

LIVE BETTER THROUGH SPORTS

VISION**2030**
STEERING COMMITTEE REPORT 2012

Contents



04 **Executive Summary**

With Vision 2030, Singapore recognises the value of sport in advancing the national priorities of developing our people and bonding our communities. Not only does sport help people lead healthier, happier lives, it can impart the skill sets necessary to achieve success and upward mobility in life. Vision 2030 is about changing mental models to encourage people to live better lives through sports. Although the 20 final recommendations will be implemented in different phases, the Vision 2030 journey will be punctuated with many significant milestones, including the 2015 Southeast Asian (SEA) Games.



07 **Shaping the Nation**

Singapore's leaders have always used forward planning to enhance the development of the country. Sport took on new importance in 2001 with the release of the recommendations by the Committee on Sporting Singapore. In the past decade, the world has changed substantively with the rise of the internet and the mobile phone, the ageing population and the arrival of new citizens. Vision 2030 was formed with a view of determining how sport could align with national priorities to develop resilient, tenacious people and strong, united communities.



12 **Engaging the Public**

In July 2011, the Vision 2030 Secretariat began its exploration of public thinking on the value that sport brought to their lives, what they would change in our sports system and how sport could best serve Singapore. From more than 500 face-to-face discussions to 60,000 unique visitors to the Vision 2030 website, Singaporeans spoke up about the desire for greater sporting opportunities and access, more inclusivity and integration as well as broader development of capabilities.



Emerging Themes

14 *Future Ready Through Sport*

A life in sport can help people prepare for a rapidly changing world. Through intentional design, sport teaches resilience, tenacity and disciplined thought and action, in addition to its clear benefits for health and fitness. Good sport can offer a parallel pathway to success as it helps people develop the skill sets and principles valued by society.

16 *Sport Without Boundaries*

Good sport has room on the board for everyone who wants to play, regardless of age, capabilities, gender or social status. Sport Without Boundaries will provide everyone with the sports programming, physical space and people-support they need to pursue an active, healthy life through sports.

18 *Sport as a National Language*

Sport can unite us as friends, colleagues, competitors and communities while inspiring us as Singaporeans. Good sport activates people to get involved. Good sportsmanship helps us bond as communities.

20 *Organising for Success*

If we are to fully optimise sport as a vehicle to support the implementation of national priorities, we need to collaborate and coordinate the efforts of all agencies, including private sector organisations, to develop sport in Singapore.



The Vision 2030 Recommendations

Opportunities

- 22 Develop Super Sports Clubs
- 23 Establish a Sports Pathways Committee
- 24 Encourage New Forms of Recreation as Sport
- 24 Form Corporate Leagues
- 25 Develop a Seniors Fitness Ecosystem
- 27 Promote Unified Sports

Access

- 28 Enhance the Sports Events Strategy
- 29 Enhance Sports Spectatorship and Viewership
- 30 Enhance Affinity with Team Singapore
- 31 Develop and Implement a New Sports Facilities Master Plan
- 33 Create a SportCares Movement and Philanthropic Foundation
- 34 Enhance Technology to Promote Sporting Awareness and Lifestyle

Capabilities

- 35 Develop a Sports Volunteer Framework
- 36 Extend the Impact of the Singapore Sports Institute
- 38 Establish a Coaching Academy
- 39 Create a 'Leadership and Character Development through Sports' Curriculum
- 40 Integrate Academic and Sporting Curriculum
- 40 Create an Academy for Sports Professionals
- 41 Develop Professional Services in the Sports Industry
- 42 Explore a Sustainable Resourcing Model for Sporting Singapore

43 **Conclusion**

44 **Annex**

The Vision 2030 Steering Committee

The Vision 2030 Subcommittees

Executive Summary

Vision 2030: Live Better Through Sports



Photo by Tilt Pte Ltd

As the Vision 2030 Secretariat completed drafting the final 20 recommendations for submission to government, the 28th Southeast Asian (SEA) Games Steering Committee met for the first time to begin envisioning the Singapore 2015 SEA Games. The timing was a reminder that our Vision 2030 journey over the next two decades will be punctuated with many milestones of significance, in full alignment with the national priorities for Singapore.

The Vision 2030 project was predicated on the question of how sport could be better employed to serve the best interests of Singapore—in developing healthy resilient people and strong united communities. In a rapidly evolving world, how could sport help us adapt but retain our strong values at the same time? After almost a year of discussion with people from all walks of life, the Vision 2030 Secretariat is confident that we have a

good sense of what Singaporeans want from and for sport.

On a personal level, people want more sporting opportunities and greater access to playing spaces as well as a broader development of capabilities to reinforce professionalism within the sporting community to enhance the sporting experience. On a societal level, they want to see an inclusive approach to programming and development so that everyone can benefit from a life in sport, regardless of age, ability or social status. Everyone should have the opportunity to achieve the developmental benefits from a well-designed and deliberate sporting system.

Vision 2030 promotes sport as a pathway for social mobility and recognises that we must not leave to chance the development of opportunities. We aim to advance all recommendations with some degree of concurrence. As they are more

focused on software development rather than hardware, the recommendations will evolve with the changing needs and demands of stakeholders.

The impact of Vision 2030 will be felt across our communities in several stages through recommendations such as the Sports Facilities Master Plan, the Super Sports Clubs, SportCares, the Sports Pathways Committee, the Coaching Academy and the Seniors Fitness Ecosystem. As a national-level manifestation of Vision 2030, the Singapore 2015 SEA Games will be a source of great pride—in our athletic achievements, the unity of our communities, the dedication of our volunteers, the quality of our venues, the graciousness of our people and our shared commitment to this important piece of our history.

We must acknowledge the important work done by previous committees to shape Sporting Singapore. The upcoming Singapore Sports Hub, first proposed in the ground-breaking Committee on Sporting Singapore (CoSS) report in 2001, will be the principal venue for many of the SEA Games events. The Singapore Sports School, another key recommendation by CoSS, has produced athletes who will continue to contribute to the success of our sporting community and to our national identity and pride.

Our national Team Singapore athletes are supported by the best sports science and medicine available through the Singapore Sports Institute, which was recommended by the Sporting Culture Committee (SCC) in 2008. The athletes, in turn, inspire more people to play sports recreationally and competitively. To that end, the new Singapore

National Games—another SCC recommendation—will bring people and communities together in a new spirit of friendly competition every two years.

Vision 2030 will have its greatest impact on the way sport is used to develop people and bond communities. It will strengthen our social ties even as our country continues to change. On the value of sport to the nation, four strategic themes emerged from the conversations with the 500 people who attended our focus groups and comments left by the 60,000 unique visitors who scrolled through our www.vision2030.sg website. The themes provide aspirational context for the 20 recommendations, suggesting how they will contribute to our long-term development in addition to their more immediate functional impact on the way we use sport in society and our daily lives.

- **Future Ready Through**

Sport: Sports participation helps people lead healthier, happier lives. An active life in sports prepares our young men for National Service and prepares all young people for the rigorous challenge of integrating a work-life balance. Additionally, children, youth and adults can develop essential skill sets through a life in sport. Not only do the lessons in character and leadership dovetail well with the Ministry of Education's Character and Citizenship Education curriculum, these qualities will be highly valued in the labour market. The people-private-and public sectors need to collaborate more intensively, and intentionally design sport as a means of developing Future Ready people and communities.

- **Sport Without Boundaries:**

Sport has to be inclusive, with opportunities for everyone. This message echoed across virtually every discussion we had with people. Sport has to be affordable, easily accessible and appropriate for different ages and capabilities, especially our senior citizens. We need to focus on lowering the barriers to entry for everyone while making better use of sport to improve the quality of life for people who are impoverished, at risk, disadvantaged or living with disability. With the right programming, sport can provide alternative pathways of social mobility for people.

- **Sport as a National Language:**

As our society continues to evolve with the influx of new ideas, information, cultures and behaviour, sport can be a bridge among communities and a bond within them. We can use sport to demonstrate the values of good citizenry and neighbourliness. Sport can energise people



into participating more in their communities by getting involved as volunteers. As it teaches us how to become good friends, colleagues, competitors and communities, sport can remind us how proud we are to be Singaporean.

- **Organising for Success:**

Our sporting culture is being developed across many fronts, with many stakeholders playing different roles of leadership and importance. The 20 recommendations cover a wide range of issues, but stakeholders were most emphatic and united on two points of direction. Be integrated in your efforts. Be inclusive in your reach. In essence, we need to work better together for the benefit of all. The recommendation for a Sports Pathways Committee, with its diverse representation, is an excellent example of how we will combine our best efforts and intelligence to develop pathways through sports and academics for students. By working together, our people and our

organisations and companies will be fit and ready for the challenges yet to come.

Thus, the recommendations are focused on changing mindsets as much as they are on incorporating new facilities and programming into our landscape. Instead of relying on formulaic calculations based on head count, we are taking a fresh look at our resources and collaborating with our partners to create better synergies in our projects and a new sporting environment for Singapore.

As part of this new environment, the government recently formed a new ministry through the restructuring of two existing ministries: Community Development, Youth and Sport; and Information, Communication and the Arts. From 1 November, sport was positioned under the mandate of the newly formed Ministry of Culture, Community and Youth. The new structure will present many opportunities for Sporting Singapore to grow and ensure that everyone will live better through sports.

Our Vision of Our Sporting Future

We envision a Singapore where individuals and communities are strengthened through a lifetime of sporting experiences.

Sport becomes a journey and celebration of our people and places, uniting the nation and inspiring the Spirit of Singapore.

Vision 2030: Live Better Through Sports



Shaping the Nation



Photo by Tilt Pte Ltd

A vision of the future has anchored every important decision made by Singapore's leadership since the early days of our independence in 1965. In our desire to build a holistic nation for our people, we have taken an integrated approach to planning and development—in education, housing, social welfare, land use, fiscal management, national defence and sports. Through this fast-held commitment to building for the future, Singapore has overcome many odds to become a noteworthy economic and social miracle.

In June 2001, the Committee on Sporting Singapore (CoSS) tabled before government 40 recommendations to grow our sporting sector. The impact of the CoSS recommendations would change the way we perceived, played and invested in sport for the next decade. Backed by a commitment of

The Singapore Spirit

"... The Singapore spirit is not based on a common race, language or relation. It is based on deeper things that we share: Shared values like multiracialism, meritocracy, or respect for every talent; shared loyalty and commitment to Singapore; shared responsibility for each other and pride in what we have done together; shared memories as well as dreams and aspirations..."

Prime Minister Lee Hsien Loong
National Day, 2011

government funding of \$500 million for an initial five years to implement CoSS, we moved forward on the construction of the Singapore Sports School, the plans for the development of the Singapore Sports Hub and the strengthening of the National Sports Associations

among many other initiatives. The Sporting Culture Committee (SCC) report, published in 2008, introduced new objectives to 2015. The Singapore Sports Institute is a tribute to the work done by SCC.



Photo by Aundry Gan

With the completion of the 10-year CoSS plan, it was logical to begin a new set of projections for the future of sport in Singapore. The global environment has changed significantly since 2001, presenting new challenges for all first-world nations. In Singapore, we are seeing our society transforming with the impact of new ideas, information, cultures, behaviours and economic competition.

In July 2011, the Ministry of Community Development, Youth and Sports (MCYS) and Singapore Sports Council (SSC) launched the Vision 2030 exploration of the role that sport could play in enhancing the resilience and happiness of our people while maintaining the social integrity and economic strength of Singapore. Instead of developing a strategy to simply promote sports participation and excellence, Vision 2030 set out to determine how we could align the demand for sports with the development of national priorities.

In other words, how could sport best serve Singapore and Singaporeans in an era of change? How could we deploy sport to help us navigate macro trends, such as intensifying global competition, changing demographics, rising concerns over income inequality and an ageing population?¹ How could sport help shape the nation in this new world economy?

The changing nature of the labour market² gives new relevance to the value of sport as a social force (not only in Singapore but internationally). CEOs across the planet have cited 'talent management' as their biggest challenge in the years to come. Traditional solutions for recruiting and retaining talent are not proving to be sufficient as corporates struggle to find qualified people to fill their staff requirements, from entry level positions to professional roles. CEOs have acknowledged that they need

to implement a more innovative approach to managing their employees.³

For many people, realising a life better than their parents have enjoyed is no longer considered a sure thing. For some, there is a belief that they—and their children—will never develop the skill sets they need to catch up in our rapidly changing society and economy.⁴ For other working adults, though, there is a strong sense of personal power based on the education, skills and experience they already possess. This group has the confidence to give up the certain

“You may have seen the Vision 2030 promotion video. It features a group of seniors playing an energetic game of basketball; and one of the seniors remarks, and I quote: “We may be old but we are young at heart”. I think this is the spirit, the can do, will do spirit that we want to continue to foster among our seniors.”

Mr Heng Chee How
Senior Minister of State,
Prime Minister's Office

http://www.news.gov.sg/public/sGPC/en/media_releases/agencies/mcys/speech/S-20120309-4.print.html?AuthKey

¹Speech by Mr Tan Chuan-Jin, Minister of State for Manpower and National Development, at the Age Friendly Workforce Asia Conference, 03 November 2011. “There will be challenges, but as I think of the various countries grappling with this, I believe we are well-placed to ride these huge waves. It will require structural changes in our urban development and the way we organise ourselves as a society and economy. The employment environment must change. Most importantly, we need to have a cultural and mindset shift. That is the most fundamental change that needs to take place.”

²The World at Work: Jobs, Pay and Skills for 3.5 billion people, McKinsey Global Institute, June 2012

³Delivering Results, Growth and Value in a Volatile World, 15th Annual Global CEO Survey 2012 by PwC. 1,258 interviews with CEOs in 60 countries, conducted between 22 September and 12 December 2011.

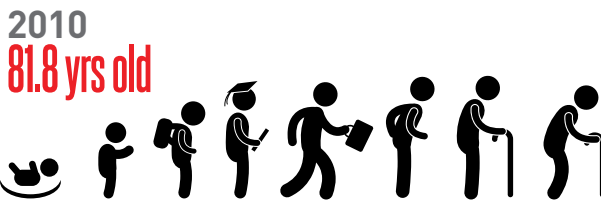
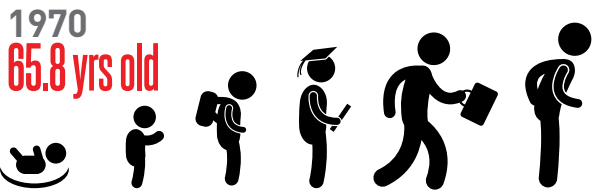
⁴Better Skills. Better Jobs. Better Lives. The OECD Skills Strategy, May 2012

⁵PwC Millennials at Work –Reshaping the workplace in financial services, December 2011

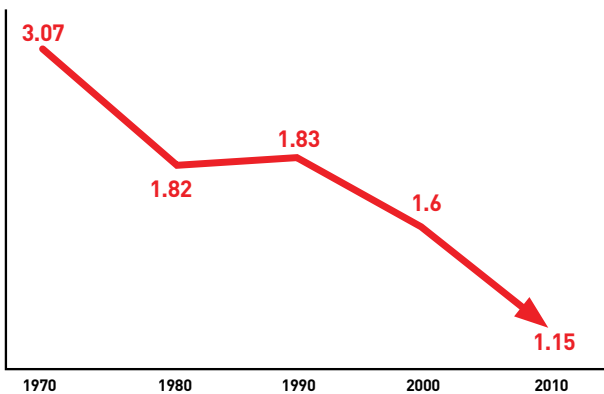
AS LIFE EXPECTANCY RISES AND FERTILITY RATES DROP, THE PRESSURE ON THE WORKFORCE TO SUPPORT RETIREES WILL INCREASE.

PEOPLE ARE LIVING ON AVERAGE, 16 YEARS LONGER THAN FEW GENERATIONS AGO

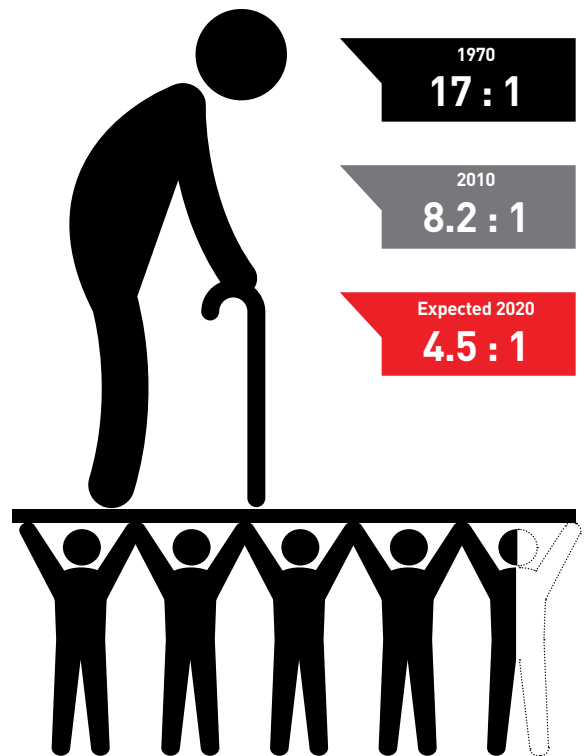
AVERAGE LIFESPAN



FERTILITY RATES



WORKING POPULATION RELATIVE TO RETIRED POPULATION IS DECREASING



security of a job in favour of another with the *promise* of more money, better opportunities or a better work-life balance.⁵ As they set their expectations and plan their futures, they do not necessarily rank loyalty to their employers as a priority.

Further complicating the environment for Singapore is our ageing population. Not only is the age of our working population rising, the size of our

working population is declining with our fertility rate. If this trend remains unabated, there will be far fewer people contributing to our economy while public obligations such as healthcare for seniors will rise in proportion.

As companies and organisations consider their talent requirements for the future, we are actively encouraging Corporate Singapore to tap on the 50+ generation. The retirement age has been

raised. Concurrently, we are working with other agencies to promote active ageing among people who already are over 50 years of age in addition to encouraging people in their 40s to live more physically active lives.

Achieving a good work-life balance, with regular exercise, is not proving easy for Singaporeans. Studies already show that we Singaporeans are among the hardest-working people in the world,



with 19% putting in shifts of 11 hours or more.⁶ Some 71% of employees in Singapore say they receive calls or emails outside regular office hours, and 67% receive them when they are on annual leave.⁷ Not surprisingly, research also shows that Singaporeans have the second lowest job satisfaction levels globally, with 76% of workers not satisfied with their jobs.⁸

From the second half of the past decade, other patterns began to emerge. We became one of the most 'connected' cities in the world. Our current youth and young adults—the Millennials,⁹ to use the broadest term—are the first generations of Singaporeans to grow up in a world wired for life online. Older generations are making increasing use of new media, but it will be the Millennials

who will drive future consumption of new technologies and applications for leisure and business. In two years, they will be the single largest age group in the global workforce.¹⁰

Studies on the growing use of mobile phones and the internet indicate that we are among the top consumers of new media. Our use of mobile phones soared between 2000 and 2011,¹¹ defying commentary that the market was already mature and unlikely to grow further.¹² Within Southeast Asia, we spend more time online through our phones than any other country.¹³

This research coincided with changes seen in our participation in sports and physical activities as well as our general health and fitness levels. The 2010 National Health Survey, released by the Ministry of Health (MOH) in early 2011, revealed that some 10.8% of Singaporeans were officially obese, compared with only 6.9% in 2004.¹⁴ As of 2010, one in nine Singaporeans suffered from diabetes—11.3% of the population compared with 9% in 2004. In tandem with these findings was the fact that 54% of Singaporeans did not exercise regularly¹⁵ during their leisure time. Indeed, only 19% of the population met the MOH guideline of exercising three times per week.

The Health Survey's results were subsequently confirmed by SSC's National Sports Participation Survey in 2011. Only 42% of Singaporeans were regularly participating in sport at least once a week, a decline of seven percentage points from the

The Need to Live Online

Singaporeans are increasingly living their lives online, according to a survey done for tech security firm Norton by Symantec in early 2012. The survey found that Singaporeans spend an average of 66 hours a week (more than half of their waking hours) connected to the Internet. While almost everyone (93%) uses email, Singaporeans spend more time browsing the Web (15 hours/week) and socialising online (12 hours/week).

One in three Singaporeans said they would start feeling Internet withdrawal within the first three hours if they were cut off from the internet. To have a day's worth of Internet access, Singapore Internet users would be prepared to pay an average of S\$180, with the younger generation (18 to 34 year olds) willing to pay an average of S\$220, showing that youths have a higher Internet dependency.

ABOUT THE SURVEY

This quantitative online survey was conducted among a sample size of 500 adults between the ages of 18 and 64 years, within each of the following five markets: Singapore, China, Japan, India and Australia. Singapore's sample size comprised 52% female and 48% male of which 13% were 18 to 24 years old, 30% were 25 to 34 years old, 29% were 35 to 44 years old, 19% were 45 to 54 years old, and 10% were 55 to 64 years old.

⁶ Regus survey of 12,000 employees in 85 countries, Sept 2011.

⁷ Accenture "The Path Forward" Survey, 2012 <http://www.asiaone.com/Business/News/Office/Story/A1Story20120307-332179.html>

⁸ Randstad. "Striking a work-life balance remains a challenge for Singaporean workforce" Survey, 2012

⁹ The phrase Generation Y first appeared in Ad Age marketing magazine in August 1993 to refer to youth born after 1982. The definition for Generation Z loosely refers to people born from 1991. The Millennials describes people born between 1980 and 2004.

¹⁰ Mentoring the Millennials, Harvard Business Review, May 2010.

¹¹ For every 1,000 people in Singapore, there were 1,500 mobile phone subscriptions, as of 2011. In the year 2000, there were only 600 per 1000. Statistics Singapore 2011. <http://www.singstat.gov.sg/stats/keyind.html>

2005 survey. People participating in sport three times a week declined to 19% of the population from 26% seen previously. The No.1 reason for not playing sports: No time.¹⁶ The issue of time would recur throughout our discussions during the Vision 2030 engagement process.

Sporting Singapore made great advances in the first half of the first decade of the new millennium thanks to the blueprint developed by the Committee on Sporting Singapore in 2001 and the work done by the Sporting Culture Committee in 2008. However trends emerging in the workforce, health and technology sent a strong signal that we couldn't rest on

our past achievements. If we were to have a nation of fit, healthy and resilient people and strong communities, we knew that we had to create a plan in step with current times while setting the stage for the future. Within this new understanding of our changing social and economic environment came the genesis of Vision 2030.

SSC's National Sports Participation Survey in 2011

Overall Sports Participation Level

CLASSIFICATION	2011 (age 13+)		2005 (age 13+)		Absolute Change
	% of Total	Population	% of Total	Population	
Regular participants (at least 1X a week)	42%	1,337,240	49%	1,415,791	-78,551
Very regular participants (at least 3X a week)	19%	627,122	26%	751,236	-124,114
Irregular participants	4%	131,649	5%	144,469	-12,819
Non-participants	54%	1,750,075	46%	1,329,110	420,964
Total Resident Population		3,218,964		2,889,370	

¹² In 2006, we sent 10.5 million text messages; by 2011: the number had almost tripled to 28.9 million. Singapore in Figures, Statistics Singapore 2012

¹³ A consumer report in late 2011 on Southeast Asian users of digital media revealed that 79% of Singaporeans used mobile phones to access the internet. We were the heaviest consumers in the region, averaging 25 hours a week online, compared with 21.5 hours in the Philippines and 19.8 hours in Malaysia. Nielsen Southeast Asia Digital Consumer Report, November 2011.

¹⁴ The National Health Survey was conducted between March and June 2010 and interviewed 7,695 people between the ages of 18 and 79 years. The ethnic composition of the survey sample was 30% Chinese, 30% Indians, 30% Malays and 10% others.

¹⁵ As defined by the 2010 National Health Survey, regular exercise is participation in sports or exercise for at least 20 minutes for 3 or more days per week.

¹⁶ Originally scheduled to take place in 2010, the National Sports Participation Survey was delayed until 2011 to avoid timing conflicts with the National Census and the Singapore 2010 Youth Olympic Games.

Engaging the Public

Vision 2030 began with a question: How could sport best serve Singapore and Singaporeans in the coming decades? SSC Chief Executive Officer Lim Teck Yin asked: "How does sport add value to your life and the lives of your team and community? This is not a question that seeks an abstract answer, but one that asks us to ponder the hard facts of what is needed for us to live healthy, happy and meaningful lives. We were born as social beings; we are raised to compete and excel (hopefully with the right values); and we are inspired by greatness. So, how can we develop sports in Singapore for it to be a force for the betterment of our lives?"

To find the answers, the Vision 2030 team sat down with more than 500 people in face-to-face discussions while another 60,000 unique visitors combed through our website www.vision2030.sg. We met with sports leaders, urban planners, educators, corporate decision-makers, volunteers, senior citizens, young athletes and stay-at-home mums, and we discussed sports under seven broad banners of discussion. (Please see the Annex for a list of the Steering Committee members, Subcommittees and the Chairs.)

We wanted to hear about the role of sport in their lives, why they played the sports they did and whether

they wanted to play more. We wanted to hear about the obstacles they faced. We asked about the support they received from their schools and companies. We heard their views on such wide-ranging subjects as the use of physical space in the city and heartlands, the nature of sport in schools, the value of sport to Corporate Singapore and the importance of sport to our national identity in the face of our transforming world.

In all, we received some 300 unique ideas on how we could use sport to help shape the nation. The feedback confirmed our preliminary beliefs. Sport



SSC File Photo



should be adopted as a national strategy to stimulate positive, systemic change in ourselves and our society, as called for by our national priorities. We believe that sport can and will provide many of the solutions Singapore will need in the coming decades.

After almost 10 months of engagement with the public, it became clear that people wanted more sport in their lives as well as cheaper pricing, easier access and higher professionalism. From an operations perspective, we crystallised the ideas, which arose through discussions with people or were posted on the website, into 20 recommendations.

We used three key broad classifications to describe how the ideas would impact the lives of Singaporeans in practical terms:

- **Opportunities**
- **Access**
- **Capabilities**

Four aspirational themes emerged to provide further perspective and direction:

- **Future Ready Through Sport**
- **Sport Without Boundaries**
- **Sport as a National Language**
- **Organising for Success**

▶ Emerging Themes

Future Ready Through Sport

Values & Character • Winning Spirit • Leadership & Teams

We do not expect sport to be the panacea to resolve all our future challenges. It is a fact that the professionalisation of sport through the years has also brought forth many negative traits, for example, doping and cheating. However sport can be a powerful vehicle if it is designed, structured and delivered with care and forethought. Sport can be a strategy to develop our people and organisations as we head into a more competitive future.

Sport can provide people with skillsets and principles valued by society and, more specifically, by employers. For the hard-working Sandwich Generation, who are caring for both ageing parents and young children, sport becomes an opportunity to relieve the stress of everyday life. Sport replenishes the body and the mind, a fact that should not be

overlooked as people and companies plan for the future.

Thus, it can open up opportunities for capabilities development and pathways of social mobility, not easily accessible by the more vulnerable groups in society. As such, it can offer a parallel pathway to success.

Sport also may be able to achieve influence on students where traditional methods of teaching may not. Elite and recreational athletes learn resilience, tenacity and strategy on the playing field.

From an early age of playing at school, athletes learn to adjust their tactical application of resources, as warranted by the flow of the game. They learn to apply self-control and discipline when the going gets tough. They learn to balance their desire for personal achievement

Three Micro-interventions in the UK

Youth crime and antisocial behaviour cost government at least £4bn a year. One in five young people reports being involved in crime and antisocial behaviour. Some 75,000 new young offenders enter the youth justice system annually. Sport can be one of the most successful ways to tackle youth crime.

KICKZ: Funded by the Premier League and the Metropolitan Police, KICKZ uses football to work with hard-to-reach young people in deprived areas. KICKZ gets kids off the street and playing football in Elthorne Park, North London. Since the project started, youth crime has dropped by two-thirds within a one-mile radius. For every £1 invested, £7 of value is created for the state and the local community.

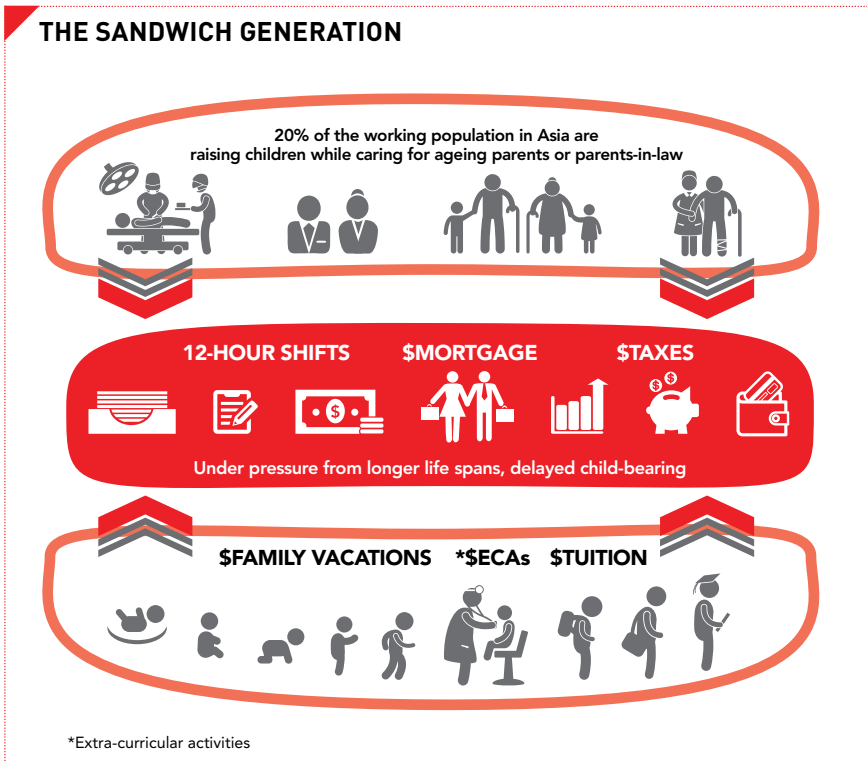
The Boxing Academy: Based in North London, the programme works with students who have struggled in mainstream schools. It combines boxing training with regular lessons such as English and Maths and other sports. Most students at the Academy are known offenders. It is half the cost of traditional solutions and students are more likely to achieve their school qualifications. Every £1 invested creates £3 of value for the young people it works with and society.

2nd Chance: The project uses coaching to help young offenders build relationships and improve behaviour. Young people get the chance to take sports qualifications and be mentored upon release. 2nd Chance works with 400 youth a year. If it prevents just five from re-offending, it creates £4.70 for every £1 invested. It costs only £87,000 a year to run and only needs to prevent just over one person from offending to break even.

Source: Laureus Sport for Good Foundation, Teenage Kicks



SSC File Photo



key learning points in their leadership development classes. Indeed, sport could be used by Corporate Singapore as a means of disruptive innovation, to strengthen employee morale, especially those staff carrying multiple family responsibilities, and deepen the bond between the workforce and the company.

Under Vision 2030, SSC will help structure the **Corporate Leagues** for employees to play against their corporate competitors and clients at the upcoming **Super Sports Clubs**. The **Corporate Leagues** will include a range of sports in sustainable, annual tournaments. The **Corporate Leagues** will help companies recruit and retain staff, and they will strengthen company brands in the marketplace.

“We must engage sport to drive the human spirit to achieve a better quality of life.”

Dr Teo Ho Pin
Mayor,
North-West District
Co-Chair, Seniors Subcommittee
Vision 2030

with the needs of the team. The ability to anticipate, adapt, collaborate and overcome is as essential to success in the working world as it is in sport.

On an aspirational level, athletes learn a winning spirit, an appreciation for teamwork, a commitment to purpose,

the importance of ethical behaviour and a respect for leadership. For schools teaching character building, sport can be an effective tool for transferring the lesson from the textbook into the real world. For companies trying to create succession plans by grooming in-house middle managers, sport can reinforce the

RECOMMENDATIONS RELEVANT TO FUTURE READY THROUGH SPORT

- Develop Super Sports Clubs
- Form Corporate Leagues
- Establish a Sports Pathways Committee
- Promote a Seniors Fitness Ecosystem
- Promote Unified Sports
- Encourage New Forms of Recreation as Sport
- Create a ‘Leadership and Character Development through Sports’ Curriculum
- Establish a Coaching Academy
- Develop a Sports Volunteer Framework
- Create an Academy for Sports Professionals
- Extend the Impact of the Singapore Sports Institute
- Develop Professional Services in the Sports Industry
- Explore a Sustainable Resourcing Model for Sporting Singapore.
- Create a SportCares Movement and Philanthropic Foundation

Sport Without Boundaries

Inclusiveness • Accessibility • Support



SSC File Photo

Throughout the Vision 2030 series of conversations, people were united on the need for inclusiveness in the sporting community. Everyone should be able to experience the benefits of living better through sports, regardless of ability, age, gender, status, race or religion.

We recognise that there are gaps in our existing sports delivery system. However, under **Sport Without Boundaries**, we are committed to providing everyone with the opportunity to access the sports programming, physical space and people-support they need to live an active and healthy lifestyle through sports, anywhere, anytime, anyhow—a premise developed by the **Subcommittee Balance to the Rhythm of an Urban Lifestyle**.

The Subcommittee posited the following: Imagine sport built into the urban environment, debunking the myth that sporting opportunities are limited and time is a constraint. Imagine people playing sports in a space of their choice – a park, near an HDB block, waterways, a dedicated sports facility, a sports club or in a room full of professionals.

If we can imagine it, we can do it. **Sport Without Boundaries** will expand the access and opportunities available for people who are ageing, impoverished,

at risk, disadvantaged or have a physical or intellectual disability. The more inclusive approach advocated by Vision 2030 will expand the opportunities for people to lead more upwardly mobile lives—as they learn essential skill sets through sports.

Our **FutureScape Subcommittee**, which looked at the landscape for sports, called for new partnerships with community and private sports providers along with the development of new concepts for sports clubs.

Through the **Sports Facilities Master Plan**, we are reframing our use of space to provide greater optimisation of land use. Through the **Super Sports Clubs**, we will provide an integrated network of venues with programming for all ages, abilities and status. The **Corporate Leagues** will be able to use the **Super Sports Clubs** as a home base for practices and matches. With support from the **Sports Pathways Committee**, schools will be able to run additional leagues beyond the official school teams. Initiatives created under **SportCares** for the more vulnerable groups of our society will find their home at the **Super Sports Clubs**.

In Sporting Singapore, everyone gets to live better through sports.

Outcasts United: an American Town, a Refugee Team and One Woman's Quest to Make a Difference

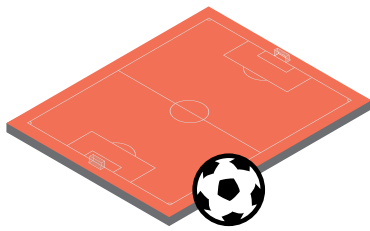
This book is about the resettlement of mostly Muslim refugees from several war-torn countries into small-town Clarkston, Georgia, located in the bible belt of the southern United States. Outcasts United is a complex story of how sport—and a great coach—can overcome social prejudices and alienation.

Team Fugee, a soccer team formed by Coach Luma Mufleh, went from straight losses in its 1st year of play to an unbeaten streak in its 3rd. Much of the team's success, in playing football and integrating into 'American' life, can be placed in the hands of Coach Luma Mufleh, a young Jordanian woman.

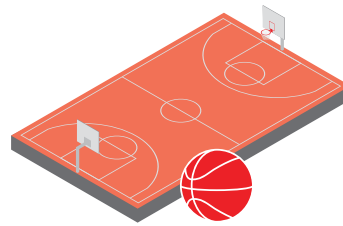
When the Smith College graduate chose not to return to Jordan after school and was cut off financially by her father, Luma first worked as a dishwasher. However she found her life's work in coaching the young refugees she saw playing soccer in a parking lot.

Coach Luma did more than coach football. She taught English, bought equipment and helped find jobs for mothers—since most boys had lost their fathers in the wars. She used football to bring the players together, stressing teamwork, purpose and respect. She got them to connect with one another even though some came from opposing ends of a conflict. "Their parents may not talk to each other but the kids play on the same team."

OPPORTUNITIES & ACCESS FOR ALL



For the disabled



For the troubled

SPORT WITHOUT BOUNDARIES
ANYONE – ANYWHERE – ANYTIME



For teams



For the underprivileged



For the community



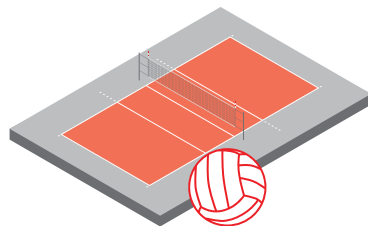
For families



For working adults



For elite athletes



For seniors



For the unfit wanting to change

RECOMMENDATIONS RELEVANT TO SPORT WITHOUT BOUNDARIES

- Develop and Implement a New Sports Facilities Master Plan
- Develop Super Sports Clubs
- Form Corporate Leagues
- Establish a Sports Pathways Committee
- Promote Unified Sports
- Develop a Seniors Fitness Ecosystem
- Encourage New Forms of Recreation as Sport
- Create a 'Leadership & Character Development through Sports' Curriculum
- Establish a Coaching Academy
- Integrate Academic and Sporting Curriculum
- Develop a Sports Volunteer Framework
- Create an Academy for Sports Professionals
- Create a SportCares Movement and Philanthropic Foundation

Sport as a **National Language**

Activating • Participating • Inspiring • Uniting



Singapore's cultural and ethnic cohesion has been a key facet of our national identity since independence. We may not always agree with each other but, nonetheless, as a plural society, we have managed our differences in a spirit of mutual respect. The relationships we have forged at home with each other have created a powerful image internationally. Singapore is a beacon for cultural tolerance in the world.

However, as our society faces threats of becoming fragmented as a result of economic uncertainty and our evolving population mix, we need to do more. We need to work, learn, create and play together if we are to be a strong, resilient nation. Sport can be a means for us to create a shared national identity.

Good sport energises people to get involved in the community as volunteers. Good sportsmanship builds bridges between communities and bonds within. Sport puts people on a field of play they all know, with rules they can understand and outcomes they will respect.

"There is a growing body of evidence demonstrating that sport can deliver benefits across a wide range of nation building agendas.

Active sports participation has a vital contribution not only in improving the nation's health as well as wider social and economic benefit. It also provides the basis for progression into higher levels of performance, with the potential outcome of delivering national pride.

The Singapore Sports Council's 'VISION 2030' is, thus, of utmost importance in guiding and optimising these benefits."

Dr Donna Wong
Lecturer, International Centre for Research in Events,
Tourism and Hospitality Leeds Metropolitan University

The long-term benefits of diversity are often felt first at the national level and gradually work their way down to the community level. A common language such as sport would help expedite

the process in addition to alleviating the sense of alienation felt by some Singaporeans in response to the ongoing arrival of new immigrants, permanent residents, employment pass holders and

foreign workers. Sport can provide us with a needed sense of unity in our community and an improved sense of understanding of who we are as a nation.

Sport throws open doors between people who do not believe they have values or experience in common. Sport literally gets people standing shoulder to shoulder—as players, spectators, volunteers and cheerleaders for our national teams. Sport is a language that can unite us as friends, colleagues, competitors and communities while inspiring us as Singaporeans.

“Sport is a universal language that can bring people together, no matter what their origin, background, religious beliefs or economic status ... It teaches the fundamental value of effort and how to manage essential steps in life such as victory and defeat. Sport has a long-lasting impact on development and health.

The United Nation’s Children Fund (UNICEF) is incorporating sports into its programme in developing countries because sport is a way to defend the right of every child to a healthy start in life, the right of every girl and boy to be educated, and the right of every adolescent to have the opportunity to develop into caring and involved citizens.”

Kofi Annan
then-Secretary General, United Nations,
November 2005, on the commemoration of
the International Year of Sport and Physical Education

RECOMMENDATIONS RELEVANT TO SPORT AS A NATIONAL LANGUAGE

- Develop and Implement a New Sports Facilities Master Plan
- Develop Super Sports Clubs
- Form Corporate Leagues
- Establish a Sports Pathways Committee
- Promote Unified Sports
- Develop a Seniors Fitness Ecosystem
- Create a ‘Leadership and Character Development through Sports’ Curriculum
- Establish a Coaching Academy
- Integrate Sports and Academic Curriculum
- Develop a Sports Volunteer Framework
- Create an Academy for Sports Professionals
- Enhance the Sports Events Strategy
- Enhance Sports Spectatorship & Viewership
- Enhance Technology to Promote Sporting Awareness & Lifestyle
- Encourage New Forms of Recreation as Sport
- Enhance Affinity with Team Singapore
- Create a SportCares Movement and Philanthropic Foundation

Organising for Success

Aligning • Collaborating • Co-Creating • Co-Owning



Photo by Bryon Wee

With the submission of this final report, we have now completed “the end of the beginning” of the Vision 2030 work. To realise the aspirational and functional objectives of Vision 2030 for Singapore, it is critical that we engage people and organisations beyond our immediate sporting community to implement the 20 recommendations.

When we began the engagement process in July 2011, we deliberately cast our net wide to ensure that we heard opinion and criticism from across the people-private-public sectors and not only from the sporting community. Everyone agreed that sport had an important role to play in advancing our national priorities of resilient people and strong communities.

The discussions never suffered from a lack of passion. When disagreements surfaced, they usually were issues related

to ownership and responsibility for implementing the recommendations. Singapore Sports Council understands that many other agencies must have a voice in the manner in which initiatives are developed.

Singapore has enjoyed the stability that has come from long-term government commitment to purpose. Our experience in anticipating and analysing trends; our capacity for planning, adapting and aligning a whole-of-government approach and our willingness to employ creative, innovative collaborations must come into play as we begin the second phase of Vision 2030. Going forward, we must organise and commit to working together if we are to be successful in using sport as a strategy to better the lives of all Singaporeans.

Corporate Support for Athletes

Balancing a career in the corporate world while training each day is no easy feat. For former Olympian swimmer Sng Ju Wei, the support he received from employer Standard Chartered Bank (SCB) made it possible for him to stay competitive in sport.

“I was about to retire from competitive swimming to pursue my career, but I was matched with a very progressive employer. They allowed me to maintain my rigorous training schedule and stay in sports. I went on to compete in the Asian Games and the World Championships,” said Sng, from SCB’s Group Wealth Management team.

For national canoeist, Geraldine Lee, taking four months leave from her job as a contract executive with the Land Transport Authority helped her quest for national glory. “My bosses were supportive even though I had joined the company for less than three months.”

The support from LTA paid dividends for Singapore after she captured the gold in the women’s K1 500m and three silver medals at the 26th SEA Games in Indonesia in late 2011. She will be wearing our national colours at the London 2012 Olympic Games as well.

Her supervisor, Mr. Venktaramana A/L V Vijayaragavan says: “We support Geraldine because she brings pride and joy to the organisation and nation. You don’t get to see many professionals like her, representing sports at the national level. It takes personal sacrifice and a strong mental and physical stamina.”



SSC File Photo

RECOMMENDATIONS RELEVANT TO ORGANISING FOR SUCCESS

- Develop and Implement a New Sports Facilities Master Plan
- Develop Super Sports Clubs
- Form Corporate Leagues
- Establish a Sports Pathways Committee
- Promote Unified Sports
- Develop a Seniors Fitness Ecosystem
- Encourage New Forms of Recreation as Sport
- Enhance Affinity with Team Singapore
- Create a 'Sports Leadership & Character Development through Sports' Curriculum
- Establish a Coaching Academy
- Integrate Academic and Sporting Curriculum
- Extend the Impact of the Singapore Sports Institute
- Develop a Sports Volunteer Framework
- Create an Academy for Sports Professionals
- Enhance the Sports Events Strategy
- Enhance Technology to Promote Sporting Awareness and Lifestyle
- Enhance Sports Spectatorship and Viewership
- Develop Professional Services in the Sports Industry
- Explore a Sustainable Resourcing Model for Sporting Singapore
- Create a SportCares Movement and Philanthropic Foundation

▶ The Vision 2030 Recommendations

During our Vision 2030 exploration, the four major themes emerged throughout the many conversations we had with Singaporeans. Working within the broad strokes of the four aspirational themes, we crystallised the ideas, suggestions, experiences and complaints into 20 recommendations. For further clarification, we have presented them in the context of the report under the following three categories: Opportunities, Access and Capabilities.



Photo by Peh Siong San

football matches or netball games as part of the planned Corporate Leagues. Working Mums could bring the kids for an after-hours game of squash, followed by dinner and some study time. Stay-at-home Mums could bring their toddlers for parent-child, learn-to-play classes during the day. Children and youth could explore a full range of sporting possibilities, taught by coaches specially trained in working with youngsters. On weekends, people could gather in the stands by the pool to watch a movie.

Volunteer coaches and technical officials will be coming in for classes in leadership and character education. Schools will be

able to link into the Super Sports Club integrated network to source new venues for Co-curricular Activity (CCA) classes along with the necessary instructors. Companies will be able to host their corporate family days or annual awards nights at the Super Sports Clubs.

Going forward: The first pilot of the Super Sports Club will be launched by March 2013. When fully operational, the Super Sports Clubs will strengthen and extend the reach of the existing sports ecosystem in Singapore. Coaches who have upgraded their skills through the **Coaching Academy** will find better opportunities at the Super Sports Clubs.

OPPORTUNITIES

1. Develop Super Sports Clubs

Form regional Super Sports Clubs to extend the reach of sports programming to all Singaporeans.

With the **Super Sports Clubs**, we want to expand the sports development pathways for youth and adults of all ages and abilities. The term 'Super' refers to the expansiveness of a new standard of collaboration with schools, organisations, companies and communities and the creation of relevant, innovative programming in an interlinked network of facilities. Located in different zones in Singapore, the Super Sports Clubs will create a new environment of inclusiveness for individuals, families and communities to live better through sports. The Super Sports Clubs will expand the possibilities available to people from all walks of life, allowing a greater sense of unity and belonging.

The Clubs will serve as a sporting social network for people. For seniors, the possibilities could include a swim class with friends, a visit to a physiotherapist or teaching sports safety to young volunteers. For working adults, the Clubs could host company sports tournaments,



SSC File Photo

"With the Super Sports Clubs, we will do more than provide access to sporting facilities for people to swim or work out by themselves. The Super Sports Clubs will anchor an integrated network of sporting space and innovative programming for families and the community to come together. Parents will be able to take classes with their children, and youth who cannot quite make the school team will be able to play in the club leagues. The Super Sports Clubs will become a home base for our Corporate League teams as well. In all these different ways, the Super Sports Clubs will serve the community through sports."

Mr Lim Teck Yin
CEO, Singapore Sports Council



Families will enjoy more community events, thanks to our new **Sports Events Strategy**. Children will be playing more sports thanks to the channels developed by the **Sports Pathways Committee**. Through better organisation of programmes and improved access to sporting space, sports consumers will enjoy more opportunities to live better through sports at the Super Sports Clubs.

2. Establish a Sports Pathways Committee

Establish a standing **Sports Pathways Committee**, comprising members from MCCY, MOE, Ministry of Social and Family Development, Singapore Armed Forces, People's Association, National Trades Union Congress, Health Promotion Board, tertiary institutions, Singapore Sports School and the Singapore Sports Council.

If we are to optimise sport as a tool to develop our children and youth, we need greater collaboration among the agencies that define policy and deliver sport to people. The **Sports Pathways Committee** will bring together multiple

organisations to develop sporting fitness and aspirations among the youth of our nation. It is a given that a deliberately carved pathway in sports from an early age will lead to a future-ready cohort of fit, healthy young men ready for National Service. Sports participation will also develop character and leadership capabilities among young men and women.

More effective, efficient collaborations will reinforce the efforts of the different organisations to work together. By embarking on learning journeys together, members of the Sports Pathways Committee will develop shared sensibilities. This will facilitate coherence, continuity and agreement among the agencies involved in the overall mapping of our responsibilities towards the identified sporting goals and strategies. The Committee will create a more holistic sporting experience, encompassing both physical and character development for Singaporeans.

The **Future Ready Subcommittee** recommended that every child participate in at least one sport, either in school or through the greater community. This aligns with MOE's commitment to expand sports fluency through the Physical Education (PE) curriculum, to enhance the education module on character building and to upgrade its sport facilities across the school system.¹⁷

Going forward: Beginning with school sports, the **Sports Pathways Committee** will review the pathways available for youth in Singapore to participate in and grow through sports. The Committee will explore the extension of the pathways through secondary and post-secondary schools, tertiary institutions, and National Service. To bring out the best in youth or children through sports, the Committee will promote the use of different

"We should aim to nurture good sporting talent from a young age and provide the best resources and facilities to nurture and develop that talent."

Mr Edwin Tong MP
Education Government
Parliamentary Committee
Committee of Supply
Debates, March 2012



skill sets and programming during different periods of a young person's development. In addition to the cross agency initiatives and courses through schools, the Sports Pathways Committee will also leverage on the programming and opportunities available through the **Super Sports Clubs**, the training done by the **Coaching Academy** and the work being done to integrate curriculum for academics, sports and leadership. The first meeting of the Sports Pathways Committee took place in November 2012.

¹⁷ 71 More Primary Schools to be Upgraded to Support Holistic Education www.moe.gov.sg/media/press/2012/05/inclusive-singapore-nurturing-every-singaporean.php; <http://www.channelnewsasia.com/stories/singaporelocalnews/view/1187821/1/.html>



Photo by Tilt Pte Ltd

3. Encourage New Forms of Recreation as Sport

Encourage the development of 'new' or 'non-traditional' sports.

As part of our efforts to develop a sporting nation, SSC partners with 65 mandated national sports associations, covering sports from athletics to tennis. However 'new sports' continue to be brought to our attention. They should be supported as opportunities to extend our reach to Singaporeans who do not want to be restricted to playing more traditional games. The **Seniors Subcommittee** also recommended broadening the definition of sports to meet the emerging needs of our ageing population. As our society diversifies, so must our sporting possibilities.

The **Gen Z Subcommittee** recommended linking children and youth to sports beyond the offerings available in school. Indeed, if we wish to remain relevant to youth today, we must find ways to encourage and support these new sports and games such as floorball, bossa ball, paintball, 3-on-3 basketball, Ultimate Frisbee, parkour and kite surfing.

The **Seniors Subcommittee** discussed making better use of modified sports such as short mat bowling and soft tennis as well as activities such as brisk walking and qigong to develop interest and confidence among the silver generation.

Going forward: SSC will partner with fellow agencies in the public-private-people sectors to assist the new sports where possible, such as obtaining regulatory clearances or booking space for events. To grow their communities, members need space to practise, compete and showcase the value of their sport. As they reach critical mass, the new sports could stage events through the **Super Sports Clubs** network, generating more public awareness and support.

4. Form Corporate Leagues

Work with Corporate Singapore to expand companies' involvement in sport.

Most Singaporeans feel they work too much. Participants in the National Sports Participation Survey cited 'no time', due primarily to work commitments, as the No.1 reason that they did not play sports. The Vision 2030 Secretariat received many appeals through our website and at our public forum for greater collaboration among the people-private-public sectors to resolve the crucial issue of work-life balance for Singaporeans.

As corporate managers struggle to retain and recruit staff with the right skill sets, we are recommending the development of corporate sports leagues. Companies can implement the leagues as a component of corporate strategy—a disruptive innovation to change the relationship with their workforce. Not only will Corporate Leagues help management strengthen ties with employees through an innovative benefits programme, they will ease the problem of time.

Corporate Team Building on the Run

The Standard Chartered Marathon Singapore continues to set the benchmark for high-participation events in Singapore. For many of our corporate teams, the opportunity to race together provides a rare and unique opportunity to forge closer bonds with their colleagues outside the workplace.

As one of the 129 corporate and non-profit teams in the SCMS 2011, energy giant Schneider Electric (SE), believes that "A Healthy Workforce is a Productive Workforce."

From just 75 Schneider employees in 2006, some 119 staff and families signed up in 2011. For Pierre Megret, a trainer at Schneider Electric who participated in his first-ever SCMS last year, the opportunity to run the race brought him closer to his colleagues and the community.

"On 4 December Sunday, I took the MRT at the same station like every single day. But it was 5 am, and I was not wearing a suit. After the race, when we met together around our Schneider Electrical tent, we shared our stories, our pains and today we are still bonded by the same memories.

Running makes me feel part of the community. I ran three times a week after work. For the most part, I started my run alone; but along the way, I met other runners and we discussed running and fitness. So, in the end, I was not alone. Again, I felt part of the community.

Knowing our physical limits can help us in everyday life. The challenges we face today are suddenly casual compared to finishing a marathon. We learn tolerance and respect. We learn that with will power and a resilient mind, we can make all the difference," says Pierre.

In a perfect world, companies would be able to provide easily accessible, affordable space for sport either onsite or near their offices or production plants. However we can facilitate the creation of Corporate Leagues through the upcoming Super Sports Clubs networks by assisting in the provision of qualified coaches and the booking of space.

Sporting Singapore has had a long history with Corporate Singapore as sponsors of events and programming. From here on, though, we want to achieve a broader, more proactive engagement with our corporate stakeholders, recognising that sport can be activated to help achieve a company's core objectives. Banks, for example, could use sport to demonstrate institutional commitment to community development. Healthcare firms could use sport to demonstrate commitment to enhancing the health of individuals. Good sport can work hand in hand with good business.

All companies—from multinationals to small and medium enterprises (SMEs)—can use sport to enhance the lives of their employees. Through a more integrated relationship with sport, corporates will benefit from improved staff morale and loyalty. Employees will be able to bond with each other and with clients by playing in the competitive, corporate leagues. Companies could also use sport for leadership training for rising managers in their workforces. We will have ready accessible, affordable sports programmes and venues near or within their offices or the production plants.

Going forward: We aim to see the first **Super Sports Club** pilot in operation by March 2013. A newly formed **Corporate League** will be part of the programming offered through the club.

5. Develop a Seniors Fitness Ecosystem

Develop a fitness ecosystem for seniors to encourage our '50+ Generation' to adopt a lifestyle of sports participation and active ageing throughout their 'silver years'.

This year, an important demographic change began taking place in Singapore. The Baby Boom generation began turning 65 years old. In the coming years to 2030, the 'Boomers' will form the largest aged population Singapore has ever experienced.¹⁸ Moreover, they will be different from the existing cohort of seniors who are generally frailer and rely heavily on family for support.¹⁹ Some 13% of the Baby Boom generation are childless.²⁰ The Boomers are already leading active lives, and Sporting Singapore with its new programming under Vision 2030 can help the Boomers continue to live happy, healthy, purposeful lives.

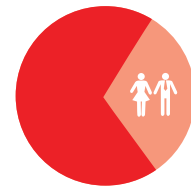
MP David Ong once commented that it was critical to seniors that we "not only add years to their lives but life to their years." With its slogan "Live Better Through Sports", Vision 2030 is putting this principle into action across the recommendations.

The benefits of a fitness ecosystem for the 50+ generation will actually impact more than one generation of Singaporeans. There are seniors who are already more than 65 years old; people in their 50s and on the cusp of their 'silver years'; and people in their 40s who are beginning to consider their own retirement plans.²¹ The latter group also falls into what has been described as the 'Sandwich Generation'. Roughly 26% of

THE NEED FOR A SENIORS FITNESS ECOSYSTEM

NOW

30% of Singapore's resident population are Baby Boomers born between 1947-1964



BY 2030

Baby Boomers will form the largest group of senior citizens ever experienced by Singapore

A diverse group, the Boomer Generation will have:



And will be living more active lives in their "retirement" years



¹⁸ "In Singapore there are about 1 million baby boomers, people born between 1947 and 1964. They constitute a sizeable proportion (about 30%) of the resident population, comprising Singapore citizens and permanent residents." Baby Boomers Survey, 2009. A/P Angelique Chan (Department of Sociology, National University of Singapore and Dr Yap Mui Teng, (Institute of Policy Studies, Lee Kuan Yew School of Public Policy, National University of Singapore) for MCYS.

¹⁹ Ibid.

²⁰ State of the Elderly in Singapore, 2008/2009. Ministry of Community Development, Youth and Sport

Singapore's working population of about 3.4 million are between the ages of 30 and 45, married, and supporting one or two children and two parents or parents-in-law.

The **Seniors Fitness Ecosystem** will accomplish both the short and long-term objectives of our national agenda. Seniors currently are an under-utilised source of professional human capital for Singapore.²² By encouraging participation in sport among the 50+ generation, we can expand our pool of volunteers to contribute to the professionalism of the national sports associations. However the Seniors Fitness Ecosystem will also align with the overall national objective to provide long-term lifestyle (physical health and social well-being) benefits for people as they age.²³

The strategy also would include enhancing the multi-agency collaborative platform to encompass private sector partners, service providers and Voluntary Welfare Organisations. We would identify

three to five easily accessible sports for seniors to promote cardiovascular health, balance, strength, flexibility and general mental and emotional health.

In collaboration with other stakeholders, we would create multi-tiered outreach programmes, with modest incentive components, to motivate seniors of all ages and abilities to play sports. The programming would also encompass newly created national standards for sports participation and sports safety for seniors.

Going forward: The Seniors Subcommittee called for greater cross-pollination of efforts among the agencies promoting active ageing. It also recommended the identification and development of five sports that would promote the physical, social and mental well-being of senior citizens. SSC is currently working with the Health Promotion Board and other agencies to develop an intergenerational pilot project. The detailed concept will be ready in 2013.

Helping Seniors Stay Active

On Saturday Mornings, Helen Lee, meets with a group of exuberant senior citizens, ranging in age from their 60s into their 80s. A volunteer since her secondary school days, Helen has been giving her time for both children and the elderly for more than two decades.

The seniors provide a glimpse of active ageing at its finest. They are devotees of a qigong class run by Coach May Tan, Singapore's first Asian Games medallist in wushu.

Qigong is an excellent opportunity to stay physically fit and to socialise with friends and neighbours. They do not drive and most are not comfortable with taking public transit. Every three months, Helen and May arrange for a private bus "to take them to different parts of Singapore so they can see the changes and growth in the country they helped build," Helen says.

Helen and May are improving the quality of the lives of their fellow Singaporeans through sport. Going one step further, some of the more active seniors have been undergoing training to be future instructors. "We don't want to just create an activity, we want to empower them and give them a better life, through sport," Helen adds.

They plan to use this class to set up a community calling tree for seniors: if someone doesn't turn up for an activity, then a classmate will call or drop by to see how they are. When we talk about the power of sport to bond communities, this is what we mean: people caring about the friendships they have built through sport.



Photo by Andrew Chua

²¹ Feeling the Squeeze: Asia's Sandwich Generation. 2010 The Economist Intelligence Unit, The Economist. "The pressures of supporting parents and children on Asia's Sandwich Generation have grown as children stay at home longer and life expectancy rises. Asia is in the midst of a fundamental demographic transformation as large numbers of people move into old age and the elderly begin to outnumber the young. But demographic change has already altered the Asian family in important ways. As life expectancy has increased and women have entered the labour market and delayed having children, families are simultaneously caring for young children and ageing parents more than in the past, and doing so while both spouses work. But although the challenges of providing for parents and children may have increased, in Asia the Sandwich Generation's sense of filial obligation remains strong, with 78% agreeing that it is their responsibility to help their ageing parents."

²² MCYS Survey on the Learning Needs of Seniors in Singapore, conducted 16 February to 18 April 2008. The final sample size was 1,500 people, aged 40 through 74 years old.

²³ State of the Elderly in Singapore, 2008/2009. Ministry of Community Development, Youth and Sport



Photo by Tilt Pte Ltd

6. Promote Unified Sports

Collaborate to create opportunities for unified sports to bridge divides in society.

A relatively new concept for Singapore, **Unified Sports** present an innovative opportunity for SSC and its fellow government agencies to promote greater social unity at the community level. A unified sports team comprises people of different ages, abilities, gender, school affiliation, etc. At the heart of unified sports is the desire to build bridges between different communities while strengthening existing community bonds.

Special Olympics pioneered the concept of creating teams of players who had intellectual disabilities with their peers who did not. The concept does not focus on winning the game but on learning how to relate to one another, with sport as the channel. As such, the concept could be developed to stimulate community bonding by other groups as well, e.g., intergenerational teams of youths and seniors or able-bodied athletes playing with athletes who had physical disabilities.

Unified Sports uses modified rules, play areas and equipment to create a level playing field. Hosted through the **Super Sports Clubs** networks, the unified sports

teams will come to learn more about each other as they train and compete together in a spirit of inclusiveness. The relationships and sensibilities developed on the field may be extended into daily life, benefiting all Singaporeans.

Going forward: With the implementation of the **Volunteer Framework** and the **Sports Pathways Committee**, we will work with our fellow government agencies and related sports organisations to promote the development of Unified Sports teams. In line with this recommendation, SSC supported the ASEAN 5+1 Unified Football Tournament hosted by Special Olympics Singapore in September 2012.

ACCESS

7. Enhance the Sports Events Strategy

Revamp the Sports Events Strategy with a more holistic approach.

Sporting Singapore has earned a well-deserved reputation for service excellence and innovation in the international sports business world.²⁴ International events owners have great confidence in Singapore as both a MICE and competitive events host—a perception that remains firmly in place even though we have scaled back on our bidding over the past two years.

During Vision 2030, we reviewed our history of events hosting over the past eight years. In the past, we bid aggressively for events. We now are in the

process of refining the priorities to better deliver the value of sport to people in Singapore and enhance the vibrancy of our city as a great place in which to live, work and play.

For Corporate Singapore, the branding opportunities will remain as relevant and powerful as ever. In the eyes of the consumer, sponsoring a sports event links a company's brand to the values inherent in sport. The meaning of sport will vary from consumer to consumer, but the underlying messaging is the same: Live Better Through Sports.

Our bidding for international events will be in line with our goal to provide opportunities for our elite athletes to benchmark themselves against the best of their international peers. Additionally, even the highest-level competitive events should have fringe activities of substance

(such as technical workshops for school-aged athletes, professional clinics for coaches and meet-and-greet sessions for fans) to spark deeper sports engagement by Singaporeans.

The range of regional or local events will be designed to accomplish two objectives: motivate individuals and families to choose sporting events as leisure entertainment; and to trigger new interest and participation by people who previously did not play sports. Our menu of events will be entertaining and diverse enough to cater to the interests of our different population segments while keeping in mind other factors such as the maturity of the sport in Singapore, the cost of the event and the hosting capabilities of the national sports associations, to name a few of the considerations.

Events such as the Singapore National Games will feature strongly in our sporting calendar with a view to bringing together the different communities of Singapore. The Singapore National Games epitomise Sport as a National Language, providing people from different cultures with an opportunity to play together and form stronger bonds.

Finally, we will enhance the sports entertainment factor of our events to generate more interest among fans and spectators. This will stimulate private sector interest in broadcast content, branding and sponsorship, the sale of rights and merchandise licensing. This will, in turn, generate revenue that could be channelled towards event funding.

Going forward: We are in discussion with the Sports Hub Pte Ltd, Singapore Tourism Board and the Economic Development Board to coordinate event bidding, and we will identify and develop a holistic portfolio of events to serve our national priorities.



Photo by Tilt Pte Ltd

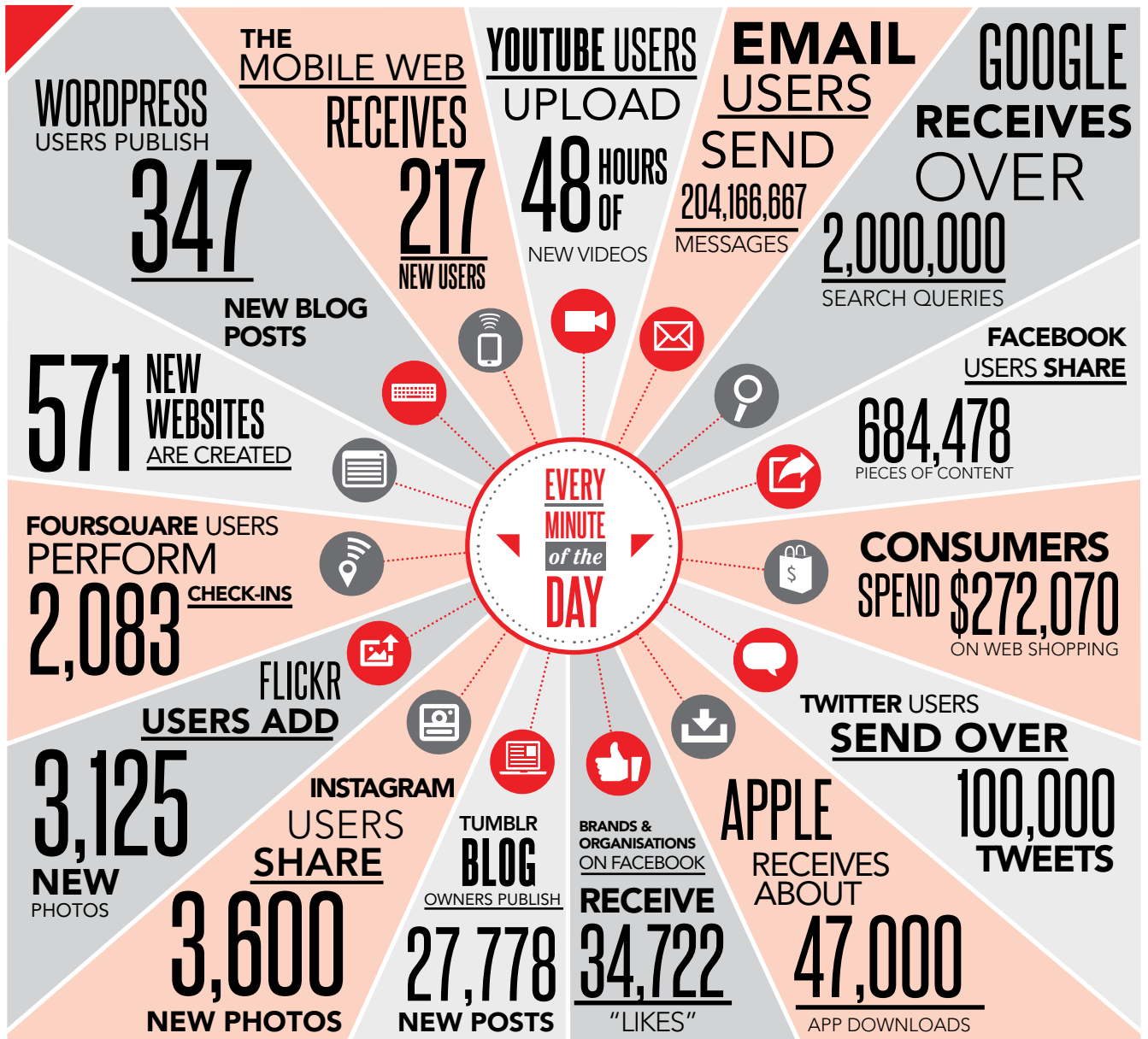
²⁴ Named Best Sports City in Asia at the SportBusiness International 2012 Ultimate Sports Cities Awards.

8. Enhance Sports Spectatorship and Viewership

Enhance the experience for spectators at live action events and the broadcast audience by leveraging on the latest technologies and sports presentation formats.

Consumers receive staggering volumes of new data every day. YouTube users alone upload 48 hours of new video every minute.²⁵ If we are to successfully compete for the mindshare of tech-savvy, online-driven consumers, we need to raise the premium of our product by better exploiting advances in technology to deliver more engaging sports content.

We have worked with the Media Development Authority to seed production in the sports media sector by providing funding for sports programmes, and more private-public organisations are producing evocative, relevant content as well. (Vision 2030 created a series of videos aligned with our theme of "Live Better Through Sports".) However we



²⁵ Data Never Sleeps Infographic. www.domo.com

need to leverage on our understanding of the new consumer and new technologies to promote sport across multiple marketing platforms. The way people watch television is changing with every new upgrade in our social media.

Television's new connectivity with digital media has played havoc with traditional marketing strategies. Research shows, for example, that 80%²⁶ of consumers are watching a 'second screen' while viewing television. It may be a smart phone, a tablet or a console. This has ignited greater creativity in delivering content. To prevent viewers from surfing elsewhere, some television content providers have created second screens within their programmes, containing statistics on players or background information on the sport. More recently, second screen technology has become even more interactive. Television viewers are being encouraged to share their own data by uploading to the second screens embedded in the programming. They also can comment in real time on the action via the second screen.



Photo by
Chris McGrath/Getty Images

The broadcast capabilities of the upcoming Singapore Sports Hub will create a dynamic, interactive viewing experience for spectators in the grandstands and at home. We can look at the traffic trends during World Cup 2010 and Super Bowl 2011 for a glimpse of the future in Singapore. Mobile phone traffic jumped during commercial breaks, according to an analysis by Yahoo! The traffic during half-time at the Super Bowl jumped 305%.²⁷

Singapore fans will be inspired by our in-between-periods storytelling and the utility of our second-screen content customised to the specifications of their smart phones or tablets. Overall, this new level of interactivity will enhance the experience for fans by bringing them even closer to the game.

Concurrently, our enhanced broadcast capabilities will open up new possibilities in marketing sports. During half time, for example, we could be texting special offers on future sporting events on a time-limited basis to the fans already in the stadium. Corporate sponsors could be sending vouchers for gear to people watching through interactive television or instant sale offers.

There is an important caveat to keep in mind. We cannot ditch inspired storytelling and genuine utility in favour of technological gimmickry. The central economic imperative of the new economy is to amplify relationships.²⁸ The content must resonate with people as much as it dazzles them.

Going forward: Interactive content across the full range of platforms will create a vibrant sport broadcast industry and a more exciting viewing

experience for sports fans. Not only will it enhance sports viewership, it will generate employment opportunities for Singaporeans in filmmaking, editing, scripting and commentating. SSC is setting up a task force to look specifically at developing these possibilities, and we are collaborating with MDA and private enterprise to explore the development of sports second screen technologies, with SEA Games 2015 identified as a benchmark year.

9. Enhance Affinity with Team Singapore

Strengthen connections between the general public and Team Singapore athletes.

We aim to deepen public appreciation for Team Singapore as a symbol of hope and pride in our nation, and not solely in our sporting achievements. The Team Singapore national athletes represent the pinnacle of a life committed to purpose. They can inspire and motivate new generations of Singaporeans to lead better lives through the values gained through sports: a winning spirit, an appreciation for teamwork, a commitment to purpose, the importance of ethical behaviour, a respect for leadership and a love of country.

The **Spirit of Singapore Subcommittee** noted the role that sport could play in developing and strengthening our social compact. We will activate a more targeted deployment of the national team athletes as ambassadors for community bonding. We will be mindful of their training schedules but will optimise the windows of opportunity following the major games and world championships to link the athletes with their various communities (sporting fans, corporate sponsors,

²⁶ Forget Mobile – Think Multiscreen. Razorfish Outlook Report Vol 10.

²⁷ Ibid

²⁸ New Rules for the New Economy, Kevin Kelly. 1999.



Photo by Aundry Gan

"I was delighted to see Vision 2030's call for greater affinity with Team Singapore. The athletes put in years of hard work, setting aside so many years of their youth in search of sporting excellence, and more often than not at their own cost and risk.

I urge all Singaporeans to say to the members of Team Singapore, "Thank you for your sacrifices. We're proud of you. You're our heroes."

Mrs Jessie Phua
Co-Chair, Organising for Success
Council Member, Singapore
National Olympic Council

residential zones, shared interests). Through these efforts, Team Singapore athletes will be able to draw spectators to the major events in our **Sports Events Strategy**, igniting more interest from people in getting involved in sports.

Active athletes as well as those retiring from elite competition will be involved to promote awareness of Vision 2030's philanthropic venture, **SportCares**.

Concurrently, SSC will enhance learning opportunities in leadership to ensure athletes understand the full responsibilities they carry as members of Team Singapore. SSC will continue to provide media training to improve the athletes' presentation and speaking skills and to ease their shyness in public situations.

Going forward: As Team Singapore gains confidence as sports ambassadors, they will be able to inspire more trust from the public that they are committed to Singapore.

10. Develop and Implement a New Sports Facilities Master Plan

Develop a new concept for the future planning and design of sports facilities under the Sports Facilities Master Plan (SFMP).

As our society changes with the influx of new ideas and priorities, we need to address these trends in the way we create space for sports in Singapore. While forward planning will always be partially driven by numbers, we must be careful not to opt for fast but formulaic solutions. People are no longer willing to accept one size to fit all.

Indeed, for the **FutureScope Subcommittee**, inclusiveness with its endorsement of diversity was the most important principle guiding their recommendations. This mental model is being incorporated into the planning being done by our **Sports Facilities Master Plan** team, in collaboration with other involved agencies such as URA, HDB, MOE, NParks and PUB, to name only a few.

The SFMP will look at tiering sporting space across the city to meet the different needs of the different communities. As part of URA's overall master plan, our SFMP will see some rationalising of land, but it will lead to the creation of more meaningful space within the precincts.

Based on feedback delivered through our public forums and the Vision 2030 website, it is clear that the average Singaporean wants better access to play sport. They would prefer cheaper pricing and greater variety in programming. However they are most interested in having closer access to their homes and workplace. Better access would help solve the major issue of time, which most people cited as the biggest obstacle to their sports participation.

As we explore the issue of *where*, we must also pay attention to *why* people want to play sports. There is no one answer here as well. Some are looking for space where they can train to pursue their dreams of sports excellence. Some work out to maintain health and fitness. Some play simply to socialise. Even children play for vastly different reasons, depending on their age and exposure.²⁹

The importance of this issue together with Singapore's limited bank of available land dictate that we must be innovative and integrated in our placemaking for sport. We must continue to renew our thinking on how we can use our space in precincts, schools (including their indoor sports halls and fields) parks, waterways, the city centre and new areas for development such as the Rail Corridor.

The **Super Sports Club** concept is an innovation, derived from people who contributed to the Vision 2030 website and the members of the **FutureScape** Subcommittee. Instead of simply establishing a regional sports centre

to serve a pre-set percentage of the resident population, the **FutureScape** team proposed a dynamic rethink of our traditional sports facilities when it began considering the possibilities of a Super Sports Club network. Through this concept, as detailed earlier, we can reach more children, youth and adults who have lacked access and/or time to play sport.

An unused swimming pool, for example, could be redeveloped as a sheltered play area or 'play field', comprising a multipurpose court for 3-on-3 basketball, floorball, futsal or badminton. To improve its appeal to the playing community, the court might not use the traditional concrete flooring; instead it would use material with more resilience and spring to the surface. This would ease worries about scrapes from falling for youngsters and stress on joints for older players. Because it would be used primarily for play instead of competition, the 'play field' would not have to conform to regulation size. Sometimes people need to simply play sports—not practise, train or compete.

Moreover, a 'play field' in another location could link up to one of NParks' Park Connectors. We could improve the accessibility for people to jog, run, inline skate or cycle to another 'play field', creating a 'play network'.

As the stakeholders in Singapore review the use of space, we will look at making better use of short-term space. For vacated schools, for example, we could look at maintaining regular use of the school fields even as the school property was on hold for future development. The fields could be touched up for playing football, rugby or cricket. The length of the lease available would be made explicit so that we—the private operator, the users and the regulators—would have sufficient opportunity to source other sites for play when it was time to relinquish use of the land.

This type of creative consideration is essential to our forward planning efforts. We are currently in discussions with grassroots leaders regarding the use of existing sporting space and the potential to co-opt additional space.

Going forward: The SFMP will incorporate the national sports agenda, strategic plans by other government agencies, and the changing needs of our communities across Singapore. We have formed closer relationships with key stakeholders such as grassroots organisations in precincts across Singapore as well as the URA, NParks, PUB, MOE and the PA. The key planning principles have been established, and we are working with our partners to determine the first phase of implementation of the plan.



²⁹ The Play Report, Ikea. 10 January 2010. 8,000 internet-based interviews were conducted with parents and 3,116 with children during October and November 2009. Interviews with 300 parents of children aged 0-12 and with 100 children aged 7-12. Q: What does play do? A: Developing muscles and coordination. B: Developing cognition. C: Developing cooperation. D: Passing time.

11. Create a SportCares Movement and Philanthropic Foundation

Establish a movement and foundation for sport philanthropy.

Singapore already has a spirit of philanthropy³⁰ and volunteerism.³¹ However individuals and organisations have not yet optimised sport as a channel for improving the lives of Singaporeans. A **SportCares** movement is vital and the foundation will make explicit sport's capacity as a force for social good in Singapore for the communities and the well-being of individuals and families. Through SportCares, we will illustrate the positive impact that sport has on who we are as a cohesive nation of diverse communities.

SportCares will focus on empowering more vulnerable groups within our society—the impoverished, the disadvantaged, needy seniors and people with intellectual and physical disabilities. It will exemplify our philosophy of 'sport as strategy' to create resilient, tenacious people and bond communities.

Launched at the end of August, SportCares completed a successful pilot with the Singapore Slingsers, Strength & Conditioning coaches from the Singapore Sports Institute and 30 offenders taking their O and A levels at Tanah Merah Prison School. The sports programme was meant to complement their academic curriculum. It was designed to use sport to teach the young offenders about good values such as a respect for teamwork, leadership and commitment to a greater purpose as well as showing them how they could take better care of themselves through sport and exercise.

SportCares will work with schools and community service providers to



Photo by John Heng

establish priorities for the foundation and ensure that funding is allocated to the appropriate recipients. SportCares will work with partners to raise funds through corporate social responsibility channels. We believe that Corporate Singapore will see the long-term value to society in supporting such programming as leadership training, anger management and personal empowerment through sports.

SportCares will be a platform for people who have benefited from society to give back, through donations to the SportCares Foundation or through sports volunteerism. Corporate Singapore will benefit from the development of volunteers and the spirit of giving within the workforce. SportCares initiatives will extend the work of the **Volunteers Framework**, the **Coaching Academy**, the **Leadership and Character Development through Sports Curriculum** and the **Sports Pathways Committee**. As all components are put into integrated action, they will produce great synergy and benefit for the sporting community in Singapore.

"The SportCares Movement aims to inculcate stronger social values among Singaporeans through sport. It will provide opportunities to include the vulnerable segments of our society in sports."

Mr Chan Chun Sing
Acting Minister for
Community Development,
Youth and Sport,
Chair of Steering Committee
for Vision 2030

<http://app.msf.gov.sg/PressRoom/COS2012DebatesAgMinClosingSpeech.aspx>

Going forward: We are advancing on three fronts: the development of pilot projects with public and private sector organisations, the sourcing of funding and establishing the administrative processes.

³⁰ Commissioner of Charities Annual Report, for year ended December 31, 2011.

³¹ 2010, Individual Giving Survey, National Volunteer & Philanthropy Centre.

ADVANCES IN TECHNOLOGY HAVE DRIVEN PRODUCT DEVELOPMENT...



...ENHANCING SPORT PERFORMANCE.

NOW: A NEW SPORTS PORTAL WILL DELIVER THE LATEST NEWS, PROFILES AND ACTION TO CONSUMERS...

...TO WATCH AND SHARE SPORTS.

12. Enhance Technology to Promote Sporting Awareness and Lifestyle

Improving sporting experiences by creating a one-stop portal with information and applications on sport facilities, activities and events.

From lightweight materials to calorie and distance tracking equipment, technology is changing the way we play sport. Technology can spread knowledge, serve as a platform for collaboration and enhance the sporting experience.

As a first step, we are focusing on the delivery of information to our stakeholders. Keeping pace with demand for news, trends and event information will become critical as we advance the initiatives under Vision 2030.

We will need to have in place an easily accessible portal for sports consumers

to promote the growth in services available in Sporting Singapore. Without a dedicated portal, our sporting content will run the risk of getting lost in the ever-expanding web of information.

As we build an integrated platform for access and communication, there will be an acceleration in the development of new technologies and applications, new programmes, new events and, ultimately, new ecosystems. Universities and tertiary schools in Singapore are already developing new systems and applications in sports science and media monitoring.

The possibilities are limited only by the scope of our imagination. The NBA is already using modified military tracking technology to analyse game patterns. Through a sharing agreement, every team in the NBA has access to everyone else's raw data for analysis. The Singapore Swimming Association is

using a system to track and upload results instantaneously after a meet.

Going forward: Innovative technologies in materials and equipment will continue to influence performance. Singapore Sports Institute will take the lead in this area through its collaborations with agencies such as the Institute for Sports Research, set up in Singapore by Nanyang Technological University and the University of Loughborough from the UK. Team Singapore will be the primary beneficiary of this joint research, but other beneficiaries will include the competitive sportsmen and women who become early adopters in the market.

SSC is rationalising and reconciling its online presence into a single portal for sports consumers. As we develop the **Super Sports Clubs** and the **Corporate Leagues**, we also will be working on systems to manage event bookings, practice times and player rankings.

CAPABILITIES

13. Develop a Sports Volunteer Framework

Inspire the spirit of volunteerism among Singaporeans.

Volunteers can bring valuable experience, fresh perspective, dedication and enthusiasm to sport and other public-minded initiatives in Singapore. The number of volunteers has been rising in Singapore as have the number of hours they have contributed to deserving causes and organisations.³²

As we attempt to serve the community through sports, we need volunteers who are genuine in their commitment to 'do good'. They are a valuable resource

for Sporting Singapore, including our national sports associations, event organisers and new media content providers. Equally important, Corporate Singapore also highly rates people with a commitment to volunteerism as it speaks to an individual's ability to relate to the bigger picture.

Unfortunately, we have not always made the best use of this pool of human capital. We have made little effort to coordinate volunteer skill sets with requirements. Nor have we adequately followed up with volunteers to determine how we could improve the experience in future.

An enhanced **Sports Volunteer Framework** would improve significantly the experience for people who want to volunteer for initiatives, programmes

and events; raise the quality of sport volunteerism through structured learning and development; and instil more deeply the spirit of volunteerism in Singapore.

Going forward: Working with the National Volunteer & Philanthropy Centre (and other relevant welfare organisations), SSC will create a "Gold Standard" for sports volunteerism by providing a platform for genuine learning, personal development and community building. The Framework's broader agenda is to develop sports volunteerism as part of a national strategy to strengthen communities and people. The volunteer framework is expected to be launched in 2013 and will be a key component for the SEA Games that will be hosted by Singapore in 2015.



³² Volunteer participation rose to 23.3% among 1,815 people polled in face-to-face survey, up from 16.9% in previous survey in 2008. Total number of volunteer hours doubled to 89 million from 45 million previously. Individual Giving Survey, 2010. National Volunteer & Philanthropy Centre.

14. Extend the Impact of the Singapore Sports Institute

Enhance the High Performance System and expand the community impact of Singapore Sports Institute (SSI).

For the casual player, the benefits of sports science and medicine appear to consist of strength and conditioning advice prior to injury or a good massage after over-doing it on the weekend.

For elite athletes covered under the **Singapore Sports Institute**, sports science and medicine treatment amounts to a much more significant impact on their potential to ascend the podium.

SSI provides a comprehensive suite of

performance, medical and coach support services in a holistic environment to raise the long-term, international standard of performance of Team Singapore athletes. Given that podium-worthy performances are often decided in milliseconds, SSI works in detail with athletes across a variety of disciplines: sports medicine and sports physiotherapy as well as the sports sciences of biomechanics, nutrition, physiology, psychology and strength and conditioning.

Not only do they work towards seeing sustained international success for athletes, they ensure a duty of care to the holistic development of the athletes. Not only does our SSI team want to get the best out of the athletes, they want the athletes to get the best out of sport and

life. The team at SSI prepares athletes for 'retirement' from elite competition. SSI provides long-term athlete support and life planning counselling, including advice on career planning and money management. This component of the athlete services assists with a successful transition from competitive to working life.

To date, SSI has focused its expertise on the carded National Team athletes, representing Singapore internationally. However we anticipate a steady increase in consumption from age-group athletes competing locally as we implement and register the impact of the Vision 2030 recommendations. The growth of the **Super Sports Clubs**, the **Sports Pathways Committee** and the **Corporate Leagues** will drive demand for



Photo by Tilt Pte Ltd



Photo by Tilt Pte Ltd

sports science and medicine services. The more people play sports, the more they will need sound advice and treatment.

Going forward: SSI will share knowledge and programmes with private sector SMSS clinics. By networking with other clinics, SSI will extend its impact to the benefit of all athletes—elite, competitive or recreational. SSI intends to extend its reach even further into the greater community through public tours, lectures, clinics, resources, attachments and networking sessions.

By establishing alliances with sports institutes in the East Asian corridor, SSI will help develop the synergies that are to be derived from the region. The exchange of scientific information and talent, collaborating in research studies on training methodologies, and conducting joint evaluation of technologies, are among many other projects.

Good for the player but what about the kid?

Following a catastrophic injury to his elbow in 1974, Major League Baseball pitcher Tommy John was staring at the end of his promising career.

But thanks to a revolutionary surgery, John went on to cap 288 career victories, ranking as the 7th- highest left-hander in major league history.

The miracle procedure involved transferring a tendon from the wrist or hamstring to replace a damaged ulnar collateral ligament in the elbow.

The surgery saved John's career. But the once-experimental procedure caught the attention of anxious parents hoping to hold onto their children's dreams of playing college ball. Dr. James Andrews, a leading orthopaedic and sports doctor, performed the surgery on seven high school players between 1988 and 1994. In 2003 he operated on 55 players. In 2012, he was performing three to four surgeries a week.

The good doctor has a lot of feedback for the baseball industry: Ban the radar gun, which tracks the speed of the pitcher's throw because it encourages young players to throw too hard and too long. Ban year-round baseball because players need to rest their elbows and shoulders. Limit the number of pitches that kids can throw in school games because the same pitchers are being played too much.

His simplest advice: Rest prevents injury.

www.espn.com Dr James Andrews talks Tommy John, February 8, 2012

15. Establish a Coaching Academy

Establish a 'Coaching Academy' to lead the professional development of coaches and the coaching sector in Singapore.

Coaches are the single most important influence on how athletes, families, schools, sponsors and the public view sport and elite performance in Singapore. If there is no confidence in 'the coach', there will be no personal journey or life-long family commitment, no sustained school support or sponsored financial investment and no optimism, loyalty or growth in the fan base.

The Academy will serve as a 'Gold Standard' to establish coaching as a viable and sustainable career choice for Singaporeans. With its focus on developing capabilities and standards in coaching, the new Academy will be a critical component of many initiatives under Vision 2030, including the **Super Sports Clubs, SportCares, the Volunteer Framework** and the **Sports Events Strategy**.

The **Coaching Academy** will emphasise the importance of holistic coaching for athletes to the best of their physical abilities while ensuring that athletes have positive learning experiences throughout their involvement in sport.

The Academy will include mentoring opportunities for coaches and speciality training in working with youth, adults and seniors to meet the growing demand from individuals, schools, sports clubs, national sports associations and corporates. Coaches studying through the Coaching Academy will range from instructors for learn-to-play classes to community participation coaches for youth to high-performance directors for national teams.

Going forward: Over the next year, we can anticipate the creation of a new framework for coaching development and the establishment of a National Coaching Council. An international advisory panel is expected to be formed to help chart the direction and development of the Academy.



SSC File Photo

"A coach can make or break an athlete, depending on the approach they take to getting a better performance out of you. It's not just about your physical preparation. A great coach can help you become stronger mentally and keep you focused on steadily improving, instead of overstressing yourself. A great coach also walks and talks integrity and teamwork."

**Ms Stephenie Chen,
2011 SEA Games Gold
Medallist
Canoeing K2 200M**

16. Create a 'Leadership and Character Development through Sports' Curriculum

Produce a curriculum on leadership and character development through sports for use by leadership institutions to provide platforms for organisations and communities to strengthen their people.

Vision 2030 recognises that transforming beliefs and mental models about the value of sport will not happen without consistent reinforcement in an environment of organised learning. With this in mind, we are developing a set of materials and workbooks on sports leadership for use by our tertiary institutions and management schools. The curriculum will formalise the principles learned through sports and directly connect leadership in sports with leadership in business.

There is good reason that multinational companies value candidates with a sports background. Men and women who have played for a team have already been groomed in the fundamentals of leadership. Participation in team sports creates a deeply engrained understanding of the importance of teamwork and leadership—as a process of influencing others to commit and achieve a given task.

Elite teams may appear to be almost magically united in their purpose, but the success of a team is often only made possible by its leadership. (The same is true for success in solo sports as well.) The coach and the captain focus on developing the productivity of the player and the unit to maximise the efficacy of the team. In other words, people in sport learn to prioritise the success of the team ahead of personal achievement. Disciplined thought will lead to disciplined



Photo by Lawrence Goh

action, and corporate leadership is founded on the same principles.

Going forward: In conjunction with a panel of local and international experts, SSC will be developing a leadership framework, with supporting resources and guidebooks. We have begun work on a resource book, profiling business leaders who credit sport for their leadership capabilities in business. The resource book will be used by local business and management schools. SSC will also be producing a handbook for coaches, teachers and parents. At the same time, we will be reviewing the existing curriculum for continuing coach education and officials. The work will dovetail with the National Standards for Youth Sports as well as the development framework for volunteers, coaches (through the **Coaching Academy**) and sports professionals.

The Vision 2030 Solution

The issue:

Sport organisations always rank the development of people as a major goal. Society needs to see its youth develop into responsible young adults. Nor do we want to lose potential champions in sport due to a lack of life skills.

The question:

How do we design a sport system that allows for the development, maintenance and fulfillment of all these multiple goals?

Solution:

Vision 2030, Singapore Sports Council

Dr Daniel Gould, Ph.D.
Institute for the Study of Youth Sports
Michigan State University



Photo by Biscuit Chan

17. Integrate Academic and Sporting Curriculum

Collaborate with the Ministry of Education to develop a more integrated academic and sporting curriculum.

Our Vision 2030 discussions with national team athletes took place as many were preparing for qualification trials for the London 2012 Olympic Games. All the athletes spoke about the difficulty of trying to excel concurrently in two distinct disciplines: academics and sports. No athlete requested exemption from school so they could focus fully on training. However they all pleaded for more flexibility in their academic schedules and more recognition of the learning they derive through sports.

Many mainstream schools are already trying to accommodate the schedules of students preparing for overseas competitions. The accommodations are largely on an ad-hoc basis. Students are given extra lessons by teachers and homework in advance to do on the road to competitions. Students are permitted

to arrive late to school so they may attend early morning training sessions. Schools also support their athletes by highlighting their achievements to the student body and generating excitement over their endeavours.

Going forward: Our student-athletes will be more successful in their academic and sporting disciplines if more schools can develop innovative but integrated sports programmes. The **Sports Pathways Committee** could lead this discussion, with input from teams working on the **Coaching Academy**, the **Academy for Sports Professionals** and the **Curriculum for Leadership Development**.

18. Create an Academy for Sports Professionals

Upgrade the sports sector by forming an Academy for Sports Professionals.

The opening of the Singapore Sports Hub in April 2014 will significantly upgrade the business landscape for Sporting

Singapore. With 55,000 seats, the new National Stadium will be designed to host international class athletics, cricket, football and rugby, and broadcast these events to the world. The Aquatics Centre will also be capable of hosting world-class events in swimming, diving and water polo. The outdoor water sports will be able to welcome canoeing, dragon boating and rowing.

However, at the end of the day, infrastructure is simply hardware. We need to have a core of professionals with relevant skill sets, systems and processes to run our sports associations and to market these new state-of-the-art venues to the international sports business world. We have a long history of providing service excellence and innovation—but we need to upgrade our expertise for a more competitive business world.

To address this challenge, SSC has signed Memorandums of Understanding (MOU) with educational institutions in Singapore and overseas. In December 2011, the University of Oregon and its Warsaw Sport Marketing Centre signed an agreement with SSC to develop the capabilities of our leaders in sports business and administration. We also have a new MOU with Singapore Management University Management University (SMU) to create a framework for collaborating on sports promotion.

Going forward: We will tie up with local or overseas universities to offer diploma and graduate courses in sports administration and marketing. Further downstream, we aim to offer post-graduate certification. SSC will also study the prospect for setting up an Academy to provide modular education and training for sports managers and administrators.



19. Develop Professional Services in the Sports Industry

Establish a multi-agency effort, involving the private sector and professional bodies, to grow services in the sports industry.

Our sporting community needs to remain in front of the business and legal trends that will shape our development in the decades ahead. We need an intellectual infrastructure to nurture sport-related professional services in law and marketing to support Singapore's position as an Asian hub for sports industry (investment in new business and capex in fixed assets) and sports business (sponsorships of events and athletes, intellectual properties, merchandising, etc).

We also need to be prepared to deal resolutely with challenges to the integrity of sport and our athletes. Even

as we move to strengthen the principles that bind us in sport, we should not be so naïve as to believe that we are not just as vulnerable as any other country to the many forms of cheating.

Moreover, we must be very clear that competitive athletes, their sponsors and sports administrators are held to higher standards than the average person on the street. Although doping and match-fixing are the most prominent examples of banned behaviour in sport, other disputes hinge on the breach of contract and regulatory standards on transparency and governance.³³

Singapore already is seen as an expert in finance and law and has an excellent reputation in arbitration. We need to be deliberate in the way we manage

our various responsibilities within our community, marshal and develop our resources and cultivate and maintain relationships with stakeholders in Singapore and internationally. Developing our professional services through cross-agency collaborations will be essential to our effort to organise for success.

Going forward: We should look at developing our expertise as a regional expert in dispute resolution. As a first step, we need to ensure that our legal system aligns fully with the principles established by the international sports legal community. We need to develop a core of legal professionals who understand the dynamics of the world of elite sport and sports business.

³³ Commissioner of Charities Annual Report, for year ended December 31, 2011.

20. Explore a Sustainable Resourcing Model for Sporting Singapore

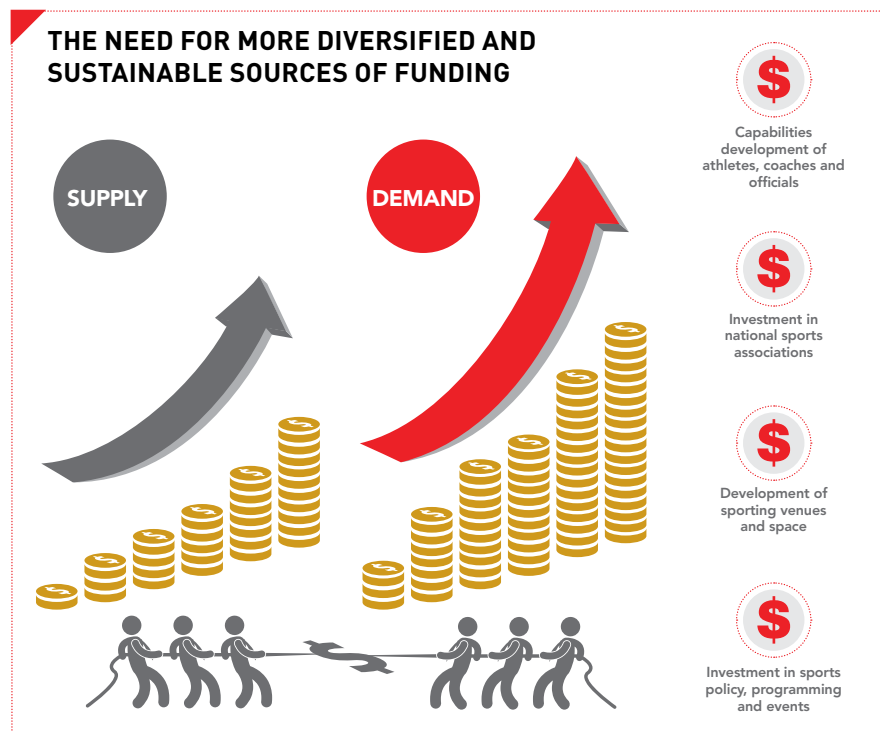
Explore alternate sources of funding, thereby reducing Sporting Singapore's dependence on government monies for sport development.

Funding remains a complicated issue for Sporting Singapore. On the one hand, we must operate with prudence in our application of public funding by adhering to clearly defined expected outcomes; on the other, we are faced with ever-rising requests for financial support from the 65 national sports associations under our mandate in addition to appeals from specialty sport interest groups. Moreover, we must acknowledge that results in high performance are a combination of art and science and, therefore, are difficult to predict and impossible to guarantee.

Every year the SSC funds the National Sports Associations (NSAs) through the annual grant exercise. This funding is distributed for the NSAs to develop elite athletes, promote sports participation and hold competitions for members. Additional monies are available through matching programmes and other grant mechanisms.

Over the past few years, both SSC and some of the NSAs have made headway in expanding their revenue streams from corporate sponsors, thanks to successful relationship building and the resulting acceptance of sport as a value proposition for branding. However these advances can be eroded by factors beyond our control: downturns in the sponsor's business environment, a change in the decision-making personnel or a shift in the company's strategic direction.

Thus, the Organising For Success Subcommittee has proposed additional avenues for increased sport financing,



including ministerial-level support for greater funding through the Tote Board. The Subcommittee also recommended that funding to SSC be granted on a multiple-year basis to allow for better planning and implementation of longer-term strategies. Countries such as Australia and the United Kingdom have made effective use of lottery proceeds to advance their sports participation and excellence models.

Going forward: In the medium to long term, Singapore could reduce its dependence on direct government support through further development of the local sports rights and sponsorship market, increased corporate awareness of the value of sport and an expansion of sport-related philanthropy. With more diversified and continuous funding, Sporting Singapore will enjoy improved opportunities to realise a more vibrant future for sports in the country and for our athletes to ascend international podiums.

“The corporate sector is looking for returns and we have to advance to advertising and branding budgets. We have to show them the value of sports, the opportunities in branding and that we really understand what these companies are about.”

Mr Richard Seow
Chairman,
Singapore Sports Council

Conclusion



Vision 2030 is neither a beginning nor an ending. It is an evolution of Singapore's passion for sport, a continuation of the good work done by the Committee on Sporting Singapore and the Sporting Culture Committee and a representation of our confidence in what sport can do for our country and our people in the decades to come.

Over the next 20 years, with significant, reliable funding, Singapore has the opportunity to lay a much stronger foundation for sport in the country. Sport as strategy promises to create more national pride among Singaporeans, develop resilient, tenacious people and encourage strong community bonding.

Through the Vision 2030 lens, we can see the value of sport to Singapore even as

we deal with challenges to our economic and social stability. There are many reasons for the multiple government agencies to work together with the people and private sectors. The most compelling reason? Together, we can achieve something good for Singapore.

If we are to achieve the best for Singapore, we need to fully develop the 20 recommendations put forward by Vision 2030. Calling for a subtle but substantive change in the way we deploy sport, Vision 2030 can help us build a more inclusive society for everyone. Not only will Vision 2030 produce opportunities that will provide life lessons in leadership and development, it will offer opportunities for people to play more sport and develop a greater sense of community.

In less than 50 years, we have come a long way as a sporting nation. As individuals and communities, we have decades of achievement to celebrate from the first Malaysia Cup victories, to our podium finishes at the Singapore 2010 Youth Olympic Games, to our avid support of the Lions XII, to our pleasure over our London 2012 Olympians, to our commitment to the Singapore National Games and to our anticipation of the Southeast Asian Games in 2015.

With Vision 2030, we believe we can do more to enhance the sporting experience for everyone. Together, we can Live Better Through Sports.

Annex

The Vision 2030 Steering Committee

As of July 2011



Mr Chan Chun Sing (Chairman)

Acting Minister
Ministry of Community Development, Youth and Sports

Mr André Ahchak

Chief Operating Officer
AzVox Media and Communications Pte Ltd

Dr Cheong Koon Hean

Chief Executive Officer
Housing & Development Board

Mr Ray Ferguson

Regional Chief Executive
Singapore & South-East Asia
Standard Chartered Bank

Dr Aymeric Lim

Chairman, Medical Advisory Board
National University Hospital

Mr Ng Lang

Chief Executive Officer
Urban Redevelopment Authority

Mr Zainudin Nordin

Director, NTUC Care & Share
National Trades Union Congress

Ms Saw Phaik Hwa

Chief Executive Officer
SMRT

Mr Leslie Tan

Founder and Editor
Red Sports

Mr Tan Soo Nan

Chief Executive
Tote Board

Dr Teo Ho Pin

Mayor
North-West District

Mr Yam Ah Mee

Chief Executive Director
People's Association

Mr Teo Ser Luck (Deputy Chairman)

Minister of State
Ministry of Trade & Industry

Mr Ang Hak Seng

Chief Executive Officer
Health Promotion Board

Mr Antonio Del Rosario

General Manager
Coca-Cola Singapore

Mr Laurence Lien

Chief Executive Officer
National Volunteer & Philanthropy Centre

Ms Asmah Hanim binte Mohamed

Honorary Assistant Secretary
Singapore Athletic Association

Mr Ng Wai Choong

Deputy Secretary (Policy)
Ministry of Finance

Mrs Jessie Phua

Council Member
Singapore National Olympic Council

Mr Richard Seow

Chairman
Singapore Sports Council

Mr Tan Tong Hai

Chief Operating Officer
StarHub

Mr Tan Wearn Haw

Chief Executive Officer
Singapore Sailing Federation

Dr Teo-Koh Sock Miang

President
Special Olympics Singapore

Ms Yeoh Chee Yan

Second Permanent Secretary
Ministry of Education

Secretariat:

Mr Chan Heng Kee

Permanent Secretary
Ministry of Community Development, Youth and Sports

Mr Lenard Pattiselanno

Deputy Director, Corporate Strategy
Singapore Sports Council

Ms Rakel Liew

Director, New Business Development
Singapore Sports Council

Ms Sheryl Lim

Senior Consultant
Singapore Sports Council

Mr Matthew Wylde

Senior Executive
Singapore Sports Council

Mr Koh Peng Keng

Director, Sports Division
Ministry of Community Development, Youth and Sports

Ms Sandra Thng

Assistant Director, Sports Division
Ministry of Community Development, Youth and Sports

Mr Lee Tze Hao

Manager, Sports Division
Ministry of Community Development, Youth and Sports

Mr Lim Teck Yin

Chief Executive Officer
Singapore Sports Council

Mr Lim Hong Khiang

Senior Director, Sport Industry Development Group
Singapore Sports Council

Ms Laura Reid

Assistant Director, Strategic Communications
Singapore Sports Council

Ms Song Jing

Manager, Cluster Development Division
Singapore Sports Council

Ms Ruth Ng

Senior Executive, Performance Services
Singapore Sports Council

Mr Melvin Yeo

Deputy Director, Sports Division
Ministry of Community Development, Youth and Sports

Mr Derrick Chee

Sports Development Officer, Sports Division
Ministry of Community Development, Youth and Sports

Project Executives:

Ms Irean Yeung**Ms Stephenie Chen****Mr Andy Behl****Ms Sarah Pang****Ms Eileen Boey****Ms Joanne Kee****Ms Maxime Lim****Ms Joan Ang****Ms Samantha Leong****Ms Ann Lee**

The Vision 2030 Subcommittees

Our conversations with individuals and groups from the people-private-public sectors took place under seven broad banners of discussions, led by seven Subcommittees:

Generation Z - Co-chaired by:

Mr Antonio Del Rosario
General Manager
Coca-Cola Singapore

Mr André Ahchak
Chief Operating Officer
AzVox Media and Communications Pte Ltd

Goal: To explore how sport can do more for youth in Singapore. Everyone has a sporting spirit, a sporting life. Sport is an opportunity for youth self-expression and discovery, a chance for them to connect with our world.

Members:

Ms Jonnansical Boo
Young parent

Ms Chia Gek Lan, Jean
Teacher
Jurong West Primary School

Mr Darren Ho
Co-Founder
VOX Group Pte Ltd

Mr Nicholas Khoo
Co-Founder and Chairman
Singapore Cybersports & Online Gaming
Association

Ms Lee Chow Ying
Young parent

Mr Lee Hong Chuang
Council Member
Singapore Sports Council

Mr Ong Kim Soon
Deputy Director
Co-Curricular Activities Branch
Ministry of Education

Mr Alpesh Puna
Director of Sport
Shaws Little League

Mr Terence Quek
Member
PAYM Central Youth Council

Mr Karam Singh
Manager
Singapore Boy's Home

Mr Sng Chin Seng
Assistant Secretary
People's Association
Community Sports Club Council

Dr Saiful Nizam Bin Subari
Council Member
Singapore Sports Council

Ms Angeline Tan
Director, Organisation Excellence
Singapore Sports Council

Ms Tan Bee Lian
Deputy Director,
Participation Development
Singapore Sports Council

Mr Galastein Tan
Assistant Director, Sports Sponsorship
Singapore Sports Council

Dr James Patrick Williams
Assistant Professor
School of Humanities and Social Sciences
Nanyang Technological University

Secretariat:

Ms Rakel Liew
Director, New Business Development
Singapore Sports Council

Ms Diana Seng
Senior Manager, Participation Development
Singapore Sports Council

Ms Rachel Isabel Yang
Senior Executive, Athlete Services
Singapore Sports Council

Ms Karen Yow
Senior Executive, Training Academy
Singapore Sports Council

Balance to the Rhythm of an Urban Lifestyle - Co-chaired by:

Mr Ng Lang

Chief Executive Officer
Urban Redevelopment Authority

Mr Tan Wearn Haw

Chief Executive Officer
Singapore Sailing Association

Goal: To explore how sport can help bring balance to our lives. Sport is an opportunity for renewal and rejuvenation — a chance to reconnect with the diverse communities in the fast-paced world in which we live.

Members:

Mr Krishnan Aravinthan

Principal
Bedok South Secondary School

Ms Goh Fang Min

Chief Financial Officer
Singapore Sports Council

Ms Kim Goh

Deputy Director, Physical Planning
National Parks Board

Mr Andrew Khng

President
Singapore Contractors Association Ltd

Ms Lee-Goh Siew Yem

Director, Human Resources
People's Association

Mr Olivier Lim

Head, Strategic Corporate Development
CapitaLand Limited

Mr Ian Mullane

Chief Executive Officer
Vanda Sports Group

Ms Lynette Pang

Executive Director
Singapore Tourism Board

Mr Ong Jin Chwen

Deputy Director, F1 & Sports
Singapore Tourism Board

Ms Grace Poon

Senior Manager
Physical Activity, Adult Health Division
Health Promotion Board

Mr Manu Sawhney

Managing Director
ESPN

Dr Robert Alan Sloan

Deputy Director
Physical Activity, Adult Health Division
Health Promotion Board

Mr Addy Suhairi

Director, Corporate Social Responsibility
Singapore Sports Council

Ms Thia Bi Yu

Program Coordinator
Climb Asia

Mr Mohammed Azhar Bin Yusof

International Technical Official (Rugby)
National Institute of Education

Secretariat:

Mr Lim Hong Khiang

Senior Director
Sports Industry Development Group
Singapore Sports Council

Ms Alethea Nah

Deputy Director
Branding, Advertising & Promotions
Singapore Sports Council

Ms Ruth Ng

Senior Executive, Performance Services
Singapore Sports Council

Seniors - Co-chaired by:

Dr Teo Ho Pin
Mayor
North West District

Mr Ang Hak Seng
Chief Executive Officer
Health Promotion Board

Goal: To explore how sport can contribute to active ageing. A sporting life can be enjoyed at any age. Retirees can still be engaged in sports as officials, coaches, sports administrators and volunteers. Not only does remaining active in sport help people stay fit and healthy, it is an excellent way to maintain a fulfilling social life.

Members:

Ms Charlotte Beck
Director, Elderly and Disability Division
MCYS

Dr Winston Hwang
Member, Management Committee
Singapore Sports School

Dr Janice Khoo Swee Suan
General Practitioner
The Rafflesian Clinic & Surgery

Mr Lee Eng Hong
Senior Assistant Director
Elderly and Disability Division
MCYS

Mr Phua Kok Tee
Chief Executive Officer
Singapore Action Group of Elders (SAGE)

Mr Ram Krishna Saha
Manager
Integrated Screening
Health Promotion Board

Mr Louis Tay
Chairman
Bukit Panjang CSC

Mr Dick Yip
Council for Third Age
Active Ageing Ambassador

Mr Willie Cheng
Chairman
Caritas Humanitarian Aid & Relief
Initiatives Singapore
Lien Centre for Social Innovation

Ms Sharon Kam
Senior Director, Strategic Marketing
Singapore Sports Council

Mr Francis Kwong
Director
Live Well Magazine and Ping Healthcare Pte Ltd

Mr Lim Soon Hock
CCMC Chairman
Bukit Timah Constituency

Mr Henry Quake
Chief Executive
Centre of Enabled Living

Mr Anthony Tan
Assistant Secretary, PA CSC Council
Chairman, Pasir Ris West CSC

Mr Simon Tan
Assistant Director, Participation Development
Singapore Sports Council

Secretariat:

Mr Lim Hong Khiang
Senior Director
Sports Industry Development Group
Singapore Sports Council

Ms Eline Chua
Senior Manager, Participation Development
Singapore Sports Council

Ms Laura Reid
Assistant Director, Strategic Communications
Singapore Sports Council

Spirit of Singapore - Co-chaired by:

Mr Laurence Lien
Chief Executive Officer
National Volunteer & Philanthropy Centre

Dr Teo-Koh Sock Miang
President
Special Olympics Singapore

Goal: To explore how sport can inspire the Spirit of Singapore. It's that irrepressible pride that sweeps over us when our anthem is played, when our team triumphs and even when one of our athletes goes down with courage. This pride of ownership is good for Singapore as a nation and will help sustain us in the decades to come.

Members:

Mr Alan Chen
Manager
National Volunteer & Philanthropy Centre

Ms Amy Chong
Assistant Director, Channel Management
Singapore Sports Council

Dr Ilya Farber
Senior Scientist
Institute of High Performance Computing
Agency for Science, Technology and Research

Mr Koh Seng Leong
Former national sailor

Ms Cindy Kong
Young parent

Ms Elsie Kwan
Vice President, Sales and Marketing
Explomo Consulting Pte Ltd

Mr Lau Kok Keng
Partner, Rajah & Tann
Intellectual Property, Sports & Gaming Law

Dr Bervyn Lee
Senior Director, Sports Pathways Division
Singapore Sports Council

BG Lim Hock Yu
Commander TRADOC
Army

Mrs Deborah Tan
Principal
Singapore Sports School

Mr Samuel Tan
Deputy Director, Programmes and Grants
National Youth Council

Mr Patrick Teo
Chairman, PA Constituency Sports Council, and
Assistant CEO, Crescendas Group

Mr David Voth
Senior Director, Sports Business
Singapore Sports Council

Secretariat:

Mr Melvin Yeo
Deputy Director, Sports Division
MCYS

Mr Lenard Pattiselanno
Deputy Director, Corporate Strategy
Singapore Sports Council

Mr Derrick Chee
Assistant Manager, Sports Division
MCYS

Future Ready - Co-chaired by:

Mr Yam Ah Mee
Chief Executive Director
People's Association

Mr Leslie Tan
Founder & Editor
Red Sports

Goal: To explore how sport can help Singaporeans prepare for future challenges. In sports, we learn when to lead and when to follow. Leadership, discipline, independence and teamwork are all vital to success in the modern world.

Members:

Ms Ang Lay Kwang
Director, Community Sports
People's Association

Mr Cedric Chew
Deputy Director, Business Planning
Singapore Sports Council

Mr Dejan Glusevic
Coach, U-18Football
Football Association of Singapore

Mr Remesh Kumar
Vice President
MediaCorp Studios

Mr Lai Jun Wei
Red Sports photographer

Ms Jane Peng
Associate
GIC

Mr James Wong Teck Foo
Executive Director
Phoon Huat

Mr Marvin Chan
Assistant Director
Co-Curricular Activities Branch
Ministry of Education

Mr Chia Tze Yee
Group Director
Engagement Programmes Cluster
People's Association

Dr Winston Hwang
Member, Management Committee
Singapore Sports School

Mr Francis Kwong
Director
Live Well Magazine and Ping Healthcare Pte Ltd

Ms Ng PeiRu
Group Communications Director
Voxsports

Mr Colin Tung
Red Sports Volunteer

Secretariat:

Ms Rakel Liew
Director, New Business Development
Singapore Sports Council

Ms Helen Lee
Assistant Director, NSA Sports Performance
Singapore Sports Council

Ms Rachel Isabel Yang
Senior Executive, Athlete Services
Singapore Sports Council

Ms Sheryl Lim
Senior Consultant
Singapore Sports Council

Mr Matthew Wylde
Senior Executive, Athlete Services
Singapore Sports Council

FutureScape - Co-chaired by:

Dr Cheong Koon Hean
Chief Executive Officer
Housing Development Board

Dr Aymeric Lim
Associate Professor, Chairman Medical Board,
National University Hospital

Goal: To explore the use of space for sport in the future. Life is about change — and you can see this in action as Singapore develops new places to play and enjoy sports. Through new technologies and innovative thinking, we are adapting our place-making strategies for sports to design and build a better life experience for Singaporeans.

Members:

Dr Choong Fook Loong
Deputy Director, Planning Section 1
Housing Development Board

Mr Kenneth Hui
Chief, Sports Facilities Group
Singapore Sports Council

Dr Anne Tan Kendrick
Radiologist
Radlink and Raffles Hospital

Ms Lee Hwee Wan
Assistant Director
Building and Estates Management
People's Association

Dr Irwin Seet
Director, Sports
Singapore Sports School

Mr Donald Tan
Deputy CEO, Business Strategies
SAFRA

Ms Yap Eai-Sy
Senior Manager, Land Lease (Public)
Singapore Land Authority

Mr Andrew David Fassam
Director, Urban Planning
Urban Redevelopment Authority

Ms Hwang Yu-Ning
Group Director, Physical Planning
Urban Redevelopment Authority

Mr Kenneth Koh
Freelance Travel and Adventure Writer

Mr Samuel See
Deputy Director
Infrastructure Planning & Research
Singapore Sports Council

Mr Frankie Thanapal Sinniah
President
Singapore Disability Sports Council

Mr Damian Tang
Assistant Director, Parks Development
National Parks Board

Zulkiflee Bin Mohd Zaki
Deputy Director, Physical Planning
Urban Redevelopment Authority

Secretariat:

Mr Melvin Yeo
Deputy Director, Sports Division
MCYS

Ms Anna Ang
Assistant Director, Events Portfolio Management
Singapore Sports Council

Mr Seetoh Cheng Kuok
Assistant Director
Infrastructure Planning & Research
Singapore Sports Council

Mr Lee Tze Hao
Manager, Sports Division
MCYS

Organising for Success - Co-chaired by:

Mr Richard Seow
Chairman
Singapore Sports Council

Mrs Jessie Phua
Council Member
Singapore National Olympic Council

Goal: To explore how the public, private and people sectors can work together more effectively to deliver the objectives of Vision 2030. Sport can be among the most effective strategies for nation-building. Working together, we can identify the structures and systems needed to develop the sports model best for Singapore over the next two decades.

Members:

Ms Glory Barnabas
Educator, CHIJ
Former national athlete

Mr Mark Collins
Managing Director
Global Spectrum Asia

Mr Robert Gambardella
Chief, Sports Development Group
Singapore Sports Council

Mr Bob Gattie
Non-Executive Director
Sports Recruitment International

Dr Michael Koh
Senior Director, Academic Services
Republic Polytechnic

Mr Canagasabai Kunalan
Senior Manager, Marketing Services
Singapore Sports Council
Former national athlete

Mr Lim Chock Sing
Chairman
Yuhua CSC

Mr Lim Teck Yin
Chief Executive Officer
Singapore Sports Council

Mr Seamus O'Brien
Chairman and CEO
World Sport Group

Mr Bikram Singh
Chief Executive Officer
Thakral One

Dr Tan Ming Jen
Associate Professor
School of Mechanical and Aerospace Engineering
Nanyang Technological University

Mr Tan Teck Hock
Academy Principal
The Physical Education and Sports Teacher Academy

Ms Thien Kwee Eng
Executive Director
Economic Development Board

Secretariat:

Mr Paul Wong
Deputy Director, Ombudsman
Singapore Sports Council

Mr Azrulnizam Shah
Assistant Sports Psychologist
Singapore Sports Institute
Singapore Sports Council

Mr Andy Behl
Project Executive
Singapore Sports Council

