

National Coaching Certification Programme

Level V

Task 19

Funding Proposal

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Executive Summary

The Toronto Elite Athlete Movement (T.E.A.M.) is an organization which targets highly skilled basketball players in the Greater Toronto Area who have the potential and desire to pursue their athletic careers at the post-secondary level in Canada or the United States. With coaching and determination, team members have the potential to play professionally and compete for spots on Canada's National Team.

T.E.A.M. Basketball hopes to reach elite athletes and convince them to work on their complete games -- and their whole self. Maple Leafs Sports and Entertainment's Team Up Foundation can assist with a grant of \$17,500 for the summer of 2013. This money will provide intensive training and instruction to promising athletes and assist at-risk youth in Toronto. Assisting the community and developing Canadian basketball players are goals shared by T.E.A.M. Basketball and the Team Up Foundation.

Problem Statement

The summer season challenges Yearly Planning Instruments and threatens Long-Term Athlete Development. Inspired by the successes of Tristan Thompson, Anthony Bennett and Andrew Wiggins, Canadian basketball players yearn to travel as much as possible during the National Collegiate Athletic Association (N.C.A.A.) evaluation period in order to showcase their skills for college and prep school coaches.

In the process of venturing "down south" and playing in American Athletic Union (A.A.U.) tournaments, players assume a vagabond lifestyle: playing multiple games in a day with little structure, eating the cheapest meals that can be found nearby and barely sleeping. The three-to-one Training to Competition Ratio is turned upside down. Skill development is sacrificed but the dream of a scholarship is a powerful lure. A programme that minimizes the number of games played must offer a strong incentive.

T.E.A.M. Basketball proposes to address these key issues:

Lack of Confidence: Canadians feel that community sports programmes are not providing the benefits that they expect, a gap that is widening every year (Mulholland, 2008, p. xii). Parental expectations - such as fostering positive youth development and enhancing academic achievement - are not satisfied by many summer basketball clubs. Nevertheless, there are Toronto parents and athletes willing to take the time required for significant improvement. They are seeking a high overall quality of the experience, daily chances to improve and personal feedback and attention from coaches (Joyce, 2012).

Lack of Resilience: Players and parents develop a "Me First, Now" attitude to A.A.U. basketball and switch programmes if their desires for minutes, touches or shots are not met. Players do not acquire the ability to overcome adversity and transfer or quit when

they are frustrated at the post-secondary level (Durando, 2012). T.E.A.M. Basketball will foster persistence and a growth mindset that change is possible, in any situation.

Lack of Skill Development: Coaches and top players feel that the A.A.U. system is preventing athletes from reaching their potential because there are too many competitions and hardly any practices. Exposure supersedes fundamentals and knowledge of the game. Since the main goal of T.E.A.M. Basketball is personal development, not competitive success, the programme will follow a model embodied by international teams which top professional coaches have been espousing for years (Clark K. , 2009).

Lack of Personal Development: Participants in sport report increased self-evaluation of health, sense of belonging and happiness. T.E.A.M. Basketball athletes will not only hone their basketball skills but raise their self-esteem. Being part of a community programme delivered by conscientious coaches is a powerful motivator (Berger, O'Reilly, Parent, Séguin, & Hernandez, 2008, p. 298). Afterwards, these youth will possess a new attitude and new knowledge that they can share with their communities.

Funding Needs

A donation from the Team Up Foundation will create a programme that meets high standards while satisfying the needs and wants of elite players.

The Needs of the Sport

To prepare for the Beijing Olympics, O.T.P. provided \$625,000 for Men's Basketball and \$1,107,000 for Women's Basketball. Basketball did not receive any money during the London Quadrennial. In 2013-14, Men's Basketball will receive \$550,000 and Women's Basketball an even million (Own the Podium, 2013).

The inconsistent funding does not reflect improved results by Canada. The Senior Men's National Team qualified for the 2010 World Championship and promising results at the youth level - along with multiple first-round picks in the National Basketball Association Entry Draft - indicate a growing sport.

Cadet Men's National Team (U16/U17)			Junior Men's National Team (U18/U19)		
2012 (U17)	World Championships	5 th	2012 (U18)	F.I.B.A. Americas	3 rd
2011 (U16)	F.I.B.A. Americas	3 rd	2011 (U19)	World Championship	11 th
2010 (U17)	World Championship	3 rd	2010 (U18)	F.I.B.A. Americas	3 rd
2009 (U16)	F.I.B.A. Americas	3 rd	2009 (U19)	World Championship	7 th

(F.I.B.A. Americas, 2012)

Canada is always represented internationally by many players from Ontario, especially Toronto. Half of the Senior Women's National Team which qualified for the quarter-finals of the 2012 London Olympics hailed from the province. Recently, F.I.B.A. has also introduced a three-on-three World Championship. In 2012, a team of four Canadian

players, including two athletes and a coach from Ontario, placed fourth in the U18 competition. A focus on Toronto athletes will benefit the entire Canadian national team.

The Needs of the Community

Basketball is played by all sections of society, although this diversity is threatened by promising athletes who are dropping out due to the sport's high costs (Canada Basketball, 2008, p. 7). Additional funding - especially in the G.T.A. - will enable more elite athletes to take part in the sport and advance to the next level. Although community programmes such as Jumpstart and KidSport subsidize participation in organized sport, families who are already on social assistance are reluctant to seek further aid because of the stigma attached (Trussell & McTeer, 2007, p. 115).

In Toronto public schools, twenty-eight percent of families have an income below thirty thousand dollars. The ratio increases for families of different ethnic backgrounds, a recent focus of the board (T.D.S.B., 2013, p. 8). Although fifty-eight percent of Canadian youth participate in sports, less than twenty percent of those from low-income families do so, a rate that has been decreasing since 1992 (Ifredi, 2008, p. 21).

Youth with low socio-economic status rarely participate in all types of sport (Trussell & McTeer, 2007, p. 111). Direct costs (registration fees), indirect costs (travel) and the need for reliable transportation to practices and games dissuade these families from enrolling in organized sport. These parents are less likely to promote informal sport to their children, resulting in reduced participation levels (Trussell & McTeer, 2007, p. 107). Sport Canada has made the funding of community-based sports which increase participation and make athletics more accessible a priority (Sport Canada, 2004).

Programme Outline

During its launch summer in 2013, T.E.A.M. Basketball will focus on a U17 Boys Team. The team will operate from March to July and complement the high school and club season. The twenty-week programme will consist of twice-weekly training sessions, a training camp after the school year and trips to selected summer competitions.

Skill development will be intense and demanding, mimicking an elite post-secondary team. Players will be exposed to instruction regarding training techniques, nutrition, recovery and regeneration and study habits to supplement on-court work. At the end of the season, athletes will understand what they must accomplish in order to reach the next level and possess the tools to get there.

Philosophy

T.E.A.M. Basketball hopes to reach elite athletes and convince them to work on their complete games -- and their whole self. The programme will provide intensive training and instruction to promising athletes and assist at-risk youth in Toronto.

Modelling the Way

Many elite youth coaches see coaches as an end, not a means to instruct valuable life skills and concern themselves more with increasing their own spheres of influence rather than mentoring the athletes (Vail, 2007, p. 583). The priorities of the summer basketball season, showcasing 1-on-1 play instead of fundamentals and individuals at the expense of the team - playing to the point of overtraining - are skewed, impeding development.

Nevertheless, the summer basketball season is so popular that it cannot be ignored. In theory, the summer months may be best served as a recovery period but a pragmatic approach dictates that the youth basketball system adapts to the environment around it (Ontario Basketball, 2012). T.E.A.M. Basketball is meant to be a player development programme first; competition and exposure are benefits of a sound process but secondly among desired outcomes. By providing the best of both worlds, it can be the change it wants to see in the basketball community.

Coaching the Entire Game

Former Senior Women's National Team Coach Allison McNeill feels that youth coaching is not meeting the needs of top athletes. She believes that "we need to train our young players as athletes first – develop their athletic base. Then we need to add "basketball" skills and concepts" (AllisonMcNeill, 2013).

Canada Basketball Technical Director Renato Pasquale has stated that youth coaches devote most of their time to raising the level of weak players to the average instead of lifting good players to greatness (Pasquale, 2012). Instead of perpetuating the selfish style permeating summer basketball, T.E.A.M. will involve players in a range of training and competition opportunities and elevate their level of play.

The basketball identities of players in the programme will mirror what is sought by the National and Provincial teams. The next generation of athletes on these teams will be incredibly athletic and use that characteristic to their advance in skill development and team play (Ahluwalia, 2013). T.E.A.M. Basketball will train basketball performance factors such as speed, quickness, agility, power, balance and explosiveness during individual work and part-method and whole-method drills.

Inspiring the Community

Ninety-two percent of Canadians feel that community sport can have a positive benefit but only twenty percent believe that that potential is achieved (Mulholland, 2008, p. 11). Sport is an important method to combat youth obesity, improve collaborative skills and reduce the incidence of mental illness. Alarming, Canada now claims one of the highest childhood obesity rates in the developed world and negative health indicators are rising. The participation rate of adolescent males has fallen twenty percent since 1992 (Berger, O'Reilly, Parent, Séguin, & Hernandez, 2008, p. 278).

Youth sports participation is low in large metropolitan areas relative to the rest of Canada (forty-seven percent compared to fifty-one) so this programme will promote fitness and work ethic in the G.T.A. (Clark, 2008). Children from households without two parents are ten percent less likely to participate in sport than their peers (Berger, O'Reilly, Parent, Séguin, & Hernandez, 2008, p. 287). More than twenty percent of families in Toronto fall into this category, an increase of twenty-five percent in two decades (City of Toronto, 2012, p. 10).

Even if a community is ready for change, it is necessary for a catalyst to initiate action (Vail, 2007, p. 575). Rick Pitino, coach of the recently crowned N.C.A.A. Champions Louisville Cardinals, is noted by assistants and colleagues for his ability to inspire players to overachieve. By teaching the Cardinals to work hard on a daily basis, preparing thoroughly and boosting confidence, Pitino has coached countless athletes to great professional and personal success (Brunner, 2013). These lessons enable the players to return to their neighbourhoods and motivate others their peers.

Coaching the Entire Person

T.E.A.M. Basketball aims to be a catalyst like Rick Pitino. Firstly, the programme seeks to locate elite athletes and build relationships. Once the team is assembled, coaches will empower them to push themselves to get better and pull together as a group. As the season progresses, athletes will reach their goals during training sessions and competitions, and be prepared for success off court, at school and in the community.

When A.A.U. basketball consists primarily of travel and competition, many professional players, coaches and general managers feel that an opportunity to educate a complete student-athlete is wasted (Kerr, 2012). The T.E.A.M. programme teaches and coaches many elements: physical performance factors, basketball skills, life skills (communication, leadership, resilience), learning skills (problem-solving, study habits, self-control) and personal health (Canada Basketball, 2008, p. 58).

Athletes who are selected for the team have a significant amount of talent so the programme will encourage players to raise their standards and go beyond what they already know in order to elevate their game from good to great and great to elite (Grover, 2013, p. 5). Coaches will hold the players accountable and teach them to be accountable to their teammates and themselves.

Athlete Selection

T.E.A.M. Basketball will play in the Tenth Grade division at A.A.U. events so players must be in the eleventh grade as of October 1st 2012 and no older than sixteen as of August 31st 2013 (A.A.U., 2013, p. 5). The slightly older American age categories will enable T.E.A.M. to include late entry athletes, such as Grade 11 students playing down or those born late in the year.

Tryouts will occur in March and be open to anyone and the best twelve players who tryout will make the team. Ability to pay will not be a deterrent since player fees can be

adjusted to a family's financial situation. Canadian Tire's JumpStart and KidSport Canada can assist athletes with individual grants if they apply in time.

The players who demonstrate the best combination of athleticism, skill and desire to improve will be chosen for the squad. A panel of coaches will objectively evaluate each athlete to provide a variety of perspectives. Each player - whether successful or not - will be entitled to receive specific feedback about their tryout performance.

Programme Staff

Staff representing the T.E.A.M. programme will be exemplify coaching knowledge and practice. Head Coach Brock D. Bourgase is a Level IV coach in the National Coaching Certification Programme (N.C.C.P.) who has been granted a Certificate in High Performance Coaching from National Coaching Institute (Ontario). He has coached at the University of Toronto and with Ontario Basketball's Elite Development Programme and has received training in C.P.R. and Sports First Aid. Coach Bourgase is a teacher in Toronto and believes strongly in the role basketball can play in engaging student-athletes.

Other programme leaders will be authorities in their fields from the Toronto area who can serve as role models for youths in the T.E.A.M. programme, including:

- an assistant coach with N.C.C.P. certification and extensive knowledge of basketball looking to give back to the community;
- a certified sports-therapist to provide wrapping, taping and first aid;
- clinicians with expertise in sports nutrition, personal training and student-athletes;
- guest coaches and ex-players to lead drills and activities as required; and
- high school volunteers including a videographer and minor officials.

T.E.A.M. coaches will show the importance of coach education with their actions. Sometimes high school coaches feel disconnected from the coaching certification process and uncertain whether the courses are valuable (Allt, 2013). Throughout the season, T.E.A.M. leaders will encourage community coaches to further their N.C.C.P. progress.

Logo

To create a strong brand image, the T.E.A.M. logo will appear on uniforms, player and coach gear and the programme website. A successful logo stimulates positive thoughts about the programme and its philosophy.

The logo consists of a white "T" centred over a blue basketball net and a yellow background. The "T" stands for Toronto in order to engender pride in the community and the surrounding region. The yellow background represents a bright guiding light and the basketball net overlay shows how the players are connected to each other, the sport and the community. The name of the organization - "TEAM" - signifies collective spirit of the squad. The font is bold and sans-serif, expressing a confident attitude.



Core Components

High Performance Workouts

- A twenty-week programme consisting of twice-weekly two-hour practices
- Access to modern facilities and equipment
- A certified athletic therapist will be present at all practices
- High intensity and progressive individual and part-method drills
 - Advanced drills will require decision-making abilities
 - Coaches will show how each skill fits into the “big picture”
- Clinics about warm-up and cool-down routines, strength training and sports nutrition
- Differentiated Instruction and Assessment and Evaluation:
 - Everyone will be held to high standards but coaching will be adapted to the needs of each team member.
 - Results from fitness tests, sports combine results and shooting analysis can be compared with peers across the sport
 - Non-judgmental objective feedback from coaches
 - Video review sessions and take-home materials
- Nutritious snacks will be provided after sessions for recovery
- Sessions will integrate F.I.B.A. rules into drills and competitions

Training Camp

- A five-day/four-night training camp at Humber College
- Players will receive healthy meals and snacks will be provided
- Overnight stay and team activities will be a memorable experience
- Each day will include two sessions on the court and one session off the court (fitness room, video room, meeting room)
- Certified coaches will supervise the camp, aided by an athletic therapist and guest instructors.

Competition Schedule

- A three-to-one Training to Competition Ratio permits significant improvement over the long-term
- Multiple opportunities for all athletes to play in a variety of situations:
 - 3-on-3 Games
 - 5-on-5 Games
 - Controlled Scrimmages
 - Community All-Star Game
- Games against appropriate opponents (similar or greater ability)
- Mix of local and international events
- Exposure to Canadian and American (northeast and national) coaches
- Opportunity to perform in front of community

Travel Schedule

- Two trips to experience the challenge of elite A.A.U. competition:
 - A three-day trip to Philadelphia in April
 - A five-day trip to Las Vegas in July
- Enable athletes to pursue post-secondary opportunities
- Prepare players for competition at the next level
- Expose at-risk youth to an exciting experience outside their comfort zone

Season Plan

T.E.A.M. Basketball (2013)

Planning			Coaching Points of Emphasis					Notes	NCAA	
			20%	30%	30%		20%			
Date	#	Training	FUNdamentals	Techniques	Strategy	Tactics	Comp.			
March	11	Tryouts	Get Balanced and Ready	Finish at Rim	N/A	N/A		Tryouts	R	
	18			Passing				Warm-Up Session	R	
	25	Energy Systems	Quick & Agile Dribbling	Dribbling				Decision-Making in Transition	Fitness & Baseline Testing	R
1	On-Ball Defense			Nutrition Session	Q					
April	8	Energy Systems	Footwork (Passing & Catching)		Shooting (Catch & Shoot)	Basic Half-Court Offense (with Advantage)	5-on-5 Continuity Offense & Man Defense		Sport-Specific Testing	D
	15			Recovery Session					E	
	22	Speed	Cut to Get Open		Moving w/o Ball	Basic Half-Court Defense (No Advantage)	Identify Advantages	X	Philly Jam Fest	E
	29		Off-Ball Defense	Video Review	Shooting Analysis			Q		
May	6	Speed	Finishing vs. Contact	Dribbling	Basic Half-Court Defense (No Advantage)	Identify Advantages		Student-Athlete Session	Q	
	13			Finish at Rim				Team Study Hall	D	
	20	Power	1-on-1 Play	Shooting (Off-Bounce)	Advanced Penetrate & Kick Concepts	Make Extra Pass	X	Community All-Star Game	D	
27	Refinement and Mastery of All Skills			Passing	Help & Recover	Simple Man/Zone Situations		Team Study Hall	Q	
3		June	Strength					Post Moves	Refinement and Mastery of All Skills (Focus: Shooting & Ballhandling)	Post Play
10	Rebounding			Advanced Zone/Man Situations	Team Study Hall	Q				
17	Strength	Post Moves	Refinement and Mastery of All Skills (Focus: Shooting & Ballhandling)				Post Play	Time & Score / Quick Hitters		Strength Training Session
24				Refinement and Mastery of All Skills	Post Moves	Refinement and Mastery of All Skills (Focus: Shooting & Ballhandling)				
1	July	Strength	Refinement and Mastery of All Skills				Refinement and Mastery of All Skills (Focus: Shooting & Ballhandling)	Post Play	Time & Score / Quick Hitters	
8				Video Review	Advanced Zone/Man Situations	X				
15		Taper	Refinement and Mastery of All Skills	Refinement and Mastery of All Skills (Focus: Shooting & Ballhandling)	Part-Method (67%) & Whole Method (33%)	Video Review & Team Walk-Through			Training Camp	E
22		Peak								
								Adidas 64	E	

Schedule

Many athletes will also belong to Ontario's provincial team, Canada's Cadet Men's National Team and other high profile schools and clubs. The schedule must be flexible to accommodate individual players and intense in order to drive elite development.

Recruiting Dates

It is a recruiting violation if prospective scholarship athletes are evaluated by N.C.A.A. coaches outside of designated times. Therefore, it is important that elite teams schedule competitions during the mandated evaluation periods. In 2013, there are five evaluation periods for high school aged players during the spring and summer at certified events:

- April 19th to 21st
 - April 26th to 28th
 - July 10th (5:00pm) to 14th (5:00pm)
 - July 17th (5:00pm) to 21st (5:00pm)
 - July 24th (5:00pm) to 28th (5:00pm)
- (N.C.A.A., 2012)

Other Important Dates

Team Canada U16 Men

The F.I.B.A. Americas U16 Championship for Men will occur from June 11th to 15th in Punta del Este, Uruguay. The team will be announced beforehand; some athletes will be pre-selected and others will be chosen from open try-outs in late May. Preparation for the event includes a five-day training camp and an exhibition tournament in early June.

Team Ontario U17 Men

Try-outs for the provincial team occur in various cities throughout the month of March. Players must attend at least one session, which lasts three hours, in order to be selected for the Top 50 Camp in Whitby, Ontario from March 30th to 31st. The try-outs culminate with a Top 30 Camp in Whitby from May 17th to 19th.

Players selected for the team will participate in various training camps which are customarily scheduled during N.C.A.A. "Dead" and "Quiet" periods. Since the T.E.A.M. programme follows the same L.T.A.D. objectives as Ontario Basketball, it will not be disruptive for athletes to miss some practices in order to play on Team Ontario.

At the 2013 Canada Games in Sherbrooke, Men's Basketball will be played during the first week (August 2nd to 9th). August 1st is a travel day for Team Ontario and the Opening Ceremonies will occur on August 2nd. The first two days of the event are scheduled for practice. The competition will unfold from August 4th to August 9th. August 10th is a travel day to return home.

Prep Schools

Many Grade 11 and 12 Canadian basketball players choose to finish their high school careers in the United States at a prep school. These schools begin session the first week of August so athletes will be leaving the city during the Civic Day long weekend.

T.E.A.M. Calendar

At the Train to Compete stage, the programme should be divided according to the following guidelines: **20%** Competition, **30%** Strategy and Tactics, **30%** Acquisition and Consolidation of Basic Technical Skills and **20%** Refinement of Fundamental Movement Skills (LTAD, page 28).

Try-outs

In order for the sixteen-week programme to finish on-time, the first practices (tryouts) will begin the week of March 11th. This coincides with the March Break for public and separate schools and the first week of the break for independent schools so everyone should be able to attend and put forth their best efforts.

Travel Tournaments

The team will only travel to two tournaments in order to maintain an appropriate training to competition ratio. These events have been selected because they offer a challenging level of competition (required to test athletes) and exposure to top coaches (desired by players and parents).

- Philly Hoop Group Jam Fest (King of Prussia, PA • April 26th to 28th)
- Adidas 64 (Las Vegas, NV • July 24th to 28th)

The first tournament will provide exposure to coaches in the northeast area whereas the second event is more national in scope. Along with promotion on the T.E.A.M. website, this should meet the needs of all players.

If the group wishes to undertake additional fundraising, there are opportunities to travel further. It is possible to register for an event like the Under Armour Summer Jam Fest (Pittsburgh, PA • April 19th to 21st) or Hall of Fame Invitational (Springfield MA • July 19th to 21st) in order to see more college coaches in the northeast region.

Local Tournaments

Tournaments within the Greater Toronto Area will provide the challenge of competition without the time commitment and financial cost of travelling.

- Ontario Basketball 3x3 Challenge (Whitby, Ontario • July 6th to 7th)
- George Brown College (Toronto, Ontario • July 16th to 18th)

3-on-3 basketball has become an important part of L.T.A.D. in recent years. Smaller scale games (such as futsal for soccer) provide each player more opportunities to touch the ball and become involved in the main action of the play. Participating in Ontario Basketball's pilot event provides feedback to the athletes about their team play and ability to play with and without the ball. The George Brown tournament will be another chance for Canadian college and university to observe the players in action.

Training Camp

The training camp will occur at Humber College from Wednesday July 8th to Saturday July 12th. The last day of school is Tuesday, June 25th. Team Ontario may have a training camp during the Canada Day long-weekend for selected athletes. The dates were selected to permit sufficient recovery between the 3-on-3 Challenge and George Brown tournament. The camp will be demanding but should not contribute to overtraining.

Coaching the Whole Student-Athlete

Athletic Therapy

Clubs have two main options for athletic therapy: a certified athletic therapist or a student therapist from a programme such as Seneca College or the University of Toronto. Although the cost of a certified trainer is about twice as much but they provide their own insurance. Teams must supply the wrapping and taping supplies. Fees are negotiable, based on travel and the number of hours involved (Prieur, 2013).

T.E.A.M. Basketball wants to provide athletes with an athletic therapist to prevent injury and aid recovery during the intense summer season. Only forty-two percent of high schools have access to an athletic therapist, a figure that is even lower in low-income communities (Elliott, 2013). Keeping players healthy and informing team members about health and nutrition are goals of the T.E.A.M. programme because this knowledge can be spread throughout the community when the season is over.

Nutrition

Nutrition suffers during the summer basketball season because little emphasis is placed on recovery and regeneration. Athletes who have travelled to the United States for extensive trips have actually lost weight because of insufficient nutrition (Cheng, 2011). Before the season, coaches and a nutritionist will educate players about healthy eating.

It's important to provide healthy snacks to be consumed after practices and games for athletes who are to afford to eat well. Team Ontario provides fluids like water, Gatorade and chocolate milk to players after workouts during training camps (Cheng, 2012). Snacks with some carbohydrate and protein, such as a fruit and a yogurt or a granola bar, will discourage snacking on junk food. If coaches only talked about nutrition without providing the resources to do, the lesson would be quickly forgotten.

Clinics

Long-Term Athlete Development: Near the start of the year, a registered Sports Nutritionist will visit the team and discuss nutrition for elite athletes. A personal trainer will demonstrate sport-specific warm-up and cool-down routines which will become part of the team's practice habits. Later in the season, when the team focuses on strength training, he will demonstrate strength training for basketball using basic equipment such as power balls and resistance bands.

Academics: An instructor from the respected programme Making Your Mark will teach study habit, organizational techniques and learning strategies. During the transition from high school to college or university, some students do not work at their full capacity and diligent students can close the achievement gap (Tough, 2012, p. 172). Study hall sessions will reinforce this work ethic.

Testing and Standards

Athletes in the T.E.A.M. programme will participate in a variety of tests in order to prevent injury and assess their fitness and sport-specific abilities. It is important to objectively evaluate players in order to generate concrete targets for improvement. Steve Nash, General Manager of Canada's Senior Men's National Team has said:

“Why not take advantage of the technology we have? If the technology can allow us to improve at a higher rate or measure and identify strengths and weaknesses at a higher clip, should take advantage of it.” (Sports Testing Media, 2013)

Fitness Testing: The twenty-metre shuttle run (Leger or “Beep”) test, twenty-metre agility (“T”) test and intermittent recovery (“Yo-Yo”) test measure general fitness. Aerobic base, agility and anaerobic lactic recovery influence basketball performance. Players will be tested twice to see how fitness has changed during training.

Sport-Specific Testing: Elite basketball players in Canada must also test their athleticism in sport-specific situations. Running and jumping alone do not make a great basketball player; they must be able to run while dribbling a basketball, change directions quickly and jump following game-like movements. A combine will measure:

- Vertical Jump
 - One-foot
 - Two-foot
- Running Vertical Jump
- Broad Jump
- Dribble Weave
- Transition Dribbler

Team members will have access to a national database of results in order to compare themselves with their peers.

Shooting is a critical basketball skill and ARC-U provides video and photographic analysis of a player in action. The testing takes about an hour and shooters receive

feedback about their shooting form, the arc of the shot and their accuracy that can be matched with benchmarks set by top performers.

Baseline Concussion Testing: Among youth sports, basketball causes the second-most number of concussions (nine percent of the total) (Barker-Pope & Bradford, 2010). In high school extra-curricular sports, about one in twenty athletes suffer a concussion, a rate that has been increasing in recent years (Elliott, 2013).

Baseline testing scores each player a score based on their stage of development. The Sports Concussion Assessment Tool will be used to diagnose a potential head injury during a game. Afterwards, the player is compared to their baseline test to determine when it is safe to resume activity.

Video

Video will be an important part of the T.E.A.M. programme because of the immense power of watching oneself in action. Many student-athletes in Toronto are visual learners who will benefit from seeing, instead of simply listening to feedback. Reviewing mistakes and analyzing errors helps youth overcome adversity (Tough, 2012, p. 123).

For the coaches, recording the tryouts will facilitate accurate assessment and evaluation. The best players and athletes will be selected for the T.E.A.M. programme and coaches can create concrete targets for improvement. Taping practices and games can help determine when an injury occurred (Grover, 2013, p. 37). Coaches often use YouTube to provide short instructional clips for players to access independently (Rana, 2011).

Video highlight clips are an important selling point for players who wish to showcase themselves to coaches and media. It is not the main objective of filming footage but it is necessary to compete with other clubs. The video coordinator will be a student volunteer but a small stipend ensures that they are motivated and have the resources needed.

Online Promotion

The programme will maintain a website and promote itself on Canadian and Toronto basketball websites. Use of the Internet and social media is necessary to maximize youth participation (Berger, O'Reilly, Parent, Séguin, & Hernandez, 2008, p. 304). In order to reach a range of players, promotion will occur on a website, Toronto basketball websites such as North Pole Hoops and HooptownGTA and neighbourhood schools.

Without being extravagant, T.E.A.M. will post video clips, a Tumblr blog and Twitter feed and other media to interact with coaches and fans. Although a YouTube channel is free, purchasing a website domain promotes the team and its players properly. This strong online presence will generate a positive image for the T.E.A.M. programme.

Additional Expenses

Equipment and Gear

T.E.A.M. Basketball is requesting some money to acquire a reasonable amount of equipment and gear. To develop sport-specific physical performance factors, the programme proposes to purchase:

- Two Speed Ladders (Agility)
- One Bosu-Style Half-Ball (Balance)
- Four Power Balls (Power)
- Six Skipping Ropes (Quickness)
- Twelve Resistance Bands (Strength)
- Six Basketballs and a Ball Bag

Athletes will not have access to this equipment at their community school so this will elevate their training to another level.

A set of white and dark jerseys is required for National Championship events and may be required by some events (A.A.U., 2013, p. 10). Warm up shirts and team bags will create a professional image for the players and raise their self-confidence.

All of the equipment and jerseys can be re-used in subsequent seasons and are part of the start-up costs for a new basketball club. If T.E.A.M. Basketball had been in operation before 2013, the equipment and jerseys would appear on the Balance Sheet and a depreciation expense would be charged to the Income Statement.

Insurance

In order to rent an athletic facility, an organization must present a certificate showing third-party liability insurance, ranging from a million dollars in coverage for secondary school facilities up to five million dollars for post-secondary facilities. A team or club can reduce its premiums by ensuring that all staff are certified and a trainer is present.

Coaches and players need travel insurance for travel to the United States. Some clubs ask each player provide their own insurance. In order to provide at-risk youth with an experience that they could otherwise not afford, the programme is providing insurance.

Coaching Honorariums

To attract top coaches, it is necessary to provided financial support such as an honorarium for the time commitment of the assistant coach and other expenses incurred. T.E.A.M. Basketball believes in coach education so funds have been set aside for clinics and resources. Even John Wooden, who won ten N.C.A.A. titles, pursued extensive professional development. Every off-season he would select one specific topic to research thoroughly and incorporate into his coaching (Nater & Gallimore, 2010, p. 43).

Registration Fees

In order to participate in A.A.U. events, teams and coaches must be registered ahead of time. At sanctioned events where N.C.A.A. coaches are present, team coaches must be certified in order to sit on the bench.

Other Revenue Sources

In addition to the twenty-thousand dollar grant, these three revenue streams will help to fund T.E.A.M. Basketball. This significant fundraising shows the programme's commitment and desire to become a premier basketball organization in Toronto. Nothing is too complicated to organize so there is a high chance of success. Should one of the revenue sources fall short of expectations, it will be possible to make it up in other areas.

Player Fees

T.E.A.M. Basketball does not plan to collect a significant amount of money from player fees in order to the accessibility of the programme. Nevertheless, players are expected to make a contribution so that the programme has value in their eyes. There will be flexibility for athletes who cannot pay the full amount, such as subsidies and installment plans. The fees charged for summer basic training are comparable to other elite basketball groups in the city, like C.I.A. Bounce and Ontario Basketball's Talent Identification and Development Programme.

Other organizations charge additional fees for travel, tournaments and meals so this funding will help make summer basketball a realistic option for deserving youth. The more a family is below the low-income cut-off (currently estimated as \$21,359 per family), the less likely children will participate in sport (Guèvremont, Findlay, & Kohen, 2008, p. 68). Thirty percent of children in Toronto are classified as low-income (City of Toronto, 2011, p. 7). The \$579 average cost for an organized youth sport programme and equipment can be a burden (Clark W. , 2008).

Donations, Sponsorships and Grants

Since it is starting up this year, T.E.A.M. Basketball is targeting small donations and networking in order to secure larger contributions in future years. Crowdfunding is an efficient method to raise money from a large number of donors, complementing community spirit of the organization. Canadian athletes and teams have been using the Internet to raise funds for their training and competition goals.

Small sponsorships from local businesses will assist the programme and it is likely these will grow as T.E.A.M. Basketball becomes better known. Government programmes and partnerships can offer aid, such as Ontario Sport and Recreation Communities Fund and the Coca-Cola Live Positively Fund. Sometimes, these programmes have lengthy timelines so they will not be a major source of revenue during the first year or operation.

Fundraising Events

Three events will serve the dual purpose of raising money for the programme and involving community members: a coaching clinic, a poker night and a community all-star game. In Toronto, it has become common to forgo large elaborate events in favour of small occasions that can provide more money received to charity (MacDonald, 2013). T.E.A.M. Basketball selected small events that will raise awareness and serve as a social occasion for basketball fans, strengthening the programme's mission and showing the young athletes how much the community cares and supports them (Monsebraaten, 2013).

Coaching Clinic: The clinic will not feature a famous headliner but local college and university coaches. T.E.A.M. Basketball will connect high school and club coaches with post-secondary coaches. The clinic will last about four hours and cover a variety of topics about coaching at the grassroots level.

Poker Tournament: A banquet, poker night and silent auction will be a major fundraiser. In the future, attendees at this event might become significant donors and sponsors but this night is primarily meant to introduce them to the T.E.A.M. programme and build relationships for future years. There are many companies in the city that can operate a tournament and take care of all of the details.

Community All-Star Game: This fun exhibition game and skills competition will combine stars from previous generations with the athletes involved in T.E.A.M. Basketball. Playing alongside great high school and university players, team members will connect with mentors. Holding the event at a downtown gym will enable community members to attend and create a fun atmosphere for all participants.

Next Steps

Athletes will be given the tools that they need to succeed but ultimately it is up to them to take ownership when the summer is over.

If the launch season is a success (in terms of player improvement and community impact), T.E.A.M. Basketball will continue operations. To become a key player in Toronto's basketball community, T.E.A.M. will consider these options:

- register to become an official Ontario Basketball club;
- add a U15 team so players can develop within the same organization;
- host community events such as a Mega Hoops clinic or a high school tournament so players can show leadership and organization skills;
- afterschool intramural basketball at a local school or community centre; and
- train throughout the year during three hour high intensity sessions on a weeknight.

2

Financial Details

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Income Statement

Summer Training Project
INCOME STATEMENT (PROPOSED)
January 1, 2013

Revenue

Player Fees (R-1)	\$5,400.00
Donations, Sponsorships and Grants (R-2)	\$5,000.00
Fundraising Events (R-3)	\$8,816.04
Requested M.L.S.E. Team Up Contribution	\$17,500.00
	<u>\$36,716.04</u>

Expenses

Practice/Training Gym Permits (E-1)	\$1,062.20
Training Camp (E-2)	\$6,073.47
Las Vegas Tournament (E-3)	\$13,867.76
Philadelphia Tournament (E-4)	\$3,777.94
Local Tournament Fees (E-5)	\$700.00
Training Equipment (E-6)	\$551.02
Player and Coach Gear (E-7)	\$2,404.96
Certification (E-8)	\$342.83
Clinics and Seminars (E-9)	\$894.24
Nutrition (E-10)	\$532.86
Coaching (E-11)	\$500.00
Video (E-12)	\$450.00
Testing (E-13)	\$1,338.00
Athletic Therapist (E-14)	\$2,151.22
Insurance (E-15)	\$1,468.50
Miscellaneous Expenses (E-16)	\$500.00
	<u>\$36,615.00</u>

Net Income (Carryover to 2013 Fall Season)

\$101.04

Note:

USD-Canada Exchange Rate 1.0143

List of Revenues

Player Fees

R-1

Training Fees			\$5,400.00
Full Fee		\$4,000.00	
8 players	x	\$500.00	
Small Subsidy		\$800.00	
2 players	x	\$400.00	
Large Subsidy		\$600.00	
2 players	x	\$300.00	
			<u>\$5,400.00</u>

Donations, Sponsorships and Grants

R-2

Donations			
Crowdfunding Initiative			\$2,500.00
Mr. Big			<u>\$500.00</u>
			\$3,000.00
Sponsorships			
Cromulent Cleaning Company			\$500.00
Embiggen Yourself Today Motivational Speakers			<u>\$250.00</u>
			\$750.00
Grants			
Coca-Cola Live Positively			\$500.00
Ontario Sport and Recreation Communities Fund			<u>\$750.00</u>
			\$1,250.00
Total			<u><u>\$5,000.00</u></u>

Fundraising Events

R-3

College/University Coaches Clinic		\$584.60
Poker Night		\$6,984.06
Community All-Star Game		<u>\$1,247.38</u>
		\$8,816.04

College/University Coaches Clinic

Revenue

Registration Fees				\$925.00
15 early bird	x	\$20.00		
25 regular price	x	\$25.00		
				<u>\$925.00</u>

Expenses

Fees/Honorariums/Gifts				\$200.00
4 speakers	x	\$50.00		
Gym Permit (U.T.S.)				\$90.40
4 hours	x	\$22.60		
Door Prizes				\$30.00
Miscellaneous				<u>\$20.00</u>
				\$340.40

Net Income (Loss)

\$584.60

Poker Night

Revenue

Ticket Sales				\$17,000.00
20 dinner only	x	\$100.00		
100 dinner & poker	x	\$150.00		
Re-buys				\$1,250.00
25 re-buys	x	\$50.00		
Silent Auction				<u>\$500.00</u>
				\$18,750.00

Expenses

Banquet Hall (Spirale's)				\$7,680.00
120 people	x	\$64.00		
Printed Tickets				\$45.14
Poker Tournament Rental				\$2,440.80
9 tables	x	\$73.45		
9 dealers	x	\$197.75		
Tournament Prizes				\$1,500.00
Miscellaneous				<u>\$100.00</u>
				\$11,765.94

Net Income (Loss)

\$6,984.06

Community All-Star Game

Revenue

Ticket Sales			\$1,875.00
150 adults	x	\$10.00	
75 kids	x	\$5.00	
Concessions Sales			\$245.00
40 sodas	x	\$1.50	
30 Gatorade bottles	x	\$3.00	
10 water bottles	x	\$1.50	
40 snacks	x	\$2.00	
Donation Box			<u>\$100.00</u>
			\$2,220.00

Expenses

Gym Permit (University of Toronto)			\$293.80
2 hours	x	\$146.90	
Referees			\$104.00
2 referees	x	\$52.00	
Tickets			\$6.23
Concession Purchases			\$87.51
2 cases of soda	x	\$10.16	
1 cases of water	x	\$5.07	
2 cases of Gatorade	x	\$22.02	
1 case of Frito-Lay snacks	x	\$18.07	
Participant T-Shirts			\$281.09
25 players & coaches	x	\$11.24	
Door Prizes			\$50.00
Charity Donation			\$100.00
Miscellaneous			<u>\$50.00</u>
			\$972.62
Net Income (Loss)			<u><u>\$1,247.38</u></u>

List of Expenses

Gym Permits

E-1

May - June (T.D.S.B. Facilities)					\$587.60
Permit Fee					\$20.00
Gym Space					\$500.00
20 hours	x			\$25.00	
H.S.T.					\$67.60
June - July (T.C.D.S.B. Facilities)					\$474.60
Permit Fee					\$60.00
Hourly Rate					\$360.00
12 hours	x			\$30.00	
H.S.T.					\$54.60
					<hr/>
					\$1,062.20

Training Camp

E-2

Accommodations						\$3,294.75
Rooms						\$1,302.00
14 rooms	x	3 nights	x		\$31.00	
Meals						\$1,992.75
15 people	x	3 breakfasts	x		\$9.10	
15 people	x	4 lunches	x		\$13.75	
15 people	x	3 dinners	x		\$16.85	
Court Time						\$2,080.00
Permit Fee						
Hourly Rate						\$2,080.00
8 practices	x	2 hours	x		\$130.00	
H.S.T.						<hr/>
						\$698.72
						\$6,073.47

Las Vegas Tournament

E-3

Adidas 64 Tournament (July 24-28)					\$700.00 USD	\$710.01
Hotel (Courtyard Las Vegas)						\$1,815.52
4 rooms	x	4 nights	x		\$111.87 USD	
Meals						\$2,272.03
14 people	x	4 days	x		\$40.00 USD	

Car Rental (Budget)					\$1,079.22
2 Large SUVs	x	\$532.00	USD		
Airfare (Air Canada)					\$8,701.00
14 people	x	\$621.50			
					<hr/>
					\$13,867.76

Philadelphia Tournament

E-4

Hoop Group Jam Fest (April 28th to 28th)		\$575.00	USD		\$583.22
Hotel (Double Tree Philadelphia-Valley Forge)					\$972.92
4 rooms	x 2 nights		x \$119.90	USD	
Meals					\$1,704.02
14 people	x 3 days		x \$40.00	USD	
Car Rental (Budget)					\$576.00
2 Vans	x	\$288.00			
Gas					\$400.00
Parking					\$75.00
Tolls					\$50.00
					<hr/>
					\$3,777.94

Local Tournaments

E-5

George Brown Tournament (July 16 to 18)		\$400.00			
3-on-3 Tournament (Whitby - July 6-7)		\$300.00			
3 teams	x	\$100.00			
					<hr/>
					\$700.00

Equipment

E-6

Fitness Training					\$241.68
Agility					\$29.10
2 speed ladders	x	\$14.55			
Balance					\$68.00
1 half-ball (Bosu style)	x	\$68.00			
Power					\$63.52
4 power balls	x	\$15.88			
Quickness					\$22.50
6 skipping ropes	x	\$3.75			
Strength					\$58.56
12 resistance bands	x	\$4.88			

Sport-Specific				\$245.95
Basketballs			\$225.00	
6 basketballs	x	\$37.50		
Ball Bags			\$20.95	
1 bag	x	\$20.95		
H.S.T.				<u>\$63.39</u>
				\$551.02

Player-Coach Gear

E-7

Game Uniforms			\$1,680.00
24 jersey sets	x	\$55.00	
12 warm-ups	x	\$30.00	
Coach Shirts			\$63.42
2 polo shirts	x	\$31.71	
Gym Bags			\$349.86
14 bags	x	\$24.99	
Water Bottles			\$35.00
14 water bottles	x	\$2.50	
H.S.T.			<u>\$276.68</u>
			\$2,404.96

Certification

E-8

A.A.U. Certification			\$261.69
Player Certification			\$194.75
12 players	x	\$16.00 USD	
Coach Certification			\$36.51
2 coaches	x	\$18.00 USD	
Team Certification			\$30.43
1 team	x	\$30.00 USD	
Lexis N.C.A.A. Certification			\$81.14
2 coaches	x	\$40.00 USD	
			<u>\$342.83</u>

Clinics

E-9

Strength and Conditioning Coach			\$300.00
3 hours	x	\$100.00	

Nutritionist		\$400.00
Student-Athlete Seminar		\$294.24
12 booklets	x	\$7.85
Speaker Fee		\$100.00
		<hr/>
		\$894.24

Nutrition

E-10

Hydration			\$196.48
Water			\$17.96
4 cases (35 bottles/500ml)	x	\$4.49	
Gatorade			\$155.92
8 cases (28 bottles/500ml)	x	\$19.49	
H.S.T.			\$22.60
Recovery & Regeneration			\$290.58
Chocolate Milk			\$69.36
24 cartons (2L)	x	\$2.89	
Snacks			\$187.79
4 Nature Valley Trail Mix Bars (36)	x	\$11.49	
4 Quaker Chocolate Granola Bars (36)	x	\$10.99	
10 fruit yogurt (12 servings)	x	\$7.99	
3 small spoons (40)	x	\$5.99	
H.S.T.			\$33.43
Assorted Fruits			\$45.79
Bananas			\$20.28
12 bunches (8 bananas)	x	\$1.69	
Apples			\$10.74
6 per pound	x	\$1.79	
Pears			\$10.74
6 per pound	x	\$1.79	
H.S.T.			\$4.03
			<hr/>
			\$532.86

Coaching

E-11

Honorarium (Assistant Coach)		\$300.00
Coaching Clinics		\$100.00
2 people	x	\$50.00

Professional Development Resources	<u>\$100.00</u>
	\$500.00

Video

E-12

Video Editor Honorarium	\$300.00
DVDs and Cases	\$50.00
Digital Video Camera	<u>\$100.00</u>
	\$450.00

Testing

E-13

Sport Testing Combine	\$660.00
12 players x \$55.00	
ARC-U Shooting Analysis	\$339.00
12 players x \$28.25	
ARC-U Shooting Analysis	\$339.00
12 players x \$28.25	
	<u>\$1,338.00</u>

Athletic Therapist

E-14

Certified Athletic Therapist	\$1,560.00
Practices	\$960.00
32 hours x \$30.00	
Training Camp	\$600.00
4 days x \$150.00	
Supplies	\$591.22
Athletic Tape (32 rolls/case)	\$384.00
4 cases x \$96.00	
Pro-Wrap (48 rolls/case)	\$139.20
2 cases x \$69.60	
H.S.T.	\$68.02
	<u>\$2,151.22</u>

Insurance

E-15

Travelling Insurance	\$960.00
12 players x \$70.00	

2 coaches x \$60.00	
Third-Party Liability Insurance	<u>\$508.50</u>
	\$1,468.50

Miscellaneous Expenses

E-16

Promotion (including Website)	\$50.00
Banking Fees (including Cashier's Cheques)	\$10.00
Ontario Non-Profit Corporation Application	\$155.00
Meals	\$50.00
Postage	\$15.00
Cellular Phones and Data	\$50.00
Office Supplies	\$20.00
Team Awards	\$100.00
Parking and Gas	<u>\$50.00</u>
	\$500.00

Other Potential Revenue Sources

It is never a guarantee that any revenue source will match expectations, whether it is government or private funding. There are other options in addition to what is listed in this proposal. In Toronto, there is a network of basketball fans who are able to support worthy community projects. Private foundations have also been willing to commit to physical activity for youth.

Once a club has been established, they often transfer funds leftover from the winter season or charge higher fees for a house league or camp so that there is money remaining for the summer.

Disposition of Leftover Funds

After all of the expenses have been paid, there remains a \$151.04 surplus. This will be used for unforeseen expenses or price increases or put towards expenses in the future.

If T.E.A.M. Basketball is a success, the next step would be to continue throughout the fall and winter of 2013. Expenses at that time include an Ontario Basketball club membership or gym permits for tryouts in September and October.

If the programme does not continue beyond the summer, any leftover funds will be donated to programmes in the Toronto area targeted towards community sports, such as JumpStart, or support for at-risk youth, such as Pathways to Education.

3

Resources

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Thanks and Acknowledgement

The following individuals provided invaluable help and information so that this task could be completed:

- Chris Cheng (Canada Basketball)
- James DePoe (Humber College)
- Pippa Edwards (Canadian Sport Institute Ontario)
- Don Fraser (Making Your Mark)
- Andy Higgins (University of Toronto)
- Jamie Hollins (Sport Testing Inc.)
- Josh Kahn (University of Toronto)
- Carmelo Mallia (Ontario Basketball)
- Jack Prassas (Scarborough Basketball Association)
- Andrea Prieur (University of Toronto)
- Alexis Williams (Loblaw Companies Limited)

Contact Information

T.E.A.M. Basketball relied on the following people, businesses and organizations to create accurate price quotes:

Academics

- Making Your Mark
(www.makingyourmark.com/uploads/1/6/0/7/16075270/athlete.programme.pdf)

Assessment and Evaluation

- ARC-U Shooting Analysis (www.arcu.ca)
- C.M.R.G. Concussion Management Programme (www.crmg.ca)
- Sport Testing (www.sporttesting.com)

Calendars

- A.C.A. Hoops Tournament Listing (www.aca hoops.com/aca-tournaments-boys.asp)
- N.C.A.A. Recruiting Calendar
(www.ncaa.org/wps/wcm/connect/public/ncaa/resources/basketball+resources/certified+basketball+events/mbb+recruiting+calendar)
- Team Ontario Dates (www.basketball.on.ca/site/index.cfm?DSP=Page&ID=381)

Certification

- A.A.U. Certification (www.aausports.org/Membership/SignUp.aspx)

- N.C.A.A. Certification
(www.ncaa.org/wps/wcm/connect/public/NCAA/Resources/Basketball+Resources/Certified+Basketball+Events/team_coaches_index)

Clothing and Equipment

- 9Sports (www.9sports.ca)
- Fitness Depot (www.fitnessdepot.ca)
- Marchant's School Sport (www.marchants.com)
- Wordans (www.wordans.ca)

Community Sport Programmes

- Coca-Cola Live Positively (www.livepositively.ca)
- KidSport Canada (www.kidsportcanada.ca)
- Jump Start (jumpstart.canadiantire.ca)
- M.L.S.E. Team Up Foundation (mlseteamupfoundation.org)
- Ontario Sport and Recreation Communities Fund
(www.grants.gov.on.ca/GrantsPortal/en/OntarioGrants/GrantOpportunities/PRDR006918)

Crowdfunding

- Canadian Sport: Pursuit (www.pursu.it)
- Community Groups: FundRazr (www.fundraizr.com)

Fundraising Events

- Event Direct (www.eventdirect.ca)
- Spirale's Banquet Hall (www.spirale.net)
- Staples (www.staples.ca)
- TicketMaster Custom Tickets (www.ticketmaster.ca/customtickets)

Health and Safety

- David L. McIntosh Clinic (www.physical.utoronto.ca/SportMedicine.aspx)
- Josh Kahn (www.youtube.com/user/trainerjoshkahn)
- Sport Concussion Assessment Tool ([www.cces.ca/files/pdfs/SCAT2\[1\].pdf](http://www.cces.ca/files/pdfs/SCAT2[1].pdf))

Insurance

- Barber Stewart McVittie & Wallace Insurance Brokers (230-6 Lansing Square, North York, Ontario, M2J 1T5 416-493-0050)
- Manulife Financial Cover Me Insurance (www.coverme.com/products/travel-insurance-canadians.jsp)

Miscellaneous

- Ontario Not-for-Profit Corporations
(www.sse.gov.on.ca/mcs/en/Pages/onca5.aspx)

Nutrition

- Costco (www.costco.ca)
- Sport Nutrition for Athletes and Coaches (www.coach.ca/snac-sport-nutrition-p145045)

Permits

- T.D.S.B. (www.tdsb.on.ca/permits)
- T.C.D.S.B. (<https://permits.tcdsb.org/facilities>)
- University of Toronto
(www.physical.utoronto.ca/FacilitiesAndMemberships/Athletic_Centre/Rentals.aspx)

Tournaments

- Adidas Super 64 (www.adidassuper64.com)
- George Brown Tournament (www.georgebrown.ca/athletics/sports/basketball)
- Ontario Basketball 3x3 Challenge
(www.basketball.on.ca/site/index.cfm?DSP=Page&ID=392)
- Philadelphia Hoop Group Jam Fest (hoopgroup.com/team-tournaments/grassroots-events/jam-fests/philadelphia-jam-fest)

Training Camp

- Humber College Accommodations (humber.ca/conference/north-about)
- Humber College Athletic Facilities (athletics.humber.ca/hnfacilities/rental-information)

Travel

- Budget Rent-A-Car (www.budget.ca and www.budget.com/)
- Travel Math (www.travelmath.com)
- Trip Adviser (www.tripadvisor.ca)

Website

- GoDaddy Domain Name Registration (www.ca.godaddy.com)
- Tumblr Blogs (www.tumblr.com)

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A.A.U. (2013). *2013 AAU Boys' Basketball Handbook*. Retrieved May 6, 2013, from The Real AAU Boys Basketball (Central Illinois):
<http://www.centralillinoisaau.org/wp-content/uploads/2013/02/BOYSBASKETBALL-HANDBOOK2013.pdf>

Ahluwalia, S. (2013, April 23). *Canada Basketball Discussion: Building An Identity*. Retrieved April 26, 2013, from North Pole Hoops:
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*"There are 86,400 seconds in a day. It's up to you
to decide what to do with them."*

- Jim Valvano