

CITY OF MARKHAM, RECREATION SERVICES
**A VISION FOR
SPORT DEVELOPMENT**



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Introduction

Markham's Integrated Leisure Master Plan (2010) described the need to develop a "Sport Vision and Strategy" that would identify key goals, initiatives, roles and responsibilities related to sustainable athlete and skill development in Markham. Budget 2015 reinforced this notion by noting that a "Sport Strategy will be developed to nurture and grow our community sport network and raise the profile of Markham through sport tourism."



Policy Context



What is sport?

Sport is a "regulated form of physical activity organized as a contest between two or more participants for the purposes of determining a winner by fair and ethical means. Such contests may be in the form of a game, match, race or other form of event."¹ The deliverers of sport programming are local clubs, and provincial and national sport organizations.

Recreational sport on the other hand is a series of organized and or unorganized sport programs or activities, delivered primarily by local clubs, schools and municipal recreation departments and may involve some form of competition. However, the primary difference from sport is that the motivation behind participation in recreational sport is "fun, health, social interaction and relaxation".²

There has been government involvement in sport in Ontario since the first half of the last century, mainly because of the importance of sport to citizens, and its potential to impact the health and well-being of individuals and communities.

The Federal-Provincial/Territorial (F-P/T) governments have been working collaboratively since the early 1970s on sport programs and initiatives, and collectively developed a number of joint programs, such as the National Coaching Certification Program (NCCP) and the Canada Games (a multi-sport competition similar to the Pan Am Games, for youth athletes just below the national team level) to provide structure and support to the sport system.

Canadian sport system

The sport system in Canada consists of local clubs who are members of provincial/territorial sport organizations (PSOs) who in turn are members of national sport organizations (NSOs). NSOs generally set policy and rules for sport participation within their sport, and select, train and develop athletes for national and international competitions. PSOs tend to focus on participation development, coach and official training, support to local clubs and athlete development to the national level. There are also a number of multi-sport/service organizations (MSOs) that support the sport deliverers at each level (national and provincial/territorial), and manage the teams to bid for major games. Examples of national MSOs include the Coaching Association of Canada, Canadian Sport Institute Ontario, Canadian Association for Advancement of Women in Sport, and Commonwealth Games Canada.

A key contributor and supporter of the sport system is government. All sport in Canada is supported by governments at various levels, with recreational sport supported by municipal recreation departments, provincial governments supporting PSOs, provincial MSOs the Canadian Sport Institute Network (now known as the Canadian Olympic and Paralympic Sport Institutes or COPSI Network) and Sport Canada supporting NSOs, national MSOs and also the COPSI Network.

In 2002, all 14 F-P/T governments endorsed the first Canadian Sport Policy, that set out a 10-year vision for sport in Canada, including four policy goals. After implementation over an eight-year period, an evaluation was completed, a comprehensive consultation process was held across Canada and the governments concluded that the policy should be renewed. A short summary of the renewed Canadian Sport Policy follows.



Canadian Sport Policy

CSP — 2012

The entire sport policy landscape in Canada is framed by the Canadian Sport Policy, endorsed in 2012 by the federal and all 13 provincial/territorial governments. As mentioned, there had been extensive consultations, during which time, Canadians identified that sport could contribute to population health, community building, social development, nation building and civic engagement.

These points were included in the policy as broad societal outcomes to which sport can contribute:



Increased civic pride, engagement and cohesion: Canadians feel proud, united and connected to their communities through participation in and hosting of sport activities, events and major games. Examples of this include the pride that Markham citizens felt with Andre DeGrasse's successes at the Toronto 2015 Pan Am Games and the Rio 2016 Olympic Games; and the hosting of water polo, table tennis, badminton and para table tennis at the new Pan Am Centre in Markham during the Pan Am Games.



Improved health and wellness: Canadians participate in sport activities in a manner that strengthens their personal development, provides enjoyment and relaxation, reduces stress, improves physical and mental health, physical fitness and general well-being, and enables them to live more productive and rewarding lives. Examples of this may be found in the newly updated active program offerings in the Markham Life program guide that promote active and healthy lifestyles through Markham in Motion.



Enhanced education and skill development: Canadians gain physical literacy and sport skills that allow them to participate, compete and excel in sport, deriving personal pleasure and pride in their accomplishments, and skills that can be transferred to other fields of practice. If children can run, they can enjoy playing tag, soccer, basketball, lacrosse, ultimate frisbee, triathlon, and tennis. Other elements of physical literacy include agility, balance and coordination, as illustrated through the Markham in Motion program.



Increased economic development and prosperity: Canadians improve their standards of living and economic well-being through sport; communities benefit from healthier citizens and the reduction of health care costs; and the sport and tourism sectors benefit from legacies of hosting local, regional, national and international sport events. Sport tourism is the fastest growing tourism sector, generating \$5.2 billion in annual spending.



Sport excellence: Canadians excel in sport to the extent of their abilities, and excellence is embraced as an aspiration worthy of pursuit in all facets of delivery and practice.³ Again, Andre DeGrasse's accomplishments and Canada's medal count at the 2016 Rio Olympic and Paralympic Games are evidence of this



The Canadian Sport Policy describes four contexts of sport participation, each of which forms a policy goal: Introduction to Sport, Recreational Sport, Competitive Sport, and High Performance Sport. A fifth goal is Sport for Development, and all contexts/goals are interconnected and interdependent as opposed to polarized or sequential.

In **Introduction to Sport**, Canadians learn the basic elements of sport through instructional programs that are delivered by municipal recreation departments, schools and local clubs. The emphasis is on developing a positive attitude toward sport, having fun and providing a wide range of opportunities to be physically active.

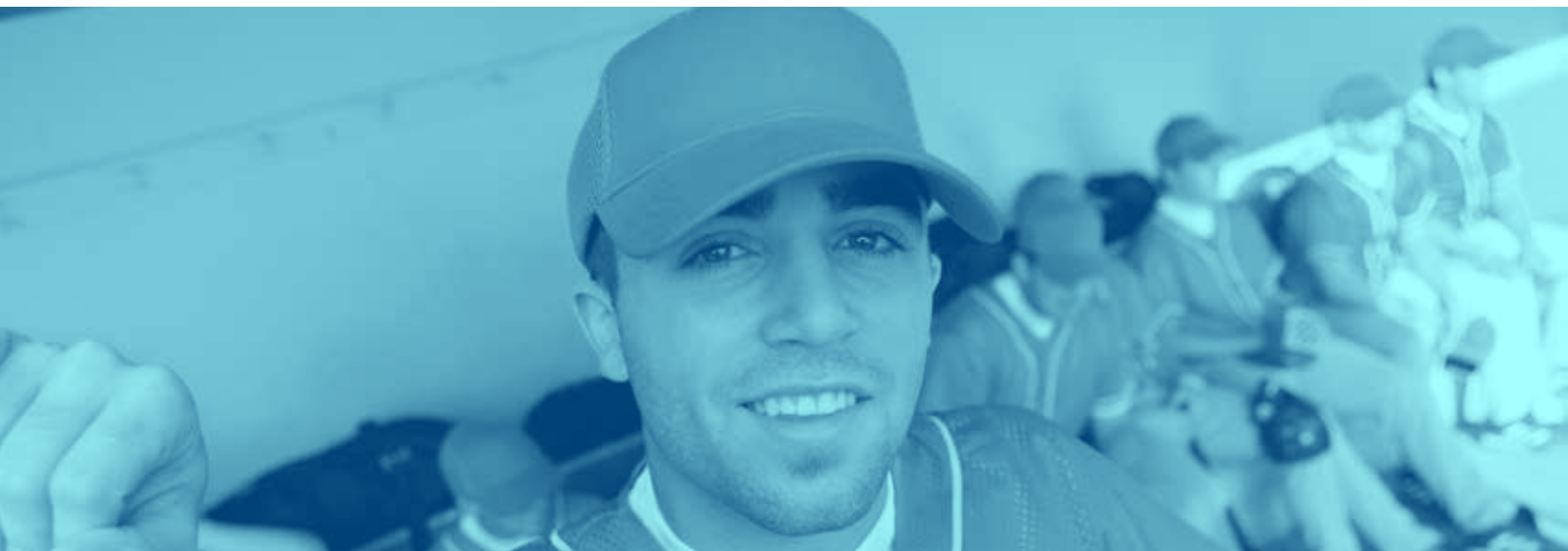
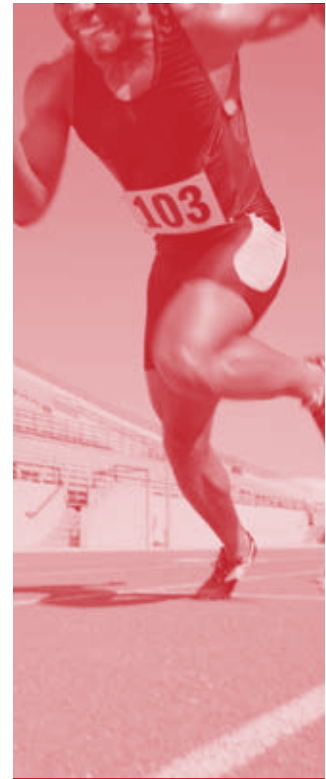
Recreational Sport, also delivered by recreation departments, schools and local clubs, is practiced mostly by participants who understand the fundamentals of sport and may involve some form of competition. Generally, however, the motivation for participation remains fun, relaxation, enjoyment and social interaction.

Competitive sport, in contrast, emphasizes competitive objectives, and there are clear rules and codes of conduct. The objective of excelling to the extent of their abilities, in a safe and ethical manner is key in this context. Deliverers of competitive sport programming tend to be community sport clubs, regional sport organizations (in some sports) and provincial sport organizations. Greater emphasis is put on coaching and refinement of tactics and strategies, fairness through officiating, facilities and appropriate equipment, and organizational capacity and governance.

High Performance Sport involves the highest levels of national and international competition and involves athletes who, generally speaking, are training full-time as an "occupation". Highly specialized facilities, such as the Markham Pan Am Centre, high performance coaching and athlete services such as those offered by the CSIO through sport science and sport medicine, are needed to support delivery of high performance sport. Deliverers of high performance sport include national and provincial sport organizations and in some sports, local sport organizations, and Canadian Sport Institutes.

The **Sport for Development** goal of the Canadian Sport Policy is focused more on socio-economic outcomes than the technical and sport development of the participant. It recognizes that sport programs deliberately designed to do so, can contribute to integration of newcomers into Canada, can build inter-cultural awareness, respect and understanding, and provide youth at risk with positive opportunities for development. For successful sport development to take place, partnerships must be developed and networking among community groups, social service providers, facility operators, municipal government, sport clubs and organizations, must be encouraged.

Partnerships and linkages with other sectors is a key feature of the Canadian Sport Policy, recognizing that achievement of the sport policy objectives can assist other sectors such as education, recreation, health, tourism, citizenship and immigration, justice and indigenous affairs to achieve their own objectives.



Ontario Sport Plan Game On! — 2016

Building on the Canadian Sport Policy, each provincial/territorial government has developed its own action plan or policy to achieve the goals of the Canadian Sport Policy. Ontario announced the Ontario Sport Plan in 2016, to guide the province's goals in sport. The Plan highlights the importance of organized sport, the economic benefits that can result through hosting sport events, and the health impact of participation in sport and physical activity.

The Ontario Ministry of Tourism, Culture and Sport (MTCS) provides financial support and policy guidance to the Ontario sport sector, and aligns with other provincial/territorial governments and with Sport Canada on national initiatives such as Canada Games and the National Coaching Certification Program. In this context, MTCS provides financial support through base funding, special project funding and the Ontario Community Sport and Recreation Fund to provincial sport organizations such as the Ontario Badminton Association and Ontario Table Tennis. MTCS also funds multi-sport/service organizations (MSOs) such as the Ontario Wheelchair Sports Association and the Coaches Association of Ontario. Essentially, the PSOs, MSOs, 81 recognized in total, assist the Ministry to achieve its goals through program delivery aimed at participation, development and excellence.

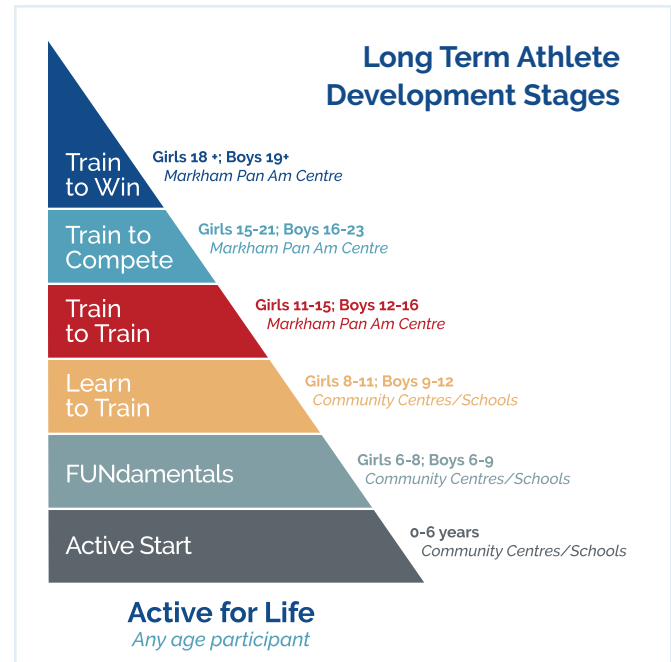
With the publication of this Plan, the Ontario government has renewed its leadership role in the Ontario sport sector, by making clear what are its objectives, and in what initiatives it plans to invest. The Plan acknowledges the importance of Canadian Sport for Life, a model of long-term athlete development, that has been adopted by every national sport organization, and most provincial sport organizations.

The Ontario Sport Plan also commits to build on the legacy of the Pan and ParaPan Am Games, not only the infrastructure, but the human resources developed in that context through involving up to 20,000 volunteers across southern Ontario in the delivery of the two-week event. The Plan describes the government's intention to seek out sport hosting opportunities that can use the new infrastructure, provide more competitive opportunities for Ontario athletes and emphasize Ontario as a hosting destination for national and international sport events.

A Minister's Advisory Panel is another feature of the Ontario Sport Plan, where sport sector leaders have been convened to advise the Minister on implementation of various priorities within the Plan.

The Plan established three priority areas: participation, development and excellence.

Participation: In this priority area, the Ministry's goals are to promote sport participation, strengthen the community sport and recreation sector, provide inclusive opportunities for diverse populations and enhance safety. To accomplish these goals, the Ministry proposes to update the PSO/MSO sport recognition policy; improve access for women and girls, vulnerable children and youth, Indigenous peoples, para-sport; through partnerships



with education, health and long-term care, develop concussion awareness, prevention and treatment initiatives; and clarify the legal status of combative sports.

Development: In this priority area, the Ministry's goals are to ensure that athletes receive the right supports as their skills are developing and that the organizations that support them have the capacity to deliver the programs and services that they need in development. To accomplish these goals, the Ministry proposes to reduce administrative burden of funding program applications by amalgamating all funding programs into one, return the Ontario Games program to direct delivery by the Ministry and renew the program to strengthen the base of community sport volunteers, contribute to tourism, economic activity and a sense of community pride in the hosting communities, enhance the delivery of the sport awards, maximize the legacy of the Pan Am Games by ensuring that PSOs/MSOs have access to equipment and knowledge gained, and continue to support the PSOs in the development of coaches, volunteers and officials.

Excellence: In this third Sport Plan priority, the Ministry's goals are to assist athletes to pursue high performance sport by delivering training and development opportunities, facilities and access to sport science and sport medicine services, led by quality coaches. To accomplish these goals, the Ministry plans to modernize the athlete assistance program (Quest for Gold), provide sustainable funding for the Canadian Sport Institute Ontario which delivers sport science and sport medicine services, undertake a public education and awareness campaign about amateur sport and Ontario's athletes' successes, seek out hosting opportunities building on the Pan Am infrastructure, build a sport tourism plan (the beginnings of which are the hosting of the 2017 North American Indigenous Games, the 2017 IIHF World Junior Hockey, and the upcoming 2021 Canada Summer Games), and work with private sector to encourage commercial investments in Ontario sport programs and sector needs.

Ontario Sport Recognition Policy 2016

As set out in the Sport Plan, Ontario released in 2016, guidelines for sport recognition. The rationale for this was that Ontarians expect their government will ensure that sport activities offered by provincial and community organizations, operate in a safe and effective manner, follow national standards and provide high quality programming.

The Ontario Sport Recognition Policy sets out requirements that all PSO/MSOs must meet to be recognized by the province of Ontario. Ministry recognition provides assurance that the community organizations (clubs, leagues):

- **Operate in a safe and effective manner**
- **Follow national standards when developing and offering a sport**
- **Offer high quality programs to their members**
- **Have certified coaches and officials**
- **Have established risk management policies** (*discipline, harassment, anti-doping, screening for volunteers etc.*), and
- **Work to promote participation for under-represented populations in Ontario**

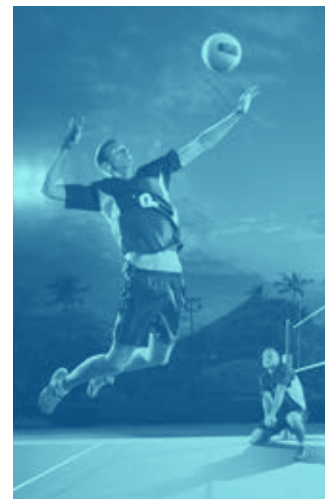
Once granted, recognition status is ongoing, if the recognized PSO/MSO continues to fulfill all the criteria and obligations of the policy. Recognition status is a prerequisite to apply for funding under applicable Ministry funding programs. Recognition can be suspended or revoked, affecting funding to the PSO/MSO.

The Recognition Criteria include that the PSO/MSO meets the definition of a sport including the endorsement of their NSO; has implemented good governance policies with respect to administration; has policies that address codes of conduct, disciplines, dispute resolution (appeals), harassment, concussion management and return to play, etc.; has technical and safety standards that are aligned with their NSO; and most importantly for community sport organizations, that the PSOs' programming and that of their community member clubs reflects the Canadian Sport for Life long-term athlete development model, that coaches and officials are certified and that programs for para-athletes are provided in Paralympic sports.

Additionally, for combative sports that include martial arts and wrestling, the Ministry has specific requirements on sanctioning of events, the presence of medical personnel at all amateur sport

contests, protocols for contacting emergency medical response, age appropriate activity, safe weight management policy, and identifying at all sanctioned contests that the event is sanctioned by an organization recognized by the Government of Ontario.

For combative sport contests with strikes to the head, sports must also meet the following criteria: athletes less than 18 years of age must wear protective headgear, all athletes must produce a passport documenting contact details, medical data, historical contest results and suspensions, must undergo an annual medical examination, be available for a pre- and post-contest medical exam, and a physician must be present at each contest.



A Vision for Sport Development

As described, the purpose of the current document was to provide a background on the sport development activities undertaken in Markham since the ILMP was approved by Markham Council in April 2010, and to set out a path to meet the originally identified need of a Markham Sport Strategy.

The proposed framework for a Sport Strategy includes five themes: Athlete Development, including Physical Literacy, Coach Development, Officials Development, Sport System Sustainability, and a Sport Tourism Strategy. Each are described below.



Athlete Development

Community sport organizations are the breeding grounds for high performance athletes. Every athlete learns their sport at some point, and consistent with the long-term athlete development model, moves through physical literacy to the learning to train, train to train, train to compete and train to win. The last three stages are an elite training pathway for those athletes specializing in one sport and planning to compete at the highest levels. Once an individual has become physically literate, and if not interested in the time commitment of high performance training, they can stay Active for Life through lifelong participation in competitive or recreation sport or physical activity.

Previously the Recreation Services Department, Sport Development Unit, has been involved with athlete development in supporting the establishment of a lifesaving club, assisting with the management of a pickleball⁴ league, staging a pickleball tournament and delivering workshops on such topics as concussions and physical literacy (through Markham in Motion).

To assist sport organizations further with athlete development, the Sport Development Unit will reach out to community sport organizations on all things related to athlete development. The Unit will deliver additional workshops for sport organizations that would assist athlete development including on such topics as concussion, nutrition, sport psychology, and other sport science and sport medicine services. Given the turnover among and availability of volunteers at the community sport level, it is often appropriate to deliver the same workshop, such as concussion, several times. Many of these services could be delivered through a partnership with the CSIO.

The Sport Development Unit will also arrange for the delivery of workshops on long-term athlete development and physical

literacy, both explaining these concepts to athletes and to community sport volunteers and assisting them with practical steps in implementation.

Following a consultation with community sport organizations about their needs, the Sport Development Unit will fashion a series of programs and services designed to meet the identified needs on athlete development.



Physical literacy

Individuals who are physically literate move with confidence and competence in a wide variety of physical activity that benefit healthy development. A solid foundation in physical literacy provides each person with the fundamental movement skills and confidence to be active for life. Physical activity and sport participation has many benefits including longer life, better physical and mental health, promotion of pro-social behaviours that lead to social cohesion, increased labour force productivity, higher student achievement and support for economic growth of cities. Physical literacy is both the cornerstone of excellence in sport and life-long participation in sport and physical activity.

The City of Markham has recognized the importance of physical literacy by initiating the Markham in Motion (MiM) program, that may be found throughout the Markham Life program guide. As described in the program guide, if you can swim, you can participate in swimming, diving, surfing, water polo, and snorkeling. Other fundamental movement skills include throwing, hitting, kicking, swimming, catching, climbing, jumping, etc. The development of these skills is now built into a suite of programs offered by the Recreation Services Department, and noted in the program guide by a specialized symbol.

To date, the Sport Development Unit has delivered a number of workshops to community sport organizations' volunteers, coaches and Board members on physical literacy and Markham in Motion.

As noted, the Sport Development Unit will assist community sport organizations in promoting the development of physical literacy in their sport programs by continuing to offer training programs on physical literacy to Board members, program leaders and coaches.



Coach Development

Coaches are critical to sport development. Athlete development cannot take place without coaches. Recruitment, training, development and retention of coaches at all levels is a challenge for sport organizations. In particular, it is difficult for community sport organizations, as, in many sports, coaches are volunteers, or are compensated only by an honorarium or having their expenses off-set. Some individual sports (swimming, gymnastics, skating, and a few others) have a tradition of professional coaches who are paid and coaching may be their occupation, but the vast majority of the other 81 sports recognized by the Ministry in Ontario are delivered at the community level by volunteers.

In partnership with the Coaches Association of Ontario (CAO), the Sport Development Unit conducted a multi-sport workshop during the 2016 Coaches Week (a CAO initiative), including coach workshops for swimming, lifesaving and badminton.

Following a consultation with community sport organizations as to their needs with respect to coaching, the Sport Development Unit will develop a coaching strategy aimed at ensuring that all community sport coaches are fully NCCP certified (compliant with the Ministry Sport Recognition Policy), promote the rewards of community sport coaching to assist with recruitment such as, for example, an advertisement in Markham Life promoting coaching, offer workshops on physical literacy and long-term athlete development and develop other initiatives in response to community needs.

Continuing the partnership with the Coaches Association of Ontario could result in multi-sport NCCP program delivery, bursaries for coaches to off-set the cost of program enrolments, Markham hosting the annual Ontario Coaches Conference and offering a registration fee off-set to Markham-based coaches or other initiatives as may be identified by the community.



Officials Development

Officials are an important part of sport development. Generally, officials' training is sport specific, as they learn the rules peculiar to their sport. However, recruitment and retention is a challenge faced by many sports, in particular, team sports. While team sport officiating (e.g., basketball, soccer, baseball, hockey) is a means for young people to earn some pocket money to off-set some of their expenses, often, abuse that is directed to officials by spectators and sometimes players is one of the reasons why retention is a challenge. Other sports may have difficulty recruiting and retaining officials due to long hours, poor communication or little direction from over-whelmed volunteer leadership.

In October 2016, the Sport Development Unit partnered with the local swimming club and Swim Ontario to conduct a workshop for swimming officials.

The Sport Development Unit will consult with Markham sport organizations to determine if officials' recruitment and retention

is an issue facing their sports. Depending on the outcome, the Sport Development Unit could assist in promoting the benefits of officiating, and could also offer multi-sport training workshops for officials in conflict management, problem-solving, decision-making, stress management, teamwork and communications, that cut across all sports. The Sport Development Unit could also work with provincial sport organizations to organize officials' certification clinics in each of their sports, by hosting the clinics in the meeting rooms at the Pan Am Centre.



Sport System Sustainability

Organizational governance refers to how an organization is operated, including all the various mechanisms, structures, and controls that are put in place. Organizational boards form a governance team, wherein they lead and direct an organization. There is more emphasis being placed these days on the effective operation of non-profit organizations, including sport organizations.

Many sport organizations' boards of directors operate at the administrative or operational level. That is, they rely almost exclusively on volunteers for the governance, management and implementation of day-to-day operations. A board of directors tends to be made up of volunteers who take on operational roles, such as membership registrar, treasurer, competitions chair, etc. This causes the line between governance and operations to often be blurred.

The Ontario Not-for-Profit Corporations Act (2011), while not yet enacted, follows the Canadian Non-Profit Corporations Act (2009) and societies acts in many other provinces, in describing the responsibilities that directors of not-for-profits have to their members. The majority of community sport organizations are not-for-profits, and have an obligation to their members to exercise principles of good governance such as planning and direction setting, financial oversight, human resources management, monitoring of results, and defining clear roles and responsibilities. Sport organizations that display good governance in the boardroom have been shown to do better on the field of play, because everyone in the organization, from directors down to players, understands the same vision, mission and values, and their role in achieving the strategic goals set by the Board. Additionally, organizations that have clearly expressed directions, are attractive both to volunteers and players.

The Sport Development Unit can assist community sport organizations in developing good governance practices by delivering workshops on strategic planning, assisting organizations to develop job descriptions for the different players in the organization, development of financial and human resources management approaches and other good governance practices. The Sport Development Unit could assist the combative sports organizations in Markham to achieve compliance with Ministry expectations under the Sport Recognition Policy.



Sport Tourism Strategy

Sport tourism is a grassroots economic development initiative involving municipalities, sport and tourism partners. It involves any activity in which people are attracted to a particular location for a sporting event (either as a participant or a spectator etc.) Sport tourism is the fastest growing segment of the tourism industry, worldwide, and in Canada, of the \$62 billion a year tourism industry, sport tourism contributes an estimated \$5.2 billion a year.

Hosting sport events can, as has been shown by the Toronto 2015 Pan Am Games and other events, leave significant legacies for communities. **Economic impacts** can include tourism benefits such as increased room nights, visitor expenditures in restaurants, shops and local entertainment, tax revenue generated, job creation, and showcasing community attractions or regional events. **Sport impacts** can include enhanced sport capacity through leadership development, the development of coaches and officials (sport development), and support to local sport organizations through equipment donation after the event, and other benefits.

Socio-cultural impacts can include an increase in civic pride including downtown renewal and enhancement of the municipal profile, the development of the volunteer sector in the community and enhanced public infrastructure, both municipal (such as roads, transit, parks) as well as sport and recreation facilities. As well, the development of new partnerships among the sport, businesses, tourism sector and communities, can raise the profile of and benefit the delivery of sport in the community.

There are significant funds available from senior levels of government to support hosting international sport events. The Federal Hosting Policy annually allots \$16 million in matching funds in support of sport events. On average, Sport Canada through the Hosting Policy, annually provides support to: over 60 “small” single sport events, that is sport events with a budget of \$250,000 or less; three to four large single sport events annually with budgets of more than \$250,000; and two major multi-sport

events every 10 years (example: the 2015 Pan/ParaPan Am Games and the 2010 Olympic and Paralympic Winter Games). The federal government also has a \$3.4 billion program to support the building of social infrastructure that includes, over four years, cultural and recreational infrastructure, along with affordable housing, early learning and child care and community health centres on reserve.

The Ontario Ministry of Tourism, Culture and Sport through its Sport Hosting Program, supports hosting international and national amateur sport events. Funding in the amount of up to \$20,000 for national events and up to \$1,000,000 for international events is available through this program. The Ministry also supports communities to host the five different Ontario Games: Ontario Summer and Winter Games (for youth), Ontario Summer and Winter 55+ Games (for older adults), and the Ontario ParaSport Games. The largest of these, the Ontario Youth Summer Games, involves hosting 3,900 athletes, coaches and managers and has been shown to have an economic impact of \$5.5 million on the community in which it is hosted.

The Sport Development Unit will take the lead on the development of a Sport Tourism Strategy. Essential participants in the development of a Sport Tourism Strategy would include Tourism Markham, the Economic Development Department, Recreation Services Department, sport organizations or a representative group, for-profit sport clubs, education system partners (high schools and post-secondary campuses), the Board of Trade, and other corporations. The key steps to development of a Sport Tourism Strategy involve (1) gathering background information such as a facility inventory, and capacity assessment of community sport organizations, (2) consultation (with the above-mentioned groups) to develop a common vision aligned with the City's vision and strategic goals, and (3) moving the sport tourism vision and plan forward by identifying potential sport tourism opportunities, developing a calendar of potential sport events, identifying resources needed to host the event, and developing an action plan to obtain the rights to host those events.

The Markham Pan Am Centre is a logical site for hosting, but events should not be limited to that site and all facilities in the community should be considered.



Resources

1. Government of Ontario (2016) Ontario Sport Recognition Policy.
2. Canadian Sport Policy (2012) http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en_lr.pdf Accessed October 2016
3. Canadian Sport Policy (2012) http://sirc.ca/sites/default/files/content/docs/pdf/csp2012_en_lr.pdf Accessed October 2016
4. Pickleball is a combination of badminton, tennis and table tennis and is played by older adults.

A full-page background image of a volleyball player in a grey jersey with the number 3, jumping in the air with arms outstretched to hit a volleyball. The image is tinted with a blue color. The volleyball is visible in the upper left quadrant.

A Vision for Sport Development Road Map

2017 – 2022

Why Sport Development?

Our vision is to increase civic pride, engagement and cohesion, improve community health and wellness, enhance education and skill development, increase economic development and contribute to sport excellence.

Athlete Development

OUTCOMES:

Support local athletes to move through the long term athlete development pathway by offering workshops for sport organizations on such topics as concussion, other sport science and sport medicine services.

Celebrate and engage local Markham athletes in sport related events and activities to provide a platform to share their experiences with the community.

Explore partnership with the Canadian Sport Institute of Ontario (CSIO) to deliver appropriate workshops.

Annually deliver workshops on long term athlete development sport organizations containing practical implementation steps.

Through SportsLink consult with sport organizations to identify their needs on athlete development.

RECOMMENDED ACTIONS:

- Continue to offer the Lifesaving Club of Markham.
- Host the annual Pickleball Tournament.
- Participation on the Ontario Concussion Prevention Network (OCPN),
- Workshops – concussion, nutrition, sport psychology, sport science, sport medicine.
- Showcase our local athletes and team at our Annual Sports Day Event.



Physical Literacy

OUTCOMES:

Continue to promote, educate and integrate Markham in Motion, physical literacy program, throughout all recreation and sport programs within the City of Markham.

RECOMMENDED ACTIONS:

- Continue to offer physical literacy workshops to staff, sport and recreation groups, volunteers, parents, coaches.
- Continue meeting with Markham in Motion Working Group members to further promote the physical literacy agenda and to ensure knowledge transfer.
- Ensure programs in Markham Life magazine to include physical literacy descriptions.
- Attend annual National Physical Literacy summit.
- Develop a multi-sport/leadership girls only program



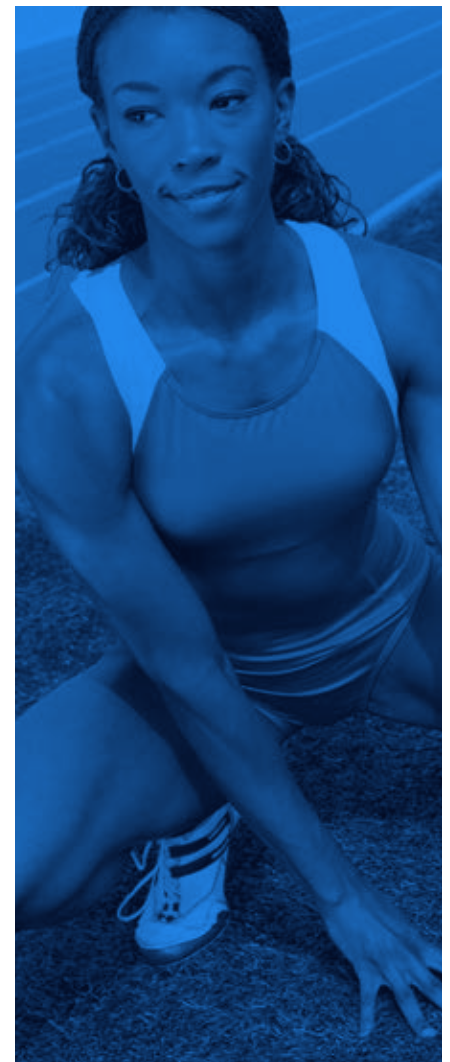
Coach Development

OUTCOMES:

Play key roles in local coach development by partnering with the Coaches Association of Ontario (CAO) to deliver various NCCP coach workshops to local community partners. Increase the number of certified coaches in Markham.

RECOMMENDED ACTIONS:

- Recognize and celebrate annual Coaches Week.
- Develop coaching strategy and work with sport organization to identify their needs with respect to coaching.
- Working the NSO and PSO's provide opportunity for coach development.



Officials Development

OUTCOMES:

Promote the benefits of officiating and work with sport organizations to offer officials certification courses in their respective sports.

RECOMMENDED ACTIONS:

- Offer swimming officials workshops in partnership with local swim clubs
- Offer other certified officials workshops as identified through local sport groups

Sport System Sustainability

OUTCOMES:

To increase awareness of sport and offer networking opportunities for local sport leaders to come together to develop one voice for sport in Markham.

RECOMMENDED ACTIONS:

- Develop and offer quarterly SportsLink (networking) events.
- Develop and distribute quarterly Newsletter to the local sport community.
- Offer workshops to volunteer sport groups on governance, management and day-to-day operations, strategic planning, risk management, financial management of their sport organization.
- Assist combative sports organizations in Markham achieve compliance with Ministry expectations
- Continue to develop and manage NSO/PSO relationships
- Sport Development Unit to offer support to Markham Sports Hall of Fame initiatives

Sport Tourism

OUTCOMES:

Build on City of Markham's event hosting reputation and host 1, International, and 15 – 20 National and Provincial level events per year.

RECOMMENDED ACTIONS:

- Maintain a Calendar of Events
- Continue to implement strategic events hosting strategy for Pan Am Centre and other City assets
- Identify events to host and accompanying resources required.
- Maintain and promote facility inventory with all stakeholders.
- Determine hosting capacity with community sport organizations. Expand sport tourism partners.
- Develop Pan Am Centre website and logo.
- Conduct Economic Impact Studies using STEAM Model on selected events.
- Develop Sport Park for tournament hosting opportunities.
- Continue to be an annual member with Canadian Sport Tourism Alliance (CSTA).
- Review and leverage Celebrate Markham Sport Event grant funding to align with Federal and Provincial Sport Hosting Grants aimed at attracting World level sport events.
- Contribute to Destination Markham initiative through an internal partnership with Economic Development department.
- Develop a comprehensive plan to attract potential sponsorship program for the Pan Am Centre to be administered by the Sport Development Staff.

Next Steps

1) CONSULTATION

Focus groups to be held in September to review plan:

- Community Sport Groups
- External Sport Partners

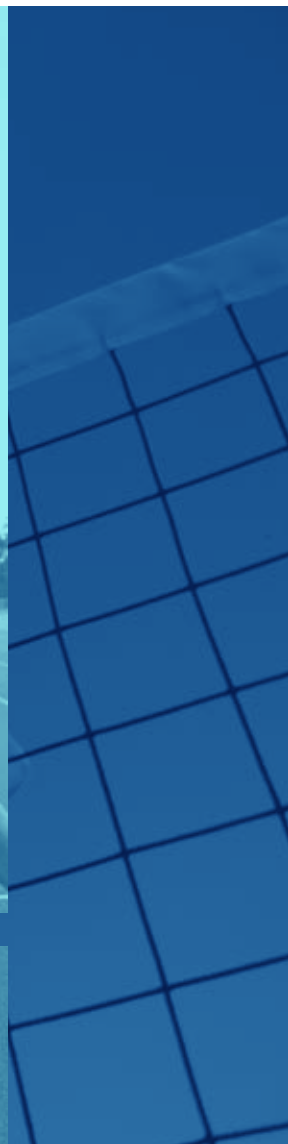
2) FINALIZE PLAN – OCTOBER 2017

3) PRESENTATION TO COUNCIL NOVEMBER/DECEMBER 2017

4) DEVELOP IMPLEMENTATION PLANS WITH RECOMMENDED ACTION WHICH WILL INCLUDE:

- Implementation timeline
- Resource/funding Requirements
- Stakeholder Involvement
- Performance Measurement Framework





**Sport Development Unit,
Recreation Services**

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