

Own the Podium - 2010

Final Report

*With recommendations of The Independent Task Force
For Winter NSOs and Funding Partners*

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Executive Summary

Canadian sport took a giant leap forward, February 2, 2004, in Calgary when the key players in winter sport set the lofty goal of becoming the #1 nation at the 2010 Olympic Winter Games in Vancouver. All winter National Sport Organizations (NSOs), the Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), Sport Canada, Calgary Olympic Development Association (CODA), the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), and 2010 LegaciesNow dubbed the vision, “*Own the Podium -2010*” (OTP), and set a goal for Canada to win 35 medals at the 2010 Olympic Winter Games. The COC took a lead role in co-ordinating the project and appointed an Independent Task Force while the winter NSOs approved a steering committee to represent all winter sports. The mandate of the task force was to determine if and how Canada can win over 35 medals at the 2010 Olympic Winter Games in Vancouver. The task force examined the following:

1. Prediction of Medals in 2010

Canada can win 35 medals in 2010 by increasing the number of *potential medallists* and increasing Canada’s *success rate* at the Olympic Games. *However, if Canada was to make no changes to the existing sport delivery system, it is predicted that 16 medals are realistic in 2010.*

Canada’s medal count for 2010 was predicted based on our past *success rate* and our number of *potential medallists* (athletes with two top-5 finishes on the World Cup circuit). Our *success rate* (medals won divided by potential medallists) at the Olympic Winter Games in 2002 was 27%. This was dismal compared to the 22 other nations with medal potential athletes who had a success rate of 33%. The top five nations (minus Canada) had a medal success rate of 64%. Canada has room and the potential to improve.

The number of potential medallists for 2010 was identified by the National Sport Organizations (NSOs) using, where provided, an athlete development model. The athlete development model was based on champions in their sport and was used to determine at what level an athlete/team should be now in order to be a potential medallist in 2010.

The task force determined that there are two ways to increase medal count:

- 1) increase the number of *potential medallists* (from 160-211) and
- 2) increase the *success rate* (from 27% to 50%)

We projected that 40% of the athletes identified now would be *potential medallists* in 2010; therefore, overall we expect 20% of the athletes/teams identified now to medal in 2010.

2. Reaching Canada's projected medal count for 2010

To reach our goal of 35 medals, Canada needs to increase the number of identified athletes by 51. Most sports require 8 – 12 years to develop a medal potential athlete, and we have only 5.5 years to the 2010 Games. However, in certain sports it is still possible to recruit new athletes (long and short track speed skating, freestyle skiing, snowboard, bobsleigh, and skeleton). There is only one season remaining to initiate this recruitment.

In addition, we must increase our *success rate* at the Olympic Winter Games from 27% to 50%. This is achievable. The host country in 2002 (USA) had a success rate of 63% while Germany boasted a 92% success rate. This enhanced success rate can be accomplished by funding targeted NSOs at a world-class level so they can service their athletes as needed. "Home field" advantage can also increase Canada's *success rate*.

3. Sport technical reviews for 2010

One-on-one interviews were conducted with each of the Winter NSOs to validate the information submitted in their 2004 Sport Reviews, Part 1 and 2. These reviews were used to identify athletes with medal potential for 2010 and assess funding priorities and needs to accomplish the 2010 goal. The quality of the reviews was dependent on the readiness of the NSO and varied widely among sports. [Please note that these internal sport reviews have been removed from this report in order to preserve confidentiality.]

4. Tiering of sports and funding recommendations

Sports were measured against the following criteria to help prioritize funding decisions:

- Canadian sport culture (are Canadians proud of and participating in the sport)
- Olympic success in the past 3 Games
- Medal potential for 2010
- Sustainability post 2010

A tiering system was used and sports meeting all of the above criteria (ice hockey, curling, long track and short track speed skating and figure skating) were considered to be Tier 1. Sports with three of the above (alpine, freestyle, snowboard and cross-country) were considered Tier 2. Sports with less than three of the above (biathlon, bobsleigh, skeleton, luge, ski jump and nordic combined) were considered Tier 3.

Using many different parameters to evaluate the sports, we found them to consistently fall into almost the same order. Canada's priorities for medal successes can therefore be ordered into the following categories:

1. Flat ice sports
2. Snow sports
3. Sports requiring specialized facilities (shooting, sliding and jumping).

Currently, winter sport NSOs receive funding from all sources of \$16.5 million per year. In order for Canada to achieve the goal of 35 medals in 2010, the NSOs require a funding increase of \$10.1 million per year from the funding partners. In addition, new programs need to be added in recruitment, human performance and technology research and development at an additional yearly cost of \$11 million. This combined total produces a funding increase of \$21.1 million for a total of \$37.6 million per year.

5. Strategy for Implementation of “Own the Podium - 2010”.

It is a challenging task to find the most appropriate, effective, and efficient way to implement the *Own the Podium - 2010 program*. There has been much criticism of the sport delivery system in Canada, citing too many processes, too many funding organizations that are not on the same page with the same ultimate vision, too much bureaucracy, and a lack of accountability within each sport. These issues demonstrate that there is a very fragmented system of sport delivery in Canada. We need a unified funding solution, accountability for all, and an enhanced high performance delivery system.

Unified funding solution

It is imperative that a unified solution be found for evaluation and funding of sport in Canada. The OTP review team supports the recommendations of the Brisson Report¹ to organize a High Performance Sport Commission (HPSC) of 7-10 sport experts to distribute all of Canada’s funding for high performance sport. If the funding partners can agree to put all their money in one pool, it can be distributed more efficiently, allowing NSOs to go through only one review process and free their resources to develop athletes.

Other Suggestions:

- Snow sports should collaborate and cooperate more effectively in sharing of information and finding common solutions where appropriate.
- The sliding sports could consider forming one organization to find administrative and other efficiencies.
- Additional funds could be used to reduce/eliminate current debt for priority sports.

Accountability

It is recommended that all NSOs must have the following if they are to be funded and accountable:

¹ Brisson, T.A. (2003) Targets for Athlete Performance and the Sport System, Draft of Report to be Submitted to the Inter Provincial Sport and Recreation Council in support of the Federal-Provincial/Territorial Enhanced Excellence, Priorities for Collaborative Action 2002-2005.

- An athlete development model with world ranking benchmarks that are valid and used by the sport
- A recruitment strategy for new athletes
- A performance enhancement team as an integrated part of the program
- Professional coaching, coaching development and education within their sport
- Strong and stable leadership

At this time there is not one NSO that has all of the above. A timeline should be set as to when each of these will be in place as well as criteria and benchmarks for measuring whether every component is at an appropriate level. It is recommended that funding be contingent on an assessment of each NSO against these components.

High Performance Delivery

The review team recommends a two-component high performance delivery system. The first component is the delivery of programs and services to the athletes on a day-to-day basis. The NSO executes this operation of developing its high performance athletes, which includes training, competition, sport science testing/monitoring and medical support. *This first component (the NSO) is the primary vehicle to achieve an increase in the **total number** of medal chances.*

The second component is a new “*Top Secret - 2010*” program running in parallel with the NSO’s day-to-day programs but operating independently of the NSOs, under the direction of the HPSC. One major consideration in this review was that Canadian athletes rarely felt or had a technological “edge” over other nations. This component is divided into two groups:

1. Human performance – understanding future performance requirements, which requires understanding of legal supplements, developing new and better training programs, nutrition, psychology, and techniques to enhance athlete performance.
2. Technology research and development – developing new equipment to reduce friction (air, snow, and ice) and technologies to give Canadian athletes an advantage over other countries.

The *Top Secret - 2010* program would work in collaboration with the NSO’s high performance director or head coach, but would work independently to provide superior information and products by 2009. This program would not use 2010 identified athletes as test subjects and would not interfere with their development and training. *This second component is the primary vehicle for achieving an increase in the **success rate** of performance from 27% to 50%.*

2010 Paralympic Winter Games medal prediction

The *Own the Podium* sport review process has been a challenging one. At this time, Paralympic Alpine is the only sport that has been completed. It is not possible to provide a medal and performance prediction for the 2010 Paralympic Games due to the inability of the National Sport Organizations to provide performance targets six years from now. This is not the fault of the NSOs but rather a reflection on the absence of a sport development program for Paralympic athletes.

The priority for Paralympic Sport in Canada must be evaluated. It is the opinion of the review team that the CPC is under resourced to truly provide technical support to their sports and therefore, the *Own the Podium* review was compromised. Paralympic winter sport is primarily organized by volunteers, coached by volunteers, and is successful primarily because of the commitment these individuals have made to their respective sports. Canada must decide if Paralympic sport is important, and if so, what this means in terms of resources and attention. Canada, as a nation, does have the potential to be extremely successful internationally. Currently, it is disappointing to observe the lack of priority and resources provided to these sports if there is an expectation to be a leading nation in Paralympic sport. This, in addition to the challenge of full integration into able-bodied sport, has created the problematic situation that will impact Canada's potential to "*Own the Podium*" in 2010.

Paralympic sports that have not yet been reviewed are cross-country, biathlon, ice-sledge hockey and curling.

6. Conclusion

A new approach to sport delivery in this country starts with the government and sport leadership having a clear and long-term unified vision with a 10-year (decade) funding approach, a strategy for implementation, and accountability for results. With this in place, NSOs can plan effectively and long-term. Canada can then make responsible and effective decisions as to how new and enhanced resources will be allocated which avoid waste and ensure every dollar is well spent.

Currently, the funding partners provide \$16.5 million per year to the NSOs and athletes. At this funding level the task force predicts Canada will win 16 medals in 2010. In order to be the top nation in 2010 and win 35 medals, Canada must increase funding by \$20.6 million for a total of \$37.1 million per year.

The review team is confident that Canada can break our pattern of never winning a gold medal when we host an Olympic Games. We believe that with a focused vision and well-executed implementation, Canada can be number one and ***Own the Podium*** at home, in 2010.

Summary of Major Findings

- The success of the 2010 Olympic Winter Games in Vancouver will depend heavily on the medal count of Canadian athletes
- Canada can win 35 medals in 2010 if we increase the number of potential medallists (160-211) and the success rate (27%-50%)
- If Canada does not implement these measures, the Task Force predicts 16 medals in 2010 and 17 medals in 2006.
- Canada's success rate was 27% in Salt Lake City 2002 while the top-5 nations (minus Canada) had a 64% success rate.
- Canada can increase the number of potential medallists in the sports of speed skating, short track, freestyle, snowboard and bobsleigh. The other sports cannot recruit new athletes because of the 8-12 year development time needed for an Olympic athlete.
- Canada's success rate can be improved by giving our athletes an "edge" through Games preparation and a Top Secret-2010 program (technology, research and development and human performance research).
- Canada's sport system is currently fragmented with 13 winter NSOs and five different funding partners. A Winter High Performance Sport Commission (WHPSC) should be formed and governed by a board consisting of the funding partners and NSO representatives.
- The WHPSC would consist of full-time sport experts. Funding partners would put all their high performance funding into the WHPSC and they would distribute the funds to the NSOs based on policy set by the board. The WHPSC would perform a yearly sport review process of the NSOs and reallocate funds based on the accountability model.
- The added cost of being the top nation in 2010, and increase national pride Canadians would feel, is an additional \$21 million per year. The NSOs would receive \$10.1 million in additional funding to bring the program up to world-class standards. The additional \$11 million would be allocated to the Top Secret-2010 programs.

Background

NSOs and Funding Partners – Vision 2010

The success of the 2010 Olympic and Paralympic Winter Games in Vancouver and Canadian pride will be heavily influenced by the achievements of our athletes. With this in mind, the winter national sport organizations (NSOs) met with the Olympic sport funding partners, Feb. 2-3, 2004 in Calgary. All winter NSOs, the Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), Sport Canada, the Calgary Olympic Development Association (CODA), the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games (VANOC), and 2010 LegaciesNow were present.

Collectively the attendees agreed to pursue the goal of becoming the number one nation in medal count at the 2010 Olympic Winter Games in Vancouver by winning 35 medals, over twice the medal count from the 2002 Olympic Winter Games. It was agreed that Canada must change the way it delivers sport in order to accomplish this goal. In addition, it was estimated that a funding increase of \$35 million per year is necessary to achieve this goal.

The winter NSOs and Olympic funding partners have committed to the following guiding principles for achieving their vision of being the top nation in winter Olympic sports by 2010.

1. A *sustainable* sport system.
2. Maximizing the *potential* for Canadian athletes to win medals.
3. Adhering to *performance centred* decision-making in all areas relating to athletes, coaches, officials and business acumen.
4. Positioning winter NSOs as the *leaders* in developing their respective sports in Canada and being *accountable* for their results.
5. Encouraging *cooperation* and open dealings amongst the NSOs and Olympic sport funding partners in order to *collectively advance* winter sport in Canada.
6. Supporting collaboration with the Olympic funding partners such that the winter NSOs will *mutually establish* and *monitor* an agreed upon statement of *benchmarks* and *measures* of future success and the winter NSOs will be held accountable for these measures.
7. Allowing the funding partners to *commit*, within their own funding criteria, to support the agreed upon objectives of the NSOs.
8. Assuring the winter NSOs meet on a regular basis to *collaborate* and *share* information.

Based on the framework developed at this meeting, the COC coordinated the project and contracted an independent Task Force to assist with developing the "Own the Podium - 2010" plan. The NSOs and Olympic funding partners believe that this signals a new beginning for administering sport in Canada, which will maximize our collective potential for results in 2010.

Role of the Independent Task Force

The role of the independent Task Force as charged by the Winter Sports group² and funding partners included several objectives:

- Prediction of medals in 2010
- Reaching Canada's projected medal count for 2010
- Sport technical reviews for 2010
- Tiering of sports and funding recommendations
- Implementation of "*Own the Podium - 2010*"

The concept was to take a forward-looking approach (one primarily based on future performance) to determine the sports' potential in 2010 and to recommend allocation of funds.

Independent Task Force

The Winter Sports group and funding partners identified the need to bring in an independent consultant to validate the sports projections, provide recommendations of what was needed, and determine if their goals were realistic and achievable. This consultant would, in co-operation with other experts/specialists, analyze the Canadian Winter Sports and their athletes to determine the best plan of action. In its review, the consultant was asked to provide projections of success at the 2006 and 2010 Olympic Winter Games.

Cathy Priestner Allinger was contracted to perform this analysis and was charged with combining the COC Sport Technical Review Process with the "*Own the Podium - 2010*" project.

A small task force of experts with over 100 years of combined experience in varying sports and sport systems (Olympic athletes; involvement in Olympic organizations; building and using athlete development models; executing high performance development programs; research in sport sciences, technology and human performance; coaching and coach development; experience with NSO administration; international federations and venue operations) was recruited by Cathy to assist with the analysis. The team included Dr. Todd Allinger, Herwig Demschar, Dr. Steven Norris, Jacques Thibault, and Todd Allison, as well as other international coaches and experts.

In March 2004, relevant documents and reports were collected from the COC, CPC, Sport Canada, winter NSOs, CODA, Canadian Sport Centres (CSCs), 2010 LegaciesNow, and VANOC. On May 3-4, the task force was briefed on the 2003 Sport Technical Reviews prepared by the NSOs for the COC and CPC. The NSOs were asked to do a similar evaluation of their 2003-2004 season. Results from the 2004 Sport Technical Reviews were discussed in one-on-one meetings with

² Winter Sports group includes representatives from Alpine Canada, Freestyle Canada, Speed Skate Canada, Canadian Curling Association, Cross Country Ski Association, Ski Jumping and Nordic Combined Canada, Biathlon Canada, Skate Canada and Hockey Canada

members of the Task Force. The Task Force then met again, June 13-14, to evaluate the latest status based on the NSO meetings. Throughout the process, the steering committee (NSO representatives), the CPC and the COC were updated on the process. In addition the task force communicated frequently using conference calls and e-mail.

Prediction of medals in 2010

The first objective of the Task Force was to predict the number of medals Canada could win in 2010. To get an objective measure to predict medal count we determined:

- 1) A method to predict medal count – based on *success rate* and number of *potential medallists*,
- 2) *Success rates* to medal in the 2002 Games,
- 3) The number of *potential medallists* in each sport for 2010.

The predicted number of medals in 2010 was projected based on the *success rate* to medal times the number of *potential medallists* in each sport.

$$\text{Success rate} \times \# \text{ potential medallists} = \text{number of medals}$$

A *potential medallist* was defined as an athlete who had at least two, top-5 finishes on the World Cup circuit (or similar level) in the 2001/2002-season preceding the 2002 Olympic Winter Games. The *success rate* of medalling at the 2002 Games was determined using the number of medals won by a country divided by the number of *potential medallists*.

Method to predict medal count

To determine the likelihood of an athlete reaching the podium, we reviewed the performance history of podium athletes both at World Cup (WC) and Olympic events. Although we used the international ranking systems of each sport as the “gold standard”, criteria measures can change from one sport to another. The Task Force provided its opinion of what the criteria or measurement should be in the sport review conducted as a part of this report.

We selected four representative sports to analyze. Canada was recently successful in two of these sports (speed skating and freestyle skiing) and currently shows great potential for an increase in medal count in two other sports (alpine skiing and cross-country).

The top-8 ranked athletes in a sport won 8 of 10 (82%) of the medals on the WC circuit for the sports analyzed (see table below). Specifically in speed skating, of the 120 medals awarded, the majority of the medals (94%) were won by athletes in the top-8 and 82% were won by athletes ranked in the top-5. In cross-country, the medal winning field expanded as 61% of the 84 medals awarded were won by the top-8 ranked athletes and 43% were won by top-5 ranked athletes. In general, to have a solid chance to medal on the World Cup circuit, an athlete must be ranked in the top-8. The few medals remaining (20%) that the top-8 athletes don't win on the World Cup circuit typically go to athletes ranked 9-20.

Medals at World Cup Events 2001/2002 (all Countries, pre-2002 Games)			
Sport	Number Awarded	Won by Top-5 Ranked	Won by Top-8 Ranked
Speed skating	120	82%	94%
Alpine Skiing	177	69%	85%
Freestyle	75	64%	80%
Cross-country	84	43%	61%
Total / average	456	66%	82%

The Olympic Winter Games are a “one-shot” event and occur only every four years. Because there is just one chance, the likelihood of a top-ranked athlete to reach the podium is decreased. Our calculations show that a little more than two of three medals (70% from chart below) are won by *medal potential* athletes (those with two top-5 World Cup finishes in the season of the Olympic Winter Games). However, if somebody is a *potential medallist*, he or she only has a 33% chance of winning a medal at the Games.

Olympic Medals Won by Potential Medallists (PMs) in 2002 (all countries)				
Sport	# Won / # awarded	Won by PMs	# PMs	PMs that Medalled
Speed skating	18 / 30	60%	51	22%
Alpine Skiing	21 / 30	70%	96	22%
Freestyle	9 / 12	75%	32	28%
Cross-country	23 / 30	77%	34	68%
Total / average	71 / 102	70%	213	33%

The third medal won in Olympic events is typically awarded to a “dark horse” that is ranked between 9th – 20th in the world and does not have the two top-5 finishes to be considered a *medal potential* athlete. So if somebody is ranked in the top-20 going into the Games, he or she has about a one in 20 (5%) chance at a dark horse podium finish. Canada did not have a single dark horse podium finish at the Salt Lake City-2002 Games, while other nations consistently did win those medals. The COC’s actions to increase the Olympic quota for winter sport athletes could assist with more “dark horses” coming through; however, a major component of having a dark horse athlete medal is to give him or her the confidence that he or she can succeed (the “Canadian edge” or “home field” advantage).

Even though an athlete was classified as a medal potential, he or she only had a 33% chance to podium (see above table). The 213 potential medallists won 71 of the 102 medals. With regards to potential medallists that did medal in 2002, the sports of speed skating (22%), freestyle (28%), and alpine skiing (22%) are more

difficult to medal in than cross-country skiing (68%), because a cross-country athlete can potentially win medals in four events, while athletes in other sports must specialize in one or two events. Athletes may specialize in distance or sprint events as more sprint events are added to competition.

Classifying a *potential medallist* as an athlete who has at least two, top-5 finishes in World Cup events has advantages over using a ranking classification. Under the *potential medallist* definition, the top-8 ranked athletes are typically included in this group. A good example of this is Beckie Scott. If overall ranking of top-8 was used as the benchmark, Beckie would not have met this criterion and not have been considered a potential medallist. In fact, she was ranked 19th before the Games, even though she had two top-5 WC finishes and ultimately won gold at the Olympic Games. An athlete with consistent 6-8 place finishes may be ranked higher in the WC standings, but probably cannot produce an outstanding performance at Games to be in the top-3. This criterion also excluded athletes with one unpredictable podium win.

Olympic Medal Success of Top-5 Countries in 2002			
for select sports: speed skating, freestyle skiing, alpine skiing, cross-country skiing			
Nation	Number Potential Medallists	Success Rate	Number Medals Won
Norway	29	55%	16
USA	20	65%	13
Germany	13	92%	12
Canada	22	27%	6
Russia	8	50%	4
All 22 countries	213	33%	71
Top-5 minus Canada	70	64%	45

Success rates to medal in the 2002 Olympic Winter Games

At the 2002 Games in Salt Lake City, Canada performed at a 27% *success rate* compared to a 64% *success rate* overall for the top-5 countries (minus Canada). We needed 3-4 athletes with *medal potential* to win one medal at the Games while the rest of the top nations required only 1-2 *medal potential* athletes to win a medal.

Canada had a lower success rate (27%) in 2002 than the total average of 22 nations with medal potential athletes, who had a success rate of 33%. The home field advantage likely helped the host nation (USA) achieve a 65% success rate while Germany achieved an impressive 92% rate of success.

Olympic Medal results by sport in 2002						
Sport	Canada			USA		
	MPs	Won	Success Rate	MPs	Won	Success Rate
Long Track	9	3	33%	5	8	160%
Freestyle	10	2	20%	7	3	43%
Alpine Skiing	2	0	0%	8	2	25%
Cross-country	1	1	100%	0	0	0%
Total / average	22	6	27%	20	13	65%

Number of potential medallists in each sport for 2010

Identifying athletes that will be at the level of a potential medallist in 2010 is difficult six years out. The NSOs were challenged to present an athlete development model of a Champion in their sport (many of the NSOs did not have a valid model). Using this model the NSOs were asked to identify current athletes who are meeting benchmarks in their athlete development model. Based on this model the current pool of potential medallists could be evaluated.

Athlete profiling is critical if sports are to understand what future success they can expect. It also allows for monitoring and benchmarking and recognizing patterns as they develop. Without this tool and information, a sport is wandering somewhat aimlessly and cannot realistically predict the future of an athlete.

NSOs were asked to provide an athlete development model to be used as a predictor of the path young athletes need to follow to be future champions. The model typically used an international ranking system and showed how the rank of the athlete should improve over time. Other indicators such as results in Junior Championship or Under-23 world events are good predictors of future performance for some sports. As well, other markers may be used. For example, if a cross-country skier has a low VO₂max or a ski jumper is 6 foot 2 inches and 200 pounds, they will never have a chance of an Olympic medal and should not be included in the pool of identified athletes. Of course, some athletes improve faster or slower than the Champion model, but it remains an objective tool that can be used to predict the number of potential medallists.

A schematic example of an athlete development model based on past performances of a champion is shown below. The hypothetical athlete portrayed was improving at a similar rate as the champion from 2001 to 2002, although the athlete started at an older age. In 2003 the athlete was injured and his/her ranking dropped. After recovery from injury, the athlete is back on track with a 3rd place finish in one World Cup the next year.

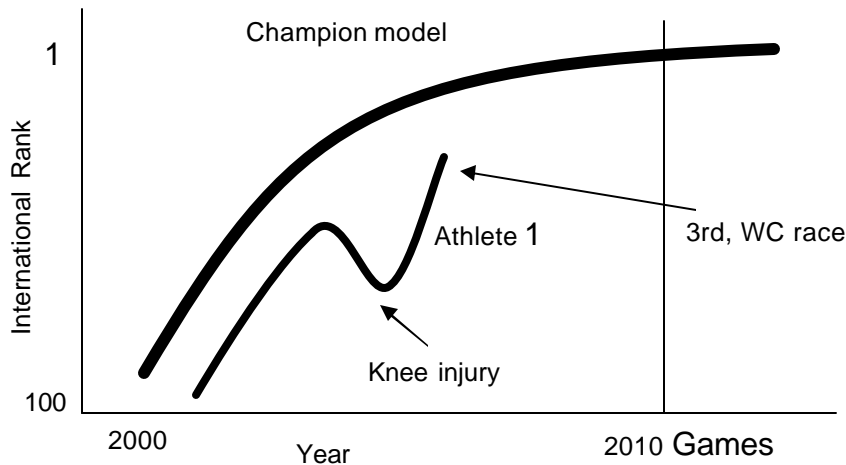


Figure 1: Schematic of an athlete development model by international rank.

Since it is too late to recruit new athletes in most sports, the number of athletes identified to be potential medallists in 2010 will likely be smaller than the current number. There will be some attrition in the numbers due to injury or personal choice. Also, the performance improvements of some will not reach the medal potential level.

A breakdown of the number of identified athletes, the number of medals available, the NSO's goal count, and the predictions of the Task Force are shown below. For some sports it is believed the medal predictions are too ambitious while for others, they are very realistic.

The task force made medal predictions by sport as shown in the table, based on the one-on-one meetings with the NSOs and their written 2004 Sport Review submissions. In this process we evaluated and critiqued each athlete and the information provided by each sport to:

- Verify the athlete development model (if one existed)
- Determine where identified athletes fit into the model
- Determine how competitive the sport is internationally
- Review the track record of the sport
- Discuss potential with international colleagues.

These medal predictions were based on the Task Force's experience and knowledge of the sports and an informed estimate of how many identified athletes will develop into medal potentials by 2010. There is little valid data available to measure, monitor and evaluate the progress of identified junior age athletes to ultimately becoming an Olympic medallist. Data should be collected on these athletes to follow their progress and determine the efficiency the development programs in each sport.

Task Force medal predictions for 2010

Based on our analysis, the Task Force predicts Canada can win 35 medals at the 2010 Olympic Winter Games with the premise that some key areas are improved:

1. Sports need an infusion of money and resources to increase our success rate from a 27% success rate at the 2002 Olympic Winter Games in Salt Lake City (low for a top nation) to 50% in Vancouver in 2010.
2. The number of identified athletes must be increased by next season in the sports that can still recruit them.

At existing funding levels and with the existing number of identified athletes, we believe a realistic medal count for 2010 is 16 medals for Canada.

Medals in 2010					
Sport	Medals Awarded	Medals¹ Available	NSO's Prediction	Identified² Athletes / Teams	Task Force Prediction
Ice Hockey (gold)	6	2	2	2	2
Curling	6	2	2	2	2
Long Track	36	32	8	25 +15	8
Short Track	24	20	8	16 +19	7
Alpine	30	30	4	20	3
Figure Skating	12	12	5	46	3
Freestyle	12	12	4	7 +8	3
Snowboard	18	18	3	5 +5	2
Cross-country	36	32	2	17	1
Biathlon	30	26	2	4	1
Skeleton	6	4	4	4	1
Bobsleigh	9	6	1	1 +4	1
Luge	9	8	1	11	1
Ski Jumping	9	7	2	0 ³	0
Nordic Combined	9	7	0	0	0
Total	252	218	48	160 +51	35

¹ Medals available to win by Canada are less than medals awarded because of limits in the entry quotas per nation and team events where a nation can win only one medal

² Identified teams were counted as one. For example, a 4-man bobsled team counted for one and a dance couple in figure skating counted for one.

³ Ski jumping identified 2 athletes, but the Task Force did not predict any potential medallists.

+ Sport needs to add (+number listed) new athletes that will have 2010 medal potential in order to reach medal prediction.

Currently there are 160 athletes identified who could develop into medal potential athletes for 2010. Most sports have enough athletes already identified to reach our medal prediction. On the other hand, sports that are able to add athletes (long track, short track, freestyle, snowboard and bobsleigh) must add 51 more athletes to reach the 2010 medal prediction. These athletes need to be identified by the end of the 2004-2005 season.

On an individual basis, we estimate each sport must have five athletes/teams identified for each projected medal. So, on average, we predict 20% of the athletes identified today will medal in 2010. This percentage assumes that only 40% of the identified athletes today will reach medal potential status due to injury, attrition, and medal potential not achievable. Also, we assume that Canada's success rate will be increased to 50% on average during the games.

Our goal to achieve 35 medals in 2010 is reachable!

Reaching Canada's projected medal count for 2010

To increase the medal count for Canadian athletes at the 2010 Olympic Winter Games, the NSOs estimated that \$9.6 million per year must be added to the winter sport system (\$20.6 million per year total). With an infusion of resources there are two ways to increase medal count:

1. Increase the number of *potential medallists* (from 160-211) and
2. Increase the *success rate* (from 27%-50%)

Increasing the number of potential medallists

As discussed previously, 51 additional athletes must be strategically added to the list of potential medallists to meet the goal of 35 medals in 2010. Since the development time for athletes to reach two top-5 performances is between eight and twelve years for most winter sports, athletes in only five sports can be added to the list of potentials:

- Speed skating is already successful at converting in-line skaters and cyclists into world champion long track athletes. These athletes could increase the number of potential medallists.
- Short track can recruit hockey players and figure skaters. Some of these athletes could also be long track contenders.
- Freestyle aerialists can be recruited from gymnastics and trampoline. Several athletes have made a successful transition to aerials from other sports.
- Snowboard has an opportunity to attract half-pipe and SBX athletes from the professional circuit.
- Bobsleigh can recruit powerful track or football sprinters.

The challenge with recruiting new athletes is that it must be done immediately. NSOs are already stretched to service their existing pool of athletes and lack resources to increase their numbers. Additional funds and resources are necessary for each NSO to recruit new athletes. Also, programs must be in place to accommodate these new athletes. It is not useful to recruit new athletes without organized programs and coaches to fast track them to an international level.

Increasing the success rate

Another way to improve the medal count is to increase the success rate of our athletes. Canada could achieve the goal of 35 medals with the existing pool of athletes if the *success rate* is increased to 50%.

The following suggestions for improving Canada's success rate were made during the sport review process:

- Implement an Athlete Development Model for each sport and identification of how the athletes fit into it.

- Determine measurable benchmarks of where an athlete needs to be to medal and create tools to measure this.
- Engage specialists in “big event/Games” preparation.
- Determine three categories of sports (1. must win 2.high priority, and 3. targeted athletes), establishing different levels of support and benchmarking.
- Based on the reviews, prioritize a needs list by sport as provided by the NSOs
- Ensure a professional coaching and coaching education system
- Create a “home field” advantage with VANOC. The COC and VANOC need to work together to enable Canadian athletes to have an advantage going into the 2010 Games. This co-operation can come in the form of increased access to information, dedicated times at training venues, preferred access to venues, and specific research information provided from training venues and other activities.
- Lobby to add key events to the 2010 Olympic program
- Build a strong Canadian identity for winning. Canadians need to believe in themselves. Why are we afraid to say, “*We want to win*”? We need to use Hockey Canada’s declaration as a model for other sports – ***the only option is Gold!***
- Create a “Top Secret - 2010” Sport Science/Technology Group to give our athletes “the edge”. They must believe in themselves and they must have every advantage going into the Games.
- Where possible, funding agencies should pool their resources and processes to better coordinate the impact on sport; this will also ease the burden of application and accountability.
- Ensure strong and stable leadership in the NSOs.

In Addition:

- *COC Hosted Multi-disciplinary preparatory camps.* Our Canadian athletes perform exceedingly well in World Cup and other international events. Unfortunately, winter sport has few chances to experience multi-sport competitions (there are no PanAm, Commonwealth, University or other multisport Games). The OTP group suggests that the COC conduct a more detailed and elaborate games preparation/orientation session before 2006 and 2010. While it is tough to have a team interrupt its scheduled activities to participate in such an event, it must be part of its commitment to excellence at the Olympic Games and the associated additional funding targeted to maximize the sports’ and athletes’ probability of success in those games. The athlete must be completely comfortable and knowledgeable about the Olympic environment they will be competing in. This should include anything from access at venues, to spectator capacities, to knowing the community they are in.
- *Send Hopefuls to 2006.* If Canada is to maximize success in 2010 it is important to send a full team to the 2006 Olympic Winter Games in Turin. This

team should most certainly be made up of Canada's top contenders and, if possible, up and coming athletes who will be in their prime in 2010. This experience could prove to be very valuable to their success in 2010.

Tiering of sports and funding recommendations

Without a crystal ball it is difficult to forecast the future but nonetheless, the task force has been charged with making recommendations for funding that will maximize the results obtained by Canadian athletes in the 2010 Olympic Winter Games.

If we had a bottomless well of money it would be easy to design comprehensive programs that would maximize the possibility of success for all Canadian sports in 2010. Unfortunately there is never enough money to do absolutely everything and difficult decisions have to be made. To win more medals we have to make tough and targeted decisions on how to distribute the funding.

Funding decisions CANNOT be made strictly based on medal count or need, but must be based on:

- Canadian sport culture
- Olympic success in the past three Games
- Medal potential for 2010
- Sustainability post 2010.

A non-subjective attempt was made to tier the sports in the same manner the majority of Canadians would for the 2010 Games.

Canadian Sport Culture

The culture of sport in Canada is an important aspect to be considered when determining funding priorities for sports and whether Canadians will support the Olympic goals of Own the Podium–2010. We used two major factors: pride / heroes, and participation numbers as indicators of how important a sport is to Canadians. This approach can be used in many countries with Olympic success (e.g., alpine skiing in Austria).

Pride / heroes

If you ask Canadians which was the most important medal to win at the 2002 Games in Salt Lake City, most would say the two gold medals (men and women) in ice hockey made them most proud. The men's gold medal ice hockey game in 2002 was watched by over 10 million Canadians, one third of the nation. It was the highest viewed television event in the history of Canada.

Other sports would rank high on the national radar. Many Canadians go every week to their curling club to compete for fun and to socialize with friends. Many would probably rank the two curling gold medals at the top of their list of Canadian pride. Figure skating is popular in Canada as enthusiasts tune in almost weekly to televised figure skating shows and competitions. Canadians living in Quebec might rank short track speed skating high on their list because athletes from their province have dominated the Olympic sport since it was introduced in 1992. Canadians from the prairie provinces might be most proud of their athletes' success in long track speed skating. The sports mentioned have been successful

for Canada in past Olympic Winter Games, but some sports with fewer medal successes have also developed Canadian heroes.

Heroes produced through Olympic podium results in the other Canadian sports also bring pride to our nation. Most adults remember how the “Crazy Canucks” awed Canadians and, in fact, people from around the world, as they attacked the mountains in alpine skiing. Many other athletes in bobsleigh, freestyle skiing, snowboarding, cross-country skiing, and biathlon provide inspiration to Canadians as Olympic medallists.

Participation numbers

An indication of the importance of a sport to Canadian culture can be gleaned from the participation numbers. Sports like hockey, curling, and figure skating report high numbers for membership that include coaches, officials, club/league athletes, and competitive athletes. High performance athletes represent only a small percentage of the membership, but a very elite level of athlete.

Sports like alpine skiing and snowboard have a much larger recreational base that is not represented in their membership numbers. This could be an opportunity for improving competitive numbers in the future.

Number of Participants			
Sport	Membership*	Competitors*	High** Performance
Ice Hockey	625,000	505,000	200
Curling	360,000	20,000	700
Figure Skating	158,000	40,000	106
Cross-country	38,600	5,000	61
Alpine Skiing	26,200	11,000	114
Speed Skating	11,000	3,700	100
Biathlon	6,200	510	32
Luge	2500	460	11
Bobsleigh/Skeleton	2,100	410	21/12
Freestyle	1,800	470	106
Snowboard	1,500	1,500	100
Ski Jumping	150	70	7
Nordic Combined	33	33	4

* Membership data from CSSA records for FIS sports and other NSO data from the membership profile for 2000, SFAF Report

** Data from NSO sport review meetings, 2004

Sports with lower membership and competitor numbers require very specialized facilities that are limited to one or two cities in Canada. Bobsleigh, skeleton, and luge require an ice track only available in one location in Canada (Calgary), or two others in North America (Salt Lake City and Lake Placid). Like wise, ski jumping

and nordic combined can only develop athletes in Calgary because of the specialized jumps needed. Freestyle and biathlon also require specialized facilities not readily available to Canadians.

Based on pride/heroes and participation numbers, Canada is primarily a flat-ice sport country that includes skating and curling. Snow sports that many participate in recreationally, but not competitively, probably rate second on the list of Canadian sport culture. Interestingly, our subjective pride rating and participation numbers match up closely.

Olympic success in the past three Games

Past Olympic Winter Games success is also an indication that a sport is well developed and organized. Medals won in multiple Games indicate there is a strong feeder system for the sport. Examining the last three Olympic Winter Games gives a good indication of Canada's success (see table below).

Olympic Medals Won By Canada				
	1994	1998	2002	
Sport	Lillehammer	Nagano	Salt Lake	TOTAL
Hockey (team)	1	1*	2	4
Curling (team)		2*	2	4
Short Track	3	4	6	13
Long Track	1	5	3	9
Freestyle	3*	-	2	5
Figure Skating	2	1	1	4
Biathlon	2	-	-	2
Alpine	1	-	-	1
Cross Country	-	-	1	1
Bobsleigh	-	1	-	1
Snowboard		1*	-	1
Skeleton			.*	0
Luge	-	-	-	0
Ski Jumping	-	-	-	0
Nordic Combined	-	-	-	0
TOTAL	13	15	17	45

Note: * New sports/events added

Women's Hockey, 1998

Curling, 1998

Snowboard, 1998

Skeleton, 2002

There are clear groupings of how sports have performed in recent Olympic Winter Games. Team sports were highly successful, as hockey won four of five available medals and curling won four of four possible medals. The next group of sports won multiple medals in two or more Olympic Winter Games. This group includes speed skating, short track, freestyle, and figure skating. The next group of sports

consisting of alpine, cross-country, bobsleigh, snowboard, and biathlon had one or two medals in only one Olympic Games. The final grouping of sports (skeleton, luge, ski jumping and nordic combined) has not won a medal. Clearly, the top-six sports have a better success history than the others for Canada.

Tiering of Sports

To help determine funding priorities the sports were ranked into three tiers based on the three benchmarks previously described. Sports with all three of these qualities were rated in the top tier. A sport with two or one of these benchmarks was ranked in tier 2. The third tier of sports had none of these qualities in the rating.

Tier	Sport	Canadian Sport Culture	Olympic Success since 1994	Medal Potential 2010
1	Ice Hockey	v	v	v
	Curling	v	v	v
	Long Track	v	v	v
	Short Track	v	v	v
	Figure Skating	v	v	v
2	Alpine	v		v
	Freestyle		v	v
	Snowboard	v		v
	Cross-country	v		
3	Biathlon			
	Bobsleigh			
	Skeleton			
	Luge			
	Ski Jump			
	Nordic Combined			

The culture and participation category received a check if membership numbers were above 10,000 and Canadian pride in the sport was strong. In the recent Olympic success category, a check was received by sports with multiple medals in multiple Games, since 1994. In the medal potential category, a check was given to sports that were forecasted by the independent task force to win two or more medals in 2010.

Rationale for funding tiers

Interestingly, you will notice the order of the sports changes little when ranking them separately for each of the four categories. The flat-ice sports all are in tier one. Snow sports follow in tier two and the sports requiring special facilities fall in tier three.

Tier 1 **Must Win** – This tier of must win medals includes sports with Canadian culture, Olympic success in the past three games, medal potential for 2010, and sustainability post 2010. By providing additional support and funding we look to almost guarantee these medals for sports that are so traditionally Canadian.

Although alpine is considered a significant part of the Canadian sport culture and has had some past Olympic success, it is believed that alpine is the most difficult winter sport to medal in as a result of depth of racers in the world. For this reason and based on medal potential, alpine was placed in Tier 2.

Tier 2 **High Priority** – This category of high priority sports generally has a lower Olympic success rate than in tier one. These sports are on the radar screen for Canadian sport culture, however not as prominent as the tier one sports. Please note alpine exception above. They have a high probability of medalling in 2010 with their current talent pool and will probably be sustainable after 2010.

Tier 3 **Targeted Athletes** – Unfortunately there are sports that we see as long shots for international success and few medals are expected from them in 2010. These sports are lowest on the Canadian sport culture radar. Although the sports have dedicated administration and athletes, it is likely they can produce only one or no medals based on a small talent pool and specialized facility needs. However, it is possible that these sports can produce an unexpected medal with one phenomenal athlete.

If funding is limited, the Task Force believes base funding should be maintained for all sports; however, any additional high performance funding should be allocated using the tiering system. This may mean sports in tier one receive a different percentage of funding and this funding is distributed differently between programming and research than a sport in tier two.

NSO funding requests and suggestion

In the 2004 sport reviews we asked if the NSOs had any changes to their additional funding requests from the 2003 sport reviews. These additional funds are to ensure Olympic success in 2010. Following is the requested funding increases by sport and categorized according to the tiering system.

Tier	Sport	Predicted Medals 2010	Existing AAP Funding	Existing NSO Funding	Additional Funding Request	Additional Cost per Medal
1	Ice Hockey	2	498	1,935	435 ¹	217
	Curling	2	290	1,024	350	175
	Long Track	8	298	1,145	710	89
	Short Track	7	297	1,145	505	72
	Figure Skating	3	258	1,217	550	183
2	Alpine	3	299	1,364	2,500	833
	Freestyle	3	344	1,364	690 ²	230
	Snowboard	2	70	695	771	385
	Cross-country	1	175	1,006	700	700
3	Biathlon	1	88	557	600	600
	Bobsleigh	1	242	1,210	884	884
	Skeleton	1	93	151	561	561
	Luge	1	91	310	360	360
	Ski Jumping	0 ³	0	189	295	-
	Nordic Combined	0 ³	0	189	235	-
TOTALS		35	\$ 3,043	\$13,501	\$ 10,146	\$ 290 / medal

Note: Funding numbers are in 1000s and on a per year basis.

¹ Funds for women's hockey only – men's hockey does not request additional funding.

² An additional \$150,000 has been requested for a water ramp in Whistler.

³ Ski jumping and nordic combined are projected to have top-10 finishes.

Based on the sport reviews, we believe the additional funding requested by the NSOs is reasonable and that the NSOs, in general, know where the funding is best allocated. It should be noted that for many sports, the required funds are needed to meet the most basic needs of program elements required for high performance. The review team determined a priority list by sport using the tier system for success in 2010. The NSOs have also prepared a list of priorities. Successful nations in the Olympic Games usually target a group of sports to excel in. This is our suggestion also.

Top priority funding should be given to Tier one sports. These sports are almost self-sufficient and will probably be medal winners if no additional funding is provided. However, to increase and better guarantee these medals for Canada they need to be fully funded to an elite program level.

Tier 2 sports are critical if Canada is to win 35 medals in 2010, and they must be funded. They all have strong business plans, but have not had the plan or funding in the past to be successful. These sports should also be funded fully.

Tier 3 sports have a low chance to medal in 2010 because of a small number of identified athletes. Skeleton and luge are not on the Canadian radar screen and have few identified athletes to draw from. As skeleton is a new sport and Canada does well in new sports, they have potential if proper recruiting and planning can be developed. Luge has a dedicated staff, but the strength of the Europeans and lack of a deep talent pool in Canada make this a long shot. It is also important to note that for the sliding sports, home field advantage is truly an advantage over the rest of the world and could be an important consideration in funding for these sports. Currently, ski jumping and nordic combined demonstrate little potential for development or high performance. Biathlon has a strong plan that could deliver medals in 2014, but they are a long shot for one medal in 2010.

Our recommendations have been based on objective measures where possible. Some sports are not recommended for high performance funding by the review team, but there is also a Canadian responsibility to support some programs at a base level of funding. You never know where the next Miriam Bédard or Beckie Scott will come from. The 2010 Olympic Winter Games will provide a significant investment of resources into a bobsleigh/skeleton/luge track and ski jumps. The Games will also develop interest in various sports and trained officials who could be involved in training or competitions in the future. The recommendations of this review may not support the current legacy plan for Vancouver 2010. A discussion should occur shortly to review overall strategy for supporting Vancouver 2010 legacy venues.

Based on the current requests of the NSOs and the opinion of the task force, Canada must increase funding to the NSOs by \$10.1 million per year in order to reach the goal of 35 medals in the Olympic Winter Games in 2010. If no funding increase occurs, Canada can expect to win 16 medals in 2010. An additional \$11 million is required for recruitment, and the *Top Secret – 2010* program (human performance and technology research and development) for an increase of \$21.1 million per year to a total of \$37.6 million per year.

Note: A number of the NSOs face large debts; these debts diminish the NSO's ability to fund and properly support their athletes. The OTP group is suggesting that by providing a one-time cash infusion to those sports that have significant debt, they can get back on track to support their athletes. We do note that it would be tough to be fair and equitable in doing this.

Strategy for Implementation of Own the Podium - 2010

Canada's success in sport has grown out of the dedication and conviction of smaller groups that do not always work together, as opposed to a country with a unified vision. Because of this there is a fragmented sport system with five different funding agencies, provincial programs competing with national programs, and 13 winter NSOs that should pool their resources to be efficient. Other studies have made these same observations (e.g., Brisson Report).

The OTP review team is pleased that the winter NSOs and funding partners also see this and want to improve the system for the overall benefit of Canada instead of the desires of smaller groups. We suggest a unified funding process with a High Performance Sport Commission (HPSC) that in the end will raise the performance level and efficiency of sport in Canada. If the funding partners and NSOs agree to do this on a trial basis with the winter sports, it may be expanded to summer sports in the future. The intent is not to create another level of bureaucracy, but to create an efficient system with common goals and leadership.

In addition, Canada needs to provide athletes "the edge". All *major* countries give their athletes a technology and training advantage over most nations. Canada should develop a "Top Secret – 2010" program to give our athletes a human performance edge (under the ideals of a drug-free games) and a technology/equipment advantage using our science experts. This will not only raise our success rate, but also improve our worldwide reputation as innovators.

High Performance Sport Commission

The Task Force recommends the creation of a Winter High Performance Sport Commission (WHPSC) of 5-7 sport experts to allocate all of Canada's high performance funding for the winter sports, similarly to the Brisson Report recommendations. If the funding partners can agree to put all their money in one pool, it could be distributed more efficiently, allowing the NSOs to go through only one review process and giving them more time to develop their athletes.

- The WHPSC would be governed by a Policy Board consisting of one representative of each funding partner, the steering committee of winter NSOs (4 members), an athlete representative, and a coach representative. The Policy Board would only set the guidelines for use of funding and accountability measures for the NSOs. Also, it would specifically define the roles of each stakeholder.
- The WHPSC should include 5-7 high performance sport experts (including athlete and coach representation) appointed by the Policy Board. It would undertake a process modelled on the Sport Review Process to assess high performance plans, progress and potential and would have the authority to allocate funding, evaluate and intervene in high performance programming.
- The WHPSC would co-ordinate the planning, investment, evaluation and appropriate intervention in high performance sport at the national level and

provide an example for Provincial/Territorial investors to consider, with the result being increased resources, harmonized funding programs and coordinated investment in athletes, coaches, programs, and facilities across the Canadian Sport System (Brisson et al.).

- The WHPSC would make sure funding is released to the NSOs in accordance with the rules of each funding partner.
- The WHPSC would also assure that the NSOs were accountable for results. They would perform the sport review process yearly so the NSOs only have one efficient accountability step. The WHPSC would have the authority to raise or lower sports in the tiering system based on performance.
- Under the WHPSC a “*Top Secret – 2010*” program would be formed to give Canadian athletes an “edge” over the rest of the world. This program would be accountable for increasing the success rate at the Olympic Games for Canada.
- Provincial/Territorial funding agencies also would need to be accountable for their complementary high performance targets.
- The PSOs plans should be integrated and dovetail with NSO plans and be based on mutually agreeable objectives and priorities. Accordingly, NSO and PSO benchmarks should be developed to guide investment and ensure accountability. **The PSOs involvement in the WHPSC should be considered, as this has continually been a problem with sport governance in this country.**

Top Secret – 2010

The second component for Canada’s success is a new “*Top Secret - 2010*” program to give us an “edge”. Running in parallel with the NSO’s day-to-day programs, this program would operate independently of the NSOs, under the direction of the WHPSC. One major consideration in this review was that Canadian athletes rarely felt they had a technological “edge” over other nations and in fact, often the belief was that their equipment was inferior.

This Top Secret- 2010 program would take a long-term view to develop new training techniques and equipment. It would be co-ordinated with the NSOs, but not funded through the NSO budget. This would allow the NSOs to concentrate resources on their athletes. Also, because many of the future technology and training advances will impact many sports, the program is collaborative and cost effective.

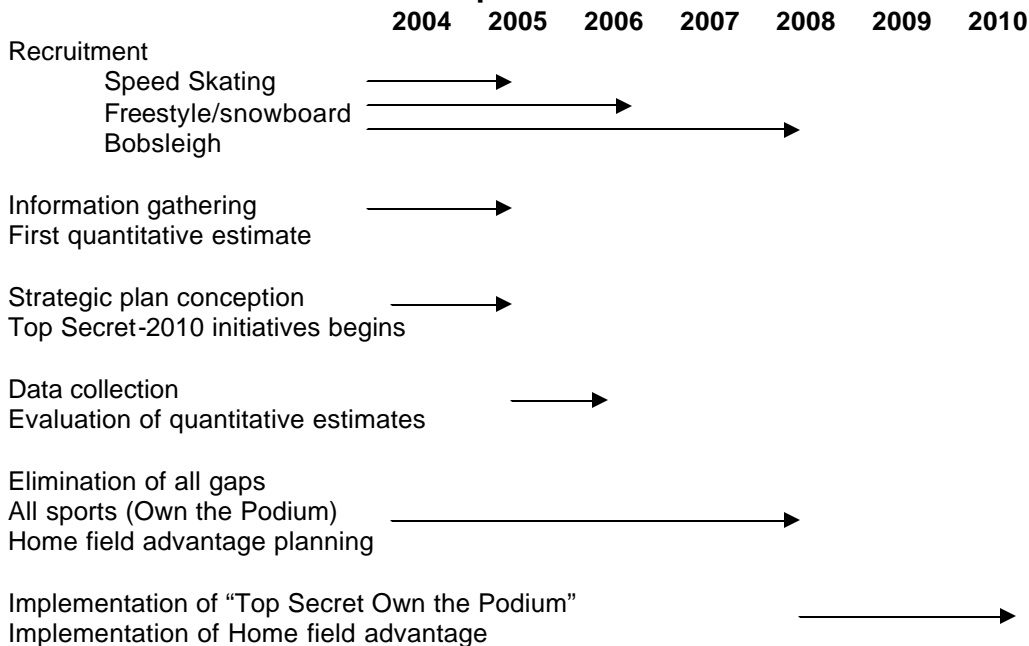
This Top Secret program should be focused in two areas: 1) Human Performance and 2) Technology Research and Development. The program should use a six-year development cycle to produce innovative advantages for athletes. Any testing requiring athletes will be performed by subjects who are retired or on development teams, thus it will not disturb the training program of the elite teams.

Human Performance

The preparation of athletes for 2010 must focus on the human performances that will be required for podium finish in the future. The difference between this entity

- ? **Coaching**
 - ? Review of coaching performance yearly
 - ? Establish goals of HP coaches
 - ? Redefine high performance coaches as those coaching HP athletes and provide all necessary support
 - ? Establish coach cross-sport exchange of knowledge retreat
- ? **Performance Enhancement Team (PET)**
 - ? High Performance Director or Head Coach leads/forms team
 - ? PET consists of coaches, nutritionist, physiologist, biomechanist, psychologist, physical therapist, technical support
 - ? PET meets at least twice per year (every month ideally) to discuss each athlete
 - ? PET supports coaches in order to support athletes' needs
- ? **NSO leadership and administration**
 - ? Long-term business plan complete
 - ? Stable/strong leadership
 - ? Budget / funding priorities

Own the Podium 2010 Roadmap



Current NSO status

An indication of the current status of the NSOs is shown in the table below. Checkmarks indicate that the sport includes the accountabilities and programs listed.

Although all sports now have strong leadership, it is interesting to note that Tier 1 sports have had the longest and most stable leadership. Team sports of hockey and curling have the strongest overall programs. The remaining sports must improve, though cross-country has much of what is needed to succeed as an emerging sport in Canada.

Tier	Sport	ADM	Recruitment		PET	Coach development system	Strong Leadership	
			Talent ID	Program			Past	Now
1	Ice Hockey	v	v	v		v	v	v
	Curling	v	v	v		v	v	v
	Long Track				v	v	v	v
	Short Track				v	v	v	v
	Figure Skating	v		v			v	v
2	Alpine	v		v		v		v
	Freestyle					v		v
	Snowboard					v		v
	Cross-country	v	v		v	v		v
3	Biathlon	v	v	v		v		v
	Bobsleigh		v			v		v
	Skeleton							v
	Luge	v				v		v
	Ski Jump					v		v
	Nordic Combined							v

Conclusion

This study evaluated the specific medals that Canada can win in 2010. By increasing funding we can ensure that each of our sports has the best chance of success in the Olympic Winter Games in 2010.

Own the Podium – 2010, Budget			
Organization	Existing Cost	Added Cost	Total Cost
NSOs (here and now)	\$ 13,500,000	\$ 10,100,000	\$ 23,600,000
AAP	\$ 3,000,000	TBD ¹	\$ 3,000,000
Top Secret – 2010 ²			
Human Performance	-	\$ 5,000,000	\$ 5,000,000
Technology R&D	-	\$ 5,000,000	\$ 5,000,000
Recruitment	-	\$ 1,000,000	\$ 1,000,000
TOTAL	\$ 16,500,000	\$ 21,100,000	\$ 37,600,000

Notes: Costs are on a yearly basis

NSO funds do not include debt reduction or venue enhancements

¹Additional AAP funds will be required, amount TBD

²*Top Secret – 2010* program is the *new* program developed to give Canadians the edge over other countries

Currently, the funding partners provide \$16.5 million per year to the NSOs and athletes (through the AAP program). *At this funding level the independent Task Force predicts Canada will win 16 medals in 2010.* In order to be the top nation in 2010 and win 35 medals, Canada must increase funding by \$21.1 million to a level of \$37.6 million per year. The added funding will increase the number of *potential medallists* and the *success rate* of our athletes in 2010.

The OTP task force is confident that we (Canada) can break our pattern of never winning a gold medal when we host an Olympic Games. We believe that with a focused vision and well-executed implementation, Canada can win and “*Own the Podium*” at home in 2010.