as the centerpiece of a citywide "System" of sports-based youth development, defined below. To be successful, we need to build and support a system that provides access to affordable, high-quality sports-based youth development opportunities in every neighborhood: equal opportunities for every child in the city.

Big goals like these require a new approach, and a change in thinking. We will need to overcome barriers and improve performance in three key areas of the SBYD system: we need to increase access, affordability and availability for the **Places** where SBYD programs operate; we need to increase the reach, scale and quality of SBYD **Programs** across all neighborhoods of the city; and we need to increase the capacity and training of the **People**—professionals and volunteers—who operate and deliver SBYD programming to children.

While we understand this is a big challenge, we are committed to meeting it. We have tangible strategies that demonstrate the commitment of city government, the School District of Philadelphia and private and non-profit organizations to increase opportunities for young people across the entire city.

There already are promising initiatives underway to address the beginning and conclusion of the public education process (Universal Pre-K, Read by 4th for younger children and various workforce programs for secondary school students.) However, there is an opportunity to make a difference in the middle school years of 4th to 8th grade—in those formative pre- and early-teen years where there is a need to capture the passion and energy of children and help them develop the habits and skills that will change their health outlook, improve their educational outcomes, and infuse them with lifelong leadership skills.

The Task Force concluded that we must seize this moment and build a world-class system of sports-based youth development. With that system, we can reach for the ultimate goal—**that every child in the city has access to a high-quality SBYD experience.**





# Game Plan



**GOAL** Every child in Philadelphia has access to a high-quality sports-based youth development program, with an initial focus on fourth through eighth grade.

**TEAM** We will build and support a system that brings together providers, city government, the School District, and others in a collective impact effort, guided by the Philadelphia Youth Sports Collaborative, functioning in a “backbone” role.



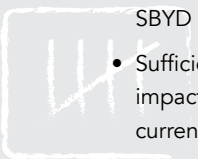
**RECOMMENDATIONS** We will work as a system to:

- Leverage city and School District partnerships to create pilot programs in schools and at recreation centers
- Maximize usage and availability of public and private facilities for SBYD programming
- Develop intentional, comprehensive training programs for all youth-facing members of the SBYD community, both employees and volunteers
- Measure and report the impact of SBYD programs and interventions
- Conduct cutting edge research to prove the system’s effectiveness
- Engage the community to raise awareness of the benefits of SBYD
- Develop and invest in grassroots efforts to engage, support, and recognize a trained coaching corps
- Identify sustainable support for collaboration and growth to scale



**KEEPING SCORE** By 2023:

- Every school housing 4th to 8th grades has at least one SBYD Out-of-School Time program or in-school sports program on site or at a nearby location with coaches trained in positive youth development;
- Philadelphia Parks and Recreation and School District of Philadelphia, along with private and non-profit program host facilities, has developed a coordinated access approach to their facilities to ensure that every neighborhood has adequate spaces available for use in a manner that is not cost-prohibitive;
- All SBYD OST programs are using a set of common measurement tools and reporting them through the Out-of-School Time Initiative’s citywide data management system (or a comparable system that feeds information into the citywide system);
- Partnerships have been established with key community influencers to support promotion of SBYD to make sure that we are reaching everyone who wants to participate;
- Sufficient funding has been identified and secured to support program expansion without impact on other city or School District of Philadelphia priorities, and supports the work of current SBYD providers.



# GAME ON PHILLY!

We are launching **Game On Philly!** as a 5-year campaign to reach our goal of providing every child in Philadelphia with an opportunity to participate in a sports-based youth development program.

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We believe that Philadelphia can be the nation's leader in using sports to fuel youth development. As a Task Force, we will stay engaged in this campaign—advising PYSC and the **Game On Philly!** team on adjustments to the strategy, participating in working groups and pilot projects, and providing leadership on key initiatives.

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What are we asking you to do? Get in the game. Connect with the **Game On Philly!** campaign and find out how you can help. Here are some opportunities:

- **Do you have a passion for sports and/or youth development?** We can connect you with an SBYD provider in your community. Be a volunteer. Serve on a board. Help us recruit kids for these programs.
  - **Do you have a social media presence?** Let us leverage your platforms. We will be launching major communications and fundraising campaigns in the coming months, and we would love to connect with your platform and use it to promote this effort.
  - **Like politics?** Be an advocate. We will connect you to opportunities to testify, write an op-ed, or just meet with an elected or appointed official and let them know how important SBYD is to you and your organization.
  - **Can you make a financial contribution?** Ideas that have a big impact need financial support. If you can help, consider getting in the game now. We hope to raise \$1 million over the next five years for this campaign—to support pilot programs, comprehensive training, and research. In the coming months we will be announcing great collaborative funding opportunities that will make a huge difference in building out this system.
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**It's time to get off the sidelines.**

It's Game On Philly! for the future of Philadelphia and its children.



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GAME ON PHILLY!



01

# Introduction

Since 2009, the Philadelphia Youth Sports Collaborative (PYSC) has been a leader in promoting Sports Based Youth Development in Philadelphia. PYSC is committed to supporting Philadelphia's sports-based youth development (SBYD) community at all levels—from the citywide system to the individual youth participants. Working as a convener in the SBYD sector, PYSC works to strengthen and build capacity among the non-profit organizations that deliver programs, and throughout the larger provider system that exists to develop and support this type of programming for Philadelphia's youth.

In the interest of improving the health, welfare and opportunities for Philadelphia's school-age children, PYSC organized the Philadelphia Task Force on Sports-Based Youth Development (the Task Force). PYSC sponsored the Task Force with the support of the Mayor, city government and the School District of Philadelphia to identify strategies and policies that could expand and enhance sports-based youth development (SBYD) programming citywide. While supported by the City and District, the Task Force was independent of city government and supported by leadership grants from GSK, the Harris Family Charitable Foundation, and Poor Richard's Charitable Trust.



## CHARGE OF THE TASK FORCE

The Task Force began its work in the third quarter of 2017 and convened a distinguished group of thought leaders, stakeholders, and providers of youth and school sports and physical activity programs in the City of Philadelphia. **The Task Force was charged to identify strategies that would make Philadelphia a national leader by providing universal access to high-quality, sports-based youth development opportunities for all Philadelphia kids.**

### The Task Force was asked to:

- Recommend **actionable steps that could be taken** to develop an effective citywide system for sports-based youth development programming;
- **Identify and address issues or barriers** that prevent all city youth from accessing safe, quality sports-based youth development programming;
- Make recommendations to facilitate the **development of partnerships and cross-sector program collaborations** that will increase access to the city's youth;
- Develop a set of **quality standards and evaluation metrics** which sports-based youth development programs and organizations should follow, as standards and/or best practices;
- Make recommendations to **engage the community** and increase visibility for and access to the current array of sports-based youth development programs offered by numerous providers;
- Make recommendations for areas of **research and development** in this growing field; and
- Identify **sustainable funding strategies** that could support these systems so they may be put in place and remain sustainable into the future.




## TASK FORCE PROCESS


The Task Force met four times between Fall 2017 and Spring 2018. In addition, committees and working groups of the Task Force met frequently throughout the process, concentrating on specific areas of focus to develop actionable recommendations and proposals for consideration by the Task Force. The Task Force was chaired by David Montgomery, Chairman of the Philadelphia Phillies; Otis Hackney, Chief Education Office of the City of Philadelphia; and Michael DiBerardinis, Managing Director of the City of Philadelphia. Staff support was provided by the Philadelphia Youth Sports Collaborative (PYSC), under the direction of Executive Director Beth Devine. PYSC contracted with Econsult Solutions, Inc. to manage and support the Task Force.




Task Force and Committee Participants

 INDICATES TASK FORCE MEMBERS

**Michael DiBerardinis**,  Managing Director, City of Philadelphia (co-chair)

**Otis Hackney**,  Chief Education Officer, Mayor's Office of Education (co-chair)


**David Montgomery**,  Chairman, Philadelphia Phillies (co-chair)

**Cheryl Bettigole, MD**,  Director of Get Healthy Philly, Public Health Department

**Anne Bovaird Nevins**,  Senior Vice President, Marketing and Business Development, PIDC

**Tempest Bowden**, Director of Squash & Fitness, Squash Smarts

**Chris Branscome**,  Chief Executive Officer, Eastern PA Youth Soccer

**Jim Britt**,  Retired COO, Snider Hockey


**Naida Burgos**, Community Engagement Coordinator, Temple University Center for Bioethics, Urban Health and Policy

**Michael Cooper**,  Sr. Vice President and Regional Director of Public Affairs (MidStates), Citizens Bank

**Bettyann Creighton**, Director of Health, Safety and Physical Education, School District of Philadelphia

**Carys Davies**, Out of School Time Services Director, Department of Human Services, City of Philadelphia


**Shaun Elliott**,  Executive Director, Freedom Valley YMCA

**Vicki Ellis**,  Executive Director, Office of Strategic Partnerships, School District of Philadelphia


**Justin Ennis**,  Executive Director, Philadelphia ASAP

**Michael Frattone**, Managing Partner, Kleinbard LLC

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**Sarah Gibbons**,  Director of Community Relations, Children's Hospital of Philadelphia


**Susan Gobreski**,  Director for Community Schools, Mayor's Office of Education

**Stephen Gregg**,  Executive Director, SquashSmarts; PYSC Board of Directors

**Kate Hagedorn**,  Director, Civic Affairs, Chamber of Commerce for Greater Philadelphia

**Anne Harrison**, Out of School Time Administrator, Department of Human Services, City of Philadelphia

**Amy Hever**,  Executive Director, Sixers Youth Foundation

**Julie Hirshey**,  Director of Community Relations, Philadelphia Eagles

**Kenny Holdsman**,  President/CEO, Philadelphia Youth Basketball; PYSC Board of Directors


**Terry Horner**,  Horner Foundation, PYSC Board Chair

**Amos Huron**, Executive Director, Anderson Monarchs

**Jon Joaquin**,  Director, Youth Baseball Development, Philadelphia Phillies


**Gareth Jones, PhD**,  Professor, Temple University School of Sport, Tourism and Hospitality Management

**Lurline Jones**, retired teacher and coach, School District of Philadelphia


**John Kelly IV, MD**,  Associate Professor of Orthopedic Surgery, Penn Orthopedic Institute

**Jan Koziara**, Executive Vice President, Ed Snider Youth Hockey Foundation


**Daniel Levy**, Community Relations Coordinator, Philadelphia Eagles

**Terri Lipman, PhD**,  Assistant Dean for Community Engagement, University of Pennsylvania School of Nursing Science

**Becki Lynch**,  Acting Director, Community Partnerships, GSK

**James Lynch**,  Executive Athletic Director, School District of Philadelphia

**Chris Major**,  Associate Director, Resource Development, United Way of Greater Philadelphia and Southern NJ

**Waleska Maldonado**,  Deputy Commissioner of Prevention Services, Philadelphia Department of Human Services

**Tanya Ruley-Mayo**, Chief Operating Officer, Education Works

**Courtney McDade**,  Manager, Public Affairs, Independence Blue Cross


**Mary Ann Moyer**,  Director, Community Initiatives, Philadelphia Phillies

**Margaret Muhly**, Vice Chair, Board of Directors, Roxborough YMCA


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**Kathryn Ott-Lovell**,  Commissioner, City of Philadelphia Department of Parks and Recreation

**Jacque Patterson**, Chief Advancement Officer, Education Works

**Christine Piven, PhD**,  Deputy Chief Education Officer, Mayor's Office of Education, City of Philadelphia


**Todd Pride**, Managing Partner and Lead Coach, Mid-Atlantic Youth Anglers & Outdoors Partners

**Ted Qualli**,  Executive Director, Police Athletic League

**Neil Ravitz**,  CAO, Musculoskeletal & Rheumatology Service Line, Penn Medicine



**Orlando Rendon**, Deputy Commissioner of Programs, City of Philadelphia Department of Parks and Recreation


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**Chris Tomlin**, Vice President of Development, Freedom Valley YMCA

**Severin Tucker**, Partnerships Manager, Office of Strategic Partnerships, School District of Philadelphia


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**Bridget Welz**,  Director of Community Relations, Philadelphia Union

**David Wilson**,  Deputy Managing Director, Community & Culture, City of Philadelphia

**Pat Winner**, Chief Development Officer, Police Athletic League

**Eric Worley**, Program Director, Philadelphia Youth Basketball

**Eric Zillmer, PsyD**,  Director of Athletics, Drexel University

#### **SPECIAL ADVISORS**

**Jenny Bogoni**, Executive Director, Read by 4th Campaign at Free Library of Philadelphia Foundation

**Renata Simril**, President & CEO, LA84 Foundation

## Frequently Cited Terms

Throughout the report, we will cite some terms that may be unfamiliar to first-time readers, but are important to understanding SBYD in Philadelphia.

**CitySpan:** The CitySpan database is a robust participant enrollment and attendance tracking system that features reporting functionality allowing OST program providers to easily create reports from their data whenever they need to. Most OST programs are required by their funders to track attendance and related program data. CitySpan is a database solution built for this purpose and provided by the City of Philadelphia free of charge. CitySpan will also host a program locator tool that can be used by families to find OST programs across Philadelphia.

**Out-of-School Time (OST):** The array of programs that provide youth with a range of supervised activities designed to encourage learning and development outside of the typical school day. OST in Philadelphia is considered from 3pm-6pm, Monday through Friday as well as organized weekend and summer activities.

**Philadelphia's Citywide OST Initiative:** A strategic plan from the City of Philadelphia's Managing Director's office to harness the power of all OST stakeholders to realize the full potential of the city's OST. The initiative is focused on Quality Programming, Community Engagement, and Partnerships. The plan includes a robust data collection and sharing process, supported by the city-funded CitySpan data system. The full operational plan is here: <https://pysc.org/docs/OST-OperationalPlan.pdf>

**Positive youth development:** The Interagency Working Group on Youth Programs defines positive youth development as "an intentional, prosocial approach that engages youth within their communities, schools, organizations, peer groups, and families in a manner that is productive and constructive; recognizes, utilizes, and enhances young people's strengths; and promotes positive outcomes for young people by providing opportunities, fostering positive relationships, and furnishing the support needed to build on their leadership strengths."<sup>3</sup>

**Sports-Based Youth Development (SBYD):** The term "sports-based youth development programs" is coined and defined in the context of the community youth development framework. Sports-based youth development programs are out-of-school-time programs that use a particular sport to facilitate learning and life skill development in youth. Community youth development programs use a community youth development approach to create opportunities for youth to connect to others, develop skills, and use those skills to contribute to their communities. This, in turn, increases their ability to succeed. (Source: <https://www.ncbi.nlm.nih.gov/pubmed/17924435>)

**Trauma-informed coaching:** Coaches who are trained to understand the impact of their community on the youth they work with and be enabled to address the social challenges youth face, particularly in low income neighborhoods.





02

# Philadelphia's Challenge: Equity and Access, School Engagement, and Health

By many measures, Philadelphia is in the midst of revitalization. The population is increasing, employment growth outpaced the national average, exhibiting the strongest annual expansion since 1991, construction is thriving, the percentage of Philadelphia residents with a bachelor's degree is trending upward, and the arts and entertainment scene is exciting, highlighted by the historic resurgence of Philadelphia professional sports. However, despite an abundance of positive indicators, our youth are increasingly at-risk of being under-educated and unhealthy. As policy-makers, educators, and communities develop strategies to combat the risk factors afflicting our children, Sports-Based Youth Development (SBYD) offers a solution.

The sports-based youth development model is grounded in the principles and practices of positive youth development. More than just athletic activities, SBYD programs harness the unique power of sport to facilitate academic achievement, healthy behaviors and life skill development in youth. High quality, effective SBYD programs share common characteristics including:

- 01 A physically and emotionally **safe and positive environment**
- 02 **Trained coaches and mentors** skilled in both positive youth development and sport skill building
- 03 **Intentional and inclusive program** design that promotes skill building, the development of meaningful relationships, the ability to positively impact the community, and an opportunity for belonging
- 04 Leveraging the passion for sport to develop **physical literacy** in participants
- 05 A commitment to develop the **child first, the athlete second**



IMAGE COURTESY OF: Philadelphia Youth Basketball

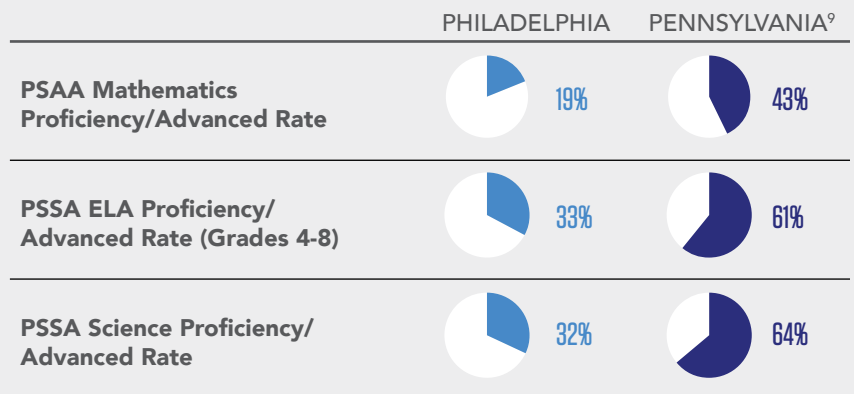
SBYD participation is strongly correlated with positive youth development outcomes including improved physical health, development of life skills including leadership and resiliency, growth of social and emotional competency, and enhanced academic performance via increased school attendance and engagement. Youth development through sport can be particularly effective in accessing and transforming the lives of socially vulnerable and under-resourced populations.

### SCHOOL ENGAGEMENT

Philadelphia is faced with significant education challenges. There are 240,000 school age children in Philadelphia, with 203,000 enrolled in School District of Philadelphia alternative, charter, and district schools.<sup>4,5</sup>

In the 2016-2017 school year, just 19 percent of district students tested as proficient or advanced in the Pennsylvania System of School Assessment (PSSA) Mathematics exam and 43 percent of students tested as proficient or advanced on the Keystone Literature exam. Less than half of students in grades K-2 read on grade level, falling to under 20 percent when students reach 4th grade.<sup>6</sup> Despite three consecutive years of increased graduation rates, among the cohort of School District of Philadelphia students who entered 9th grade in 2013-2014, 78 percent earned diplomas in 4 years, compared to 86 percent statewide.<sup>7,8</sup>

FIGURE 1 ACADEMIC PERFORMANCE, 2016-2017



Source: The School District of Philadelphia (2016-2017), Pennsylvania Department of Education (2017)

Poor school attendance and engagement is a significant contributor to lower educational outcomes. Only 38 percent of the District's students attended 95 percent or more of instructional days during the 2016-2017 school year.<sup>10</sup> Sickness is one of the most common reasons for school absenteeism, demonstrating the deep interconnection of school engagement and health.<sup>11</sup> School truancy is linked to nearly 45 percent of the juvenile crime incidents between 2011 and 2016 in Philadelphia; truancy cases explode from 1,184 annual incidents at age 10 to 12,809 annual incidents at age 14.<sup>12</sup> Overall, only 60 percent of School District of Philadelphia students have predominately positive perceptions of their school environment.<sup>13</sup>





### SBYD as a Solution

In a city committed to improving academic performance, SBYD offers a potential solution. Children who participate in sports and physical activity are more engaged in school as demonstrated by the following research:

- Sports participation is correlated with a more positive attitude toward schoolwork, improved academic performance and higher grades, and increased aspirations for earning a college degree and post-college education specialization.<sup>14</sup>
- Ninety-seven percent of participants in the New York based youth development Harlem RBI program received a high school diploma or GED<sup>15</sup>
- Consistent 8th grade participation in LA84/LAUSD “Beyond the Bell” Middle School Sports program is associated with increased future GPA in 8th to 10th grade core courses.<sup>16</sup> In addition, consistent participation in LA84/LAUSD Beyond the Bell Middle School Sports in 8th grade is associated with higher pass rates in Algebra I and more advanced mathematics in grades 9 and 10.<sup>17</sup>
- SBYD can positively impact social and cultural capital, which in turn promotes social mobility.<sup>18</sup> The Sport Steward Program connected disadvantaged youth to external social networks enabling them to leverage a greater range of resources and information than would otherwise be available.<sup>19</sup>

### SBYD in Action

#### Students Run Philly Style

Students Run Philly Style serves 55 schools and approximately 1,300 youth annually. According to a two-year impact study conducted by Temple University and Drexel University, 41 percent of student program participants increased their GPA, 99.5 percent were promoted to the next grade, 50 percent decreased their incidents of violent behavior, 80 percent increased or maintained high levels of self-confidence, 91 percent of 12th grade students graduated high school, and 90 percent of those graduates were accepted into a 4-year college.

### HEALTH

Philadelphia youth are suffering from alarming health risk factors. In 2014, over 20 percent of School District of Philadelphia enrollees, age 5 to 18 years old, had a Body Mass Index (BMI) greater than or equal to the 95th percentile for their age and gender group based on Centers for Disease Control standards.<sup>20</sup> In addition, from 2011 to 2013, an average of 19 percent of Philadelphia youth experienced asthma prevalence in comparison to a 10 percent state average.<sup>21</sup>

Critically, in Philadelphia, only 1 in 5 youth get the recommended 60 minutes of activity daily; while 1 in 5 get no activity at all. Center of Disease Control (CDC) data suggests that Philadelphia high school students fall behind the state and national averages in several key health indicators including participation in sports, physical education class attendance, and general physical activity. A quarter of Philadelphia high school students reported less than 60 minutes of physical activity during the previous week.<sup>22</sup>

FIGURE 2 HIGH SCHOOL YOUTH HEALTH INDICATORS, 2015

	PHILADELPHIA	PENNSYLVANIA <sup>23</sup>	UNITED STATES
Less than 60 minutes of physical activity on at least 1 day <sup>24</sup>	24%	16%	14%
Less than 60 minutes of physical activity on 5 or more days	67%	54%	51%
Overweight (85th to 95th Percentile BMI)	17%	16%	16%
Did not attend a PE class 1 or more days a week	54%	41%	48%
Did not participate in team sports	51%	38%	42%

Source: Center for Disease Control (2015)

Continual challenges in the future are likely as the city struggles with negative social determinants of health, defined as “the complex, integrated, and overlapping social structures and economic systems that contribute to health inequities.”<sup>25</sup> Health is determined in part by our social environment; consequently, factors such as access to social and economic opportunities, education quality, and the nature of social relationships play an integral role in health outcomes. In Philadelphia, the health of our youth is negatively influenced by multiple unfavorable social determinants of health. Roughly 14 percent of students in 4th grade are proficient readers compared to nearly 35 percent nationally, fewer than 70 percent of Philadelphia youth graduate from high school on time compared to over 80 percent nationally, and over 37 percent of children live in poverty compared to just over 20 percent nationally.<sup>26</sup>

### SBYD as a Solution

In a city impacted by alarming childhood health risk factors, SBYD has the potential to support the physical and mental health of our children. The health benefits of SBYD, including the following, are widely recognized:

- Teen sports participants are more likely to demonstrate a healthy lifestyle focused on a healthy diet, including breakfast and fruits and vegetables daily, and at least seven hours of sleep per night<sup>27</sup>
- Teen sports participants exhibited more positive markers of psychological health than non-athletes including higher self-esteem, stronger social connections, and fewer feelings of loneliness.<sup>28</sup>
- Healthier children are more likely to complete school, which in turn increases opportunities in adulthood and positively impacts social mobility<sup>29</sup>
- Active children are less likely to engage in risky sexual behaviors. In a study conducted by the Women’s Sports Foundation, nationwide survey results suggest that female athletes were less than half as likely to get pregnant as female non-athletes, with 5 and 11 percent of athletes and non-athletes becoming pregnant, respectively.<sup>30</sup>
- National research found that high school students who participate in organized sports are 22 percent less likely to smoke cigarettes.<sup>31</sup>

### EQUITY AND ACCESS

Given the clear benefits, why aren’t more of our youth engaged in SBYD programs? Simply put many of our children lack access. The local SBYD organizations surveyed for this report are serving approximately 29,000 children. Yet there are over 240,000 school-age youth in the School District (including charter and alternative schools). Throughout Philadelphia, youth are faced with greatly disparate levels of access to sport and physical activity in school and in their neighborhoods as a result of various socioeconomic and environmental factors, including the following:

- High levels of youth poverty create a citywide inequity in access to resources. The national trend towards a “pay-to-play” sports model supports a \$14.5 billion youth sports industry supported by considerable fees. Consequently, nearly 30 percent of children living in households earning less than \$25,000 are physically inactive, while only 12 percent of children living in households earning \$100,000 or more were physically inactive.<sup>32</sup>
- Physical activity is negatively correlated with race and ethnicity.<sup>33</sup> Philadelphia is a diverse city where over 43 percent of residents are Black or African American, roughly 7 percent are Asian, nearly 14 percent are Hispanic or Latino, and approximately 3 percent identify as two race individuals.<sup>34</sup>
- National statistics indicate that girls are less likely to participate in sports than boys.<sup>35</sup> In Philadelphia, on average, for PYSC member non-gender specific programming, SBYD programs serve nearly 25 percent more males than females.<sup>36</sup>
- Socially vulnerable youth are often difficult to reach. Youth development through sport can be particularly effective in accessing and transforming the lives of socially vulnerable and under-resourced populations.<sup>37</sup>

### SBYD in Action

#### Girls on the Run Philadelphia

Girls on the Run Philadelphia conducted a spring 2016 longitudinal study, which demonstrated a number of positive social impacts as a result of program participation. The study results suggest that all participants demonstrated significant improvements in confidence and connection. Girls were happier with their appearance, expressed increased satisfaction with the kind of person they are, and indicated that classmates were more likely to pay attention to them.



## GAME ON PHILLY!

As we look to our next generation, our children are facing a crisis driven by a lack of equitable access to resources, including the benefits of sport and physical activity. This inequity in access results in health risks and poor education outcomes. We must make a commitment to providing equitable access to SBYD for all children in Philadelphia.

*But providing access is not as simple as just expanding existing organizations. While most SBYD organizations in Philadelphia are planning to grow their programs, the scale needed to provide access to all children isn't possible without significant systems change and development.*

### SBYD in Action

#### LA 84 Foundation

The LA84 Foundation is a national thought-leader, grantor, and advocate for positive youth development through sport. The organization has coined the term “Play Equity” to re-frame the disparity in access to sport as a social justice issue, denying the most vulnerable populations of the critical benefits of sport including physical health and nutrition, social and emotional development, and academic development. LA84 promotes SBYD as an instrument of social change.

“LA84 is committed to leveling and elevating the playing field in youth sports so that all children have access to the transformative nature of sports.”

—RENATA SIMRIL, PRESIDENT AND CEO OF LA84

### SBYD in Action

#### PYSC Member Partnerships

Partnerships play a key role in helping SBYD organizations obtain sufficient funding, programming space, and faculty to maintain operations and provide quality programs. Of the 30 local and national organizations that responded to the survey, 12 partner with other community organizations and nonprofits such as faith-based organizations, and larger national organizations like AmeriCorps. These partners serve as sources for funding as well as programming space and community involvement.



er Foundation

IMAGE COURTESY OF: Starfinder Foundation



## SBYD LANDSCAPE IN PHILADELPHIA: SURVEY OF PYSC ORGANIZATIONS

Data suggests that the existing Sports Based Youth Development programs in Philadelphia are diverse and growing. Most SBYD providers are relatively young, small, non-profit community-oriented organizations with a few large, national-level organizations, almost all of which are continuously expanding.<sup>38</sup> PYSC has 32 member organizations, offering a wide range of activities including core sports like basketball, soccer, and baseball, as well as less traditional offerings including squash and Ultimate Frisbee. Overall, Philadelphia's SBYD organizations aspire to impact the community in a myriad of ways that can be broadly categorized as improved academic achievement and graduation rate; improved health, fitness, and wellness; and the development of life skills.

Publicly available 990 information was analyzed and a survey of SBYD programs and organizations in the city was administered to assess the current state of SBYD in Philadelphia. Analysis of the survey responses, in addition to the 990 information, yielded the following results.

### Organizational and Program Characteristics

- Most SBYD organizations were founded within the past 10 years.
- SBYD organizations serve as few as 100 total annual program participants to as many as 8,000 total annual program participants.
- SBYD organizations offer as few as two distinct programs up to as many as 45 distinct programs.
- SBYD programs rely on anywhere between five and 1,000 volunteers annually; with 45 percent of local organizations operating exclusively in Philadelphia reporting either zero or one full-time employee.
- The majority of programming is offered after school, on the weekend, or during summer vacation.

### Population Served

- SBYD organizations reported that over 40 percent of program participants live in low-income households earning less than \$35,000 annually.
- Program participants, on average, are majority Black, with the smallest percentage of participants being Asian or more than one race. On average, about 20 percent of participants are Hispanic or Latino.
- Programs typically serve more boys than girls. On average, when organizations offering only female programming are removed, the remaining SBYD programs serve nearly 25 percent more males than females.
- Although there is a varied distribution of programming offered, leaning towards Middle School aged children, the majority of organizations provide programming to more than one age group.

### Funding

- Heavy reliance on volunteers and outside funding allow SBYDs to offer their programs at low to no cost, reaching a much broader audience than pay-to-play sports programs.
- Organizations offer a wide range of financial aid to program participants each year, with organizations offering between \$100 to over \$75,000 in total annual financial aid.
- Partnerships play a key role in helping SBYD organizations obtain sufficient funding, programming space, and faculty to maintain operations and provide quality programs.

### Measurement and Data Collection

- A majority of organizations collect some form of data, including program attendance, participant demographic information, and participant contact information.
- A handful of organizations track school attendance, academic performance, behavior, and conduct.

### Challenges Facing Philadelphia SBYDs

Despite the success of many Philadelphia SBYD organizations, some are facing significant barriers to growth including:

- A lack of funding, lack of capacity, and lack of qualified staff or staff in general, forcing to SBYD organizations to rely heavily on volunteers.
- Challenges at the host facility that limit participation and programming efficiency.
- Most SBYD organizations in the city rely heavily on contributions and grants, accounting for over 60 percent of funding on average across all organizations.
- About two thirds of the organizations surveyed listed access to transportation as a major barrier to participation and programming, particularly for weekend offerings.
- SBYD organizations often lack the capacity and funding to measure success and positive outcomes needed to inform programmatic decisions and solicit funding.





03

# Goal: All Children have Access to High Quality Sports-Based Youth Development Programs by 2023

IMAGE COURTESY OF: La Liga Del Barrio

Based on the evidence supporting sports-based youth development as a positive force for children in Philadelphia, the Task Force on Sports-Based Youth Development believes that for the future of Philadelphia and its children, we need to set an ambitious goal: **All of Philadelphia's children, with an initial focus on those in 4th – 8th grades, will have equal access to quality sports-based youth development programs or traditional youth sports with coaches adequately trained in the principles positive youth development.**

Big goals like these require thinking differently. We will need to overcome barriers and reach new achievements in three key focus areas of the SBYD system: we need to increase access, affordability and availability for the **Places** where SBYD programs operate; we need to increase the reach, scale and quality of SBYD **Programs** across all neighborhoods of the city; and we need to increase the capacity and training of the **People**—professionals and volunteers—who operate and deliver the programming to children.

## PLACES

In order to realize the goal of providing SBYD access to all children in Philadelphia, there will be a need to maximize the use of city parks and recreation sites, School District facilities and fields, and the facilities of non-profit host providers like the Police Athletic League (PAL), YMCA and Boys and Girls Clubs. As we heard throughout the Task Force process, currently there is no common facility utilization analysis to identify under-programmed facilities. In addition, there is a need to remove barriers to usage, whether that be finding ways to keep facilities open for weekend activities, finding the funds needed to renovate and update unsafe or outdated facilities, or better connecting SBYD providers to alternative facilities that might be available through other host providers or even other community anchors, such as churches or non-District schools. Maximizing facility usage will require a more coordinated approach to ensure affordable, accessible programs.

## PROGRAMS

Reaching tens of thousands more children will require scaling up the availability of high quality SBYD programming. Many of Philadelphia's current SBYD providers are small, and even those who are ready to grow would find it difficult to meet the needs of a much larger potential population. That means, in addition to growing existing SBYD providers, we will need to infuse SBYD principles and curriculum into new partnerships such as with the School District of Philadelphia and the Mayor's Office of Education; add youth development components to existing sports leagues; and add sports components to existing OST youth development programs. Engaging leaders of existing programs, such as traditional youth sport programs or non-sport based out-of-school time programs, and infusing these programs with SBYD curriculum, principles and training will greatly increase the reach of SBYD without having to develop new programs.

## PEOPLE

As we expand SBYD programming, we will also be expanding the numbers of professionals and volunteers providing these services. To maintain the quality of the programming, collaborative training on youth development, positive coaching, measurement, healthy lifestyles and more will need to be provided at scale. There is a need for coordination of training opportunities and for building collaborative infrastructure and staff to conduct measurement and health assessments across organizations in a consistent manner.







## PLACES

Identify underutilized locations

Collaborate with the School District, Parks & Rec, larger host providers like YMCA and Boys & Girls Clubs to be sure facilities are fully programmed

Connect with other anchor institutions



## PROGRAMS

SBYD programs

Community-based ("traditional") youth sports

Parks & Rec programs

School-based sports

Traditional OST programs (non-sport)



## PEOPLE

PYSC Member Organizations

Existing OST providers

School community personnel

Community-based coaches/parents

### A Commitment to the Future of Our Children

While we know building a system like this is a big challenge, we are committed to success. We have tangible examples of the commitment of city government, the School District of Philadelphia and private and non-profit leadership to increase opportunities for young people across the entire city. The examples of this work, and the commitment to our city's children, are abundant and impressive:

- **PHLpreK and Read by 4th:** Over the past five years, the city has launched major initiatives to give our children a great start through the universal Pre-K and Read by 4th campaigns. Both efforts are designed to make sure that children receive the learning foundation and early skills development that can set them up for success in both school and beyond.
- **Fueling Philadelphia's Talent Engine:** Earlier this year, the city launched a citywide workforce development strategy aimed at addressing employers' talent needs and preparing residents, including high school students, for careers in family-sustaining jobs. Workforce development helps bridge the gap between job seekers and employers. Through education, training, and support services, workforce development prepares individuals with the skills employers need. The strategy, developed by stakeholders from the private, public, and nonprofit sectors, will drive workforce development efforts in Philadelphia.
- **REBUILD:** Mayor Kenney made a commitment to improving the city's Parks and Recreation infrastructure through the Rebuild program, with a plan to invest \$500 million to revitalize neighborhood parks, recreation centers, playgrounds and libraries across Philadelphia. The revitalization of these community anchors will create new opportunities for recreational activity and improved facilities to serve the needs of families and residents in every neighborhood of the city. And it will also create opportunities for partnerships with schools and community groups seeking places for programming.
- **Citywide Out-of-School Time Initiative:** The city is committed to supporting and increasing quality of the city's OST stakeholders with a focus on Quality Programming, Community Engagement, and Partnerships. The goal is to align and harness the power of all OST stakeholders to realize the full potential of the city's OST offerings



IMAGE COURTESY OF: Team Up Philly

- **City-School District Collaboration:** The new relationship between the School District of Philadelphia (which has been returned from state control to local control) and the city also presents intriguing opportunities. Both the early literacy and the workforce efforts demonstrate the power of coordination and leadership. Increasingly, sharing of facilities, coordination of resources, and alignment of goals on issues like Out-of-School Time programming are now possible due to the closer relationship between City Hall and the School District.

- **Philadelphia Youth Sports Collaborative:** Philadelphia is home to a community of SBYD organizations committed to using sports as a platform for changing the lives of children. These high-quality SBYD programs combine athletic skills training with support in focus areas including academics, healthy habits, and life skills. Through their work, they have shown that this focus on the whole child can help children to improve health outcomes, excel and engage in the classroom, and develop the life skills needed for long-term success. Philadelphia's SBYD community has come together for the past decade through the leadership of PYSC to build a movement around using sports and physical activity to connect with and engage kids in both physical and life skills development.

These initiatives are great examples of what collaborative work can do to improve the lives of Philadelphians. We will use these examples to guide our system-building efforts to ensure that all of our children can experience the transformative power of sports.





GAME ON PHILLY!



04

# Team: Building a Citywide SBYD System in Philadelphia



IMAGE COURTESY OF: Team Up Philly

In the course of the Task Force and committee meetings, a few things became clear:

- Philadelphia is making great progress in helping its children to succeed, but much more needs to be done;
- Some incredibly impactful success in reaching and making a difference in the lives of children comes through the work of Sports-Based Youth Development providers;
- However, many of these provider organizations are small, and lack the resources and scale to obtain coordinated public policy solutions to issues of common interest, such as access to city and School District facilities and facilitating public transportation for youth participants.
- If we want to dramatically increase the number of young people with access to SBYD, we will need to fully engage the resources and scaling opportunities offered by existing SBYD programs, city government, the School District and corporate and institutional leaders

So, how do we do this?



There is an old sports adage—Together Everyone Achieves More or TEAM—that is especially relevant as we look to expand the availability and access to SBYD in Philadelphia. Expanding the current SBYD network of providers to have the potential to reach every child who wants to participate requires building a *systemic approach* for growth and development. Traditionally, the SBYD field has been shouldered by extraordinary efforts of passionate leaders and volunteers in limited settings. By working together, or in a manner commonly referred to as collective impact, we can bring together non-profit SBYD providers, community sports leagues, public providers and facilities, private or non-profit facility hosts, professional and college sports organizations, corporate and non-profit leadership, researchers, and the funding community in a combined effort to expand access to high-quality sports programs.

## BACKBONE SUPPORT FOR PHILLY'S SBYD SYSTEM: PHILADELPHIA YOUTH SPORTS COLLABORATIVE

Since 2009, PYSC has been a leader in promoting Sports Based Youth Development in Philadelphia. From 2009 – 2015, under the leadership of Nancy Peter, Wendy Palmer, and a committed host of SBYD nonprofit leaders, PYSC supported Philadelphia's sports-based youth development community at all levels. Reorganized in 2016, PYSC added two distinct areas of focus to the ongoing support of the organizational capacity of its member organizations. The first was to build a citywide system and develop the partnerships to work towards equal access to quality SBYD programs for all children. The second was a focus on measurement and research to prove the impact of the field, thereby driving favorable public policy and national funds into the sector in Philadelphia.

Working as a convener in the SBYD sector, PYSC strengthens and builds capacity among the non-profit organizations that deliver programs, and throughout the larger provider system that exists to develop and support this type of programming for Philadelphia's youth.

With 32 nonprofit members, strong relationships with the School District of Philadelphia and the City Administration, plus support from funders and other members of the local youth serving community, PYSC is well positioned and ready to serve as the backbone for building a true SBYD system in Philadelphia. Through its organization and leadership of the Philadelphia Task Force on Sports-Based Youth Development, PYSC has taken a key step in the process of expanding its impact from primarily a membership focus to also include externally focused activities and engagement of the broader community. The members of the Task Force recommend expanding the role of PYSC to serve as the backbone for increasing access to high-quality sports-based youth development at all levels of the city.



# 05

## FIVE CONDITIONS OF COLLECTIVE IMPACT<sup>39</sup>

- 01 **Common Agenda**  
All participants have a shared vision for change, including a common understanding of the problem and a joint approach to solving it through agreed upon actions

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- 02 **Shared Measurement**  
Collecting data and measuring results consistently across all participants ensures efforts remain aligned and participants hold each other accountable

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- 03 **Mutually Reinforcing Activities**  
Participant activities must be differentiated while still being coordinated through a mutually reinforcing plan of action

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- 04 **Continuous Communication and Engagement**  
Consistent and open communication is needed across the many players to build trust, assure mutual objectives, and appreciate common motivation

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- 05 **Backbone Support**  
Creating and managing collective impact requires a dedicated staff and a specific set of skills to serve as the backbone for the entire initiative and coordinate participating organizations and agencies





### Backbone Role

As the backbone for the SBYD System in Philadelphia, PYSC staff will take on the role of coordinating a shared growth strategy by aligning partners, coordinating expansion and partnership efforts, and supporting a focus on increased quality of programming. Specifically, PYSC will:

- Facilitate increased **ACCESS** for SBYD providers in city, School District and other public, nonprofit or private facilities;
- Support the development of **QUALITY** programs through organizational capacity building with universal commitment to best practices, shared program monitoring, outcome measurement, and comprehensive staff/volunteer training;
- Commission cutting-edge **RESEARCH** to build increased knowledge of how SBYD positively impacts participants and the community by improving health, education and equity outcomes in Philadelphia.
- Coordinate **COMMUNICATIONS** strategies that support awareness and growth of the SBYD system;
- Identify and secure new **RESOURCES** that support the expansion and quality of the SBYD system.

### The PYSC member network includes the following organizations:

- Anderson Monarchs
- Beat the Streets
- Bicycle Coalition Youth Cycling
- Boys & Girls Clubs of Philadelphia
- Boy Scouts of America
- Chester Upland Soccer for Success
- Down the Line and Beyond
- The First Tee of Greater Phila
- Girl Scouts of Eastern PA
- Girls on the Run
- Kensington Soccer
- La Liga del Barrio
- Legacy Youth Tennis
- Lenfest Center
- Neighborhood Bike Works
- Outward Bound School
- Philadelphia Area Disc Alliance
- Philadelphia City Rowing
- Philadelphia Youth Basketball
- Philly Girls in Motion
- Playworks
- Police Athletic League (PAL)
- Special Olympics Philadelphia
- SquashSmarts
- Starfinder Foundation
- Street Soccer USA
- Students Run Philly Style
- Team Up Philly
- Village of Champions
- Work to Ride
- Youth Mentoring Partnership
- Zhang Sah Martial Arts



## OUR COLLECTIVE IMPACT TEAM LINEUP

- The City of Philadelphia (Philadelphia Parks & Recreation, Citywide OST Initiative, Mayor’s Office of Education/Community Schools, Department of Human Services, Department of Health)
- The School District of Philadelphia (School Leadership, Principals, Athletic Department, Office of Strategic Partnerships, Office of Physical Education, Health and Safety)
- Non-profit, private facility operators (Police Athletic League, YMCA, Boys & Girls Clubs, Salvation Army, Lenfest Center)
- Community-based traditional youth sports leagues
- Non-sport OST providers and partners

In addition, PYSC will work to engage key community and national partners who support (either or both) youth development or sports participation as partners in this effort. PYSC staff will work with these organizations to identify where their interests and activities align with the goals and objectives of the SBYD system. By serving as a key point of contact, PYSC can help to creatively facilitate new investments, partnerships and collaborations through both traditional and innovative approaches. Some of these potential community partners include:

- Professional Sports Community (leagues, teams and players)
- Universities (teams, student volunteers, researchers)
- Media
- Corporate funders
- Private and family Foundations
- Health care institutions
- Faith based community anchor institutions
- Neighborhood and community organizations
- Sports industry (apparel, equipment, technology)

### THE LINEUP

COLLECTIVE IMPACT PARTNERS

1	PYSC Members
2	City Government
3	School District of Philadelphia
4	Non-profit Facilities
5	Community Sports Leagues
6	OST Providers
7	Corporate Community
8	Pro and College Sports Teams
9	Higher Education and Health Care Institutions
10	Philanthropic Community
11	Neighborhood and Community Organizations
12	Faith Based Community
13	Media



IMAGE COURTESY OF: Philadelphia Youth Basketball







05

# Game Plan: Recommended Strategies to Build and Support the SBYD System

IMAGE COURTESY OF: Village of Champions Youth Network

As the Task Force met over the past 9 months, the members worked together to identify Philadelphia's SBYD game plan—strategies to employ across the entire spectrum of SBYD stakeholders to get us to the **goal of providing access to high-quality sports-based youth development programs to all Philadelphia children by 2023**. The strategies developed in the Task Force committee and working group meetings focused on concrete steps that work to achieve this goal.

The Task Force recommended strategies to address each of the following goals:

[ Access ]

- Leverage city and School District partnerships to create pilot programs in schools and at recreation centers
- Maximize usage and availability of public and private facilities for SBYD programs

[ Quality ]

- Measuring and reporting the impact of SBYD programs and interventions
- Develop a system-wide training program that is rooted in positive youth development for anyone working in SBYD

[ Engagement ]

- Engaging the community to raise awareness of the benefits of SBYD
- Develop a targeted process to attract, train, retain and reward community-based coaches and volunteers

[ Research ]

- Conducting cutting-edge research to improve the system

[ Resources ]

- Identifying sustainable support for collaboration and growth

Some of the strategies cross core areas of focus, and all work together to create the conditions and environment necessary to expand SBYD access to all children in the city.

# 1. Leverage City and School District partnerships to create pilot programs in schools

One of the most significant challenges in expanding access to SBYD across the city is scaling programs to reach more children. While almost all existing SBYD providers reported plans to expand their services, it is highly unlikely that they alone could meet the needs of a citywide system or provide universal access. In addition, providing programs afterschool at School District or city sites alleviates transportation challenges while expanding the number of quality OST seats in school-based settings, addressing the goals of multiple stakeholders.

## RECOMMENDATION

PYSC will work with the Citywide OST Initiative, Community Schools, and the School District of Philadelphia to develop and support pilot afterschool sports programs. These programs will utilize various delivery methods, including programs run by existing PYSC providers; using a “train the trainer” model to bring SBYD principles into existing afterschool activities; and developing new programs supported by the School District of Philadelphia that use SBYD methods.



IMAGE COURTESY OF: Team Up Philly





## What will we do?

PYSC will provide support to city and School District leaders as they expand afterschool SBYD activities.

Keys to success will be:

- System stakeholders will support the development of pilot programs by aligning organizations and their leadership as well as helping to raise pilot resources;
- The system will connect existing SBYD providers with District and city leaders to leverage knowledge and resources that have been developed through years of experience;
- The system must commit to shared training and measurement efforts to maintain a focus on quality programming;
- The system's partners will advocate for the public resources and support needed to ensure long-term sustainability for the newly expanded programming

## Partners

PYSC has been working with PYSC member organizations, the Mayor's Office of Education and its Community Schools Team, the School District of Philadelphia, and Philadelphia Parks and Recreation to develop pilot programs.

## What will success look like?

Pilot programs will be up and running by 2019 and expanded into permanent citywide programs by 2023.

### In Play

#### COMMUNITY SCHOOLS SPORTS PILOT

PYSC and the Mayor's Office of Education's Community Schools staff have identified a pilot to infuse the city's Community Schools with SBYD activities. In the pilot that is being developed, Community Schools with appropriate facilities will host 2-3 eight-week seasons of the available core sports. Sport providers will be a blend of PYSC organizations, coaches identified from within the school community, or staff of existing OST providers. Coaches training will be provided and rooted in positive youth development.

Partners for this initiative include: Mayor's Office of Education, Community Schools Team, Community School Coordinators, PYSC Member Organizations, On-site OST providers, Temple University, Up2Us Sports

#### INTRAMURAL SCHOOL SPORTS PILOT

PYSC and the School District of Philadelphia are working to develop a new intramural sports program in elementary schools in the district. In the pilot, select School District of Philadelphia Elementary Schools with appropriate facilities will host 3, eight-week seasons of their choice of the available core sports. Coaches will be identified from within the school community, with support from local University students. Coaches training rooted in positive youth development will be provided by multiple providers identified by PYSC and the District. Sport & Leadership curriculum will be provided by a working group to include 3-5 collaborative partners.

Partners for this initiative include: School District of Philadelphia, PYSC, Temple University, Up2Us Sports.

## 2. Maximize Public and Private Facility Usage

SBYD and OST organizations need increased access to safe, affordable, accessible facilities in which they provide youth development and sports for Philadelphia's children. We heard that in too many cases, SBYD organizations cannot find available or affordable spaces in which to provide their programming.

Streamlining information seems to be the best way to address this issue, which will be a challenging task. There currently is no universal assessment of citywide facilities, nor is there centralized information on any operational issues or barriers that keep spaces from being fully utilized. The development of a centralized space assessment would help with future program and facility planning by the city, the School District, and the SBYD community.

### RECOMMENDATION

Undertake a comprehensive assessment of public facility locations, availability, usage and needs by the end of 2019. Add private facilities to the assessment by the end of 2020.



## What will we do?

PYSC will work with Philadelphia Parks and Recreation, the School District, and nonprofit or private sports facility providers to commission a comprehensive space assessment, including cost systems, hours of availability, maintenance, and condition. The space assessment should:

- Beginning with highest need communities, map and do gap analysis, overlaid with poverty rates and other demographic information
- Examine the current processes used for assignment of spaces to identify areas for improvement in decision making and process

At the same time, PYSC will work with its members, PPR and the School District to commission a utilization analysis for the same spaces. Key questions that such an analysis will address include:

- Who currently uses the spaces? What are their needs?
- Who wants to use the spaces? What are their needs?
- What are some of the barriers for groups that serve underserved areas/populations?
- Are there incentives or opportunities for increased usage by underserved or higher priority communities?

By 2020, PYSC will work with private and community providers to conduct similar analyses for private providers of space.

## Activities completed or underway that will support this recommendation

- School District Office of Athletics is midway through an internal facilities review
- Wm. Penn Foundation and city completed comprehensive data analysis in support of Rebuild for PPR and Libraries
- Health Department (Philly Powered initiative)
- Citywide OST Initiative has performed an analysis of underserved areas and available OST seats

## Partners

PYSC and PHL Sports are developing a partnership which will prioritize use of facilities, and provide new opportunities to the SBYD community in connection with the events held at the complex.

## Supporting partners

- SBYD providers
- University and other research partners
- City of Philadelphia Facility Operators: PPR, Fairmount Park, Free Library
- School District of Philadelphia and Charter Schools
- Citywide Out-of-School Time Initiative
- City Planning Department
- City Health Department (Get Healthy Philly initiative)
- PHL Sports (coordinate with higher ed and professional teams)
- Major private facility operators (YMCA, Boys and Girls Clubs, Kroc Center, Lenfest Center)
- Religious institutions with athletic facilities
- After School Activities Partnership

## What will success look like?

We will have a complete facilities assessment, updated annually, suitable for planning and maximizing space usage and availability. The information will be available publicly for the use of SBYD and OST providers, and will be linked to the Citywide OST Program Locator and other public information providers.

### In Play

#### PHL SPORTS MULTISPORT COMPLEX

PHL Sports, the sports marketing and events arm of the Philadelphia Convention and Visitors Bureau (PHLCVB), is working to develop a new amateur sports complex to attract national festivals, tournaments and competitions. This complex will also be available for use by local SBYD organizations for both training and competition, and current plans anticipate potential shared space for SBYD administration and training.



### 3. Intentional, Comprehensive Training for Coaches and Organizational Leaders

The quality of any OST program is highly dependent on the part-time employees and volunteers that are on the front lines. While various training is in place in most organizations, there is a need for standardized training rooted in positive youth development that is intentional, increasingly specialized, and affordable for all coaches and organizational leaders who work with children.

#### RECOMMENDATION

Develop a tiered training program available to all SBYD coaches and organizational leaders that is rooted in the principles positive youth development. Create a certification for anyone that completes the training that is both recommended and recognized in the sector.

#### Strategy

Coordinate partners to develop a coaches training program that draws from the expertise of existing training organizations, the university sector, the health care sector, and other large scale partners with recognized training programs.

- Create a PYSC Coaches’ Certification program with a primary focus on the principles of positive youth development
- Offer multiple, 2-day training symposiums a year with a goal of training 250 coaches annually
- Develop additional Continuing Education certifications (potentially with some online offerings) that focus on important information like health & safety, concussion protocol, mandatory reporting, and more

#### Activities completed or underway that will support this recommendation

The formation of a Training Work Group is underway, with partners coming to the table to help develop preliminary process, curriculum, and event structure for trainings during the 2018-2019 program year.

#### Partners

The goal is to recruit, cultivate and strengthen coaches from within neighborhoods and existing SBYD programs, and to develop a pool of trained coaches from the educational sector. To do this, we will engage partners via grassroots efforts in local communities, and work strategically with colleges and universities to strengthen coaches at all levels.

#### Supporting partners

- Temple University School of Sport, Tourism and Hospitality Management
- University of Pennsylvania School of Nursing
- Drexel University Sport Coaching Leadership Program
- Up2Us Sports
- Positive Coaching Alliance
- Philadelphia Parks and Recreation
- School District of Philadelphia

#### What will success look like?

We will develop a comprehensive training system that will engage 250 coaches annually for certifications. Using grassroots efforts in local communities, we will annually identify and recognize 100 “rising stars” in the existing coaching pool and give them the best training so they can elevate their coaching game.

## 4. Measure and Report Impact

To maintain a focus on providing the highest quality SBYD programs to meet the needs of the children of the city, it is crucial that we measure program scope and impact; then we must connect that information to quality improvement efforts. However, too many organizations lack the resources and internal capacity to collect, manage and analyze data. Through a collective approach, there is an opportunity to share the costs across the system of developing quality measures and either training or providing staff support.

### What will we do?

PYSC and system partners will work to ensure that Philadelphia has a robust measurement process in place for all providers of SBYD by 2023 and that the information is incorporated into CitySpan. This will include working across the system to:

- Develop common measurement of SBYD program participation and incorporate data into CitySpan
- Enhance SBYD capacity for data collection and monitoring through shared training, professional development and use of student volunteers
- Monitor program quality and share best practices among SBYD providers through workshops, seminars and peer mentoring programs
- Identify a common set of outcome measurements in three areas (health and physical activity, school engagement and academic performance, and positive development/leadership) that are utilized by all SBYD providers and communicated broadly

### Activities completed or underway that will support this recommendation

- PYSC Member Organization data collection pilot performed in 2017-2018 will be expanded in 2018-2019 to full membership
- Citywide OST Initiative is developing program quality indicators with the National Institute on Out-of-School Time
- PYSC and Temple are collaborating on potential student service learning/ internship opportunity in the area of data collection and outcome measurement

### Partners

In its backbone role, PYSC will work with experts in the field and the SBYD community to develop common measures that will be useful in both program improvement and proof of impact. It will also work to identify and coordinate collaborative training and capacity building programs that can be used by SBYD providers. Key partners will include:

- SBYD Provider Organizations
- Temple University
- Citywide OST Initiative
- University sector

### RECOMMENDATION

PYSC will convene SBYD providers, the city's OST Initiative and sports and youth development experts to identify and agree on quality standards. System partners will work to increase organizational capacity for rigorous data collection and measurement of outcomes by all SBYD providers and ensure they are included in the overarching OST landscape.

### What will success look like?

Philadelphia is a leader in the collection and reporting of outcomes and quality measures for SBYD. This happens because:

- Agreement is reached on a set of program quality measures and system of peer- or third-party assessment to ensure effective implementation
- All SBYD programs are reporting common data into the citywide data management system
- We aggregate common data measures to allow for reporting on collective impact of SBYD in Philadelphia
- We have annual collaborative training programs available to all SBYD staff and volunteers

#### In Play

#### SBYD RESEARCH

Working with eight PYSC members, Temple University's Sports Industry Research Center (SIRC) has conducted a pilot study of the data collection and outcome measurement practices of SBYD organizations. It is anticipated that by 2023 the study will be expanded to include all PYSC members and other SBYD providers.





## 5. Conduct Cutting Edge System-Wide Research

The national research base on traditional youth sports is robust. However, despite the well-documented anecdotal evidence of the benefits of SBYD, there is little information available on how the combination of sports training and positive youth development make a difference in the life of a child. Given Philadelphia's organized SBYD community and Philadelphia's experienced university and non-profit research community, there is an opportunity to establish Philadelphia as the leading center of research investigating the benefits of SBYD programs on children.

### What will we do?

Philadelphia's SBYD system will be on the cutting-edge of SBYD research in the country. In its backbone role, PYSC will work across the system to commission and support high-quality research that will establish Philadelphia as a leader in accountability and outcome measurement. This will include working with key partners to:

- Engage a research firm to perform a literature review in the area of SBYD research and draw conclusions about the effectiveness of the work
- Perform a "State of Play" survey in Philadelphia to get a sense of our children's level of participation in sports, SBYD, and who the providers of these programs are so we can understand what is lacking and where we can best support efforts for expansion
- Align with the research of the Citywide OST Initiative so we can support their efforts in areas deemed underserved in both OST seats and SBYD offerings
- Convene a national research conference on SBYD impact and value in Philadelphia, potentially in partnership with the LA 84 Foundation

### Activities completed or underway that will support this recommendation

- Temple/PYSC pilot project to assess registration/attendance of 8 SBYD providers
- Citywide OST Initiative research and analysis

#### In Play

#### STATE OF PLAY RESEARCH

PYSC and Temple SIRC are collaborating to do the first Philadelphia State of Play survey of families. This important study will identify where kids are currently playing sports, their awareness of and access to SBYD programs, and how they get their information about sports opportunities. This will serve as a benchmark for future expansion and growth opportunities.

### RECOMMENDATION

Work with proven research partners to establish a knowledge base on the impact of youth participation in SBYD programming and engage in local study to see how Philadelphia's efforts compare so we can continually work to better our collective strategies and improve the sector at large.

### Partners

- Temple University
- Research for Action
- Philadelphia Department of Health
- Citywide OST Initiative
- Local and national funders
- LA 84 Foundation

### What will success look like?

Philadelphia becomes a nationally recognized center for research into the effectiveness and impact of SBYD programming, both on individuals and on the community at large. We host a regular conference on SBYD impact, bringing together researchers and practitioners in focused discussions on the role of sports and youth development regionally and nationally.

## 6. Engage the Community

There is a need for a comprehensive communications campaign that tells the story of the benefits of SBYD; raises awareness of SBYD opportunities among influencers, parents and kids; and drives participation among city youth.

### RECOMMENDATION

Develop and implement a comprehensive communications strategy that will reach a wide range of audiences so that they are informed about SBYD opportunities, where to find them, and how to engage with them.

#### What will we do?

PYSC will help to support a system wide communications message that promotes the role of SBYD in the future of the city and amplifies and enhances the individual efforts of other system members.

- Work with SBYD programs to make sure they are connected to CitySpan Program Locator
- Work with community organizers to understand the needs of each community, and then work together to bring new opportunities into available spaces
  - o Include recruitment and development of local young leaders into the communications strategy to encourage grassroots growth of SBYD programs and opportunities
- Engage and educate community organizations and leaders about existing SBYD opportunities in their neighborhoods
- Engage parents in school communities to hear their needs and understand how we can best serve their children
- Engage other influencers (health care, pro sports teams and players, other youth sports organizations) as part of the SBYD communications network. Focus on leveraging existing spending in the community by using a share of that to promote SBYD.
- Launch an annual event to showcase Philadelphia's SBYD community that appeals to broad audience of influencers (similar to or linked to LA84 Foundation annual conference)

#### Activities completed or underway that will support this recommendation

- A comprehensive OST Program Locator that enhances and builds upon the existing After School Activities Partnership database is in development to serve as a resource for both caregivers and OST/SBYD providers.

#### Partners

- PYSC members and other SBYD providers
- Professional Sports teams
- Corporate and institutional partners
- Health Care networks: community health centers, doctors, family practitioner's offices

#### What will success look like?

Because of the awareness campaign, Philly SBYD is on the map. New funders are supporting SBYD efforts, both for individual organizations and the collective system building effort. We will have a long-term, multi-faceted campaign, focused on the need to reach variety of audiences. This will require a variety of tactics, including:

- Simple message about SBYD, akin to Read by 4th or Universal Pre-K.
- Suggested message: Game On Philly! to represent the long-term campaign for universal access to SBYD.
- Focused messages to reach girls and other underrepresented groups
- Support from like-minded partners and vice versa, including coordinated messaging from SBYD's and other partners.

#### In Play

##### LA84 PARTNERSHIP

The LA84 Foundation and PYSC will work together to help create a national movement to increase access for all children to sports-based youth development opportunities. By increasing attention at a national level through shared research, conferences and advocacy campaigns, we will bring new attention and resources to this fundamental equity issue. We aim to host the first SBYD centered research conference in Philadelphia in 2019.



## 7. Develop and Invest in a Grassroots Coaching Corps

When programs are brought to scale, there is a need to invest in people to support that growth. The citywide SBYD system will make a concentrated effort to identify human resources, through grassroots recruitment as well as a meaningful engagement with the collegiate and university sector in Philadelphia.

### RECOMMENDATION

Make a substantial investment in volunteerism that focuses on the recruitment, training, and retention of a volunteer corps of coaches and others to support the SBYD system.

#### What will we do?

PYSC will work with stakeholders to develop a trained volunteer corps through a targeted recruitment campaign, engaging existing organizations, the university sector, corporate sector, and the city's workforce development efforts. This effort will increase the capacity of the sector while building stewardship and civic energy in the process. This effort will include:

- Align with the collegiate community in Philadelphia to create service-learning classes that will create an annual pool of trained interns who potentially can work in the SBYD field upon graduation
  - o Develop the course to include hands-on internships at a PYSC Member Organization
  - o Interns can be placed in coaching positions, as well as in generalized nonprofit support positions so students can also be trained in SBYD organizational structure
- Align with both the city's workforce development effort as well as Philadelphia Youth Network (PYN) Work Ready program to engage high school students for training and service within the SBYD community
- Work with existing community sports organizations to identify "rising stars", or athletes who may be aging out of programming and want to find volunteer or work opportunities in their own programs or in other SBYD programs
- Engage with SERVE Philadelphia (The Office of Civic Engagement and Volunteer Service) to create a service area that supports the SBYD community
- Work through all these avenues to drive more people into the Up2Us Coaches program, which provides opportunities to participating coaches that include comprehensive training, placement, stipends for service, and continuing education
- Annually recognize our coaching force by giving awards during a National Coaches Day (October 6th) Celebration hosted by PYSC and other stakeholders

#### Activities completed or underway that will support this recommendation

- PYSC has been collaborating with Temple University to explore development of a service learning course, and a group of Fox School of Business students have developed a plan for internships in the SBYD sector
- Multiple PYSC member organizations have participated in PYN's Work Ready Program, and we will look to expand participation in future years

#### Partners

- PYSC members and other community-based SBYD providers
- Temple University, other Universities and Colleges
- Up2Us Sports
- PYN
- Community Schools that offer job training and workforce education opportunities to community members

#### What will success look like?

The SBYD system will be supported by newly engaged coaches that come to us through a multi-pronged recruitment and training effort. These coaches will be fully trained, and gain exposure to job opportunities within the sector. Volunteers and coaches who do an exceptional job will be recognized annually at the National Coaches Day celebration.



## 8. Identify Sustainable Funding to Support Collaboration and Growth

As with any significant campaign, there is a need for additional funding to support growth and expansion. Often times funders are looking for a more coordinated approach, which allows them to support individual efforts and also support collaborations or collective activities that benefit the entire system.

### RECOMMENDATION

Develop a comprehensive fundraising initiative to support annual programming across the system for shared opportunities that will enhance the entire SBYD system, including training, pilot programs, and research.

#### What will we do?

PYSC will launch and manage the fundraising process, supporting the shared activities of the system through targeted fundraising efforts that avoid competition with individual providers. This will include:

- Launch a citywide crowdfunding campaign to connect SBYD with platforms of teams, athletes and other key influencers and supporters of SBYD
- Identify strategic opportunities to increase awareness of SBYD benefits and work with the professional sports and corporate community in alignment with their philanthropic and sponsorship goals
- Work with PHL Sports to identify opportunities to promote and support SBYD through major sports events in the city and also support PHL Sports efforts to develop a major event complex in the city that also supports SBYD efforts

#### Activities completed or underway that will support this recommendation

Philanthropy Network's OST Affinity Group has brought together interested potential philanthropic partners to better understand needs and opportunities in OST funding, including SBYD.

#### Partners

- Professional and Collegiate Sports Community
- Corporate, Family and Private Philanthropy
- State and City Government

#### What will success look like?

PYSC and its partners are securing annual support for collaborative activities in areas of access, training, measurement and research.

#### In Play

#### CROWDFUNDING CAMPAIGN

One of the hottest trends in fundraising today is to leverage the power of social media platforms to reach large groups of potential donors in what are known as crowdfunding campaigns. These campaigns, which also double as awareness campaigns, connect social media influencers (both individuals and organizations with large numbers of followers) with causes that need focused attention. Working with the professional sports teams and players and other social media influencers, PYSC will launch a crowdfunding effort in 2018 to raise money to support system development and collaborative activities.





06

# Keeping Score

How will we know we have executed on this Game Plan? Here are the key measures of success we hope to achieve by 2023:

- Every school housing 4th to 8th grades has at least one SBYD Out-of-School Time program or in-school sports program on site or at a nearby location with coaches trained in youth development available for all students;
- Philadelphia Parks and Recreation and School District of Philadelphia, along with private and non-profit program host facilities, has developed a coordinated access approach to their facilities to ensure that every neighborhood has adequate spaces available for use in a manner that is not cost-prohibitive;
- All SBYD OST programs are using a set of common measurement tools and reporting them through the Citywide Out-of-School Time Initiative's data collection system;
- A robust research agenda is developed and underway, including an agreed upon set of quality measures, a "state of play" report, and a literature review is performed;
- A comprehensive training certificate program rooted in the principles of positive youth development is training 250 coaches annually;
- Partnerships been established with key community influencers to support promotion of SBYD (health care providers, neighborhood leaders, community organizations, sports leagues, media and corporate community) to make sure that we are reaching everyone who wants to participate;
- A comprehensive recruitment, training, and retention plan is in place and ongoing to develop new volunteer and paid coaches that will support the growth of SBYD programming;
- Sufficient funding has been identified and secured to support program expansion without impact on other city or School District of Philadelphia priorities, and supports the work of current SBYD providers.



07

# Game On Philly!

**Now it is game time.** We have done our research, set our goals, identified the team members, put together our game plan, and are ready to take the field.

It is time for execution. To reach our goal of access to high-quality SBYD opportunities for all kids in Philadelphia, we need to make sure we have the resources and capacity to carry out the game plan, engage the right partners, and support the programs. To that end, we are launching Game On Philly! as a 5-year campaign to reach our goal of providing every child in Philadelphia with an opportunity to participate in a sports-based youth development program.

We believe that Philadelphia can be the nation's leader in using sports to fuel youth development. As a Task Force, we will stay engaged in this campaign—advising PYSC and the Game On Philly! team on adjustments to the strategy by participating in working groups and pilot projects, and providing leadership on key initiatives.

But we need more people, organizations and yes, funders, to be our teammates in this campaign. We will be taking this message across the city, seeking new partners and supporters that will engage with this effort. We need everyone that has had their life changed by a coach, who saw the difference that sports made in their child, or who even just cares about the future of this city to engage in this effort.

**What are we asking you to do? Get in the game. Connect with the Game On Philly! campaign and find out how you can help. Here are some opportunities:**

- Do you have a passion for sports and/or youth development? We can connect you with an SBYD in your community. Be a volunteer. Serve on a board. Help us recruit kids for these programs.
- Do you have a social media presence? Let us leverage your platforms. We will be launching major communications and fundraising campaigns in the coming months, and we would love to connect with your platform and use it to promote this effort.
- Like politics? Be an advocate. We will connect you to opportunities to testify, write an op-ed, or just meet with an elected or appointed official and let them know how important SBYD is to you and your organization.
- Can you make a financial contribution? Ideas that have a big impact need financial support. If you can help, consider getting in the game now. We hope to raise \$1 million over the next five years for this campaign—and much more for individual SBYD programs and initiatives. In the coming months we will be announcing great collaborative funding opportunities that will make a huge difference in building out this system.

**It's time to get off the sidelines. Game On Philly! for the future of Philadelphia and its children.**



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