

Accessibility and Affordability

GOAL- to ensure community facilities, services and procedures enhance accessibility for all

OBJECTIVE 1.1: Strengthen Division's approach around access and affordability that increase healthy active living for all ages in all facilities

ACTIONS

- a) Review rates and fees policies on an annual basis to ensure that they continue to respond to community needs with particular inclusion of the CS4L framework that promotes access for all regardless of age, culture, gender, and abilities.
- b) Review the Facility Allocation Policy as needed to align with the best use of public spaces and that encourage participation by all (not just sports organizations). This should be done in consultation with all facility user groups **(see related Action 5.7 (a))**.
- c) Develop clear operational procedures to guide the allocation of public spaces that encourage and support program access for all.
- d) Create opportunities for increasing a sense of belonging among youth by hiring a youth coordinator on an initial part-time contract who can focus entirely on youth initiatives and engagement.
- e) Introduce intergenerational programming which would involve special events, physical and creative activities that grandparent and grandchild can participate in together.
- f) Build on the CS4L model and support the involvement of everyone by auditing existing equipment and facilities; and ensure fair and equal access of all facilities.
- g) Continue to assist and celebrate cultural events for a growing diverse population and align sport events with cultural celebration, i.e. look for opportunities to showcase local musicians, dancers, indigenous heritage, and crafts **(see related Action 4.4(c))**
- h) Engage partners under the CS4L framework to strengthen opportunities for community capacity building and conduct a roundtable discussion on facility access and how best to align needs with facility optimization **(see related Actions 2.1(e) , 3.1(b), 3.5(b) and 5.7(c))**.

OBJECTIVE 1.2: Adopt an "Active Aging" strategy that aligns with the CS4L Physical Literacy framework that focuses on getting older adults into programs and facilities as they age.

ACTIONS

- a) Use a life transition approach in the development and marketing of programs and services by introducing and supporting older adult volunteer programs i.e. engage aging adults throughout their pre-retirement years and encourage healthy lifestyles that they will commit to over the long term as they age beyond 60+ years. Have open houses to recruit older adults into community organizations, i.e. similar to a job fair. **(see related Action 5.5(b))**
- b) Develop a marketing campaign that promotes the benefits of increasing physical & creative activity and decreasing sedentary behavior. Encourage aging adults to try sport and recreation, get active and commit to their long term health through "Sport for Life" opportunities.
- c) Train staff on best/leading practices in Active Aging with particular emphasis being placed on accessibility for all and how best to reach out to persons facing barriers to active living through recreation and sport.

- d) Address barriers to participation in recreation for older adults by introducing “Seniors Discounts” for low income seniors who are 65+ and who would be eligible under the Recreation Subsidy/Fee Assistance Program.
- e) Review Seniors Coordinator job description and consider opportunities to grow beyond the current level of responsibility. The Town should fund this position and an additional support positions should be added through external agency funding as well as through partnership opportunities. This will improve access for a growing aging population in Cobourg.
- f) Plan and host CS4L initiatives with particular reference to Long Term Athlete Development (LTAD) and the growing Sport Tourism market, i.e. host a Masters Games, Provincial/National Pickleball Championships, Provincial Seniors Games” Continue to attract and host all sport events at the CCC and at major playfield facilities, i.e. Hockey, Soccer, Baseball, boating, Triathlons, Marathons. **(see related Actions 5.4(b) and 5.6(d))**

OBJECTIVE 1.3: Review all hours of operation to optimize use of existing space and reduce barriers to access

ACTIONS

- a) Extend hours of operation in non-peak periods to provide more opportunity for program offerings either in the mornings, blocks within the daily schedule and later in the evenings where need exists.
- b) Promote the use of unused spaces to community groups including those involved in the arts and cultural community. Introduce “Discount Rentals” when rentals are cancelled within 48 to 24 hours’ notice.
- c) Optimize existing operating hours by creating programs that attract persons who are faced with barriers, i.e. youth, persons with disabilities, new Canadians, unemployed, seniors, single parents and tots etc.

OBJECTIVE 1.4: Create facilities that are seen as Community “Hubs” that encourage socialization, connectivity and are flexible/multi-use.

ACTIONS

- a) When designing or planning new spaces or facilities, ensure to create facilities and spaces that are flexible multi-use and avoid single use amenities
- b) Consider changing the senior’s only space and rename it to serve broader age ranges and aligned with the CS4L framework.
- c) Ensure all activity rooms or facilities do not have specific ‘label’ (e.g. Youth or Senior’s room) to maximize flexibility of available rooms and provide for cross-programming of existing space.
- d) Create facility clusters that enhance cross-programming value and sustainability. For example, any new sport conditioning centre, fitness room or training rooms should be clustered with the arena’s, walking tracks, etc.
- e) Encourage an atmosphere that feels welcoming and where users can feel self-sufficient by repurposing the large CCC atrium space to enhance and encourage non-structured social and community engagement (e.g. more modular seating, access to power source for multiple charging connection along with Wi-Fi use)

OBJECTIVE 1.5: Protect and preserve Town-owned land for future civic use that ultimately will enhance healthy lifestyles and supportive and sustainable environments.

ACTIONS

- a) Ensure that town-owned lands are protected for future community use where “Hubs” can be created to maintain livability and walkability.
- b) The Recreation and Culture Division should provide regular input into the land use planning and development approval process to ensure long-term facility and programming needs are met.
- c) The Recreation and Culture Division, in cooperation with other Town departments, should continuously look for opportunities in the community to protect and secure parkland or other open spaces areas that has the potential to provide outdoor recreational program opportunities. i.e. nature programming, family activities, etc.

DRAFT FOR DISCUSSION

Branding/ Marketing/Communications

GOAL- Be a leader in customer retention and growth through the implementation of an Active Recreation and Sport communication Strategy

OBJECTIVE 2.1: Implement a Communications Plan to advance Canadian Sport for Life (CS4L), Long Term Athlete Development (LTAD) and Physical Literacy (PL) that increase participation

ACTIONS

- a) Coordinate a department-wide strategic session to define the department's core services and the Cobourg "Active Recreation and Sport Brand". Develop promotional/messaging strategies regarding CS4L, LTAD, and coaching, for parents and the general public. **(see related Action 6.1(a))**
- b) Review, establish and up-date the Division's mission, target markets, logo's, staff clothing, signage. etc.
- c) Incorporate the CS4L logo on all Recreation and Culture print and electronic marketing mediums, i.e. brochures, posters, website pages, flyers and letterhead, etc.
- d) Advance Physical Literacy (PL) through positive networking among direct service providers and support agencies, involve CS4L partner organizations: education, sport and health. i.e. schools, sport clubs, parents, Provincial and National Sport Organizations. Circulate information of CS4L, LTAD and PL to all interested parties. i.e. schools, sport groups **(see related Actions 1.1(h) and 3.1(b))**
- e) Promote the Division mission and collaborative approach in all community engagement.
- f) Share information on a regular basis with the community in order to build capacity and ownership of parks, recreation, and sport and culture services, i.e. utilize social media, E-newsletters, website connections, sport organization newsletters.
- g) Continually update a comprehensive data base of key stakeholders and designate a staff person with the responsibility of keeping database current. This may require a review of staff responsibilities, including the possible appointment of a Division Administrative Assistant position.
- h) Design and locate Cobourg Active Recreation and Sport banners in key facilities and at special events, i.e. festivals, tournaments, registration periods etc.
- i) Create a web link for Cobourg Active Recreation and Sport that provides information and resources to community leagues, sport organizations, neighbouring municipalities, community groups, parents, residents and others.
- j) Introduce an email medium that automatically updates group representatives on CS4L, LTAD and PL on Division facility matters, processes, staff contact info, community organization contact changes, allocation policies, participant access initiatives, grant info, major sport events etc.

OBJECTIVE 2.2: Enhance current marketing methods that strengthen customer service, improve retention and create growth.

ACTIONS

- a) Carry out customer service surveys on a regular basis (e.g. seasonal and program surveys) to strengthen customer relationships and engagement but also to get a clear understanding of needs that can change quickly.

- b) Use email newsletters to get the message out to existing and prospective customers.
- c) Create a customer-centered culture amongst staff that focuses on core values and expectations of the organization. **(see related Action 6.2(a))**
- d) Enhance the use of the department's five social media platforms: Twitter, Facebook, YouTube, Instagram, LinkedIn and others as new technologies are introduced. **(see related Action 2.3(c))**
- e) Monitor and manage the department's on-line reputation either directly or in collaboration with the Town Communications office.
- f) Ensure that the Division maintains control of what message is ultimately released by designating a staff member with IT skills the responsibility of control and dissemination of information.
- g) Collaborate with the Town Communications office on Division and CS4L partner programs and activities and ensure consistent and accurate messaging
- h) Educate the Town Communication staff on the Division vision and mission and Division/Recreation role within the CS4L framework as it works in partnership and collaborates with the community on Active Recreation and Sport initiatives and the creation of a "Healthy Cobourg".

OBJECTIVE 2.3: Expand and enhance the use of electronic technology to deliver programs and services that will encourage participation in CS4L, LTAD and PL and improve data collection.

ACTIONS

- a) Improve the access to information technology for visitors to sport and recreation facilities and develop and increase the availability for online information from all areas of the operation, i.e. through website access, video monitors, touch-screens in social spaces and facility entry points.
- b) Encourage resident/ customer use of online transactions, registration, bookings, and mobile application. i.e. at home, at work, or through smart phones.
- c) Review existing on-line platforms and website and consider ways to improve customer experience by providing such things as a Q&A section online to cover most frequently asked question, creating a shopping cart system for program selection with the ability to accept- Visa & MasterCard online, i.e. drill into the mechanics of the Division IT and see what can be enhanced to improve customer service through technology. **(see related Action 2.2(e))**
- d) Introduce an access pass system for all fee based programs at CCC/Division sponsored programs that includes CS4L activities.
- e) Budget for a turnstile system to better control access to facilities and provide participant data through card swipe in electronics
- f) Create an internal Division incentive program for registered members that use a Pass card, i.e. prizes, access to special event discounts, based registration, number of visits to programs, facility, etc.
- g) Partner with local business community to provide discounts for Pass card holders i.e. show your card and get a retail discount, Sport and Health stores, etc.
- h) Ensure that the Division and the Active Recreation and Sport program is equipped with the necessary software and hardware to create the necessary Community engagement and buy-in to getting active and understanding "Physical Literacy", i.e. Active for Life online resource

where parents can find fun ways of making sure their children get the recommended daily amount of physical activity, strategic locate video monitors in high traffic and social spaces within facilities with scrolling program screens, information on CS4L, LTAD, PL and events.

OBJECTIVE 2.4: Employ a variety of Advertising Signage strategies in all internal and external Division facilities as well as through partnerships with CS4L partners and other stakeholders.

ACTIONS

- a) Adopt a Department wide advertising signage policy that permits access by potential partners, sponsors, businesses and community groups to advertising space in facilities where possible (i.e. incorporate the CS4L and other related Active Recreation and Sport logo's where possible).
- b) Allow community partners through negotiated agreements to access potential sponsorship revenues from facility and/or program signage (i.e. share revenue generation with Soccer, Baseball, Sport Council and other stakeholders when advertising campaigns as a result of joint efforts).
- c) Negotiate advertising opportunities in non-traditional venues where potential target markets exist (i.e. all ice surface spaces, school fields and gymnasiums, medical offices, Libraries and therapy clinics etc.).

OBJECTIVE 2.5: Build human resource capacity in the area of customer service and make customer service updates and processes part of all staff meetings.

ACTIONS

- a) Integrate customer service, marketing and communications in all staff meetings.
- b) Implement customer service excellence award system and adopt a training program for staff and volunteers in the delivery of recreation, sport and active/healthy living.

DRAFT FOR DISCUSSION

Collaboration and Partnerships

GOAL - Promote the CS4L, LTAD and PL through Partnership, Collaboration and Capacity Building

OBJECTIVE 3.1: Develop effective and strategic working policies that contribute and encourage public, private, and not-for-profit partnerships. i.e. Northumberland Health, Sport Council, Business

ACTIONS

- a) Establish principles, and policies for each type of partnership the Town engages in (i.e. public/public, public/private, and public/not-for-profit).
- b) Improve communications and foster a collaborative and effective dialogue and partnership with Health, Education, Sport and other community stakeholders (i.e. Northumberland YMCA that builds on the CS4L, PL and an Active Recreation and Sport framework). **(see related Actions 1.1(h) and 2.1(e))**

OBJECTIVE 3.2: Develop innovative and collaborative facility and operational models that strengthen partnerships between sport and stakeholder organizations

ACTIONS

- a. Strategically explore and utilize both private and not for profit partnerships to deliver facilities and services wherever financially viable while ensuring standards of quality and where general community good is being met.
- b. Encourage partners and stakeholders to collaborate in assessing current program gaps and overlaps in order to maximize multisport choice options for children and youth.
- c. Investigate and encourage County and neighbouring community partnerships that will enhance public awareness and support for Physical Literacy (PL) programming.
- d. Align and design all future programs based on the CS4L framework at all levels and to all ages, with the Town of Cobourg being recognized as a leader in the CS4L movement.**(see related Action 4.2(e))**

OBJECTIVE 3.3: Develop a service continuum that recognizes the value of partnerships between the grassroots sports, recreation and public health.

ACTIONS

- a) Evaluate operating agreements with partners to ensure coordination of programming and identifies service areas that may be best suited to be delivered by the private sector (i.e. concessionaire/retail services, commercial hockey, facility rental for profit (private yoga Instructor with own business).

- b) Strengthen stewardship activities and programming within parks by collaborating with a variety of community partner's i.e. public, business, not for profits/service groups, Sport Council.
- c) Review site specific agreements and negotiate reciprocal joint-use agreements with School Boards to guide future arrangements that create well rounded programs that support Physical Literacy and healthy children and youth. **(see related Action 5.7(b))**

OBJECTIVE 3.4: Adopt a coordinated approach to facility improvement, repurposing and development that enhance the ability of the recreation and Culture Division and CS4L partners and other stakeholders to address future needs in Arena, Aquatics and Multiplex programs and services.

ACTIONS

- a) Continuously explore partnership options to deliver arena, aquatics and multipurpose space services including in-depth evaluation of capital reinvestment/repurposing/expansion needs that results in successful alignment with CS4L and Physical Literacy in a Recreation Environment. **(see related Action 5.7(b))**
- b) Investigate corporate marketing and sponsorship partnerships to fund facilities, programs and service enhancements.
- c) Align facility development/space clustering with like-minded partners so as not to duplicate efforts and to ensure that expertise of any given organization is maximized.
- d) Recognize health and nutrition as contributing factors toward the development of healthy children and develop and strengthen existing and new partnerships with local health organizations, sport, education, YMCA and like-minded agencies.

OBJECTIVE 3.5: Develop and implement a sponsorship policy that connects sport providers with business, and other potential partners in the community

ACTIONS

- a) Increase opportunities for sponsorship, corporate volunteerism and shared expertise, i.e. list all potential sponsorship opportunities within sport and recreation and develop a menu that potential sponsors can select from to support sport and active living.
- b) Host focus groups/roundtable discussions and create networks to provide regular opportunities for idea generation, consolidating feedback, reviewing policies and identifying needs in the sport community. **(see related Action 1.1(h))**
- c) Host a sport summit focused on showcasing CS4L, LTAD and PL, providing opportunities for networking, collaboration, partnering and sharing best practices.

Programs and Training

GOAL- Develop an Active Recreation and Sport Program that Encompasses Opportunities for Skill Development, Training and Community Engagement

OBJECTIVE 4.1: Adopt general principles and focus areas that incorporate Physical Literacy into programming that aligns with the Canadian Sport For Life (CS4L) model.

ACTIONS

- a) Assign priority of recreational, sport and cultural services generally to those that serve the largest number of residents and secondary priority to be given to the following target groups:
 - o Children and youth
 - o Seniors
 - o Inactive adults
 - o Vulnerable or special needs groups
- b) Introduce multisport, recreation, arts and culture opportunities to all ages to encourage physical literacy, fundamental skill development and healthy living to all ages
- c) Focus on low-to no cost opportunities while supporting third-party partnerships to provide enhanced and elite opportunities.
- d) Increase community sport and recreation capacity to increase participation and leadership for women and girls. **(see related Actions 4.1 (h) and 4.2(a))**
- e) Supply and maintain a trail network that is appropriate within areas of open space/parkland for passive and active pursuits across the Town that encourages healthy living to all ages.
- f) Promote and encourage neighbourhood connectivity and opportunities for neighbours to meet and socialize. **(see related Action 4.4(a))**
- g) Staff need to coordinate and program core services, including planning, policy development, facility allocation and volunteer management.
- h) Develop opportunities for people to be active on an individual and informal basis by introducing community wide activities such as: "TRY IT SPORT Days, Physical Literacy and games workshops, After School FUN Games, Open Community Walks with a Health Education wrap up. **(see related Actions 4.1(d) and 4.2(a))**
- i) Ensure sport and physical activity programs and amenities reflect the range of interests, aspirations, and abilities of the diverse community while aligning planning with community usage, participation and trends. i.e. ensure programs are designed for all, while balancing the overall community vision and plan.

OBJECTIVE 4.2: Improve and enhance Program delivery models to align with CS4L, LTAD and Physical Literacy (PL)

ACTIONS

- a) Improve “learn to” “try it” sport and physical literacy (CS4L- Fundamental movement and sport skills programs to facilitate learning experiences for all ages and abilities that can be programmed throughout the year to encourage Physical Literacy and healthy/active living. i.e. promotion and learning paying soccer, Tennis, table tennis etc. **(see related Actions 4.1(d) and 4.1(h))**
- b) Deliver introductory programming in all service areas through a variety of models, i.e. Learn to Play, Learn to Train, Healthy Eating for all ages, Jiggijump Sport and Fitness, walking align with Mental Health, Seniors Healthy Aging, etc. **(see related Action 4.2(a))**
- c) Embrace new opportunities to build on and incorporate emerging sport and activities into program offerings, i.e. pre-school mix it up sports, Family Pickleball, Late Night Drop-in for Teens, Open Playtime, Bounce Basketball, Stick and Puck.
- d) Reorganize and restructure current management/supervisory staff roles to incorporate the CS4L, LTAD and PL to deliver in an evolving new market that is based on the CS4L model.
- e) Develop programs that follow the following CS4L, LTAD and PL framework:
 - o Active START- 0-6 Years
 - o FUNDamentals- 6-9 years males, 6-8 years females
 - o Learn to TRAIN- 9-12 years males, 8-11 years females
 - o Active for LIFE- males and females of any age (see related Action 3.2(d))
- f) All programs will be led by certified instructors that will follow the CS4L principles to encourage skill development, physical activity and enjoyment at any age.

OBJECTIVE 4.3: Introduce and continue to build enabling and engaging policies that support an active and vibrant community

ACTIONS

- a) Develop a youth strategy that involves youth in their program planning and the future delivery of activities that engage them in various roles, i.e. volunteers, coaches, leaders, trainers and participants. Review and adopt a Community access Policy.
- b) Adopt a Volunteer and Inclusion Policy.
- c) Continue to develop and enhance the Seniors Strategy –engage Health Promoters from Public Health, Community Centres, adult day programs and fitness clubs to identify opportunities which will improve health, mobility and well-being of older adults.
- d) Continuously monitor all departmental policies to ensure that they are relevant and consistent with changing trends that address the barriers to access and participation and engagement with non-users.

OBJECTIVE 4.4: Facilitate neighbourhood engagement and ownership for recreation and sport within the neighbourhood setting.

ACTIONS

- a) Improve citizens' opportunities to connect with nature and pursuit of outdoor recreation within or immediately adjacent to neighbourhoods through a network of parks and trails. **(see related Action 4.1(f))**
- b) Continue to improve walking and cycling opportunities to schools, along selected roadways and within and between parklands.
- c) Create linkages in arts, culture, health, fitness, sport and outdoor recreation program development and marketing. i.e. create opportunities for group collaboration on large events through sport tourism, festivals/mini-celebrations, and neighbourhood events. **(see related Action 1.1(g))**
- d) Continue to monitor outdoor recreation trends and support expansion of such opportunities in all areas of the Town.
- e) Designate a staff person or volunteer with the responsibility to engage residents in the neighbourhoods where they live and play to encourage physical literacy, i.e. neighbourhood walk and runs, clean ups, garden parties, friendly sport competitions etc.

OBJECTIVE 4.5: Maintain a leadership role in the planning, coordination, facilitation and engagement of community partners in facility development that supports physical literacy, healthy living and community sustainability

ACTIONS

- a) Work with all Town Departments/Divisions responsible for Transportation and public services to implement bike trails in public right-of-ways (e.g. streets).
- b) Designate Parks staff to collaborate and be involved with other Town departments to move forward the Trails Master Plan and coordinate efforts to ensure sustainable guidelines are being adopted and that trails are designed multi-use for safe and active recreation, Physical Literacy, health and well-being.

OBJECTIVE 4.6: Train staff in the use of GIS Technology and its benefits in the Parks, Recreation and Sport field.

ACTIONS

- a) Utilize GIS mapping to identify gaps in connectivity and resident proximity to trails, greenways, and active transportation systems to ensure all residents have access to healthy living opportunities.
- b) Encourage the use of GIS to develop walking, jogging, cross-country running competitions, marathons and cycling. Share data with other partners for development of beginner and intermediate level programs that promote physical literacy.

Sport Development

GOAL- Develop a Shared Leadership Model for the Implementation of an Active Recreation and Sport Strategy

OBJECTIVE 5.1: Adopt a Sport Leadership and engagement strategy that brings champions together from active living, recreation, sport, education, health, local government and other related stakeholders.

ACTIONS

- a) Adopt a CS4L (Sport) Community Leadership Team that would be responsible for the engagement of key organizations in the building process for Community active recreation and sport.
- b) Host a 'Sport Summit' annually and invite sector specific representatives from active living, recreation, sport, education, health, local government (politicians and employees of municipalities and school boards), and other key community partners.
- c) Play a more active leadership role at the Northumberland Sports Council table that is representative of Cobourg's -alignment with the CS4L framework.

OBJECTIVE 5.2: Commit to "Active Recreation and Sport for All" that builds capacity and strengthens Cobourg as a CS4L Community

ACTIONS

- a) Develop and deliver sport programs to increase participation of communities of interest (i.e. new Canadians, persons with disabilities, older adults, women/girls and youth/youth-at-risk)
- b) Continue to develop, administer and promote subsidy programs (i.e. Jumpstart, Kids-sport, YMCA-Kids Programs, etc)
- c) Partner with private sector through sponsorship programs to establish new funding sources that improve access to community sport.
- d) Collaborate on research to secure grant funding programs from various levels of government, private and not for profit sources.
- e) Research, collaborate and provide training on inclusive policy development, sensitivity and inclusion for sport providers within the community and catchment area that helps educate and build capacity within all sports, i.e. Partner with Sport Council and sport leaders.

OBJECTIVE 5.3: Promote Sport for Life in all recreation and sport programming to advance physical literacy on a continuous basis.

ACTIONS

- a) Regularly monitor existing sport programs to identify gaps and opportunities related to the CS4L model and LTAD and PL.

- b) Adopt a physical literacy action plan with key stakeholders that ensures consistent and streamlined programming.
- c) Develop measures and processes to report on sport participation in the community.
- d) Support Community Sport Organizations by sharing demographic and participation data in the in order to better inform program decisions.

OBJECTIVE 5.4: Host sport events that promote the philosophy of CS4L and LTAD that ultimately improves, celebrates and promotes sport.

ACTIONS

- a) Develop and adopt a marketing strategy to increase awareness of and attendance at existing sport promotion and recognition events.
- b) Leverage existing venues (i.e. CCC, CCC Soccer Complex) to promote and celebrate sports in the community, consider multi-sport opportunities by creating indoor/outdoor cross programming competitions and Fun activities. **(see related Actions 1.2(f) and 5.6(d))**
- c) Develop an annual series of events during “Sport Weeks” to recognize the achievements of community sport athletes and volunteers.
- d) Develop a long-term vision and strategic plan for the Cobourg Sport Wall or Hall Fame and consider the development of a “Sport Parade of History” wall space that celebrates sport heritage.

OBJECTIVE 5.5: Strengthen Capacity in the Sport System by researching and staying current on changes and best practices in the CS4L model.

ACTIONS

- a) Continuously research and share best practice models for community sport group governance, financial planning, administration and organizational structures.
- b) Develop a volunteer incentive program to increase volunteerism in community sport. **(see related Action 1.2 (a))**
- c) Determine training gaps for organizations, coaches and volunteers and host training and provide resources to address those gaps.

OBJECTIVE 5.6: Advance Cobourg as the Sport Tourism/Events leader in the region.

ACTIONS

- a) Develop and adopt a Sport Tourism Strategy and Implementation Plan
- b) Build a database of volunteers and resources to support sport tourism events.
- c) Develop a communication and marketing plan to build awareness of the Sport Tourism Strategy.
- d) Develop a plan to host a large multi-sport events or games.(Regional, Provincial, National, International levels) **(see related Actions 1.2(f) and 5.4(b))**

- e) Create a community engagement plan to support large scale games. **(see related Action 5.6(d))**
- f) Adopt and promote the CS4L model in all sport tourism and event planning.

OBJECTIVE 5.7: Prepare and plan to advance Sport Infrastructure based on the Canadian Sport framework and alignment with Healthy and active aging.

ACTIONS

- a) Conduct an allocation policy review of sport facilities to ensure balanced and equitable access to programs, services and space. **(see related Action 1.1(b))**
- b) Explore joint use agreements with sport infrastructure providers to increase access to existing facilities (i.e. Schools, neighbouring municipalities, YMCA, other agencies). **(see related Action 3.4(a))**
- c) Establish and organize an annual user group exchange to discuss maintenance and repair of existing facilities, i.e. ice and field users, gymnasium, seniors, youth programming participants. **(see related Action 1.1(h))**
- d) Consult with key stakeholders on infrastructure development, facility renovations, re-purposing and sport amenity standards **(see related Action 5.7(c))**

DRAFT FOR DISCUSSION

Staff Development

GOAL- Be a Vision-Driven Parks, Recreation and Culture Department that is Determined to be a Leader in Community Building and Development and aligns with the CS4L Model

OBJECTIVE 6.1: Adopt a Division Vision and engage staff by providing opportunities for input and ownership for future programs and services

ACTIONS

- a) Engage staff in a neutral environment and discuss a visioning plan for the Division and how best the organization can respond to its implementation. **(see related Action 2.1(a))**
- b) Set overall organizational, team and individual staff goals. i.e. review best practices in Employee Evaluation Processes.
- c) Enhance customer service and relationships with residents and organizations. Organization can adopt best practices in Customer services from business as well as municipal, sport providers, PAN AM/Canada Games Centres, Star Bucks, Walmart etc.
- d) Focus on creating a nimble organization where staff can be cross-trained and have the ability to fulfill more than one role. Designate a staff person to coordinate all CS4L related activities to ensure consistency and equity where applicable.
- e) Ensure Staff are educated in all roles to better understand function. (Form- follows- function).
- f) All vacancies should be reviewed and position role reconsidered to see if it can be done more efficiently with existing staff or can be changed before filling any position.
- g) Outsourcing should be part of any position or function review.

OBJECTIVE 6.2: Incorporate a Training plan into the Division operational budget that will be sustainable, measureable and makes staff accountable for their training goals.

ACTIONS

- a) Ensure staff at all levels have a clear understanding and total grasp on the concept of CS4L and Physical Literacy, as well as the Implementation Plan. **(see related Action 2.2(d))**
- b) Share knowledge with staff about CS4L, physical literacy and staff's role when delivering programs
- c) Train staff in all technical aspects of designing, coordinating and delivering appropriate CS4L programs for various ages that encourage physical activity
- d) Highlight one staff member to become a NCCP Fundamental Movement Skills Learning Facilitator to:
 - o Deliver in-house training to staff
 - o Be the point of contact for NCCP Fundamental Movement Skills Course for community coaches

- o Provide parent letters and conduct surveys (before and after
- e) Staff need to attend workshops and conferences for their function and be members of organizations that keep their skills focused and in tune with current and future trends i.e. Parks and Recreation Ontario (PRO), Ontario Recreation Facilities Association(ORFA) National Recreation and Parks Association (NRPA), Business/Marketing and others where applicable.
- f) Train staff on how to write appropriate lesson plans for various sports activities and training.

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