



Report to: General Committee

Meeting Date: Monday, December 4, 2017

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**SUBJECT:** City of Markham, A Vision for Sport Development  
**PREPARED BY:** Janis Cookson, Manager, Sport Development

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**RECOMMENDATION:**

- 1) That the report entitled “City of Markham, A Vision for Sport Development” be received; and
- 2) That Council approve the City of Markham A Vision for Sport Development (Attachment 1);
- 3) And that Staff be authorized and directed to do all things necessary to give effect to this resolution.

**PURPOSE:**

This report seeks Council approval of City of Markham, A Vision for Sport Development (Attachment 1). The purpose is to provide a roadmap on how the City of Markham will support and grow sport opportunities for all ages and abilities in Markham.

**BACKGROUND:**

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. Capital Budget was approved in 2015 to support the development of a “Sport Strategy which will be developed to nurture and grow our community sport network and raise the profile of Markham through sport tourism”.

**OPTIONS/ DISCUSSION:**

The purpose of the Vision for Sport Development document is to provide a background on sport and the sport development activities initiated in Markham since the Integrated Leisure Master Plan was approved by Markham Council in April 2010 and to set out a path to meet the identified need of a Markham Sport Strategy.

**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.” The deliverers of sport programming are local clubs and provincial and national sport organizations.

Recreation sport 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 between Recreation Sport and Sport is that the motivation behind participation in recreation sport is “fun,

health, social interaction and relaxation.” whereas sport is for the purpose of determining a winner.

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 systems 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 and national MSOs and also the COPSI Network.

### **Canadian Sport Policy**

The entire sport policy landscape in Canada is framed by the Canadian Sport Policy, endorsed in 2012 by the federal and all 13 provinces/territorial governments. 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
- Improved health and wellness
- Enhanced education and skill development
- Increased economic development and prosperity

- Sport excellence

### **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.

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 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.

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 for long-term athlete development that has been adopted by every national sport organization, and most provincial sport organizations. The plan established three priority areas: participation, development and excellence.

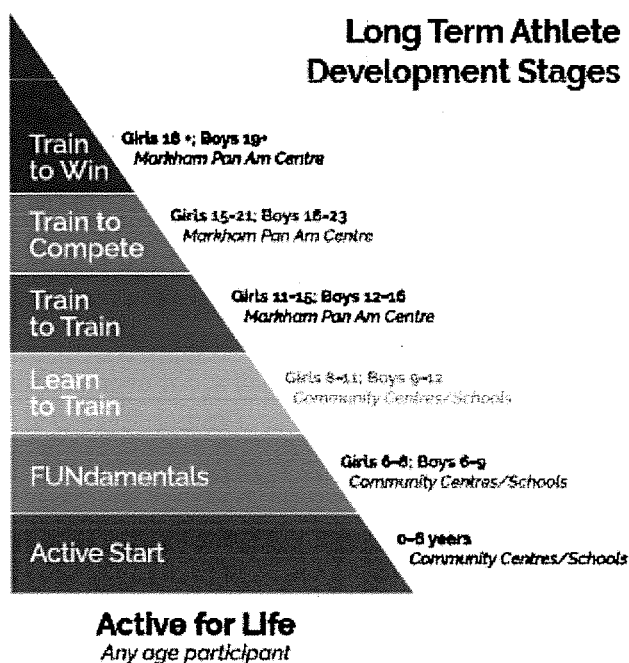
### **A Vision for Sport Development in Markham**

The proposed framework for a sport strategy includes six themes: Athletic Development, Physical Literacy, Coach Development, Officials Development, Sport System Sustainability and a Sport Tourism Strategy. Each described below.

#### **1. 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 training, 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.



## 2. 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.

## 3. 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 of Ontario are delivered at the community level by volunteers.

#### 4. 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. While team sport officiating (e.g. Basketball, soccer, baseball, hockey) is a means for young people to earn some pocket money to offset 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.

#### 5. 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.

#### 6. 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 as a spectator etc.) Sport tourism is the fastest growing segment of the tourism industry, worldwide and in Canada, of the \$62 billion a year earned in tourism industry, sport tourism contributes an estimated \$5.2 billion a year.

#### Group Consultation

A total of three Focus Group sessions were conducted in September 2017 designed to obtain community feedback on "A Vision for Sport Development" draft document. The Focus Group sessions were made up of sport stakeholders such as local Markham sport groups, local education system, local sport coaches and representatives from local hotel and tourism sectors.

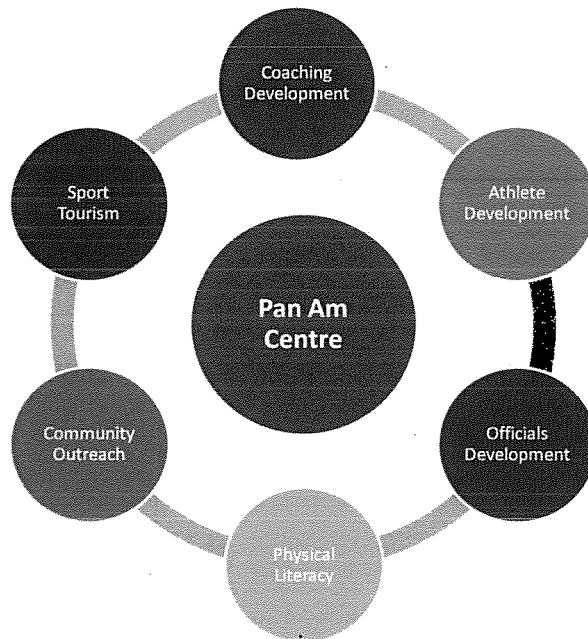
The Focus Group Feedback/Recommendations stemming from these sessions were as follows:

- "we are headed in the right direction"
- "session was very informative"
- "I understand better what Sport Development is and how the Sport Development Unit can support the local clubs"
- Appreciative of Council's decision to build a sports Centre that attracts International, National, Provincial level events; "we didn't have this before"
- Support keeping Markham's youth active
- More emphasis on marketing/social media required to increase City of Markham's profile through events being hosted at Pan Am Centre and across the City

**Sport Development Road Map**

The Sport Development Road Map 2017-2022 outlines for the next 5 years the outcomes and actions that will be implemented to advance Sport Development in the City of Markham. The Sport Development staff based out of the Pan Am Centre will be responsible for the implementation of this strategy, which will include working with local sport organizations, PSO and NSO throughout the five-year period.

The Sport Strategy as noted includes six components: Athlete Development, Coach Development, Officials Development, Physical Literacy, Sport System Sustainability and Sport Tourism.



Each of the six components includes an outcome statement and recommended actions that support sport development over the next 5 years.

**Sport Strategy Vision**

**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 in the City of Markham.**

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## **Sport Development Road Map 2017 – 2022**

### **1. Athlete Development - Outcomes**

- Support local athletes to move through the long term athlete development pathway by offering workshops
- Explore partnership with the Canadian Sport Institute of Ontario (CSIO) to deliver workshops
- Through SportsLink consult with local sport organizations to identify their needs on athlete development

#### **Recommended Actions:**

- Continue to offer the Lifesaving Club of Markham (LCM)
- Host annual Pickleball Tournament
- Participate on the Ontario Concussion Prevention Network (OCPN)
- Workshops – concussion, nutrition, sport psychology, sport science, sport medicine, long term athlete development
- Showcase local athletes and teams at our Annual Markham Sports Day

### **2. Coach Development – Outcomes**

- Play Key role 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
- Work with local clubs to identify their needs with respect to coaching
- Work with PSOs and NSOs to provide opportunities for coach development

### **3. 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

### **4. Physical Literacy - Outcomes**

- Continue to promote, educate and integrate Markham in Motion, physical literacy, 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
- Ensure programs in Markham Life magazine include physical literacy descriptions
- Attend annual National Physical Literacy summit

- Develop a multi-sport/leadership girls only program

#### **5. 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, and financial management of their organization
- Assist combative sports organizations in Markham achieve compliance with Ministry expectations
- Continue to develop and manage National Sport Organization/Provincial Sport Organization relationships
- Sport Development Unit to support Markham Sports Hall of Fame initiatives

#### **6. Sport Tourism - Outcomes**

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

#### **Recommended Actions:**

- Maintain online 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 organization
- 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 Hosting Grants aimed at attracting World level sport events
- Contribute to Destination Markham initiative

### **FINANCIAL CONSIDERATIONS**

There is no direct financial impact with the approval of the Vision for Sport Development document at this time. Any infrastructure that require additional funding will be undertaken through the City's regular budget process.

### **HUMAN RESOURCES CONSIDERATIONS**

Not applicable.

### **ALIGNMENT WITH STRATEGIC PRIORITIES:**

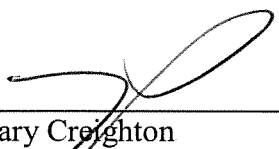
The development of A Vision for Sport Development is a recommendation from the Integrated Leisure Master Plan.



**BUSINESS UNITS CONSULTED AND AFFECTED:**

Economic Development

**RECOMMENDED BY:**

  
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Mary Creighton  
Director, Recreation Services  
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Brenda Librecz  
Commissioner Community &  
Fire Services

**ATTACHMENTS:**

Attachment 1: A Vision for Sport Development