

OTP EVALUATION 2011

FULL REPORT

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TABLE OF CONTENTS

1. INTRODUCTION.....	2
Purpose	2
Methodology.....	2
Arrangement of the Evaluation Report.....	3
Agreement Scale Scores	4
2. MISSION, VISION, and GOALS of OTP	5
3. ROLE of OTP	9
OTP Contributions.....	10
Strategic Priorities.....	12
4. COACHING and TECHNICAL EXCELLENCE	14
5. ATHLETE and TEAM EXCELLENCE	19
Olympic and Paralympic Results	24
6. SPORT SCIENCE, MEDICINE and INNOVATION EXCELLENCE	29
7. NSO and CSC EXCELLENCE	35
8. OPERATIONAL EXCELLENCE	40
9. CONCLUSION	47

1. INTRODUCTION

Purpose

The main purpose of this independent evaluation was to determine external stakeholders' perspectives on the impact, effectiveness, and progress of Own the Podium (OTP) since its inception in 2004. Two surveys were coupled with selected stakeholder interviews and the results of these initiatives consist of the bulk of the new information provided by this report.

The report also aggregates and compiles existing OTP data related to finances, medal counts and projections, athlete performances, coach funding, research and innovation, and organizational excellence. Altogether, the survey and interview results combined with existing metrics and statistical data create a comprehensive evaluation of OTP as of June 2011.

This report is lengthy as it consolidates all findings and comments made by survey respondents. A concise Executive Summary, containing recommendations offered by the researchers, is available as a separate document.

Methodology

Finances, statistics, and other metrics related to innovation, research, and medal performance were provided by OTP to the researchers.

To collect stakeholders' opinions of OTP, an Organizations Survey was distributed to 60 organizations. These organizations included every National Sport Organization (NSO) currently or formally targeted by OTP for funding and support. In some cases, an NSO with a disparate Paralympic program was counted as two organizations and sent two surveys. Each of the seven Canadian Sport Centres (CSCs) was also sent a survey. Finally, surveys were sent to seven selected Multi-Sport Organizations (MSOs) that have had close relationships with OTP.

Personal contact was initiated with each organization and 59 of the 60 organizations agreed to complete the survey within a month of being contacted. Organizations were encouraged to have the person (or people) most familiar with OTP complete the survey. Only one survey was completed per organization (with the exception of the NSOs that have disparate Paralympic programs – in these cases two different people at the same organization completed the survey). In total, of the 60 copies of the Organizations Survey that were distributed, 42 completed surveys were returned.

Each NSO was also asked to distribute a second survey – an Individuals Survey – to athletes and coaches who are/were affected by OTP. NSOs were not asked to disclose to the researchers potentially intrusive personal information about these individuals but were, instead, asked to handle the distribution of this survey on their own. NSOs self-identified the individuals who were “affected” by OTP and forwarded the survey to the individuals they felt fit that criteria. When requested, the researchers offered guidance for this distribution. While it is not possible to ascertain how many individuals were sent the Individuals Survey, informal discussions with NSO leaders place this number at greater than 230. In total, 111 athletes and coaches completed the Individuals Survey.

Notably, both surveys were distributed in both French and English but the results were collated together.

Great lengths were taken to ensure that the responses to the surveys were anonymous. For example, though there were 42 responses to the Organizations Survey, it is not possible to identify which organizations responded. However, at the end of both surveys, both individuals and organizations were asked to self-identify if they would like to be contacted for a personal interview. This self-identification would connect their responses to their identity. In total, 26 organizations and 31 individuals self-identified and therefore consented to be considered for an interview.

Of the organizations and individuals who consented to a follow-up interview, 12 respondents were personally contacted for a telephone interview. They were selected on the basis of the nature, breadth, and depth of their written comments. These 12 respondents included representatives from NSOs (five interviews, two of which involved two representatives of the NSO thus four individuals), CSCs (three interviews), an MSO (one interview), and also included individual coaches and athletes (three interviews). Two further individuals, who were not selected for a phone interview, provided additional written comments. The feedback gained through these interviews and comments was integrated into the relevant sections of this evaluation report.

Arrangement of the Evaluation Report

The questions in both surveys were designed to solicit perceptions of various facets of OTP as well as comments and opinions of OTP's performance in various areas. Together, the perceptions, comments, and opinions are arranged into five sections: coaching and technical excellence, athlete and team excellence, NSO and CSC excellence, sport science and innovation excellence, and operational excellence. By design, each section in this report connects to a similarly-named section in OTP's 2010-2020 strategic plan.

Next, statistical data and other information provided by OTP are collected within each applicable section of the report. For example, charts citing Canada's performance at the Olympic Games are located next to comments on athlete and team excellence. The opinions provided by respondents support or contrast the statistics provided by OTP – revealing interesting synergies and/or disconnections between the perception and the reality.

It was decided to evaluate the current and past performance of OTP based on the criteria that exist in OTP's current strategic plan. Although some formally targeted NSOs, who were surveyed for this evaluation, can only comment on OTP's performance based on OTP's pre-2010 operating plan, their commentary was nevertheless viewed through the lens of the current plan.

Two other sections precede the main body of the report. The first section is an overview of OTP's mission and vision and the second section outlines perceptions of the role the OTP has (or should have) in the Canadian sport system. Responses relating to perceptions of OTP dominate this section of the report. A final concluding section summarizes the general attitudes of the responses to the two closing questions from the survey – chiefly, what one thing has OTP done well, and what one thing has OTP done poorly and/or needs to improve.

This report ends with voluminous Appendices, containing all comments made by respondents to the two surveys. Comments made in French are presented in this report in English but are noted as being translated with the letters 'FR' following the comment. The comments are organized around the specific questions in the surveys. For ease of navigation, in a .doc version of this report it is possible to link from the

2. MISSION, VISION, and GOALS of OTP

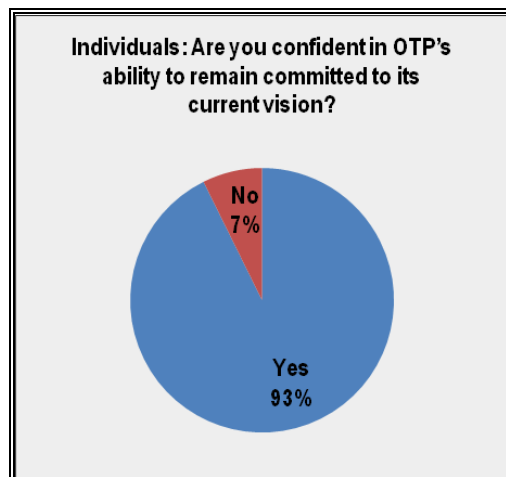
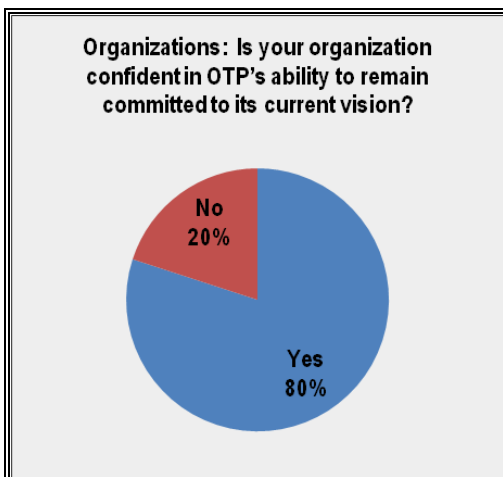
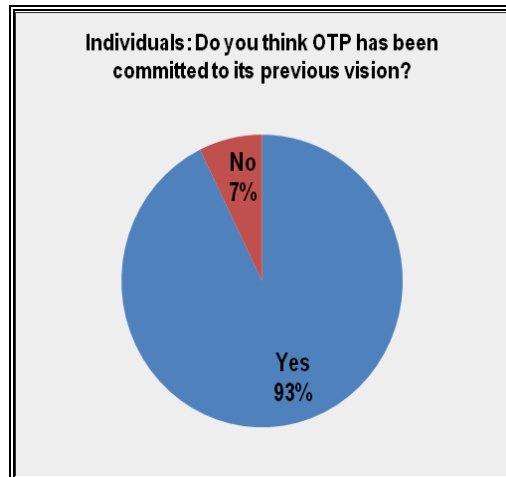
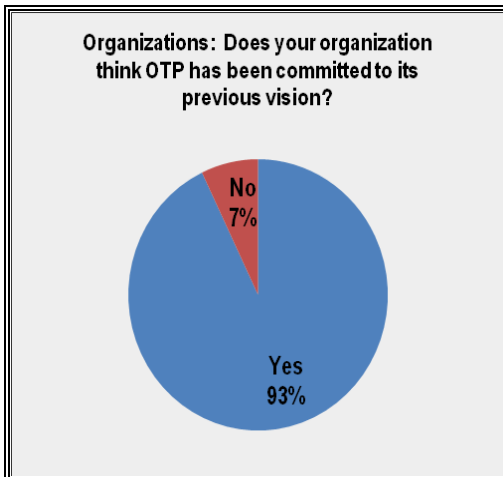
Own the Podium has had two vision statements and one mission statement. The difference between the statements is that a mission statement defines OTP's purpose and primary objective(s), while the vision statement communicates both the purpose and values of OTP. In December 2010, OTP's slightly modified vision statement was included in OTP's 2010-2020 strategic plan.

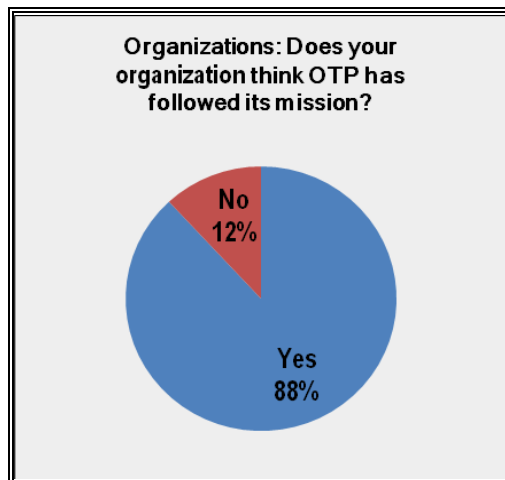
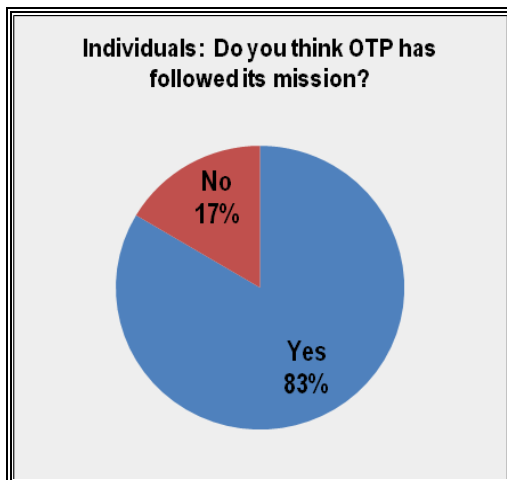
Respondents were asked whether they believed OTP had been committed, in the past, to its previous vision and whether they believed OTP could remain committed to its current vision. Similarly, respondents were asked whether they believed OTP has followed its mission.

OTP's pre-December 2010 vision statement: *"For Canada to be a world leader in high performance sport"*

OTP's post-December 2010 vision statement: *"To be a world leader in high performance sport at the Olympic and Paralympic Games"*

OTP's mission statement: *"To lead the development of Canadian sports to achieve sustainable podium performance at the Olympic and Paralympic Games"*





In its 2010-2020 strategic plan, OTP committed to podium performance goals (long term and short term) and system development goals.

Short Term

London 2012

- Place in the Top-12 nations in total medal count at the 2012 Olympic Summer Games
- Place in the Top-8 nations in the gold medal count at the 2012 Paralympic Summer Games

Sochi 2014

- Place 1st at the 2014 Olympic Winter Games (based on IOC ranking system – pending validation by COC and NSOs)
- Place Top-3 in the overall gold medal count at the 2014 Paralympic Winter Games (pending validation by CPC and NSOs)

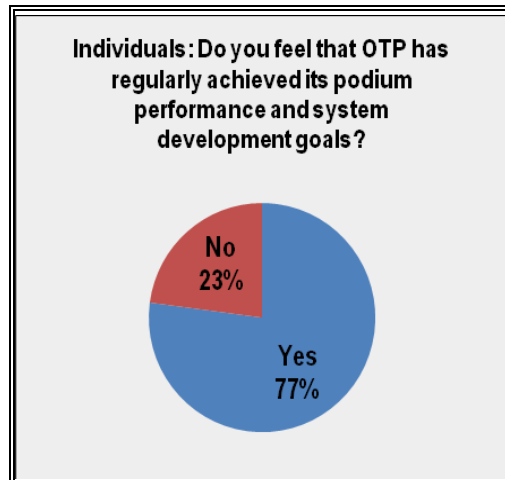
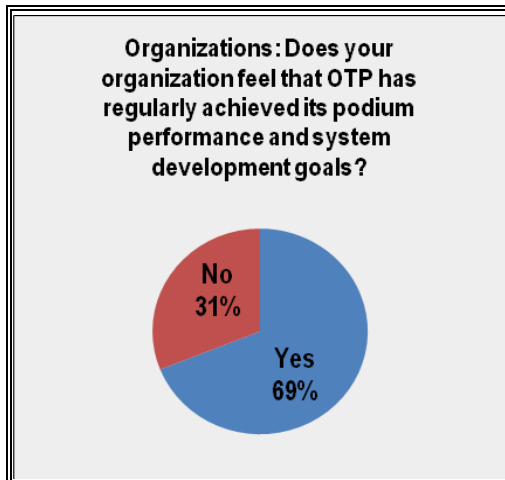
Long Term

- To consistently place 1st overall in winter and ultimately aspire to be a top 8 summer nation in both the Olympic and Paralympic Games

System Development

- Own the Podium will advocate for, and invest in, collaborative leadership to strengthen national policy, programs and the sport development and delivery system as we collectively strive to be a leading sports nation and own the podium at the Olympic and Paralympic Games.

In the survey, organizations and individuals were asked whether OTP has been regularly achieving its podium performance and system development goals – as best that those goals were understood by respondents.



When commenting on the question, organizations generally felt that OTP had succeeded in meeting its podium performance goals. However, there were questions about whether OTP was meeting its system development goals (which are not as measurable as podium performance) and also whether OTP should even be directly involved in system development. One respondent stated: *“I believe OTP has remained true and exceeded all expectations in relation to their podium performance goals but has fallen short on their system development goals. I am concerned about “mandate creep”. OTP needs to stick to these two goals - improve performances and identify areas of system development and execute on these two goals”.*

Individuals also felt that there was confusion about system development. Primarily, individuals identified that in order to be successful on the podium – there needs to be a greater emphasis on system development. It is likely that individuals believe OTP’s ‘system development’ goal is analogous to ‘grassroots development’ – although this may not be OTP’s preferred interpretation of its own goal. This disconnection understandably creates confusion and has led to bitter feelings from some individuals.

Individuals also expressed concern about OTP’s long-term vision. Related to development, individuals believed that a focus on short-term success at the podium may negatively affect long-term success that would be created by sustained system development. Stated one individual: *“I think the mission of focusing on athletes who have a chance to get medals has been consistently applied – but I do not think there has been much emphasis on ‘system’. All the meetings I have been to are focused on why or why not a particular athlete should be on the ‘identified’ list and if money should go towards that athlete”.*

Multiple interviewees agreed that OTP is to be commended for having a very clear vision and very clear goals. The concept of OTP at its inception was excellent and people are pleased with the impact OTP has had. OTP has brought a sharp focus on high performance sport and this focus has helped NSOs. Further, the expectations of everyone in the sport system (organizations, coaches, athletes, and the public) have been raised. A sentiment echoed by many respondents was this view: *“I am glad that someone finally has the courage to say it’s okay to strive for medals”.*

The Chief Executive Officer of OTP, Alex Baumann, is perceived to have a very clear focus and high expectations. He is believed to be principled and not someone who would stray from his vision or message. However, some interviewees also observed that his vision is not universally shared among all OTP staff and he might need to be more deliberate in molding the culture within OTP along the lines of his vision. It was acknowledged by some respondents that this can take time and OTP as an organization is still young.

Many of the people interviewed noted that, although clear, OTP occasionally strays from its mission. Interviewees encouraged OTP to stay focused on what it set out to do – technical excellence and high performance – and that it should not dabble in governance, domestic support, and participation. In one person's words: "*OTP suffers from mission creep: a common problem as a young organization grows and matures*". It is felt that OTP perceives problem areas and wants to go in and fill them – which creates tension and a confusion of roles between OTP and the various other national partners (including CSCs). Several interviewees stressed that OTP should remain a strong champion of high performance and not try to do more.

3. ROLE of OTP

In one survey question, organizations and individuals were asked to describe OTP's role in the Canadian sport system as they understand it. In a second question, organizations and individuals were asked to comment on that role.

Organizations tended to understand OTP's role better than individuals. Notably and as would be expected, the few previously-targeted NSOs that were included in the survey were disappointed that OTP seemed to have 'abandoned' their sport. Most organizations primarily, properly, identified OTP as the arms-length funding agency that also provides expert services to NSOs.

Individuals were less clear in their understanding of OTP's role than organizations. A greater proportion of individuals (than of organizations) perceived that OTP was simply a funding agency supporting athletes, coaches and teams in their pursuit of the podium. Relatively few individuals recognized OTP's role in providing expert, technical support. Some individuals expressed OTP's role correctly, such as this response: "OTP is an independent arms-length agency that aids athletes and NSOs in the achievement of podium performances, with the ultimate goal of having Canada be a consistent medal winner in Olympic and Paralympic sport. By being independent, funding can be focused on sport/athletes that have the highest chance of success (rather than a model where everyone gets some because it is fair and the Canadian way)".

Organizations: Own the Podium has successfully filled a valuable role in the Canadian sport system

8.4

Individuals: Own the Podium has successfully filled a valuable role in the Canadian sport system

7.9

Interestingly, and perhaps related to organizations' and individuals' different understanding of OTP, individuals' belief that OTP's role in the sport system should be expanded far outranked organizations' belief that OTP's role in the sport system should be expanded. One possible explanation for this disconnect could be that, on one hand, individuals primarily view OTP in its funding role – and naturally individuals presume OTP's expansion would mean more funding. Organizations, on the other hand, primarily view OTP in its expert services role – and naturally organizations presume OTP's expansion could mean more intervention and further blurring of the NSO's role in delivering its services.

Organizations: Own the Podium's role in the Canadian sport system should be expanded

6.3

Individuals: Own the Podium's role in the Canadian sport system should be expanded

7.9

In the second question of this section, organizations and individuals were asked to comment on OTP's role. Respondents took this opportunity to provide a wide variety of valuable commentary and feedback. Said one respondent from an organization: *"The "one window" approach by government for funding and support of high performance in Canada is a good one as long as the window does not expand too much. We have to be careful that OTP does not become another layer of bureaucracy in the high performance sport system. Roles and responsibilities between Sport Canada, OTP, COC and CSC need to be clarified and communicated"*.

Said another: *"OTP has been a tremendous success. Performance results are unprecedented! OTP needs to remain focused and not try to solve all the problems. Clarity of roles and acceptance of roles (OTP and others) is crucial to the future success of the Canadian system"*.

Individuals also provided an array of insightful comments. Stated one: *"OTP has provided valuable funding for a group of select coaches and athletes, and has permitted the hiring of national coaches. However, it has also created have and have-not categories within our sport, which has had a negative impact on numerous aspects of our operations. The implementation of the OTP vision (through mandated application of funding) feels very short-sighted, and ultimately damaging to the Canadian sport system"*.

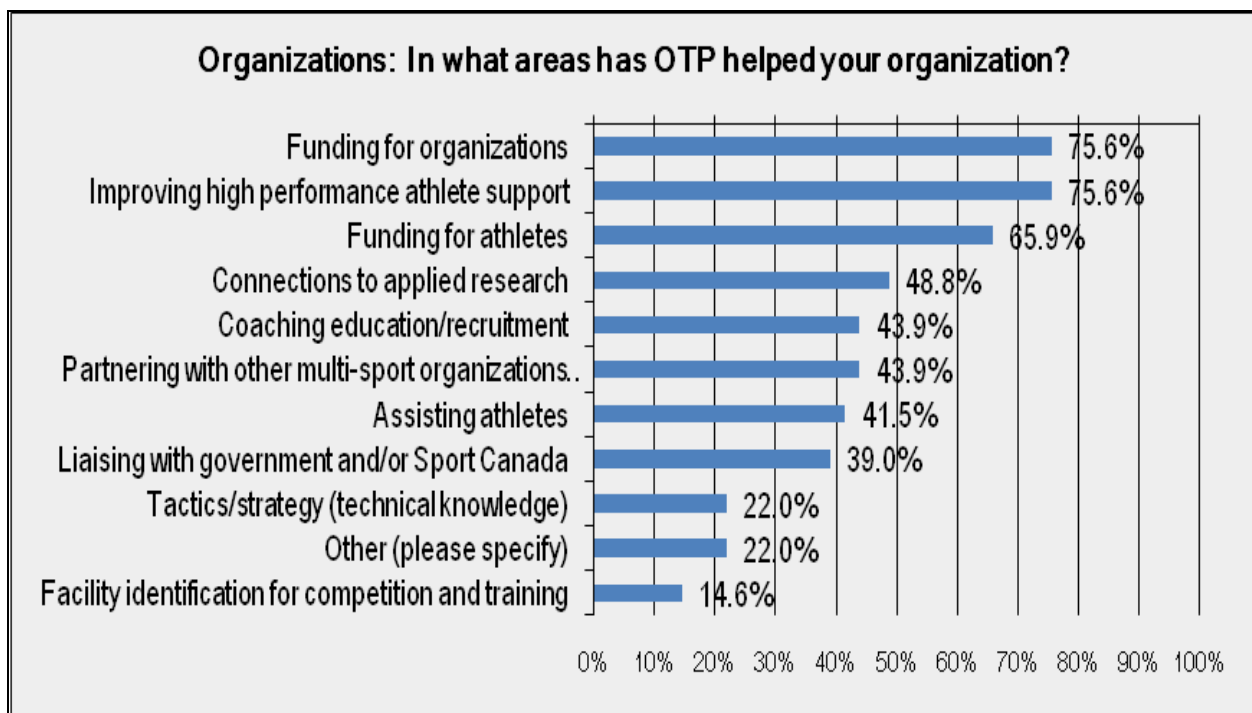
In the one-on-one interviews, there was consensus that OTP has played a significant role in enhancing high performance. Clearly, all organizations appreciate the funding provided by OTP, but they also know that the contribution goes beyond mere funding. Many interviewees spoke about the positive impact of OTP on expectations and attitudes. The equal support and value given by OTP to Paralympic sport was described by one person as "refreshing". Said one NSO leader: *"OTP provided a wonderful platform for change within our sport"*. All interviewees noted that OTP has been a great partner.

The interviewees were cautious about supporting OTP's interventionist role. Though sometimes a 'quick fix' appears to be the solution, it was suggested that such interventions may not result in sustainable change over the long term. In fact, such interventions might simply exacerbate conflict and create further fractures within the NSO. One NSO that went through a review by OTP found the experience time-consuming and stressful and felt that it did not produce new insights, but rather validated existing knowledge. Another NSO leader said that: *"The more OTP tries to control, the more confusing the leadership model becomes"*.

Everyone interviewed spoke positively of the quality of the people working at OTP. One interviewee suggested that to improve what is already a strong staff, the High Performance Advisors (HPAs) should be closer to the sports they serve (instead of being located in centralized offices) so that they can have greater connection with coaches and athletes. It was suggested that HPAs should be able to focus on their various strengths rather than be expected to be cookie-cutters of each other and perform uniform roles. Another respondent suggested that a metric OTP should measure is "contact time" between HPAs and coaches/athletes. This respondent explained that having expertise is necessary but not sufficient – HPAs must also be strong communicators who can forge positive and helpful connections in the athlete-coach relationship and that, without such connections, the HPAs' ability to have positive impact is compromised.

OTP Contributions

Organizations were asked to select the areas in which OTP contributes to the operations of their organizations. Multiple areas could be selected. This question did not differentiate between whether the responding organization was an NSO, CSC, or MSO.



The graphic above represents the number of organizations that selected each area. For instance, of the 42 responding organizations, over 75% identified that OTP has helped the organization with funding. Conversely, only 15% of surveyed organizations believed OTP has helped the organization with facility identification.

In the 'other' category, organizations specified that OTP has helped them with: long-term planning, strategic thinking, brand recognition, government contacts, and training through the OTP summit.

Organizations: OTP has been respected for its contributions to sporting excellence
8.1

Organizations: Our organization's relationship with OTP has been characterized by openness and collaboration
7.3

Organizations were asked to identify OTP's single most important contribution to their organization. The majority of organizations responded that 'funding' was OTP's most important contribution. However, many organizations also recognized that OTP provides more support than simply funding.

Organizations also identified that there is a perception of some duplication and overlap with regard to OTP's contributions. For instance, one respondent wondered about the distinction between OTP and the COC. Other respondents questioned OTP's mandate. One respondent said: *"The situation is much better, but I believe there is still some duplication of efforts between the key national partners (OTP, COC and Sport Canada). There are areas of high performance sport where true clarity on roles and responsibilities is lacking – day-to-day athlete service programs and the daily training environment"*.

Organizations: OTP contributions have complemented and have not duplicated the activities of other partners in the sport system

6.7

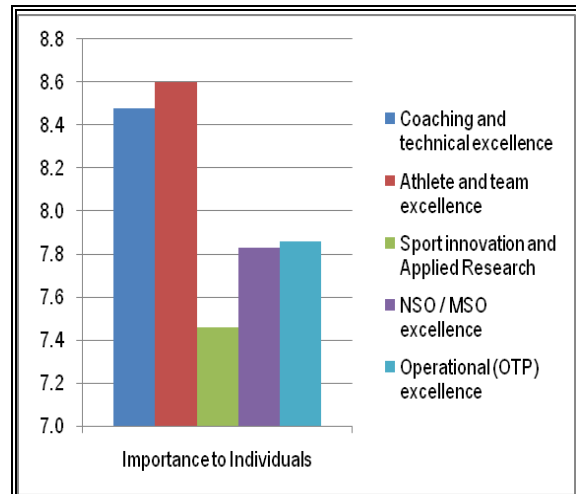
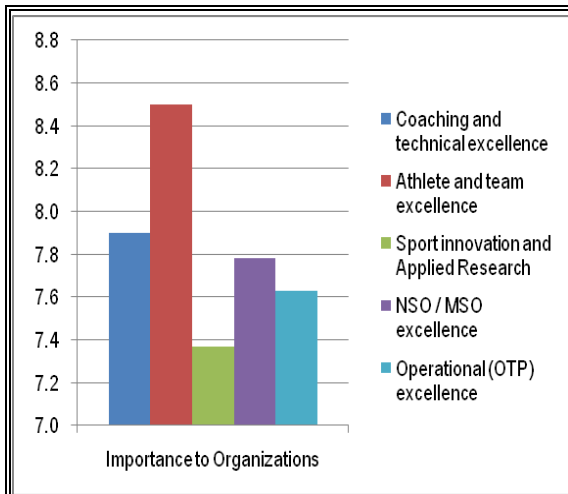
The theme of redundancy was also reflected in the interviews. The lack of role clarity among OTP, the COC/CPC, CSCs and Sport Canada was described as being confusing and frustrating. There is a belief that the system suffers from overlap, and where partners should be collaborating they are in fact competing in 'turf wars'. Interviewees believed OTP should be the player in the sport system that 'knits' everyone together - but that is not perceived to be happening. Rather, NSOs and CSCs believe they compete with each other for funds and projects. Interviewees noted that while some sports have good relationships with CSCs, others do not, and in fact see them as obstacles to success. One person said: *"OTP should work like a start-up - a high performance hit squad. Mark Lowry's early ideas were right - a very focused expert group, working nimbly, versus a centralized bureaucracy"*.

Strategic Priorities

OTP's 2010-2020 strategic plan identified five strategic priorities:

- Coaching and Technical Excellence
- Athlete / Team Excellence
- Sport Science, Medicine and Innovation Excellence
- NSO and CSC / CSI Performance Excellence
- Operational Excellence

Organizations and individuals ranked the importance of these strategic priorities to themselves as an organization or as an individual. The scale for this question was '1 – Not at all important' and '10 – Very important'.



Athlete and team excellence was the top priority to both individuals and organizations, while sport innovation and applied research ranked as the least important among both groups' responses. The importance of coaching and technical excellence was rated significantly higher by individuals than organizations.

Organizations and individuals were asked to comment on possible other areas in which OTP could become involved – sport development was a common theme - though some respondents chose to instead caution against OTP's involvement in certain other areas, such as NSO CSC governance. Stated one individual: *“Eventually [OTP should get involved in] sport development (or start a similar organization). If OTP can do for Sport Development what it has done for High Performance we can actually achieve sustainability. Athlete depth has been an issue for a lot of sports and recruitment efforts are okay but not sustainable”.*

4. COACHING and TECHNICAL EXCELLENCE

OTP strives to work with targeted NSOs to identify and support the recruitment and retention of world-class coaches and technical directors. Working with these leaders, OTP aims to identify and fund their development needs with the intention to support the sustained development of optimal environments for performance excellence.

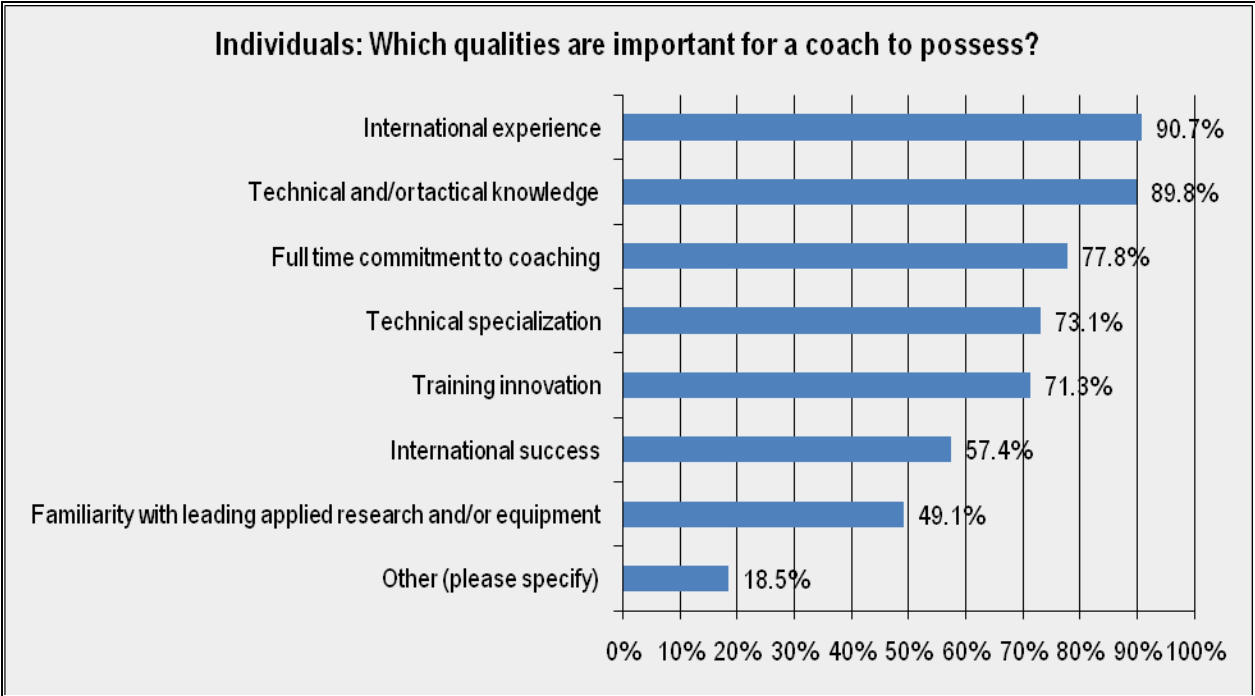
The list below illustrates how coaches of recent Olympic gold medalists were funded. Indirect funding sources included 'coaching support' and the funding of national team coaches but not the athlete's personal coach. Funding for coaches is increasing over time.

<u>Olympic Sport</u>	<u>Athlete Name(s)</u>	<u>Coach's Name</u>	<u>Funding</u>
2006 Skeleton (M)	Duff Gibson	Teresa Schlachter	No
2006 Curling (M)	5-member team	Jim Waite	Yes
2006 Ice Hockey (W)	20-member team	Melody Davidson	Yes
2006 Long Track 1500m (W)	Cindy Klassen	Neal Marshall	Indirect Funding
2006 Long Track 5000m (W)	Clara Hughes	Xiuli Wang	Indirect Funding
2006 Cross Country Sprint (W)	Chandra Crawford	Dave Wood	Yes
2006 Skiing Moguls (W)	Jennifer Heil	Dominick Gauthier	No
2008 Equestrian Individual Jumping	Eric Lamaze	Terrance Millar	No
2008 Rowing 8 with cox (M)	9-member team	Mike Spracklen	Yes
2008 Wrestling 48 kg (W)	Carol Huynh	Paul Ragusa	No
2010 Two-man Bobsleigh (W)	Kaillie Humphries, Heather Moyse	Tuffield Latour	Yes
2010 Curling (M)	5-member team	Jules Owchar	No
2010 Ice Dancing Mixed	Scott Moir, Tessa Virtue	Marina Zoueva	No
2010 Moguls (M)	Alexandre Bilodeau	Dominick Gauthier	Yes
2010 Ski Cross (W)	Ashleigh McIvor	Eric Archer	Yes
2010 Ice Hockey (M)	23-member team	Mike Babcock	No
2010 Ice Hockey (W)	21-member team	Melody Davidson	No
2010 Skeleton (M)	Jon Montgomery	Will Schneider	Yes
2010 Snowboard Cross (W)	Maëlle Ricker	Tim Milne	No
2010 Parallel Giant Slalom (M)	Jasey-Jay Anderson	Mark Fawcett	Yes
2010 Long Track 1000m (W)	Christine Nesbitt	Marcel Lacroix	Yes
2010 Long Track Pursuit (M)	3-member team	Marcel Lacroix	Yes
2010 Short Track 5000m Relay (M)	5-member team	Derrick Campbell	Yes
2010 Short Track 500m (M)	Charles Hamelin	Derrick Campbell	Yes

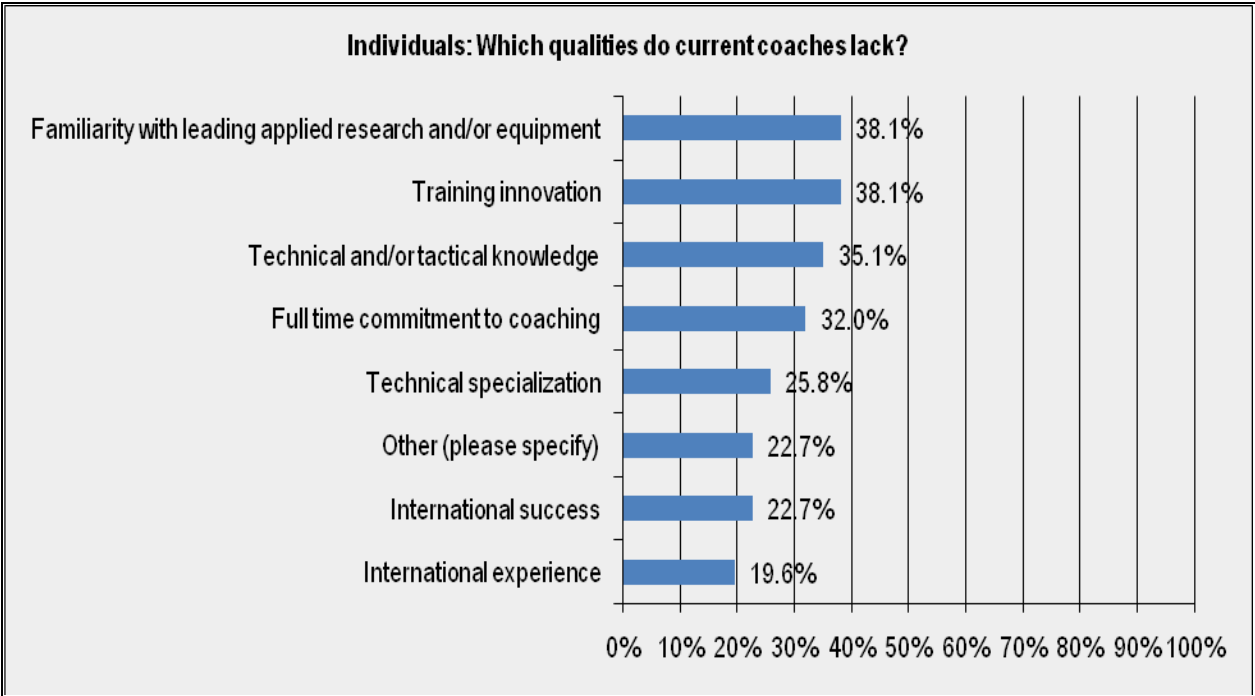
The list that follows illustrates how coaches of recent Paralympic gold medalists were funded. Indirect sources of funding include honoraria. Funding for coaches is also increasing.

<u>Paralympic Sport</u>	<u>Athlete Name(s)</u>	<u>Head Coach's Name</u>	<u>Funding</u>
2006 Cross Country Skiing 10km (M)	Brian McKeever	Kaspar Wirz	Indirect Funding
2006 Cross Country Skiing D (M)	Brian McKeever	Kaspar Wirz	Indirect Funding
2006 Alpine Skiing Giant Slalom (W)	Lauren Woolstencroft	Jean-Sébastien Labrie	Indirect Funding
2006 Wheelchair Curling	5-member team	Joe Rea	Indirect Funding
2006 Sledge Hockey	15-member team	Jeff Snyder	Indirect Funding
2008 Athletics 100m (W)	Chantal Petitclerc	Peter Eriksson	No
2008 Athletics 200m (W)	Chantal Petitclerc	Peter Eriksson	No
2008 Athletics 400m (W)	Chantal Petitclerc	Peter Eriksson	No
2008 Athletics 800m (W)	Chantal Petitclerc	Peter Eriksson	No
2008 Athletics 1500m (W)	Chantal Petitclerc	Peter Eriksson	No
2008 Swimming 100m Freestyle (W)	Valerie Grand Maison	Peter Carpenter	No
2008 Swimming 400m Freestyle (W)	Valerie Grand Maison	Peter Carpenter	No
2008 Swimming 100m Butterfly (W)	Valerie Grand Maison	Peter Carpenter	No
2008 Swimming 100m Backstroke (W)	Chelsey Gotell	Andrew Cole	No
2008 Swimming 200m Medley (W)	Chelsey Gotell	Andrew Cole	No
2008 Athletics 100m (M)	Dean Bergeron	Pierre Pomerleau	No
2008 Athletics 200m (M)	Dean Bergeron	Pierre Pomerleau	No
2008 Athletics 100m (W)	Michelle Stiwell	Peter Lawless	No
2008 Athletics 200m (W)	Michelle Stiwell	Peter Lawless	No
2008 Swimming 100m Backstroke (W)	Stephanie Dixon	Ron Jacks	No
2008 Equestrian Freestyle	Lauren Barwick	Andrea Taylor	Yes
2008 Swimming 50m Freestyle (W)	Anne Polinario	Sébastien Messier	No
2008 Athletics 100m (M)	Earle Conner	Les Gramantik	No
2008 Sailing 1-person Keelboat 2.4mR	Paul Tingley	Craig Guthrie	No
2010 Alpine Slalom Standing (W)	Lauren Woolstencroft	Jean-Sébastien Labrie	Yes
2010 Alpine Giant Slalom Standing (W)	Lauren Woolstencroft	Jean-Sébastien Labrie	Yes
2010 Alpine Downhill Standing (W)	Lauren Woolstencroft	Jean-Sébastien Labrie	Yes
2010 Alpine Super G Standing (W)	Lauren Woolstencroft	Jean-Sébastien Labrie	Yes
2010 Alpine Super Combined Standing (W)	Lauren Woolstencroft	Jean-Sébastien Labrie	Yes
2010 Nordic Visually Impaired 20km	Brian McKeever	Kaspar Wirz	Yes
2010 Nordic Visually Impaired 10km	Brian McKeever	Kaspar Wirz	Yes
2010 Nordic Classic Visually Impaired 1km	Brian McKeever	Kaspar Wirz	Yes
2010 Alpine Downhill Visually Impaired (W)	Viviane Forest	Sven Pouliot	Yes
2010 Wheelchair Curling	5-member team	Joe Rea	Yes

Individuals were asked to identify which qualities were important for coaches to possess and, at the same time, identify which of the same qualities that current coaches lack. Multiple qualities could be selected.



The graphic above represents the number of individuals that selected each quality. For instance, of the 108 individuals who responded to this question, over 90% identified that a coach should possess international experience. However, less than 60% of individual respondents believed that a coach needs to have had international success. In the 'other' category, individuals specified that coaches should also have the following qualities: leadership, good management capacity, practical knowledge, communication skills, emotional control, compassion, humility, fairness, and the willingness (and time) to sit down with athletes one-on-one.



The graphic above represents the number of individuals that selected each quality. For instance, of the 97 individuals who responded to this question, nearly 40% identified that a coach lacked familiarity with leading applied research and/or equipment. However, less than 20% of individual respondents believed that coaches lacked international experience. Uniquely, this chart is nearly the inverse of the previous chart that showed individuals' opinions on the qualities that coaches should possess. Individuals are saying that while it is important for coaches to have international experience, most coaches are currently not lacking that quality. Similarly, though individuals believe coaches lack familiarity with leading applied research and/or equipment, they also believe that this quality is not that important for coaches to possess.

In the 'other' category, individuals specified that coaches lacked the following qualities: emotional detachment, emotional control, emotional stability, practical knowledge, time management, integration of mental skills, and the ability to adapt to different types of athletes with different needs.

Organizations: Canada currently has world-class coaches and high performance directors in our sport system
7.6

Individuals: Canada currently has world-class coaches and high performance directors in our sport system
7.5

Comments from respondents in this area were split between coaching excellence and technical excellence. Individuals chose to comment mostly on coaches while organizations chose to comment mostly on the high performance program.

Individuals: OTP helped recruit world-class coaches in my sport
6.0

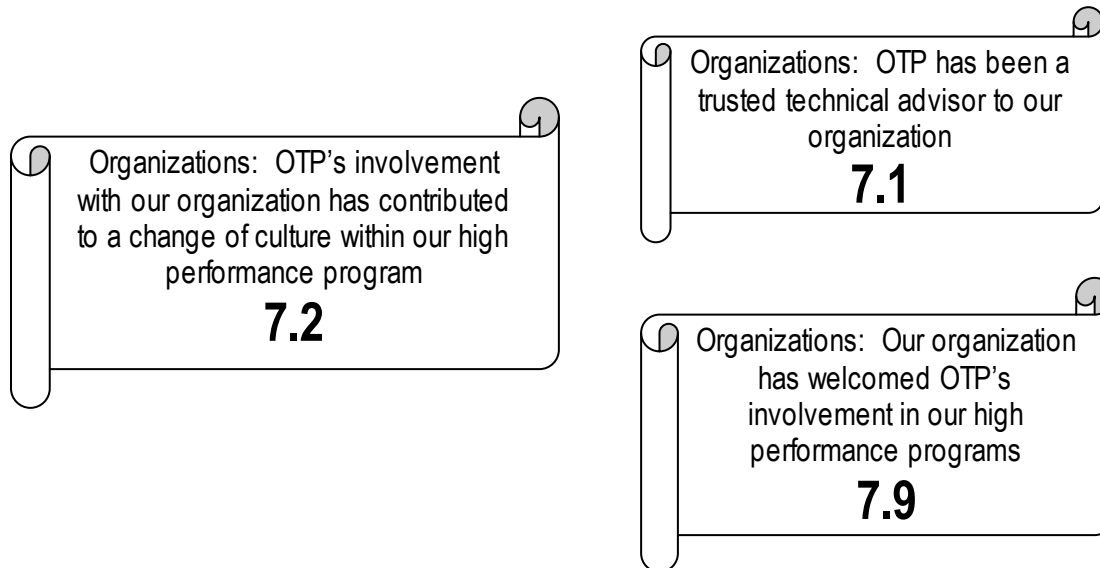
Individuals: OTP developed resources and programs for coaches in my sport to help their professional development
6.3

Individuals: The high performance program in my sport has been led by the world's best coaches and technical staff
7.2

Individuals commented on a variety of facets of coaching – including arguing for increased coach funding and monitoring coach effectiveness. Some individuals perceived that OTP tended to champion foreign coaches instead of domestic coaches. One individual said: *"I felt that there was a push towards foreign coaches who were only successful in benefiting a few select athletes that fit a model specific to their roots, while Canadian coaches that had demonstrated successes with a much larger variety of athletes were*

marginalized and ignored because they were not "proven" foreign athletes. I always felt that the Canadian coaches, being used to a smaller pool of "talent" were better able to maximize individual athletes".

This view was also reflected in a handful of interviews. One interviewee expressed a view that OTP seems biased towards international coaches who are simply presumed to be superior to Canadian coaches. This respondent perceived that OTP was reluctant to invest in a novel idea from a Canadian coach, but quick to invest in foreign ideas.



Organizations tended to be concerned with the overlap between the technical experts in their sport and OTP's High Performance Advisors. Said one respondent: *"The NSO is the technical expert, not OTP... they can be critical thinkers and help us revisit or re-examine potential issues but sometimes OTP needs to understand that the NSO personnel know best and just need some financial support"*. This view was also echoed in some of the interviews.

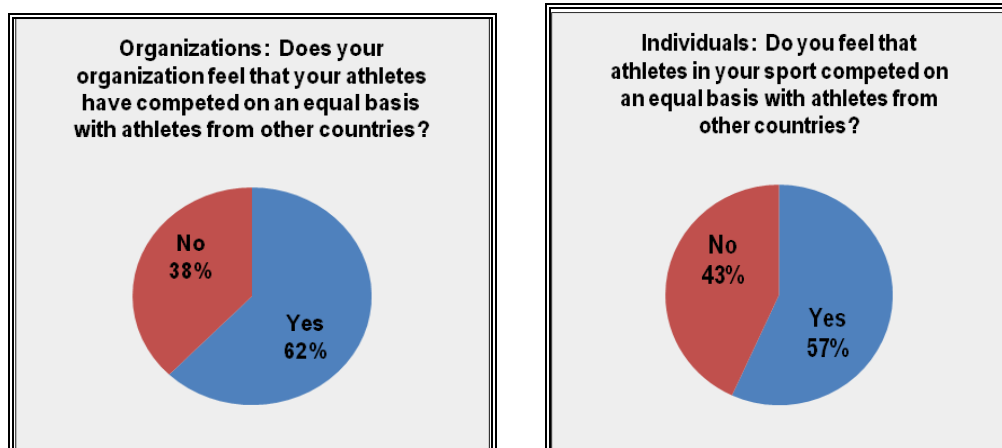
Many of the NSO leaders interviewed credited OTP investment with making it possible for them to professionalize coaching within their programs. In one person's words: *"We used to run a national team program: now we can run a high performance program"*. An interviewed athlete said that he had very little direct knowledge of OTP but he did not need to, as his superb coach took care of everything. In his words, OTP was like *"the man behind the curtain"*.

5. ATHLETE and TEAM EXCELLENCE

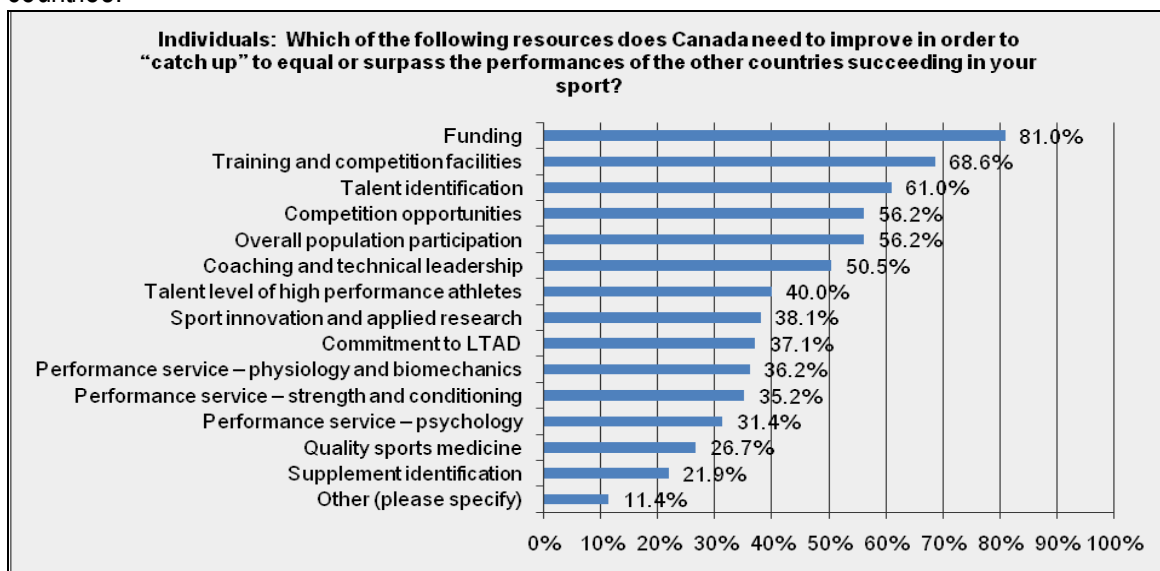
OTP aims to assist targeted athletes through funding but also through a support network that includes new investments in programs, research, a coordinated sports institute network, and technical, coaching and performances service expertise. Part of this support network involves early recruitment and continued identification within each NSO's talent pool of next generation potential podium athletes. OTP also recognizes that competitor countries invest heavily in their talent development systems.

Though recent data is unavailable, Table 1 that follows details the funding levels and athlete/coaching support for selected rival countries.

In the surveys, organizations and individuals were asked whether they felt that Canadian athletes in their sport were competing on an equal basis with athletes from other countries.



Individuals were asked to identify the areas in which they felt Canada needed to “catch up” to competitor countries.



Country	Total High Performance Program Funding ¹	High Performance Program Funding Sources ²				Direct Athlete Assistance	Incentives	Coaches
		Government Grants	Foundation / Lottery	Taxes	TV Rights			
Russia	\$880 million	\$748 million (2008) of \$6 billion over a ten-year span to all sport	\$131 million from donations and Olympic Foundation	-----	-----	\$9700 per athlete	\$300,000 for a gold medal \$187,000 for a silver medal \$123,000 for a bronze medal	- grants based on athlete achievement ranging from \$600-\$8500
France	\$750 million +	\$310 million to high performance (2008)	-----	\$357 million from 2% levy on bets (2006)	\$83 million from 5% levy (2006)	- financial support (unknown\$) - education and work assistance - post-athletics career assistance	\$104,000 for a gold medal \$41,000 for a silver medal \$27,000 for a bronze medal	-----
Germany	\$321 million +	\$280 million to high performance (2008) \$41 million annually to facilities (2008)	Lottery funds Olympic Committee operations	-----	-----	\$23 million to elite athletes (2008)	-----	- financial support (unknown)
Canada	\$235-\$300 million	\$100 million to high performance (of \$166 million total) (2008)	-----	\$135 million from Fitness Tax Credit (2008)	-----	- \$27 million to elite athletes (2008) - tuition benefits - funding from provinces	\$20,000 for a gold medal \$15,000 for a silver medal \$10,000 for a bronze medal	- coach training centres - \$329,000 funding
Australia	\$175 million +	\$175 million to high performance (2008)	-----	-----	-----	\$4.3 million to athletes with medal potential (2008)	\$21,000 for a gold medal \$13,800 for a silver medal \$10,200 for a bronze medal	- elite coach development program (professional assistance, support, monitoring) - coaching scholarships
USA	\$120 million +	-----	Olympic Foundation distributes funds to NSOs (unknown revenue)	-----	\$120 million from 13% levy (2008)	- \$62,000 cash/travel allowance - corporate sponsorship - job opportunities program	\$25,000 for a gold medal \$15,000 for a silver medal \$10,000 for a bronze medal	- funding provided by corporate sponsorship and raised by individuals
Korea	\$110 million +	\$110 million to elite athletes (of \$622 million total) (2005)	Lottery (unknown revenue)	-----	-----	- subsidies - pensions - scholarships	\$160,000 for a gold medal \$52,000 for a silver medal \$31,000 for a bronze medal	-----

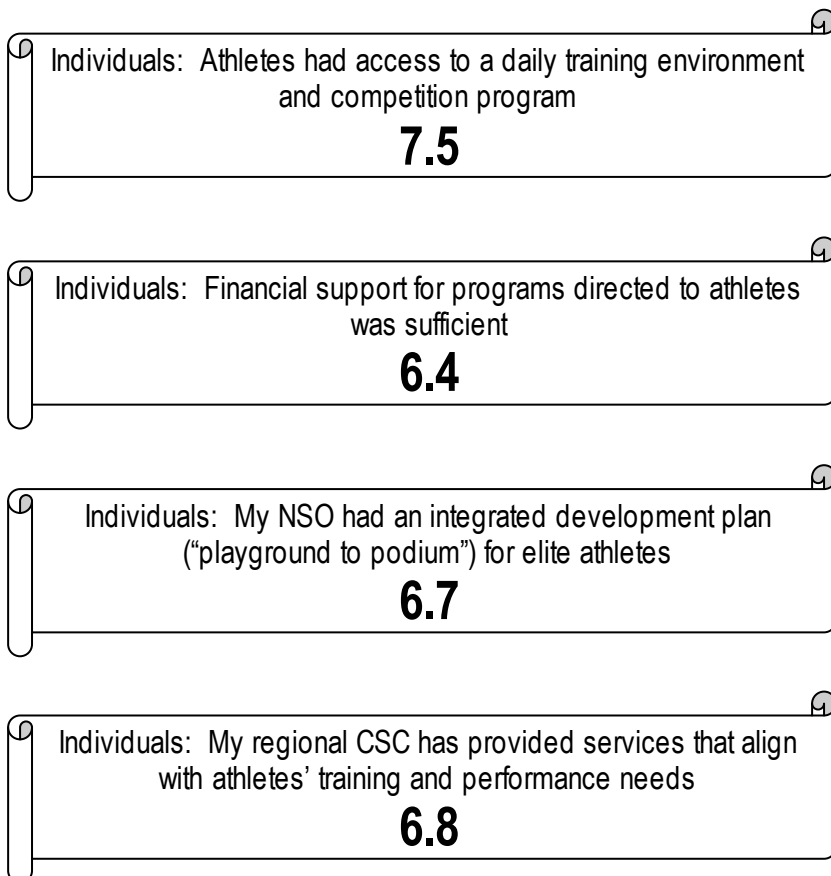
Table 1. Rival Country Funding Comparison

¹ All numbers converted to \$CDN

² Most of the data in this chart was retrieved from the Australian Olympic Committee's National High Performance Plan for Olympic and Paralympic Sports in Australia (published February 2009)

The graphic above represents the number of individuals that selected each quality. For example, of the 105 individuals who responded to this question, over 80% identified that Canada needs more funding to equal or surpass competitor countries. However, only 21% of individual respondents believed that Canada needs more resources dedicated to supplement identification.

In the 'other' category, individuals specified that Canada needed to improve the following resources: training opportunities outside of the competitive season, daily home training program support, university scholarships, administrative services, and a public school physical education system that is more closely linked to OTP efforts.



In previous survey questions, respondents criticized what they perceived to be the lack of a long-term sustainable plan. In fact, via each NSO, OTP identifies and tracks athletes with podium potential as far as six years into the future. In February 2011, OTP defined athlete classification levels as follows:

1. Highly Probable Podium Athletes

- Defined as athletes who, in OTP's opinion, have high potential to finish on the podium in 2012. These are athletes who will convert their performance objective to reality.

Benchmark: The majority of these athletes would have achieved a top 5 world ranking in Olympic events or a top 3 world ranking in Paralympic events to this point in the quadrennial.

2. Possible Podium Athletes

- Defined as athletes who, in OTP's opinion, have a possibility to convert their performance objective to a podium finish in 2012. These are athletes with potential for whom the 'stars would have to align' to achieve their objective in 2012.

Benchmark: The majority of these athletes would have achieved a top 8 world ranking in Olympic events or a top 5 world ranking in Paralympic events to this point in the quadrennial.

3. 2016 Podium Potential Athletes

- Defined as athletes identified by the NSO on their Schedule B who have the potential for podium performance in 2016.

The following lists describe OTP's current classification of athletes in Olympic and Paralympic sports.

Olympic Sport	Athlete Classification		
	L1 Athletes	L2 Athletes	L3 Athletes
Alpine	5	12	0
Athletics	4	9	12
Biathlon	1	0	0
Bobsleigh	3	1	7
Boxing	1	0	0
Canoe/Kayak	1	9	13
Cross Country	4	2	7
Curling	28	20	0
Cycling	3	12	13
Diving	6	1	13
Equestrian	10	4	29
Fencing	1	2	0
Figure Skating	6	4	0
Freestyle	10	6	4
Gymnastics - Mag	1	2	4
Gymnastics - Tramp	3	1	5
Hockey – M	60	60	60
Hockey – W	60	60	60
Judo	3	8	6
Luge	2	5	5
Rowing	18	34	0
Sailing	3	2	7
Skeleton	3	3	1
Ski Cross	4	3	5
Ski Jumping	0	0	7
Snowboard	5	9	5
Soccer – W	26	0	35
Speed Skating - Long Track	5	8	8
Speed Skating - Short Track	8	8	5
Swimming	3	7	8
Synchro	16	0	29
Taekwondo	2	0	0
Triathlon	2	4	8
Water Polo	16	0	17
Weightlifting	0	6	0
Wrestling	8	6	31

Paralympic Sport	Athlete Classification		
	True Medal Potential	Possible Medal Potential	Development
Archery	1	0	0
Athletics	14	14	15
Boccia	9	6	15
Cycling	6	4	8
Equestrian	1	3	8
Fencing	0	1	0
Goalball - W	0	6	4
Para-Alpine	6	7	0
Para-Nordic	2	0	0
Rowing	6	0	0
Sailing	2	2	0
Sledge Hockey	0	18	0
Swimming	5	9	27
Wheelchair Basketball - M	0	12	26
Wheelchair Basketball - W	12	0	16
Wheelchair Curling	7	0	0
Wheelchair Rugby - M	11	6	0

Organizations: Canada currently has at least two medal-potential athletes in a variety of individual sports supported by a sufficient pool of medal potential future athletes. Further, in team sports, Canada has identified a sufficient pool of medal potential future athletes who will lead to sustained podium performance

6.6

Individuals: Canada currently has at least two medal-potential athletes in a variety of individual sports supported by a sufficient pool of medal potential future athletes. Further, in team sports, Canada has identified a sufficient pool of medal potential future athletes who will lead to sustained podium performance

6.7

When commenting on OTP's athlete and team excellence strategy, some organizations explained that individual and team sport success should be separated and handled differently by OTP. Said one: *"There may be a difference between team and individual sports. Team sports are generally a little further away from medals than individual sports. A key reason is that the investment required for a team sport medal is generally much larger."*

Other organizations again repeated the theme that OTP lacked a focus on future development. Noted one respondent, *"In the past year, OTP has targeted just medal potential athletes for funding/program support, with a reduced focus on the future medal potential athletes. This approach will reduce the quality of the future athlete pool and will result in fewer podium finishes after 2012"*.

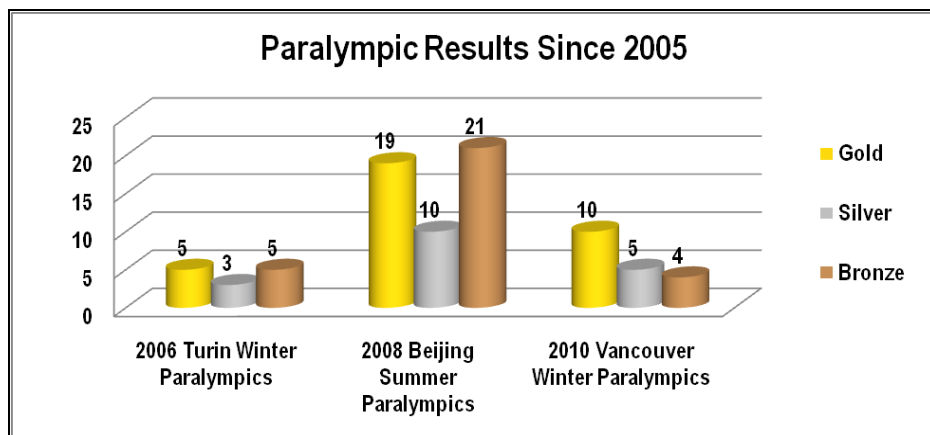
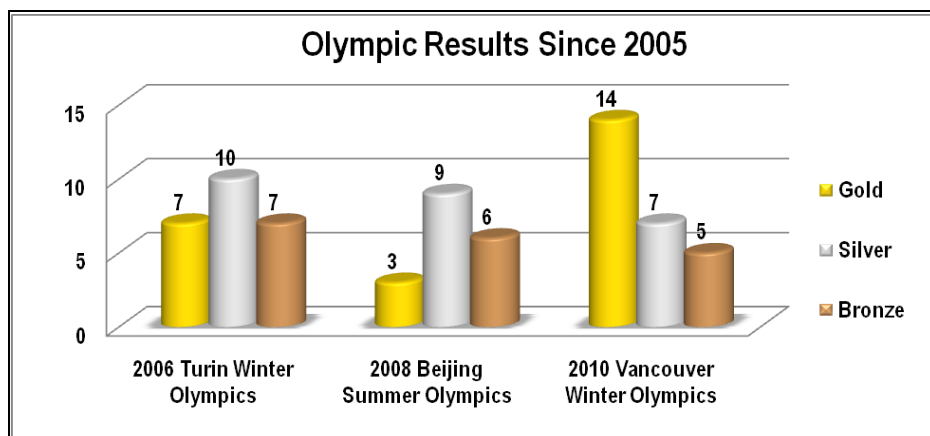
Individuals chose to comment on the level of their funding. Most individuals were satisfied with their current funding but believed there is more than OTP can do. *"OTP has helped decrease the gap in my sport but the gap is still there. There have been some improvements to access but it is not ideal yet"*. Another respondent stated: *"Things are headed in the right direction, but in our sport we are still badly short of the programming budget needed to compete on a level playing field"*.

While there was agreement among those interviewed that OTP should "stick to its knitting" (that is, invest in high performance) there was also a concern that long-term performance goals will not be achieved if OTP does not invest more deeply into sport development. OTP has to be more than just a finishing school. One respondent cautioned: *"If the test for investment is that someone is Top 5, you are only skimming gravy off the top and not having any impact whatsoever on the system"*. One concerned interviewee explained that this problem is particularly acute for late-maturing and endurance sports, where up-and-coming athletes might take years to develop. An investment in podium-ready athletes will miss this group entirely.

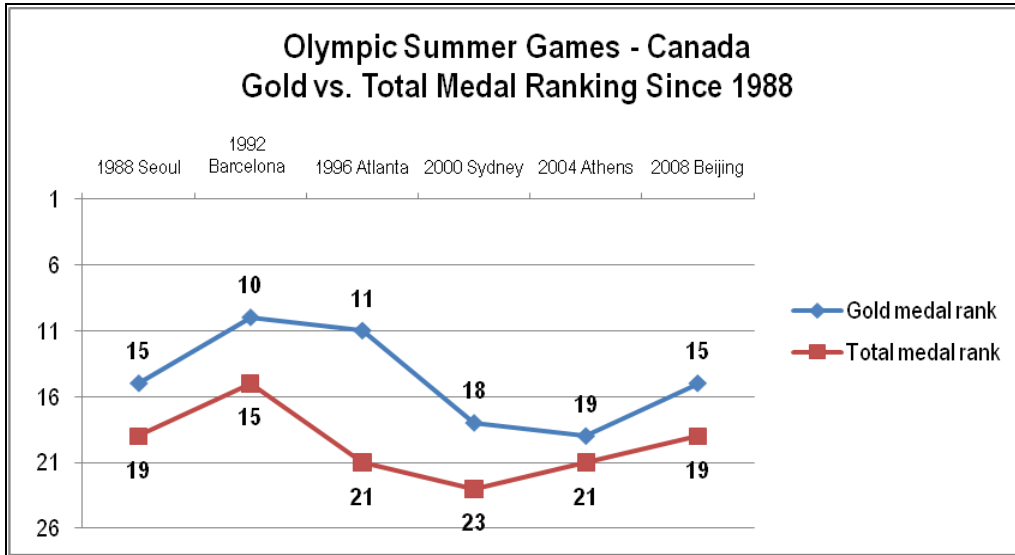
When probed for ideas for making investments deeper in the system, there were few concrete suggestions; although the CSC leaders suggested that CSCs could have a role in sport development due to their strong links to provincial sport organizations and their expertise in talent identification. Some interviewees also noted that, although understandable, the current focus on London 2012 is preventing any strategic thinking or investment for 2016.

Olympic and Paralympic Results

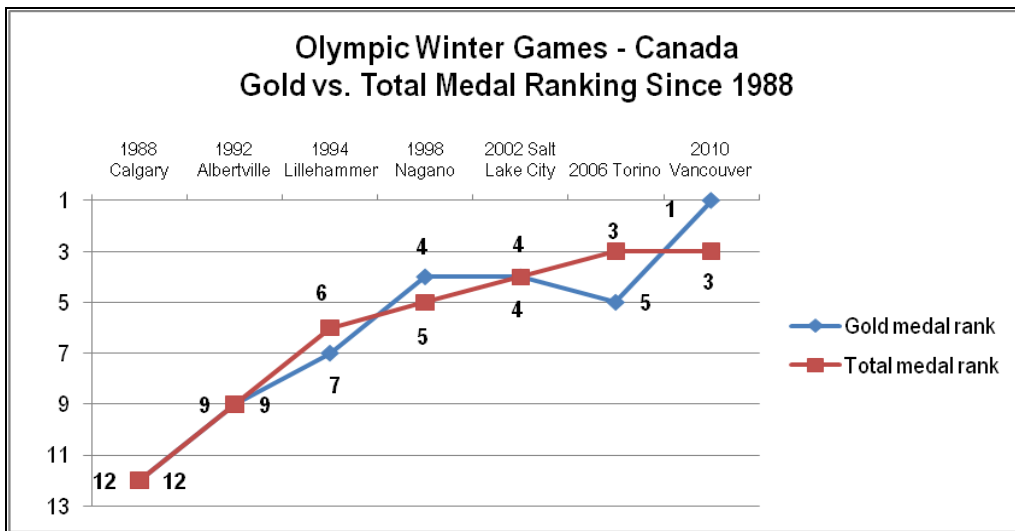
Created in 2005 in response to the awarding of the Winter Olympic and Paralympic Games to Vancouver in 2010, OTP has worked steadily to improve podium performance the Olympic Games. OTP's influence can be felt at the 2006, 2008, and 2010 Games, though chiefly at the 2010 Olympics and Paralympics as this was the event for which OTP was initially created.



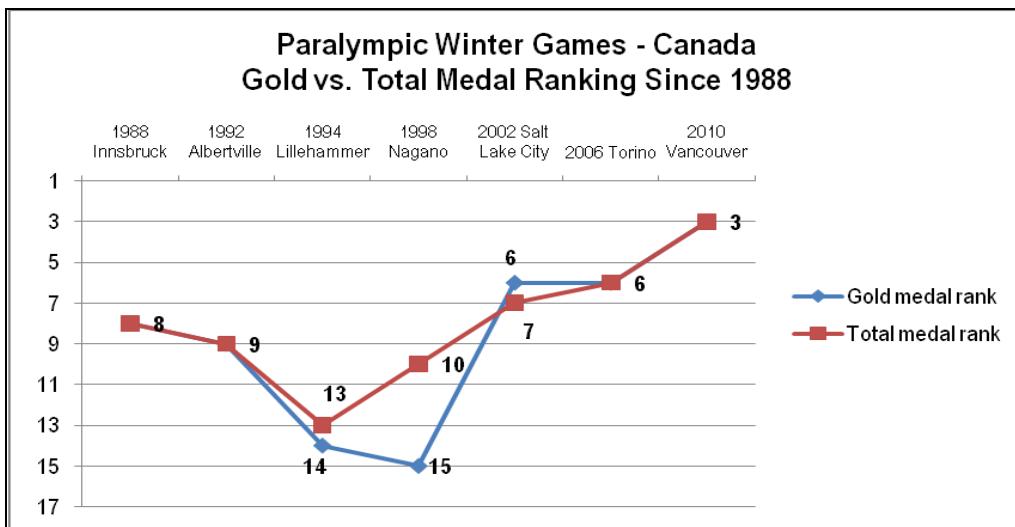
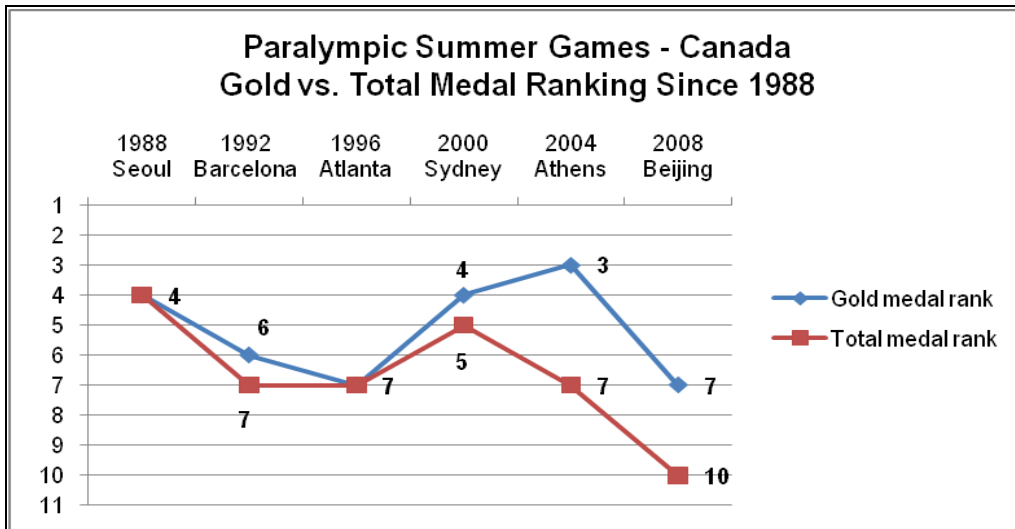
The two charts below best capture Canada's Olympic medal performance progression since 1988. After the Calgary Winter Olympics (the last home Games), government funding was drastically cut and the impact of this decreased focus started to manifest itself in Canada's medal performance in the 2000 and 2004 Summer Olympics. Starting in 2008, the trend has started to turn around – likely because of the introduction of Road to Excellence (RTE) and Own the Podium. After the introduction of RTE in 2004, Canada's total medal ranking improved from 19th to 15th.



A similar medal decline did not occur in Canada's Winter Olympics performance side because winter sports benefited from new world class legacy facilities (e.g., the Olympic Oval, Canada Olympic Park, etc.) as well as the addition of new events on the Olympic Winter Games program in which Canada could excel. After the introduction of OTP 2010 in 2005, Canada's gold medal ranking jumped from 5th to 1st – winning 14 gold medals – the most ever in history by a single nation at the Winter Olympics.



The two charts that follow outline Canada's Paralympic medal performance progression since 1988.



The following pages list the individuals who have been awarded medals (as individuals or as part of a team) at the three most recent Olympic and Paralympic Games. Included within the list of athlete medalists are charts that outline the number of physical medals that are earned by athletes. Charting the number of podium athletes, regardless of whether they participate as an individual or part of a team, can assist in gauging overall athlete excellence (with a team sport athlete treated equally as an individual sport athlete).

Though there was only a slight increase in the official total medal count from the Turin Winter Olympic Games in 2006 to the Vancouver Winter Olympic Games in 2010 (from 24 official medals to 26 official medals) there was a huge increase in the number of Canadian athletes who acquired a physical medal – from 58 unique medalists in 2006 to 88 unique medalists in 2010. One of the reasons for this increase is the success of the Men’s Hockey team (23 additional unique medalists).

2006 TURIN WINTER OLYMPICS

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>
Becky Kellar	Alanna Kraus	Anouk Leblanc-Boucher
Brad Gushue	Amanda Overland	Cindy Klassen
Carla MacLeod	Anouk Leblanc-Boucher	Cindy Klassen
Caroline Ouellette	Arne Dankers	Dominique Maltais
Cassie Campbell	Beckie Scott	Glenys Bakker
Chandra Crawford	Charles Hamelin	Jeffrey Buttle
Charline Labonte	Christine Nesbitt	Mellisa Hollingsworth
Cherie Piper	Cindy Klassen	Shannon Kleibrink
Cheryl Pounder	Cindy Klassen	
Cindy Klassen	Clara Hughes	
Clara Hughes	Dennis Morrison	
Colleen Sostorics	Eric Bedard	
Danielle Goyette	Francois-Louis Tremblay	
Duff Gibson	Francois-Louis Tremblay	
Gillian Apps	Jason Parker	
Gillian Ferrari	Jeff Pain	
Gina Kingsbury	Jonathan Guilmette	
Hayley Wickenheiser	Justin Warszewicz	
Jamie Korab	Kalya Roberge	
Jayna Hefford	Kristina Groves	
Jennifer Botterill	Kristina Groves	
Jennifer Heil	Lascelles Brown	
Katie Weatherston	Mathieu Turcotte	
Kim St-Pierre	Pierre Lueders	
Mark Nichols	Sara Renner	
Meghan Agosta	Shannon Rempel	
Mike Adam	Steven Elm	
Russ Howard	Tania Vicent	
Sarah Vaillancourt		
Vicky Sunohara		

2008 BEIJING SUMMER OLYMPICS

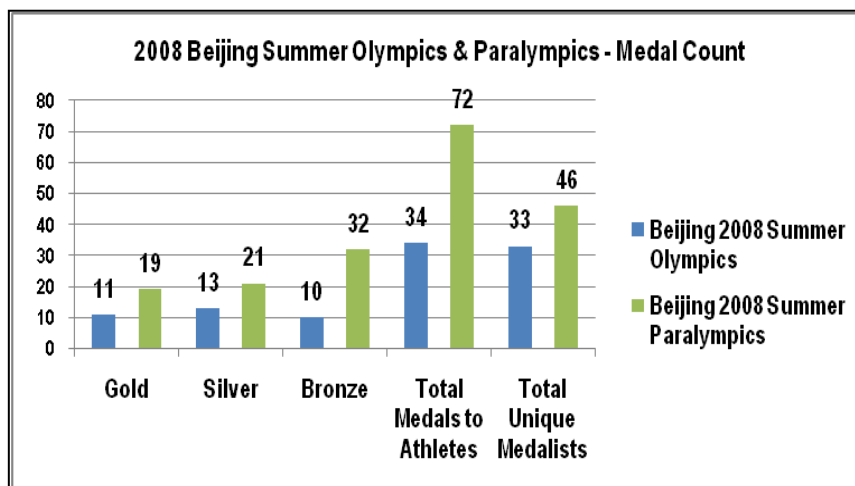
<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>
Adam Kreek	Adam van Koeverden	Daniel Liam Parsons
Benjamin Rutledge	Alexandre Despatie	Iain Brambell
Brian Price	David Calder	Jonathan Beare
Carol Huynh	Emilie Heymans	Melanie Kok
Dominic Seiterle	Eric Lamaze	Mike Lewis
Eric Lamaze	Gillian Henselwood	Priscilla Lopes
Jacob Wetzel	Ian Millar	Ryan Cochrane
James Andrew Bymes	Jason Burnett	Thomas Hall
Kevin Light	Karen Cockburn	Tonya Verbeek
Kyle Hamilton	Karine Sergerie	Tracy Cameron
Malcolm Howard	Malcolm Cone	
	Scott Frandsen	
	Simon Whitfield	

2008 BEIJING SUMMER PARALYMPICS

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>
Anne Polinario	Abditatch Dini	Andre Beaudoin
Chantal Petitclerc	Adam Lancia	Benoit Huot
Chantal Petitclerc	Chelsey Gotell	Benoit Huot
Chantal Petitclerc	Chris Stoutenberg	Benoit Huot
Chantal Petitclerc	David Durepos	Benoit Huot
Chantal Petitclerc	David Eng	Chelsey Gotell
Chelsey Gotell	Diane Roy	Chelsey Gotell
Chelsey Gotell	Jaimie Borisoff	Daniel Paradis
Dean Bergeron	Joey Johnson	David Willsie
Dean Bergeron	Kirby Cote	Dean Bergeron
Earle Conner	Kirby Cote	Diane Roy
Lauren Barwick	Lauren Barwick	Diane Roy
Michelle Stilwell	Patrick Anderson	Donovan Tildesley
Michelle Stilwell	Richard Peter	Erika Schmutz
Paul Tingley	Robert Hedges	Fabien Lavioie
Stephanie Dixon	Ross Norton	Genevieve Ouellet
Valerie Grand Maison	Stephanie Dixon	Gerrett Hicking
Valerie Grand Maison	Stephanie Dixon	Ian Chan
Valerie Grand Maison	Valerie Grand Maison	Ilana Duff
	Valerie Grand Maison	Jared Funk
	Yvon Rouillard	Jason Crone
		Jason Dunkerley
		Jean Quevillon
		John Scot McRoberts
		Kyle Petty
		Mike Whitehead
		Patrice Simard
		Say Luangkhamdeng
		Stefanie Reid
		Stephanie Dixon
		Trevor Hurschfield
		Valerie Grand Maison

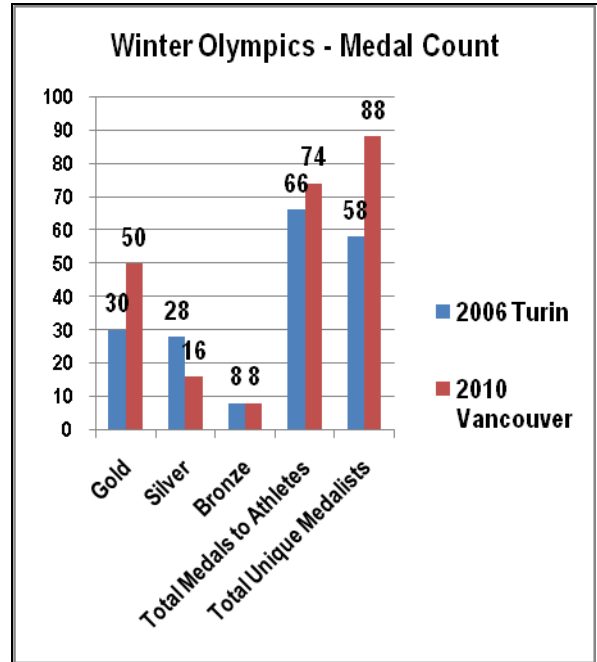
2006 TURIN WINTER PARALYMPICS

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>
Benoit St-Amand	Brian McKeever	Brian McKeever
Billy Bridges	Chris Williamson	Chris Williamson
Bradley Bowden	Lauren Woolstencroft	Colette Bourgonje
Brian McKeever		Colette Bourgonje
Brian McKeever		Kimberly Jones
Christopher Daw		
Dany Verner		
Gary Cormack		
Gerald Austgarden		
Graeme Murray		
Gregory Westlake		
Herve Lord		
Jean Labonte		
Jeremy Booker		
Karen Blachford		
Lauren Woolstencroft		
Marc Dorion		
Mark Noot		
Paul Rosen		
Raymond Grassi		
Shawn Matheson		
Sonja Gaudet		
Todd Nicholson		



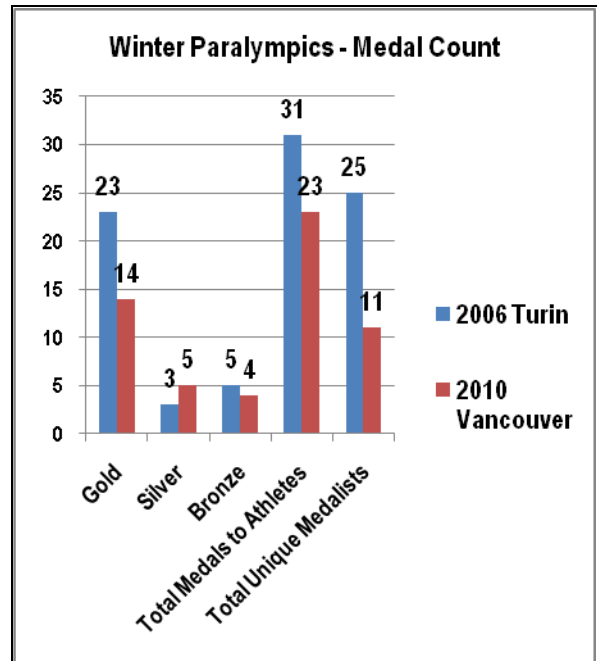
2010 VANCOUVER WINTER OLYMPICS

<u>Gold</u>	<u>Gold</u>	<u>Silver</u>
Adam Enright	Jennifer Botterill	Carolyn McRorie
Alexandre Bilodeau	Jerome Iginla	Cheryl Bernard
Ashleigh McIvor	Joe Thornton	Corinne Bartel
Becky Kellar	John Morris	Helen Upperson
Ben Hebert	Jon Montgomery	Jennifer Heil
Brenden Morrow	Jonathan Toews	Jessica Gregg
Brent Seabrook	Kaillie Humphries	Kalyana Roberge
Carla MacLeod	Kevin Martin	Kristie Moore
Caroline Ouellette	Kim St-Pierre	Kristina Groves
Catherine Ward	Lucas Makowsky	Marianne St-Gelais
Charles Hamelin	Maele Ricker	Marianne St-Gelais
Charles Hamelin	Marc Kennedy	Michael Robertson
Charline Labonte	Marc-Andre Fleury	Shelley Ann Brown
Cherie Piper	Marie-Philip Poulin	Susan O'Connor
Chris Pronger	Martin Brodeur	Tania Vicent
Christine Nesbitt	Mathieu Giroux	Valerie Maltais
Colleen Sostorics	Meaghan Mikkelson	
Corey Perry	Meghan Agosta	
Dan Boyle	Mike Richards	<u>Bronze</u>
Dany Heatley	Olivier Jean	Chris Le Bihan
Dennis Morrison	Patrice Bergeron	Clara Hughes
Drew Doughty	Patrick Marleau	David Bissett
Duncan Keith	Rebecca Johnston	Francois-Louis Tremblay
Eric Staal	Rick Nash	Joannie Rochette
Francois Hamelin	Roberto Luongo	Kristina Groves
Francois-Louis Tremblay	Ryan Getzlaf	Lascalles Brown
Gillian Apps	Sarah Vaillancourt	Lyndon Rush
Gina Kingsbury	Scott Moir	
Guillaume Bastille	Scott Niedermayer	
Haley Irwin	Shannon Szabados	
Hayley Wickenheiser	Shea Weber	
Heather Moyse	Sidney Crosby	
Jasey-Jay Anderson	Tessa Bonhomme	
Jayna Hefford	Tessa Virtue	



2010 VANCOUVER WINTER PARALYMPICS

<u>Gold</u>	<u>Silver</u>	<u>Bronze</u>
Brian McKeever	Colette Bourgonje	Colette Bourgonje
Brian McKeever	Josh Dueck	Karolina Wisniewska
Brian McKeever	Viviane Forest	Karolina Wisniewska
Bruno Zizek	Viviane Forest	Viviane Forest
Darryl Neighbour	Viviane Forest	
Ina Forrest		
Jim Armstrong		
Lauren Woolstencroft		
Lauren Woolstencroft		
Lauren Woolstencroft		
Lauren Woolstencroft		
Lauren Woolstencroft		
Sonja Gaudet		
Viviane Forest		



6. SPORT SCIENCE, MEDICINE and INNOVATION EXCELLENCE

OTP would like each targeted elite athlete to be supported by leading-edge, multi-disciplinary and integrated support teams who work in coordination with coaches. These teams would provide new and valuable research in sport sciences and sports medicine that align with athlete and team performance goals, in addition to providing a holistic approach to performance enhancement, health and well-being, injury prevention, and applied sport research and innovation.

In 2005, as a result of the findings of the Own the Podium 2010 Task Force, OTP initiated a Top Secret Program that investigated and produced technical and innovative advancements for targeted athletes. The program engaged three streams of partners – sport leaders from various NSOs, business leaders from outside the sport community, and university researchers. From a pool of over 85 proposals, more than 55 projects (endorsed by NSOs) were commissioned with 30 different institutions across Canada. The projects were arranged into four themes: Aerodynamics and Suit, Ice Sports, Snow Sports, and Human Performance.

Funding for the Top Secret Program was provided in part by Bell Canada – which invested approximately \$2 million per year during the four years leading up to the Vancouver Olympics. This funding ended after the Vancouver Olympic Games and the Top Secret Program’s budget, which now includes both summer and winter sports (increasing the affected sports from 18 to 49), has been greatly reduced.

Past projects included:

Working Group	Research and Innovation (past projects)
Aerodynamic and Suit	<ul style="list-style-type: none"> - wind tunnel testing of suits, helmets, sleds, poles, other equipment - compression garments to assist with recovery between training - 'energy return' suits incorporating elastic properties at critical flexion points - aerodynamic drag research to find optimal body position in sliding, skating, and snow sports
Ice Sports	<ul style="list-style-type: none"> - materials and coating to reduce sliding friction on ice for luge and skeleton - development of new skeleton design - skate performance improvements (clap/blade mechanism, individualized rocker) - metallurgy construction to enhance thermal properties in skate blades to retain heat which improves stride performance - ergometry (power measurement) and centre of gravity adjustments in altered sledge hockey designs
Snow Sports	<ul style="list-style-type: none"> - base material compound alteration for skis and snowboards to minimize snow friction - snowboard binding manufacturing - differential GPS to determine optimal line in Alpine events - weather and wax research

Human Performance	<ul style="list-style-type: none"> - optimal warm-up procedures, vibrational training programs, recovery methods, sleep patterns, psychological strategies, nutrition - bio-neuro feedback to develop and maintain optimal state of arousal before, during, and after a competition event - design and implementation of natural altitude training (via nitrogen compressors and sleeping overnight at sea-level elevation) which increases red blood cell count and oxygen intake - performance analysis techniques (such as force transducers for luge) - curling sweeping analysis and broom pressure - speed cable for speed skating
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In the past, in addition to NSOs, partners have included:

- National Research Council of Canada Ottawa wind tunnel
- University of Calgary
- University of Sherbrooke
- University of British Columbia
- Southern Alberta Institute of Technology
- University of Alberta

OTP is currently challenged to continue to with sport research initiatives but can no longer rely on the private sector as a major funding source. Existing funding must be used wisely and OTP has adopted two guiding principles for selecting future innovation projects: 1) the NSO must be actively involved in the conceptualization of the applied research and, 2) if possible, the innovation is developed with the potential of application to multiple summer and winter sports.

Current projects include:

Winter Sports	Research and Innovation
Ski Sports	<ul style="list-style-type: none"> - slush fund - wax and base research - further development of advanced ski equipment - snowboard bindings - train and maintain coaches' use of GPS for Alpine Skiing - wind tunnel testing
Sliding Sports	<ul style="list-style-type: none"> - sliding track upgrade (video capture and integrated timing system) at Canada Olympic Park - innovative skeleton equipment fabrication - wind tunnel testing
Skate Sports	<ul style="list-style-type: none"> - short track speed skating tracking system - skate blades (steel, titanium), carbon fibre clap, polishing machine, tension system - wind tunnel testing (including suit aerodynamics)
Curling	<ul style="list-style-type: none"> - curling rock manipulation via sweeping

Summer Sports	Research and Innovation
Rowing Sports	- hydrodynamic analysis of existing blades and designing of modified blades - canoe blade motion via video analysis and by using computational fluid dynamics - rowing riggers
Athletics	- trampoline shoe design - performance analysis in training camp - acceleration and speed improvement related to athlete positioning
Multi-Sport	Research and Innovation
Performance Analysis	- sleep screening - lower body pressure exercise device measuring the effects of high intensity training and exercise performance - optimal warm-up knowledge transfer
Technology	- GPS system development (Alpine) knowledge transfer to team sports

In addition to NSOs and CSCs, current research and innovation partners include:

- University of Sherbrooke
- WinSport
- University of Calgary
- Centre de recherche informatique de Montréal
- National Research Council of Canada Ottawa wind tunnel
- McMaster University
- University of British Columbia
- Centre for Sleep and Human Performance
- Brock University

The NSOs are on the 'receiving end' of the performance services delivered through the CSCs as well as from other private contractors and they are instrumental in ensuring that innovation projects will have a direct effect on podium performance. CSCs are also an integral partner in providing performance services (medical, para-medical, and sport sciences) to OTP targeted athletes and teams. OTP provides significant funding, specific to both performance services and capacity, which enables integrated support teams to assist coaches in the daily training environment and competition.

Organizations: Our organization feels that we have benefitted from OTP's endeavors in sport innovation and applied research

5.7

Individuals: I feel that I have benefitted from OTP's endeavors in sport innovation and applied research

5.9

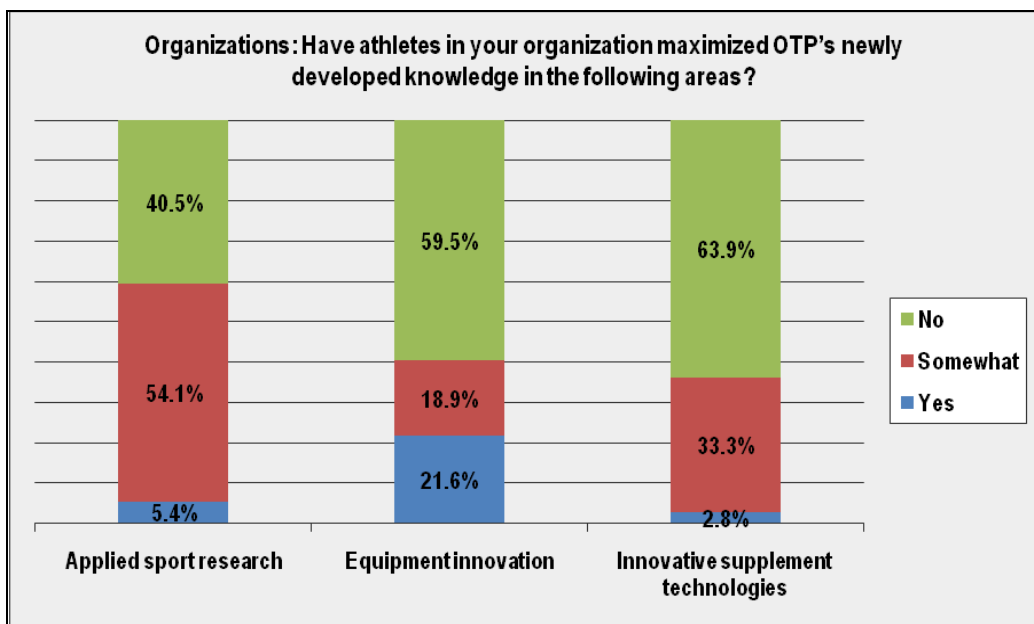
In the survey, individuals were asked to identify future potential areas for OTP’s focus on applied research and sport innovation. There were few specific suggestions. Said one respondent: “*My sport would benefit most from physiological improvements through supplementation, training and preparation, followed closely by improvements in equipment innovation, then mental preparation through review and experience racing*”. Said another: “*Go for the big gains that affect many sports - aerodynamics, equipment, supplements that address particular issues (e.g., pollution, asthma)*”.

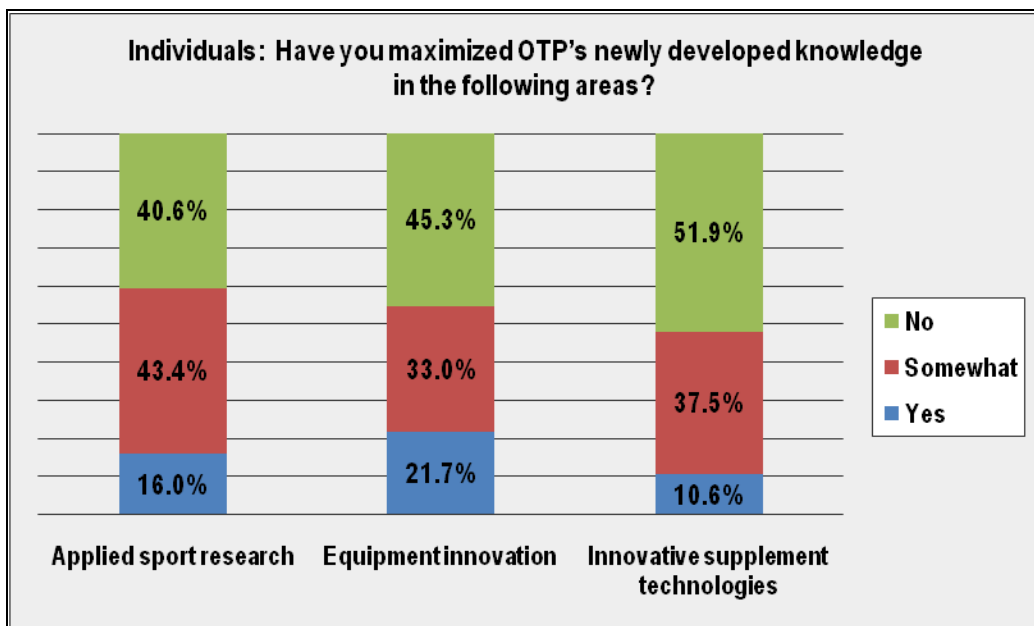
Organizations: OTP should continue its sport innovation and applied research
8.5

Individuals: OTP should continue its sport innovation and applied research
8.5

Organizations and individuals were asked if they were maximizing OTP’s newly developed knowledge in research and innovation. Organizations and individuals recognized the value of sport innovation and research (particularly a large number who wish OTP to continue its efforts in this area) but respondents do not believe that they have maximized the potential of this newly developed knowledge.

In all three areas – applied sport research, equipment innovation, and innovative supplement technologies – individuals believe they are maximizing OTP’s newly developed knowledge to a greater degree than organizations believe their own athletes are maximizing this knowledge. For example, nearly 60% of organizations do not believe athletes are maximizing equipment innovation, but only 45% of athletes believe they are not maximizing this new knowledge. In this instance, there is a 15% gap where organizations believe the athletes *are not* using the innovative equipment – but the individuals say that they *are* using the innovative equipment.





Organizations: Canada has integrated leading sport science and medicine research with teams, individual athletes, coaches, and technical leaders insofar that podium performance goals can be appropriately increased

6.7

Individuals: Canada has integrated leading sport science and medicine research with teams, individual athletes, coaches, and technical leaders insofar that podium performance goals can be appropriately increased

7.3

Individuals were asked to comment further on OTP's sport sciences excellence strategy. Many individuals recognized that Canada must compete with highly-funded competitor countries in this area. Comments on this question were wide-ranging and many excellent ideas were presented:

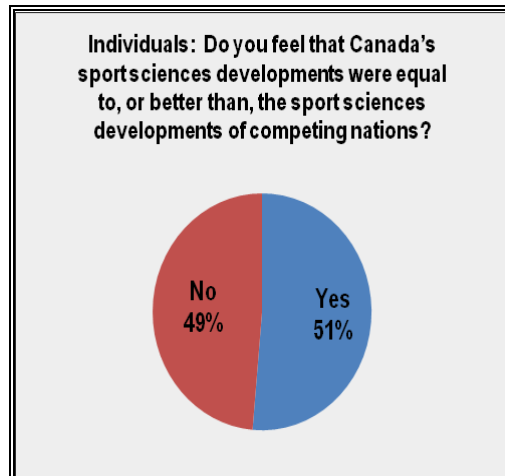
"Canada has come a long way in the Sport Sciences in the past 7 years. The money that has been provided has been a benefit to the sport system but it would be great for all sports for have full time staff for their sports or have a fully functional sport centre in which athletes have full access to the best minds in the world".

"In the equipment/clothing realm, yes, but we are still far behind in terms of having applied performance scientists who are experts in their sport. We may need to bring in some international experts at some point to help develop our younger Canadian scientists".

"Nous sommes en retard de 10 ans. Aussi nous avons un support médical pour augmenter nos chances d'avoir des athlètes en santé. C'est la base et c'est super. Cependant, lorsque l'on parle de performance

humain, nous n'avons pas une médecine sportive très active. Je pense que plusieurs pays (et USA) ont un avantage sur nous à ce titre”.

In our sport, the amount of funding and research that goes into technical development in Germany (for example) is nearly impossible for us to compete with. However, the coaches we have hired have a great knowledge and understanding of that system and what developments they made that have worked. So in effect we have been able to implement a lot of the technology that the Germans developed without the need for their vast budget”.



There were few comments in the interviews about sport science and innovation, although the NSO interviewees agreed that HPAs provided great value to them through the sharing of knowledge and expertise. It is clear that the lack of role clarity among and between OTP, NSOs and CSCs muddies the water in the area of IST support to coaches, athletes, and teams. Some NSOs have good relationships with CSCs while others do not and would prefer to support their teams directly, bypassing CSCs whenever possible. One interviewed athlete, who resides in Vancouver, regularly travelled to the CSC in Calgary for IST – which is hardly a model of efficiency. Interviewees agreed that the clarity of these roles and responsibilities must be resolved.

7. NSO and CSC EXCELLENCE

OTP works closely with NSOs, CSCs, and some MSOs as a trusted advisor and partner – providing tools, expert advice, and access to services that can all assist these organizations in enhancing their performance. OTP has facilitated both the development of a national policy and a coordinated network of CSCs to meet Canada’s long-term high performance goals. Governance and leadership challenges face both NSOs and CSCs and OTP aims to review, modify, and enhance the leadership, resources, governance, programs, policies and management practices of every targeted NSO.

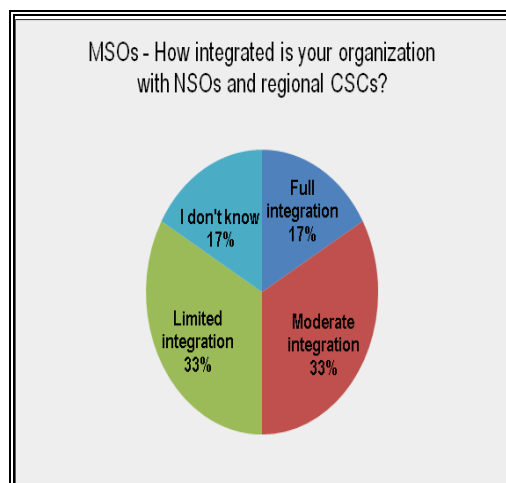
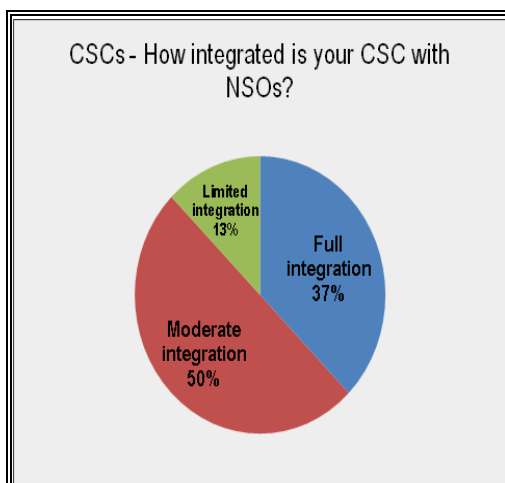
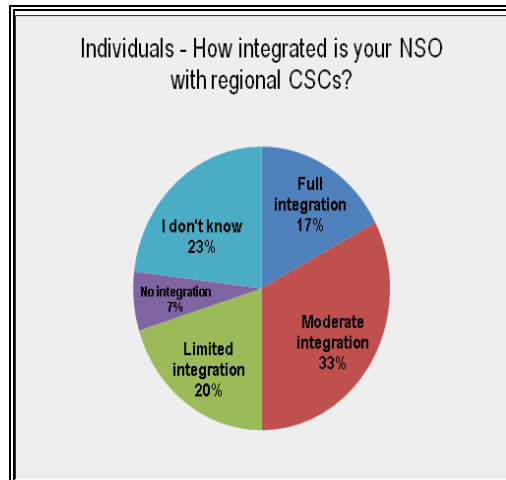
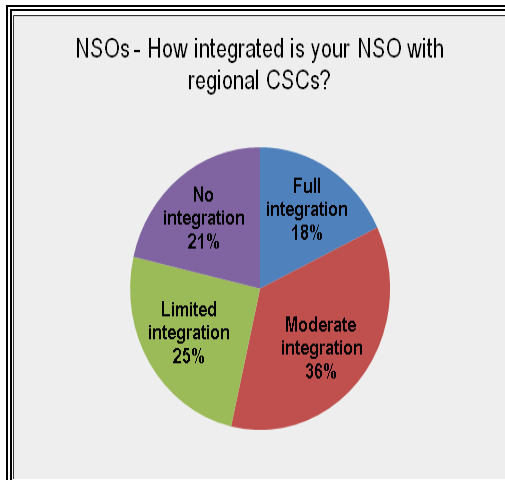
Organizations: OTP has assisted Canadian Sport Centres (CSCs) and National Sport Organizations (NSOs) with aligning services in order to meet athletes’ training and performance needs

6.8

The development of world class CSCs (also termed the Canadian Sports Institute (CSI) Network) is one of OTP’s priorities. The quality of services and the training environment, provided by each CSC, must meet the needs of all NSOs and their respective national team programs. OTP expects to play a key role in encouraging this program. However, OTP does not directly assess NSO and CSC relationships – and this lack of assessment means the result of investing in this area is unknown. OTP is concerned with the quality of CSC services and desires a collaborative process between NSOs and CSCs – especially for the hiring key staff. OTP expects that developing new providers and servicing a broader range of developing athletes will increasingly become priorities for CSCs.

OTP especially expects NSOs to work with CSCs if there is an opportunity to improve the daily training environment – either a centralized or decentralized training environment. When NSOs have training groups at the CSC location, the involvement of CSC staff should be extensive. OTP expects partnerships to be created between the NSO, the training group, and CSC such that the athletes and coaches have the best environment possible.

To investigate the degrees of integration among NSOs, CSCs, and MSOs, respondents representing organizations in this section were separated based on their organizational affiliation. There are seven CSCs in Canada and all seven CSCs are represented in the responses. There were seven MSOs contacted for this survey (Canadian Olympic Committee, Canadian Paralympic Committee, Sport Canada, Coaching Association of Canada, Coaches of Canada, Winsport, and Whistler Sport Legacies Society) and six of those seven MSOs responded to the survey. The remaining twenty-nine responses represent current or formally targeted NSOs.



Individuals and each type of organization (NSOs, CSCs, and MSOs) were asked to comment further on how much integration (and in what areas) they would like to see among the types of organizations.

In many cases, individuals were unclear how much integration currently existed, should exist, and why integration may be important to them. Noted one individual: *“They do not need to be integrated but if the NSO feels that we, as athletes, need something then to get it we should simply have to call the CSC. CSC should be the access hub for any sport services that are not sport specific”.*

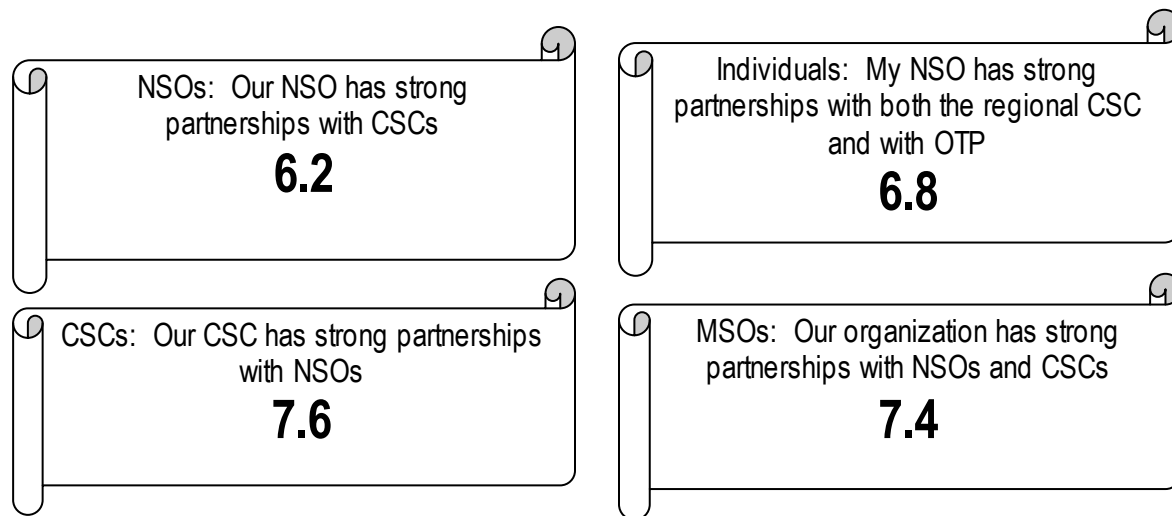
NSOs asked for more consistency among CSCs and would prefer to have relationships with all CSCs if they each offered the same services. Noted one respondent: *“Consistency in service provision from Centre to Centre would enable us to supplement the services provided as appropriate”.* Another stated: *“Current integration is primarily with CSC-Calgary. We would like to see a greater involvement (which comes with a need due to greater regional representation by our athletes within our sport) with CSC-Pacific and others (CSC-Manitoba, CSC-Ontario etc.)”.*

CSCs, for their part, would like NSOs to see the benefits of using CSC programs and asked NSOs for more direction about what services they could offer that would be beneficial. Stated one CSC representative: *“We work with all carded athletes and a number of provincial and national developmental athletes. More*

direction from the NSO should occur at all levels of athlete development. If it occurs at all now it is with carded athletes only. More effort into developing the next generation of athletes with proper IST services should occur”.

MSOs had a couple of interesting suggestions for improved integration among themselves, CSCs, and NSOs such as *“Reduction in duplication of services and more coordination to develop efficiencies”*. One respondent suggested *“Using full time professional support services of CSCs to build capacity in CSCs to provide quality services to NSOs”*.

When ranking the strength of the existing level of cooperation and partnership with each other, the opinions of NSOs and CSCs differ. For instance, though CSCs rank the relationship as strong, NSOs do not share the same level of confidence in ranking the strength of that relationship. Individuals rate the strength of the relationship in the middle of the two extremes.



Through an annual review process with NSOs, OTP reviews progress against high performance plans and determines funding amounts. Annual reviews are used to identify those high performance programs that have podium potential athletes for the current and subsequent Games cycle. Specific athletes considered to be on track for a podium performance are identified in the review meetings, and these athletes are then compared against performance benchmarks over the course of the competitive season.

HPAs play a critical role in liaising with targeted NSOs to ensure that high performance programs are being delivered in accordance with the plan agreed to by the NSO and OTP. Ongoing communication with the key technical leaders and attending training camps and competitions have proven to be effective means of providing technical guidance with targeted sports. HPAs are expected to be technical advisors of their respective sports and fully engage with the NSOs in the achievement of their high performance objectives.

Under exceptional circumstances, OTP may choose to intervene within an NSO by conducting a comprehensive review and recommending improvements in operations. Since 2008, OTP has conducted four such reviews in the sports of Water Polo, Para-Athletics, Snowboard, and Synchronized Swimming. Two further reviews are presently underway (Alpine and Biathlon). OTP has also supported collaborative projects with NSOs in the winter sliding sports to obtain feedback and share best practices. These reviews and consultations have benefited from the services of outside, independent experts.

OTP is becoming internationally known for its success. In November 2010, the Italian Olympic Committee invited OTP's Director of Planning and Operations, Joanne Mortimore, to give a presentation titled 'Own the Podium & High Performance Sport' at Italy's General State of Italian Sport conference. In May 2011, the Finnish Olympic Committee invited OTP's Director of Summer Sport, Anne Merklinger, to give a presentation titled 'Focusing on Excellence' at Finland's Elite Sport Forum.

Organizations and individuals share a similar opinion on the provision of evidence-based advice from OTP – while CSCs and MSOs are slightly more satisfied with OTP's services than NSOs.

NSOs: OTP has provided evidence-based expert advice about leadership, governance, high performance programs, and other services that support athletes

6.6

Individuals: OTP has provided my NSO with evidence-based expert advice about leadership, governance, high performance programs, and other services that support athletes

6.5

CSCs: OTP has provided evidence-based expert advice about leadership, governance, high performance programs, and other services that support athletes

7.0

MSOs: OTP has provided my NSO with evidence-based expert advice about leadership, governance, high performance programs, and other services that support athletes

7.2

In addition to the level of integration and strengths of the partnerships among organizations, OTP is also concerned about the governance structures of both NSOs and CSCs. In the lowest ranked score within this report, NSOs self-identified that their governance structures do not provide a model incubation environment for high performance athletes. CSCs were much more confident when assessing their own governance structures.

NSOs: NSOs in Canada have model governance structures, leadership teams, programs, partnerships and policies which together form the absolute best incubation environment for high performance athletes

5.1

Individuals: NSOs in Canada have model governance structures, leadership teams, programs, partnerships and policies which together form the absolute best incubation environment for high performance athletes

5.9

CSCs: CSCs in Canada have model governance structures, leadership teams, programs, partnerships and policies which together form the absolute best incubation environment for high performance athletes

7.5

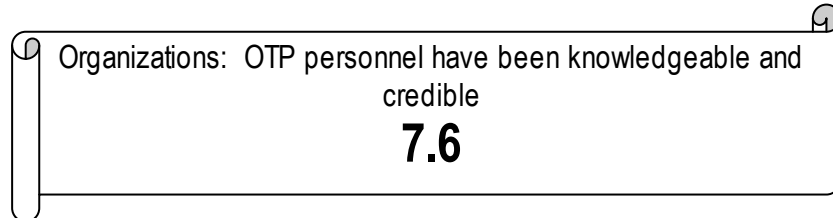
Individuals were asked to comment further on OTP's NSO/CSC excellence strategy. Many individuals who answered this optional question were critical of their regional CSC or unsure of the services that their CSC provides. Said one: *"The concept of the CSCs is good, but the practice, as most are aware, is not the same all over Canada. We have very good relationships with some CSCs and do little or nothing with others"*.

The majority of people interviewed agreed that organizational governance was a weak link in the Canadian sport system. In one leader's words: *"The issues that cause major setbacks in high performance flow from [the inherent structure of sport as being managed by volunteers] and are largely governance issues"*. Not a single interviewee suggested that it was OTP's job to fix governance as this would detract from OTP's mission and dilute its effectiveness. Most agreed that Sport Canada should have the governance mandate, as it represents a good fit with their base funding and participation mandate. However, it was also cautioned that Sport Canada, as a political entity, is too passive and would not be able to enforce governance improvements as effectively as other national funders could.

The leaders interviewed also echoed concerns about the lack of alignment between NSOs and CSCs. As noted earlier, the perception is that NSOs and CSCs appear to be pitted against each other in a competition for high performance funding and it is not really clear how they should be working together to achieve high performance outcomes.

8. OPERATIONAL EXCELLENCE

As an independent organization, OTP is uniquely positioned to streamline and coordinate the investment in high performance by targeting potential sports and athletes through critical evaluation, analysis, and review and accountability. OTP remains focused on internal operational excellence by employing thought-leaders with the credibility to provide technical expertise and advice in support of podium performance. OTP strives to be recognized as the leading organization in high performance sport not only in Canada, but around the world.



OTP has evolved and changed forms since its inception. Figure 1 illustrates the evolution of OTP. Since 2007, OTP has modeled four different organizational staffing charts. At first, the summer sport Road to Excellence (RTE) organization existed separately from the winter sport OTP 2010 organization and both bodies reported to the National funding partners (Sport Canada, COC, CPC, and VANOC). In 2007/2008, OTP 2010 and RTE shared staff members and now reported to a CEO of 'Podium Canada' rather than to the funding partners. At this stage, there were 19 full-time staff members and 3 part-time staff members.

In 2009/2010, prior to the Vancouver Games, OTP 2010 and RTE merged to form Own the Podium and the organization added an operational planning director who joined the same staff level as the directors of summer sport, winter sport, and sport science/sport medicine and innovation. HPAs and part-time staff reported to these directors and, at this stage, OTP employed 21 full-time staff members and 8 part-time staff members. Figure 2 illustrates the staffing model at this stage.

After Vancouver, OTP's staff relationship chart changed again – primarily to add a director of coaching and technical development. At present, there are 21 full-time staff members and 6 part-time staff positions (two are presently vacant). Figure 3 illustrates the staffing model at this stage.

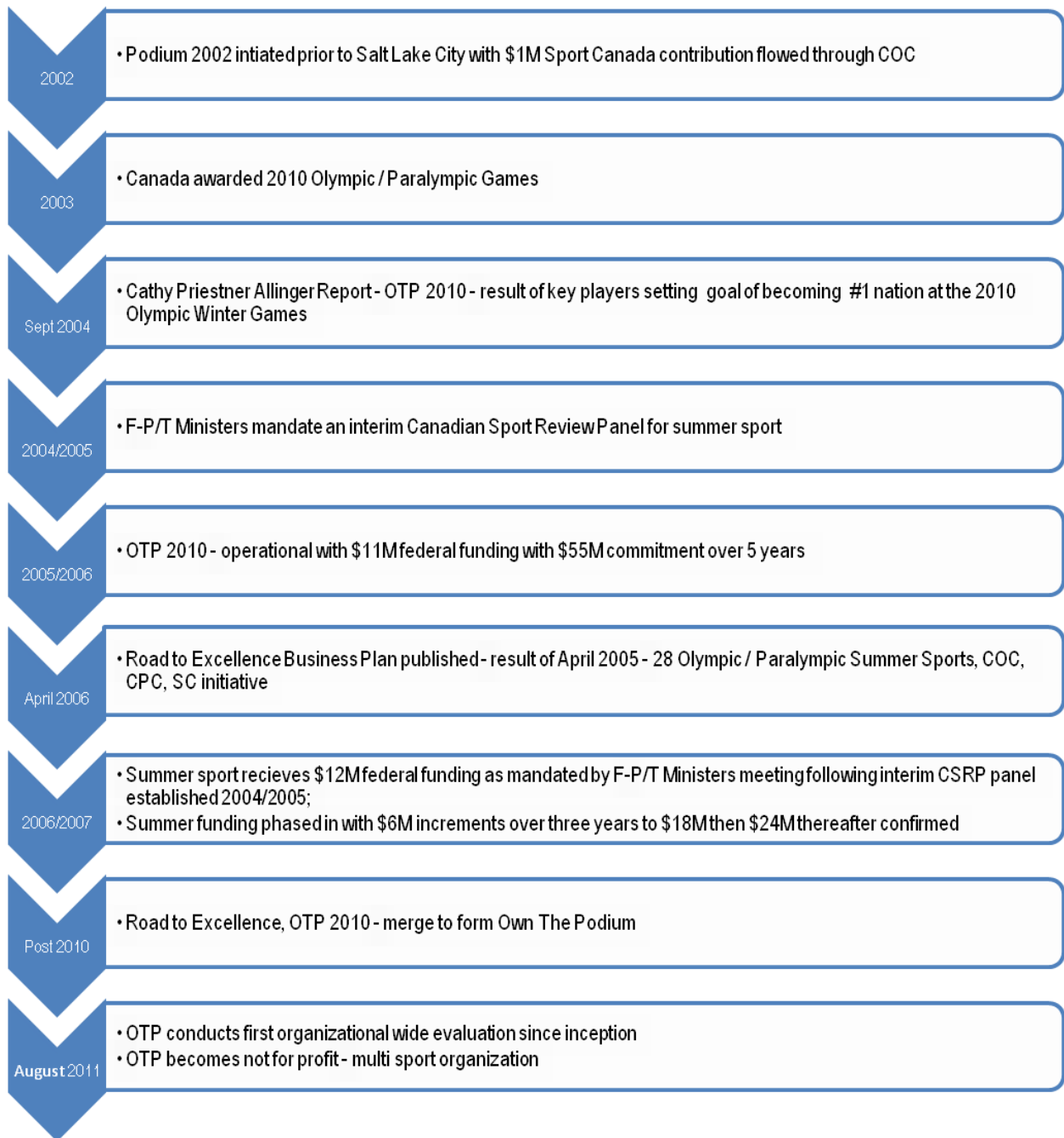


Figure 1. Evolution of OTP

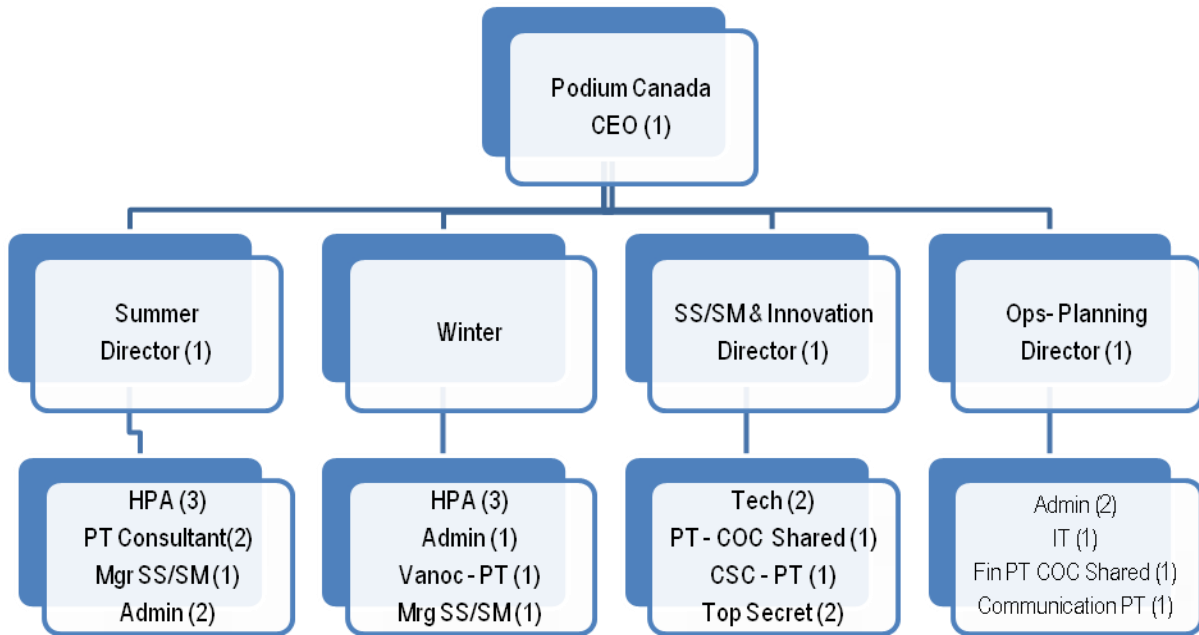


Figure 2. 2009/2010 Staffing Model

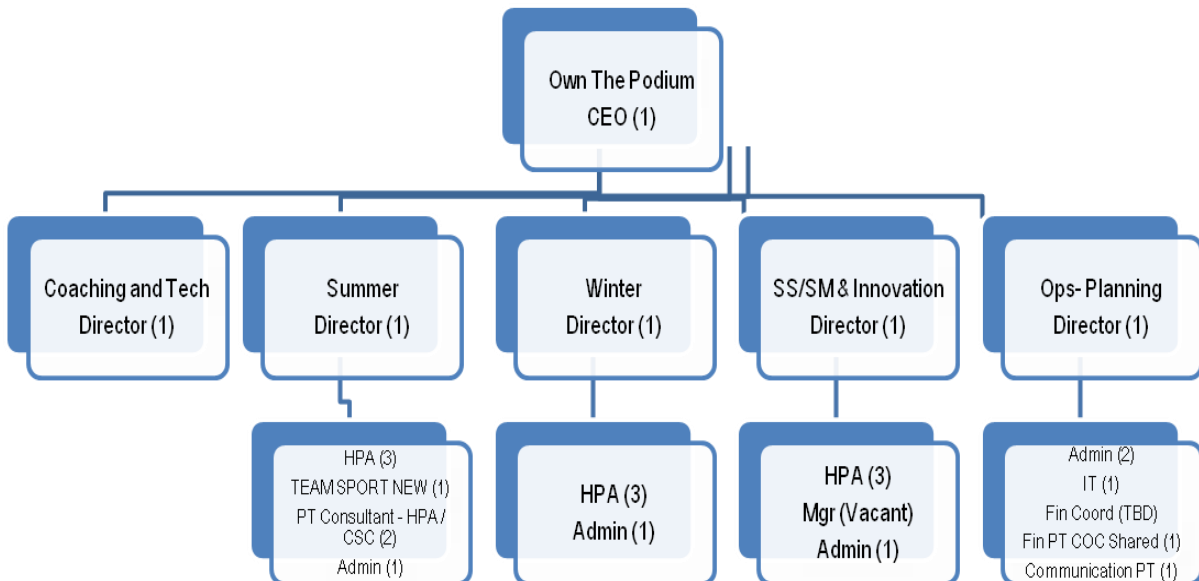
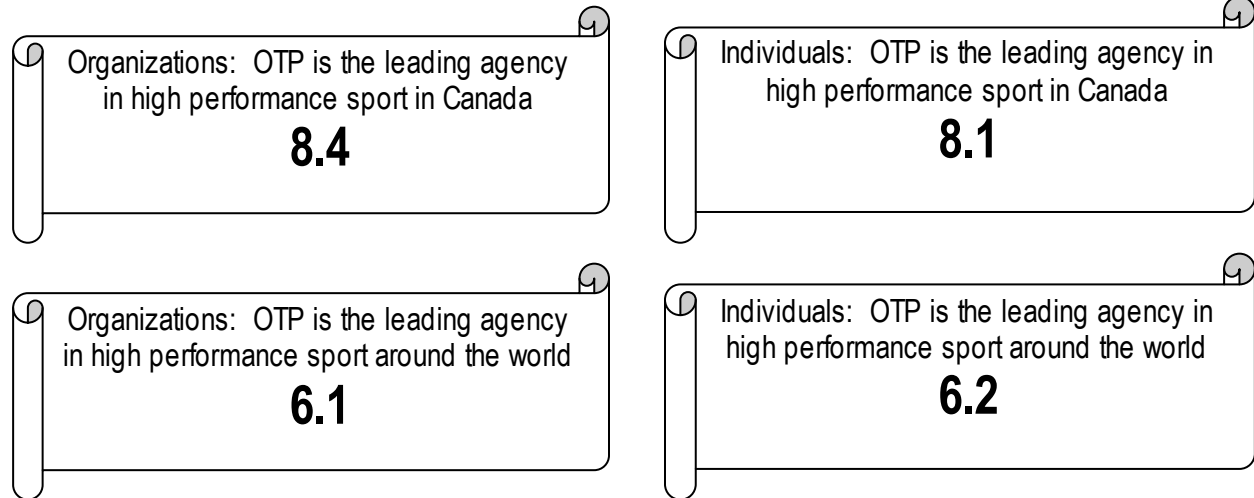
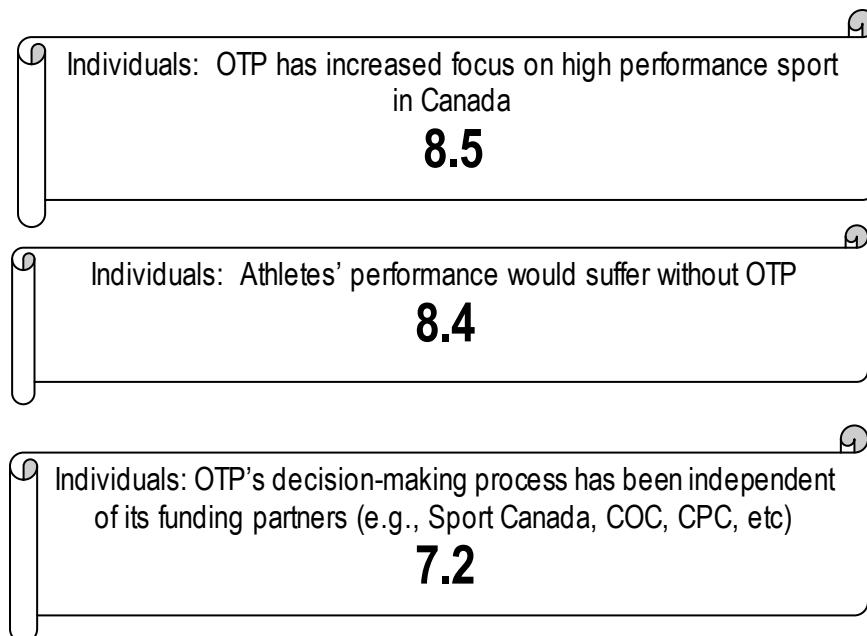


Figure 3. 2010/Current Staffing Model

Both individuals and organizations are confident that OTP is the leading agency for high performance sport in Canada – but there are reservations about whether OTP is the leading agency for high performance sport around the world.



Organizations were asked to comment further on how OTP compares to other high performance agencies in other countries. Responses fell into two areas – those who felt OTP’s is doing a very good job and getting better – and those who did not know enough to comment. *“Without having intimate knowledge of other Nations’ systems, I would say that OTP is getting better with time and progressively establishing themselves as a World Leader in terms of High Performance Agencies”.*



Organizations and individuals were asked to comment further on OTP’s operations and operational excellence strategy. Respondents from some organizations expressed concern that OTP’s personnel complement is growing and that the organization is becoming unwieldy. This perception is interesting considering, as noted in Figures 1-3, there has been only slight growth in OTP’s personnel in the last four

years. At the same time, however, respondents have a high level of confidence in the CEO's vision and leadership. Individuals also praised OTP for its work and encouraged it to continue its focus on high performance excellence. *"The right people with the right knowledge and experience are making evidence-based decisions. It doesn't get better than that"*. Said another respondent, *"We wouldn't have half the medals without OTP. I just hope everyone realizes that"*.

Most of the interviewees had an opinion on OTP's effectiveness as an organization. They perceived that OTP has grown rapidly in a short period of time and this has caused understandable growing pains. Several respondents expressed strong concerns that OTP is becoming bureaucratic: *"Bureaucracy at OTP is growing at an alarming rate"*. In its early days, OTP was perceived as being nimble and quick, but the perception of that creativity, adaptability and flexibility has now disappeared. Everything appears to take longer. One respondent said: *"Perhaps the honeymoon phase is over"*. Several interviewees from both NSOs and CSCs added that the paperwork requirements are excessive.

Notwithstanding perceptions that OTP has become more bureaucratic, OTP's personnel are universally respected among those interviewed. OTP staff members are perceived as knowledgeable, supportive and pragmatic. There appears to be room for a balance between the flexibility and nimbleness of OTP's early days and the bureaucratic constraints that come with centralization and expansion. Several leaders also renewed the call for a one-window approach to reporting and accountability (thus making it possible to prepare, for example, one report that would satisfy all national funding partners). Said one interviewee: *"My mandate is to service athletes and coaches - not do accounting all day!"*

Neither individuals nor organizations commented on how, specifically, OTP's funding was being directed or from what source(s) OTP obtained revenue. OTP's financial summaries, since 2005, are presented as Table 2.

OTP Strategic Pillars	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Coaching and Technical Excellence	0.00%	0.62%	0.65%	0.27%	0.02%	0.09%
Athlete and Team Excellence	74.31%	72.87%	72.77%	69.45%	78.40%	71.18%
NSO and CSC/CSI Performance Excellence	0.00%	3.85%	4.53%	5.27%	5.45%	7.77%
Sport Science Sport Medicine and Innovation Excellence	19.99%	13.96%	12.85%	16.55%	11.43%	15.89%
Organizational Excellence	5.70%	8.70%	9.20%	8.46%	4.70%	5.06%

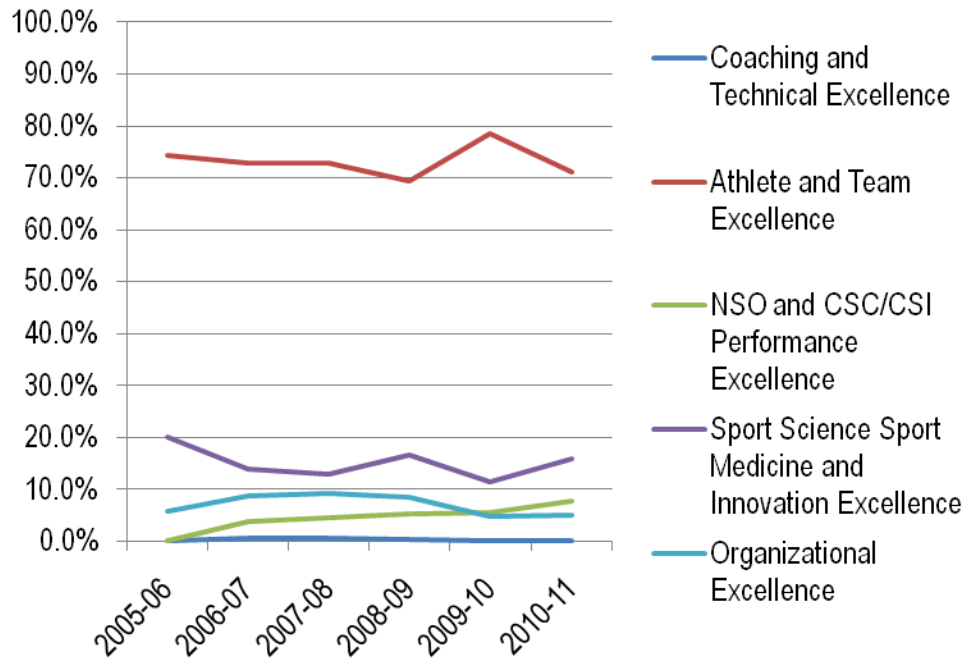
EXPENSES						
STRATEGIC PILLARS	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Coaching and Technical Excellence	-	232,236	287,428	140,180	8,567	59,845
Athlete and Team Excellence	14,253,917	27,419,614	32,217,541	35,936,653	44,665,330	48,738,146
NSO and CSC/CSI Performance Excellence	-	1,450,000	2,005,000	2,726,304	3,106,132	5,322,631
Sport Science Sport Medicine and Innovation Excellence	3,835,000	5,254,452	5,691,345	8,564,177	6,508,845	10,883,094
Organizational Excellence	1,092,985	3,272,326	4,074,257	4,380,382	2,680,000	3,467,329
	19,181,902	37,628,628	44,275,571	51,747,696	56,968,874	68,471,044

REVENUES						
Sport Canada	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Summer		11,659,416	13,489,700	19,000,000	26,435,000	34,185,000
Winter	11,000,000	11,000,000	16,266,272	16,961,728	11,000,000	21,616,100
Team Sport						5,787,600
Operations		522,430	644,000	769,500	769,500	1,569,500
Subtotal Sport Canada	11,000,000	23,181,846	30,399,972	36,731,228	38,204,500	63,158,200
COC / COF	1,510,000	5,528,040	8,041,196	6,020,526	2,929,099	3,920,002
VANOC Sponsors	8,504,027	4,381,532	7,601,378	13,294,455	8,893,902	1,414,135
CPC	50,000	150,000	150,000	150,000	100,000	300,000
Province of BC			5,000,000			
Province of Ontario			701,300			555,000
Other	97,528	577,613	272,684	137,906	103,249	76,375
	21,161,555	33,819,031	52,166,530	56,334,115	50,230,750	69,423,712

Table 2. OTP's financial summaries since 2005.

The following timeline shows that OTP's spending on each pillar of its strategic plan has remained fairly standard since 2005.

OTP Strategic Pillars - Expenses



9. CONCLUSION

This section of the survey asked individuals and organizations to comment generally on OTP and make suggestions, give broad or specific feedback, or enter a final note of criticism or praise. The first two questions in this section asked respondents to choose one thing that OTP has done very well and one thing that OTP has done poorly or needs to improve. These questions were mandatory and responses were wide-ranging.

Organizations – One thing OTP has done very well:

OTP provided financial support and technical expertise to many athletes who participated in the 2010 Olympic games, culminating in considerable success by the Canadian team.

Increased funding to athletes which allowed access to increased high performance training and competition opportunities.

Promoted a new, businesslike approach to performance goal setting, results and gap analysis, action planning and accountability.

Helped the country focus their performance goals on podium results and really gave some sports a reality check on what had to be done in each of them to be better

Gained acceptance from the nation that "winning medals" is not a bad thing, but rather a pursuit worthy of support.

Individuals – One thing OTP has done very well:

Engager un des meilleurs entraîneur dans le circuit international

Le développement des professionnel de la science sportive nous permet d'avoir de meilleurs programmes d'entraînement adéquate pour notre sports.

Given high level athletes the all-around support they need to achieve medal performances. This has also raised awareness of the achievements of Canadian athletes.

OTP has helped Canada become competitive with other nations in many sports. Without the support from OTP, I would have not been able to train as well as I have for the past 5 years and have the support from the Canadian Sport Centre which has been instrumental to my health as a athlete.

Funding amateur sport in Canada has allowed athletes from Canada to enter competition on an as level a playing field as possible in terms of technology, training strategy, equipment and staff.

Organizations – One thing that OTP has done very poorly or needs to improve:

No support of the development system. Who will be our next athletes on the podium?

There is a perceived lack of respect for the role of the NSO in high performance – sports have had success before OTP came along and ultimately they are still holding the NSO accountable for fiscal management so they cannot exclude the NSO from decision making

Expanding/broadening its support to non-Olympic podium sports [and] sports that have a chance to excel at the international level on other stages. Insuring there is support provided to the next generation of high performance athletes to secure sustained/long term high performance excellence as a nation

OTP makes comments and gives "advice" on some areas of NSOs which I don't think they necessarily have the in-house expertise to back up. OTP harps on governance structures but has never been able to provide concrete and useful advice on exactly what needs to be changed (they just don't like something but don't hand over an example of an ideal governance structure which they feel is appropriate for the particular sport to start investigating). Also, OTP likes to spend money on "facilitators" and other processes which are not always necessary to garner ideas or improve operations in a sport. Sometimes what is needed is really just to sit the key people down in one place at the same time to focus on an issue. OTP wants change, but sometimes does not provide realistic advice for that change. For example, they suggest great plans and ideas but do not back them up with funding so the sport is left with a great idea which they cannot implement effectively.

Nothing really "poorly". There is a need to continue to identify roles in the sport community and support the appropriate organization in that area through partnerships/collaboration.

Must move from telling us what we do wrong to how they can help.

Individuals - One thing that OTP has done very poorly or needs to improve:

Trouver des solutions pour investir dans le développement. Un meilleur partage des ressources entre les NSO pourraient être bénéfiques

There seems to be no understanding of the importance of supporting age-group and junior programs, and the administrative costs associated with it - crucial in our drive for excellence because it takes at least 10-12 years to produce a world champion in our sport, and the quality of preparation done in the early years determines the final performance ability of the athlete, as well as the podium outcomes.

Targeting athletes is a mistake. There are plenty of avenues for athletes to find funding. Allocation to entire programs benefits a majority and makes everyone better.

The fact that not ALL teams did not get funding from OTP is really hurtful to the athlete's. Our team is ranked within the Top 20 in the world rankings, yet our team did not receive ANY FUNDING. Yet the men's team did. I understand that it reflects on the results from World Championships, but when you're only focus and main goal is to make it to the Olympics but you don't get the extra support from OTP... not a great feeling as an athlete. Basically it is telling us that you don't believe in what we are doing or think that we have a chance to qualify. For athletes that have been with the team for 5...7....NINE years, all we want is to have the support from everyone around us, and we really felt the OTP let us down.

Providing the athletes with an understanding of how to access OTP resources. I find if I don't ask "Can OTP help with this?" I do not know whether the help is there. This would also help us as athletes see new ways we may be able to push our performances as OTP may have support for areas we did not even consider needing support.

Up until last year, there was almost no support towards the actual developing athlete in the junior pool in my sport, thankfully has changed. Our junior athletes are the future

Finally, organizations and individuals were given one final opportunity to provide further comments or suggestions about OTP that could serve as either positive feedback or constructive criticism. As with the previous question, responses were wide-ranging but answers to this question were also very thorough and considered.

Organizations – Positive feedback or constructive criticism:

The application of the OTP-targeted funding approach in a multi-discipline Olympic sport context creates significant discrepancies and funding gaps between disciplines. The restrictions being put on the allocation of the OTP funding makes it extremely challenging for a multi-discipline NSO to strategically dispense funds in order to adequately support all Olympic disciplines in their pursuit of Olympic qualification and podium results.

Overall, OTP has been very supportive of our organization and has been the platform to change the overall thinking at the technical leadership level within our NSO.

OTP has changed the landscape and will continue to do so. I believe OTP will require a significant funding increase in order to create a sustainable model for itself with respect to other similar agencies worldwide. This version of OTP I suspect will be significantly different in the years to come

OTP needs to be very careful in how it wishes to evolve and expand. There are lots of concerns about how far/deep/wide reaching they wish to go, how much they want to be hands on and duplicate others' roles and responsibilities.

OTP has become increasingly prescriptive to NSOs. We think it's important that NSOs are allowed to conduct their business as they deem best and be assessed based on outcomes.

Individuals - Positive feedback, constructive criticism, and general comments about 'how Own the Podium has done' since its inception:

Informez les athlètes de ce qu'Est ANP et de ce que vous faites pour eux. Dans un sport individuel, je comprend que l'Athlète soit directement touché par les mesures de ANP mais dans les sports d'équipe, souvent c'Est l'Entraîneur qui gère tout et au niveau des athlètes, on ne sait rien de ce qui se passe en haut en matière de financement.

Seems to have done a pretty good job, I feel that they want me to succeed and are putting money into the system to help me. However, sometimes it would be nice to get some extra help for pure salary or child-care.

OTP has been a really positive when there is a gap in support and I need help. This extra support really makes a difference when the goal is being the best in the world.

Generally, OTP has done an outstanding job. Given where the Canadian sport system was when OTP began, the progress has been terrific. However, there is still a lot of work to do in the development of a sustainable sport development model and consistent high performance outcomes.

It seems that OTP is hiring more and more staff taking away from money that can be going to NSOs. This is frustrating since OTP has recently decided that we should no longer fund our High Performance Director position. This is very short sighted and will significantly impact our growth in LTAD, coaching development and strategic planning.

The CSCs across the country all need to provide the same services. The CSC Pacific offers far less than other CSCs I have dealt with and it is terrible that we get so much less. This needs to be improved.