

Medals Matter

Report on Identifying the Supports Required for Enhanced Performance
at the 2021 Canada Summer Games by Newfoundland
and Labrador Athletes and Teams

Submitted To

The Honourable Clyde Jackman
Minister of Seniors, Wellness and Social Development

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Explanatory Note:

The Task Force Report was commissioned by the former Department of Tourism, Culture and Recreation (TCR), which is referenced throughout the document.

Responsibility for Canada Games and competitive sport development now lies with the Department of Seniors, Wellness and Social Development (SWSD).

TABLE OF CONTENTS

Executive Summary.....	1
Canada Games Overview.....	3
Task Force Committee.....	4
Terms of Reference, Goals and Scope of Work.....	5
Summary of Process.....	6
Summary of NL Canada Games Results 2001-2013.....	7
Benefits of Hosting 2021 Canada Games and Achieving Peak Performance Results.....	8
Sport Legacy Outcome.....	9
Overview of Consultation Responses.....	10
Challenges, Barriers and Opportunities.....	12
Best Practice Rationale.....	20
Recommendations.....	24
Conclusions and Summary.....	27
Appendix A: Task Force Committee Members and Meeting Dates.....	29
Appendix B: Jurisdictional Scan of Other Provinces.....	31
Appendix C: Online Survey Questions and Responses from Individual and Team Sport Consultation Sessions.....	40

In 2021, the Canada Summer Games rotates to Newfoundland and Labrador as the host province. Tens of millions of dollars will be invested in upgrading existing sport facilities and providing new infrastructure. Funding is provided through a combination of municipal, provincial, federal and private sector support. The potential economic spin-off benefits of hosting the Canada Summer Games from a tourist industry spill-over effect based on recent Games will be in the range of between \$90 to \$140 million. Canada Games has approximately an 88% awareness rate among Canadians and nationwide media attention will be focused on the province during the two week event.

A Canada Games Task Force was established in December of 2013. The Task Force’s goal was to review the NL sport system and to provide recommendations on how Newfoundland and Labrador athletes could achieve their best ever performances at the 2021 Canada Summer Games.

The Task Force met bi-weekly over a four month period from December 2013 – April 2014 and held six meetings. Additionally, two well attended consultations with Provincial Sport Organizations (PSO) and two meetings with a Canadian Sport Centre Atlantic representative occurred. An online survey was also used to obtain feedback and information from PSO. Canadian Sport Center Atlantic provided information on best practices nationally and specific details about Nova Scotia and New Brunswick.

The Task Force concluded that the current NL competitive sport system and structure is lacking in many capacities and requires a series of strategic actions and investments if a best ever performance is to be realized. The competitive sport system is under resourced, requires realignment as it relates to governance and philosophical approaches, and an accountability structure needs to be created. Numerous opportunities for competitive sport to thrive should result from this in-depth examination of the sport system. The Task Force concluded that the outcome should not be a temporary spike in high performance during the Canada Games but the establishment of a competitive sport system culture of high performance and excellence that leads to consistent and sustainable success for NL athletes and teams nationally.

The task force identified a number of challenges, barriers and opportunities in the sport system as it relates to achieving competitive success. Failure to address these in a timely manner will ensure the trend of disappointing results will continue in the future and prevent NL athletes from attaining peak performances at National Championships and Canada Games. The committee has identified the following challenges, barriers and opportunities:

Table I: Challenges, Barriers and Opportunities

• Time constraints	• Level of Investment
• Population Density and Geographic Distribution	• PSO Governance and Capacity
• PSO Accountability	• Coaching Expertise
• Facilities	• Sport Science Services
• Competition Opportunities	• Culture of Losing

As a result of Task Force deliberations, information obtained from other provinces through jurisdictional scans and PSO consultations, the Task Force arranged its recommendations around the following three categories:

1. *Organizational/management functions*
2. *Resources*
3. *Infrastructure and facility requirements*

The Task Force also examined *Best Practices* nationwide and two in particular emerged as highly applicable to NL. The Task Force identified the following two *Best Practices* for implementation:

- *Provide the level of funding and resources needed for success.*
- *Identify/target sports with a high likelihood for success for additional support.*

The most immediate and pressing issue identified by the committee is the provision of facilities for athletes to train. The following recommendations are proposed:

Recommendation #14

It is recommended that TCR take action to ensure the availability of existing training and competition facilities immediately for Canada Games athletes and teams.

Recommendation #15

It is recommended that the Minister of Tourism, Culture, and Recreation (TCR) create and support opportunities for partnerships, and develop a strategy to provide immediate access to existing facilities province-wide for Canada Games athletes. Recognizing that schools and post-secondary facilities provide opportunities for access to existing facilities, discussions with and support from the Minister of Education, Memorial University St. John's Campus, Grenfell Campus, The Works and the Newfoundland and Labrador English School District is required to enhance facility access.

Other key areas to be acted upon in a timely manner include providing support for professional coaching services in targeted sports, providing support for additional competitions, creating PSO Canada Games accountability criteria, and initiating actions that will lead to immediate infrastructure and facility access for training purposes.

Accountability is required for any strategy to have a positive impact on change. The committee recommends establishing a Sport Excellence Board with a mandate to implement and monitor planning, funding support and engage in regular review of Canada Games sports for each preparation cycle of a Canada Games.

When implemented, the recommendations in this report, will position Newfoundland and Labrador to achieve improved sport performances at the Canada Games and in national competitions and will further establish a consistent and sustainable competitive sport system culture of high-performance and excellence.

The *Canada Games* is a national multi-sport competition that is held every two years and alternates between Canada Winter Games and the Canada Summer Games. The games are attended by amateur athletes representing their province or territory who are Canada's next generation of national, international and Olympic athletes. These competitive age-group athletes train intensely for the Games and have the opportunity to compete at Canada's largest sporting event.

Since the first Winter Games in 1967 at Quebec, over 110, 000 athletes and coaches have come together to celebrate unity, hospitality, diversity, cultural heritage, and sport. At the Canada Summer games in 2021, approximately 4200 athletes will compete in over 20 sports at approximately 20 different venues during a 16 day period.

Hosting the Games provides an opportunity to display the province's unique hospitality, cultural heritage, and promote Newfoundland as the tourism destination of choice. Traditionally the Games create legacies in the area of athlete and coach development, infrastructure development, and enhanced sport programming. The Canada Games legacy also provides the catalyst for sport and recreation growth and sustainability across Canada and in particular, the host provinces. Cumulatively over \$240 million has been spent on the games of which \$140 million in infrastructure and capital projects have created a legacy of sport facilities in the 17 hosting cities. In NL these facilities include the Canada Games Aquarena (1977) and the Corner Brook Canada Games Centre and Annex (1999).

The total economic activity generated at the 2011 Canada Winter Games in Nova Scotia was estimated to be \$131 million and for the 2013 Canada Summer Games held in Sherbrooke, Quebec, there was an estimated spinoff of \$90-\$100 million.

The Canada Games are a celebration of youth, sport, culture and community and result from the ongoing collaboration between the Government of Canada, provincial/territorial governments, host municipalities, the private sector and the Canada Games Council. The Canada Games Council is the governing body for the Canada Games and provides continuity, leadership and support to Host Societies. These key areas of support include sport technical specifications, organizational planning, ceremonies and protocol, and marketing and sponsorship.

The Canada Games Task Force Advisory Committee was established in December of 2013 and included eight members appointed by the Minister of Tourism, Culture and Recreation. Six members were from the sporting community and two members represented the Recreation and Sport Division. Additional support to the committee's work was provided by the Recreation & Sport Division. Task Force members had significant experience at elite levels of competitive sport locally, nationally and internationally as follows:

- Extensive experience participating, coaching or supporting the elite sport system in Newfoundland and Labrador,
- Specialized expertise in high performance training support areas, including physical and mental preparation in competitive sport,
- Knowledge of best practice in sport systems supporting high performance athletes,
- Knowledge of elite athlete support research, measurement, and evaluation,
- Significant experience at an elite level of competitive sport that includes national team and international competition.

The Task Force held its first meeting December 19th, 2013. Committee members were briefed by Mr. Mark Jones, Assistant Deputy Minister, Tourism, Culture and Recreation and Ms. Michelle Healey, Director, Recreation and Sport Division on the Terms of Reference, Goals and Scope of Work. A list of committee members and meeting dates has been included in Appendix A.

The Canada Games Task Force Advisory Committee brought together representatives from NL's competitive sporting system in an advisory capacity to identify the supports required for potential enhanced performance at Canada Games by Newfoundland and Labrador athletes and teams.

The goal of the task force was to review the needs of the NL sport system to provide the best potential for Newfoundland and Labrador to have its best ever performance at the Canada Summer Games in 2021.

In its scope of work, the committee was asked to:

- Determine what the requirements are in the preparation cycle of a Canada Games sport to create genuine potential for competitive success. The committee will review areas, including, but not limited to coaching expertise, training, competition, athlete supports and LTAD alignment
- Assess Provincial Sport Organization (PSO) capacity and willingness to invest in Canada Games program, both philosophically and financially
- Determine any deficiencies or barriers in the sport system preventing optimal performance and identify proposed solutions to barriers
- Identify a priority of supports in the preparation cycle for enhanced performance
- Identify sports for targeted investment
- Identify partnerships that could support optimal performance
- Assist the Recreation and Sport Division identify measurement and evaluation indices that could be used to gauge performance at the Canada Games.

To assist the committee, the Recreation & Sport Division:

- Provided an environmental scan of past performance of Newfoundland & Labrador teams at both summer and winter Games, including medal counts and placing in all sports.
- Conducted an environmental scan of other similar size provinces to gather information on investments, planning and policies, support mechanisms and leadership provided to Canada Games teams.

The Task Force met bi-weekly over a four month period from January – April 2014 and held six meetings. Additionally, two well-attended consultations with Provincial Sport Organizations (PSO) and two meetings with a Canadian Sport Centre Atlantic representative occurred. The PSO consultations provided significant information and feedback to the Task Force committee. An online survey with the same consultation questions was available for those unable to attend or to allow attending stakeholders to provide further feedback. The online survey generally replicated the information gathered during the consultations. Canadian Sport Center Atlantic provided information on best practices in a national context and specific detail about the provinces of Nova Scotia and New Brunswick.

PSO consultations occurred in two groups: individual sports and team sports, with sessions held one week apart. The in-person consultations were attended by 27 people representing 15 sports. At the individual sport consultation session, 13 people attended representing eight different sports. At the team sport consultation, 14 people attended representing seven different sports.

The online survey was completed by 81 individuals with representation from 22 provincial coaches, 11 PSO presidents, six PSO staff, nine PSO Board members, 13 athletes and 20 other individuals who self-identified as club coaches, past Canada Games coaches and former Canada Games athletes. In total, feedback was received from 19 sports.

A jurisdictional scan of nine provinces occurred which gathered information on the delivery of Canada Games programs throughout the country. The jurisdictional scan covered a broad range of topics that included, but was not limited to, funding practices, accountability, targeting, facility access and infrastructure, programming and a range of other pertinent topics. The jurisdictional summary information has been included in Appendix B.

The information gathered from Task Force deliberations, in-person consultations with PSO, the online survey, the jurisdictional scan of other provinces and consultations with Canadian Sport Center Atlantic were used as the basis for arriving at the recommendations in this report.

SUMMARY OF NL CANADA SUMMER GAMES RESULTS (2001-2013)

During the last four Canada Summer Games (2001-2013), NL athletes and teams won a combined total of 23 medals. These included eight medals in 2001, seven in 2005, six in 2009 and two in 2013. At the 2001 Canada Games, NL athletes claimed three gold (diving), three silver (athletics, softball, soccer), and two bronze (rugby, sailing). In 2005 NL athletes attained four silver (athletics, rowing, swimming, wrestling) and three bronze (rowing, sailing, wrestling) medals. In 2009 NL athletes captured four silver (athletics, swimming), and three bronze (rugby, rowing) medals. In 2013 NL athletes won only one silver (swimming) and one bronze (Special Olympics - Athletics). See Table II below.

Table II: Medal Results of 2001-2013 Canada Summer Games

Year	Gold Medal Total	Sport	Silver Medal Total	Sport	Bronze Medal Total	Sport	Total Medals
2001	3	Diving	3	Athletics Softball Soccer	2	Rugby Sailing	8
2005	0		4	Athletics Rowing Swimming Wrestling	3	Rowing Sailing Wrestling	7
2009	0		4	Athletics Swimming (3)	2	Rugby Rowing	6
2013	0		1	Swimming	1	Athletics (Special Olympics)	2

A summary of the consultation, survey and committee meetings identified the following benefits of peak performance at nationals and Canada Games competitions;

- Presents an opportunity to leverage the 88% awareness rate of Canadians surrounding the Canada Games and produce favorable publicity in national and local media coverage,
- Enhances the reputation of Newfoundland and Labrador nationwide,
- Aligns with the government of NL Sport and Recreation Strategy by increasing physical activity, sport participation and supporting competitive opportunities,
- Aligns with Newfoundland and Labrador Sports Center Mission,
- Promotes the development of elite level athletes and competitive excellence province wide,
- Promotes the development of coach education,
- Promotes the role of PSO in planning, implementing, and evaluating,
- Increases the opportunities for leadership, education, improvement and support for a broader number of PSO,
- Creates legacies in the area of athlete, coach, and enhanced sport programming,
- Promotes meaningful sport partnerships, and creates an enhanced peak performance environment for PSO, coaches, parents, athletes and stakeholders,
- Rewards sponsors for their support,
- Creates pride and unity across the province,
- Provides opportunities for elite level athletes to be identified for potential National Team participation,
- Create a legacy fund to support Canada Games athletes,
- Create a legacy infrastructure framework that prioritizes facility access for future Canada Game programming,
- Creates a provincial outreach process that will enable talent identification and province wide training processes.

SPORT LEGACY OUTCOME

By hosting the 2021 Canada Summer Games, it presents the opportunity for NL to become a nationally competitive sporting province with successful performance outcomes and a support system that ensures sustainability. Planning for enhanced competitive performance, through extensive training provided to athletes and coaches will positively impact future sport participants. Improved PSO governance structures will evolve and a large sector of sport volunteers and PSO staff will gain expertise in the areas of strategic planning, programming, managing, and hosting major national sporting events. Infrastructure requirements and upgrades to existing facilities will ensure availability for recreation growth and sport enhancement for the people of NL for decades.

The economic spin-offs of the last two Canada Summer Games were estimated between \$90 and \$140 million. The 2021 Canada Summer Games has the capacity to exceed these estimations by promoting the various regions of NL as tourist destinations of choice and availing of the opportunity to capitalize on the influx of athletes, administrators and spectators. The NL tourist industry can benefit immensely from a spill-over effect and the revenue stream that will accompany the participants.

Information gathered from the online and in-person consultations is elaborated in greater detail in other sections of the Task Force Report, particularly the Barriers and the Recommendations arising. This section provides an overview of general results solely intended to provide background information and add context. A complete summary of consultation session feedback and responses from the online survey can be found in Appendix C.

When respondents were asked how important the Canada Games were to their Provincial Sport Organizations(PSO), 87% of the respondents indicated it was very important with another 11% indicating it was somewhat important. The most common reasons listed were the Canada Games represents the pinnacle of athlete competition and aids the development of the sport.

When respondents were asked to rank the resources necessary for success, the top five PSO responses were as follows:

- 1) Quality Coaching,
- 2) Adequate Access to Training Facilities,
- 3) Appropriate Training Facilities,
- 4) Funding for Travel,
- 5) Quality Competition.

When respondents were asked if their PSO had a strategic plan, 58% indicated they did, 29% indicated they didn't and the remainder were unsure.

When respondents were asked about the current aspects of Canada Games that are most successful, the most commonly cited were; competition opportunities, performance outcomes, access to the NL Sports Centre for strength and conditioning center, additional resources in the area of sport science and funding.

When respondents were asked whether coaching impacted results at Canada Games, it was overwhelmingly acknowledged that coaching impacts results.

When respondents were asked if they had any new or innovative ideas that would improve the performance of teams at Canada Games or National Championships the respondents provided wide ranging responses. Many responses related to increased funding and competition opportunities, regionalized training facilities, sport schools or academies, increased infrastructure and access to current facilities and improved coaching.

When respondents were asked to identify multiple criteria that should be used to target sports for enhanced investment, 77% supported the existence of a strong plan, 52% supported the likelihood of success, 52% supported the potential of success (based on availability of medals) and 35% indicated past success should be taken into consideration.

When respondents were asked if their sports set goals and used performance indicators for provincial teams, 73% of respondents indicated they did and 27% indicated they did not.

When respondents were asked how PSO's could identify athletes throughout the province there were wide ranging responses. Many respondents suggested identification camps, assessment at competitions, assessment through local clubs and teams, and through committees.

When respondents were asked if they had a retention plan in place for athletes, slightly more than half indicated they did not have a plan in place.

When respondents were asked how access to facilities impacted their planning and programming for elite performers the majority of respondents indicated they were negatively impacted by lack of access.

When respondents were asked which sport science professionals were important to their team they responded in the following manner. Ninety six percent indicated strength and conditioning specialists were important, 84% indicated nutrition specialists were important, 78% indicated sport psychologists were important, and 65% indicated injury prevention and rehabilitation specialists were important.

When respondents were asked if the availability of paid coaches would enhance their ability to win Canada Games medals approximately 70% of respondents indicated it would.

When respondents were asked what were the challenges around planning quality competition for their sport the overwhelming response was related to appropriate competition being located outside of the province and the associated costs of travel. Additionally the challenge of access to facilities for hosting quality competition was mentioned frequently.

When respondents were asked how important it was to win a medal at the Canada Games, 43% indicated it was very important, 51% indicated it was somewhat important and 12% indicated it was not important.

When respondents were asked if they had any additional comments they often mentioned that the City of St. John's needed to take a more active role in supporting elite level programming and providing additional access to facilities. Respondents also indicated that Memorial University (MUN), directly benefits by acquiring elite level athletes from PSO programs for MUN Varsity Teams and for general student recruitment. Respondents want MUN to partner with PSOs and provide increased resources and access to provincial teams. Many PSOs also voiced their frustration at their inability to access The Works. Some discussion also occurred around sport schools. The Department of Education could support the development of "sport schools" with curriculum scheduling adjustments available to elite level athletes and teams to regionalize and specialize in their particular sport. Additionally, respondents reiterated what they had previously

stated with regards to quality coaching, access to facilities, access to additional competition and increased funding.

ENVIRONMENTAL SCAN OF THE NL COMPETITIVE SPORT SYSTEM

CHALLENGES, BARRIERS AND OPPORTUNITIES

The Task Force was asked to identify challenges, barriers and opportunities in the sport system that impact optimal performance. The committee was also asked to identify proposed actions that would result in positive change. Challenges, barriers and opportunities that were identified are listed in Table 1.

The Recommendations Section in this report addresses the steps to be taken to increase competitive sport performance.

Table I: Factors Impacting on Optimal Competitive Sport Performance

<ul style="list-style-type: none"> • Time constraints 	<ul style="list-style-type: none"> • Level of Investment
<ul style="list-style-type: none"> • Population Density and Geographic Distribution 	<ul style="list-style-type: none"> • PSO Governance and Capacity
<ul style="list-style-type: none"> • PSO Accountability 	<ul style="list-style-type: none"> • Coaching Expertise
<ul style="list-style-type: none"> • Facilities 	<ul style="list-style-type: none"> • Sport Science Services
<ul style="list-style-type: none"> • Competition Opportunities 	<ul style="list-style-type: none"> • Culture of Losing

The Task Force concluded that the current NL competitive sport system and structure is lacking in many capacities and requires a series of strategic actions and investments if a best ever performance is to be realized at the 2021 Games. NL athletes and teams are currently disadvantaged by not having the opportunity to compete on a level playing field.

The Task Force recognizes that even in less than optimal conditions, a small number of athletes and teams have found ways to be competitive and defy the odds. Unfortunately, the reality is that successful performances for NL athletes and teams are inconsistent, occur sporadically and are happening further and further apart. By assessing NL medal performances at the last four Canada Games, and examining team and individual medal performances, it is apparent that NL has not kept pace performance wise with other provinces. The low number of medal performances, the lack of new provincial records and lack of personal bests, demonstrate that steps have to be taken to improve optimal competitive sport performance.

Historically, some examples from the sport of Athletics may help clarify the point. In 2001, NL won a silver medal in the 10,000m at the Canada Summer Games. Seven years later, in 2008, the

provincial junior steeplechase record that has stood for 27 year was broken. The same person then went on to win a silver medal in the steeplechase at the 2009 Canada Games. Recently, a provincial track record that has stood for 28 years in the women's 5000m was broken. These athlete's performances are exemplary but one must recognize that the time factor between breaking provincial records is extreme. In an effective sport development model, records would be broken long before the time spans cited. Like Kaetlyn Osmond, (2014 Olympic silver medalist), what these athletes had in common was that they all left the province to pursue their training because the coaching and infrastructure did not exist provincially that could accommodate their training needs. The conclusion can be reached that NL athletes are capable if provided the opportunity and resources.

Periodically, NL has had outstanding performances nationally in some sports but that success has been sporadic and has not been sustained. The Task Force notes these exceptional performances likely occur because at a point in time, the athlete and/or team have benefited from the availability of resources.

These resources are usually generated by an expert coach who through great effort manages to gain access to training facilities and resources. These successes speak to how NL athletes and teams can perform if resources are available on a regular basis. Unfortunately, the current competitive sport structure is neither designed nor capable of providing the resources necessary for sustainable success.

Below is a detailed description and explanation of the challenges, barriers and opportunities that have been identified by the Task Force that can impact on competitive sport development.

Time Constraints

In 2021, Newfoundland and Labrador will host the Canada Summer Games, an event hosted by NL once before in 1977. Strategic planning is necessary to ensure that Canada Games standards are met or exceeded and that our province is displayed favorably nationwide.

Part of the process will be the submission of a hosting bid. The hosting bid will be evaluated by the Canada Games Council Bid Committee. Part I will measure core elements against the Canada Games hosting standards including the Games village, sport venues, revenue generation, legacy, the proposed organization (Host Society) and the budget, as well as plans and frameworks in key areas. Part II will measure the community leadership and capacity.

After a successful bid, a Host Society needs to be staffed. Other areas requiring planning considerations include sport technical packages, event organization, ceremonies and protocol, marketing and sponsorship, sport venue infrastructure, and resource allocation. Long term strategic planning is a priority in successfully hosting the Canada Games and it would be advantageous to begin the process now.

From a performance perspective, in the last three successive Canada Summer Games, NL teams and athletes have demonstrated a pattern of decreased competitiveness resulting in a lack of medal outcomes and last or next to last overall placing.

The Canada Games are seven short years away and the next Canada Summer Games in 2017 must be positioned as the benchmark to measure the impact of systemic change. According to the Canadian Sport Centre Atlantic, it takes approximately four to six years before systematic change can be entrenched. Essentially, if the concept of best performance for NL athletes is embraced, it is critical to begin the process of systemic change for NL's sport delivery system immediately and it will require the implementation of a series of sequential strategic investments.

The next Canada Summer Games in 2017 could be positioned as the testing ground to monitor progress and potential early success on impacting change.

Resources and the Level of Investment

The level of financial investment and resources needs to be increased if high performance sport results at the Canada Games are to be realized. A funding deficiency emerged as a common theme that impacts the majority of identified barriers related to Canada Games performances. Relative to other provinces, Canada Games programs in NL are underperforming resulting in a decrease in medal wins, and overall placing results. Amongst the reasons for this performance is cost for training, coaching, travel and the requisite level of investment and amount of resources.

In the past decade, the governments of Nova Scotia and New Brunswick have targeted specific Canada Games sports for additional funding investment. The funding boost resulted in increased medal performances and a higher overall placing at the Canada Games.

Nova Scotia, New Brunswick and many other provinces provide financial investments in the areas of talent identification, coaching, infrastructure, athletic services, high performance training and competition, strategic planning, evaluation, and accountability in targeted sports. The common theme among barriers identified in this report is the lack of financial investment.

Population and Geographic Distribution

Our province presents challenges in achieving peak performances from both a population capacity and geographic distribution perspective. The relatively low population of NL means that there is a relatively small athlete pool from which to select.

Participating in a provincial team program in many instances is costly and often results in a financial burden for families. Having the athletes dispersed across the island and Labrador results in challenges for talent identification, recruitment, retention, training, exposure to elite level competition, athletic support, financial support, and competition opportunities. The fundraising requirements and limited PSO financial support for Canada Games teams are additional barriers. Funding support from PSO for geographical related expenses incurred by athletes to travel or relocate to a training site is minimal at best. The costs result in athletes being unwilling to be recruited or retention issues, resulting in a further decrease in the athletic pool. PSO lack the financial and coaching expertise resources to support athletic development province wide.

PSO Governance, Capacity, and Accountability

Many PSO executive members lack the organizational and planning skills necessary to create long term strategic plans that would facilitate peak performance outcomes. PSO volunteer executive members often hold positions because no other members of the organization will take on the role. Time constraints, lack of human and infrastructure resources, level of investment, indifference, and lack of accountability also contribute to maintaining a status quo environment which reinforces mediocre performance as acceptable. Best practices to ensure peak performance outcomes are not followed further entrenching a culture of minimal performance acceptance.

The lack of long term strategic planning negatively impacts performance success. Early identification and training of coaches, talent identification, goal setting, long term competition schedules, measurement and evaluation, to mention a few, are routinely absent in PSO planning and profoundly impact the ability to be competitive at the Canada Games.

To date, there has been little if any accountability expected from PSO related to their strategic planning or competition outcomes at the Canada Games. A significant portion of funding is provided by the provincial government to aid with preparation. All PSO's receive Canada Games funding regardless of their training regimes or competitive level.

Canada Games performance criteria do not exist and no formal program evaluation occurs. PSO are destined to repeat past processes with no change in performance outcomes because no processes exist that can inform change and PSO are not accountable for performance goals.

In this context, accountability means having the PSO identify a predetermined goal or level of performance and the understanding that achieving the goal results in additional funding and resource allocation. A PSO should be required to demonstrate they have met standards established by a recognized expert group. Failure to achieve goals and expectations may result in sanctions ranging from being put on probational status, to minor funding decreases to full withdrawal of funding.

Accountability is intricately linked to evaluations. Evaluation can help determine where gaps exist between what is targeted and expected and what actually occurs. Evaluation aids in the prioritizing of limited resources. Evaluation is necessary for the purpose of improvement and creates a focus on process, implementation and outcome. Best practice dictates that evaluation occurs regularly to inform resource allocation. Both Nova Scotia and New Brunswick have adopted accountability frameworks around Canada Games funding.

The current lack of accountability allows ongoing funding for many PSO who make little or marginal effort to successfully perform at Canada Games. Conversely, with limited Canada Games funding available, the minority of conscientious PSO who make legitimate efforts to achieve predetermined goals and high levels of performance are not rewarded by the current funding policies. PSO strategic planning and Canada Games Programs need to be evaluated to inform funding and resource allocation with the intention of redistributing existing funds in a more equitable manner.

Coaching

The current high performance sport model across the country is founded on professional coaching while the NL system relies on volunteers, which contributes to less than optimal

results. The majority of coaching that occurs in the province is done by part-time coaches and volunteers who have limited experience and expertise in high performance sport environments. They lack knowledge in key areas of technical, physical and psychological preparation, tactics, planning, long term athlete development, competition to training ratios, and numerous other factors necessary to succeed. These volunteers also lack the time necessary and financial support required to acquire these core concepts and develop a NL team that can be competitive at the National level. There are a small number of marginally trained coaches available for recruitment who may have the potential, interest and commitment necessary to be successful.

Due to the increasing demand placed on high performance coaches in a variety of capacities, retention is an issue. These demands include planning, implementing, fund-raising, certification requirements and inestimable time commitment requirements. Often, these demands placed on volunteer coaches are perceived as barriers that coaches must overcome. These are often perceived as insurmountable resulting in a tremendous burden.

Many provinces and PSO's have adopted a strategy of employing professional coaches. There is strong linkage between employing professional coaches and meeting performance goals at the Canada Games and national competitions. The use of professional coaches is one of the most significant investments that will increase the likelihood of peak performances and improved Canada Games results. Provinces that invested in this strategy have been rewarded with improved results. A local example would be the case of the Newfoundland Rugby Union, who recognized that volunteers could not move their game ahead and hired a professional coach resulting in consistently strong performances at the national level and at Canada Games.

It is unlikely that any significant improvement in national competition results can occur without the coaching issue being addressed. Professional coaches could mentor volunteer coaches and develop strategies to assist the provincial sport organization with coaching development. Local volunteer coaches could also remain involved and play a major role in assisting professional coaches in a variety of capacities. Both of these initiatives would positively impact local coach recruitment, education, training and retention.

Facilities

High performance training facilities are lacking in the province. The first major facility, the Canada Games Park (the Aquarena and track) was built for the 1977 Canada Games, followed by Pearlgate Track and Field, the Corner Brook Canada Games Centre and Annex, 1999; the Newfoundland and Labrador Sports Center (2007) and The Works. The Works at Memorial University was opened in 2002 and many PSO's were excited about potential access to this new facility. The belief that The Works would serve as a high performance training center for PSO's never materialized and there is limited access granted to PSO's. While some regional facilities have been built to accommodate the NL Winter and Summer Games, few facilities would meet the mandatory specifications required to host the 2021 Canada Summer Games.

Currently, a lack of facilities, programs and services impacts negatively on NL teams with respect to national level performance. Part of the issue is lack of regular accessibility to the limited training facilities.

Contemporary high performance training centers offer services that provide dedicated space to a wide variety of athletic support programs designed to insure the physical and mental readiness of high performance athletes. Capacity does not exist in NL that can properly accommodate the training and competition requirements required to meet the needs of high performance sport.

Outdoor and indoor turf surfaces are practically non-existent or inaccessible to high performance programs because of rental costs, high usage, and public programming. Some indoor courts are occasionally available to high performance teams but increased demands for usage from a multitude of constituents and the necessity of facilities to generate operating revenues through rentals and public programming, results in a cost-inhibitive environment further restricting the necessary access. These factors limit the length and quality of the training provided to athletes. Weather is also a constraint creating short training and competition seasons in outdoor sports, so consideration for indoor facilities is imperative.

The necessity of training facilities needs to be addressed well in advance of the Canada Games. For peak performance to occur key infrastructure development, upgrades and access will have to occur long before 2021. Key strategic decisions around identified infrastructure needs are a priority and early planning is essential. Any facility development or enhancement that occurs also has the ability to positively impact grassroots sport development and would provide PSO's with increased facility access. The general population may also benefit with increased recreation, sport and physical activity opportunities.

The mission of any new facility needs to be broad and will need to incorporate and maximize opportunities for a large number of sports and potentially recreational activities.

Sport Science Athletic Support Services

At the highest level, Sport Science Athletic Support Services encompass timely access to sport medicine services, physical therapies such as physiotherapy, athletic therapy, and massage; physical testing, strength and conditioning specialists, sport/performance psychology specialists, nutrition specialists, biomechanical and performance analysis, and fatigue and recovery experts. The application of sport science is used extensively among top performing teams and athletes to achieve competition readiness and gain a competitive advantage.

During the last two Canada Games cycles some limited support services have been available to athletes and teams in the areas of physical testing, strength and conditioning, nutrition counseling and sport psychology. The opportunity is available in some capacity to all sports who wish to take advantage of the services. Although these specific services are available, the resource is limited due to financial constraints and facility capacity. As the NL Sports Centre prioritizes training for the Canada or Summer Winter Games in two year cycles, a longer training period is hindered for sports who wish to avail of services outside the timeframe. Some PSOs totally embrace the services when offered, some do not avail at all, and some make a mediocre attempt. For instance, a team may train periodically or even approach the Training Center wishing to engage in strength and conditioning training just a month or two in advance of Canada Games competitions. In both instances, no benefits are accrued. To maximize support services, the

limited resources are reallocated based on demand and availability. Coaches who have availed of the support services have recognized the value and would welcome more all-encompassing support.

There are other Sport Science Athletic Support Services that are not readily available to coaches and athletes. Best practices in the provision of Athletic Support Services encompass timely access to sport medicine services, physical therapies such as physiotherapy, athletic therapy, and massage. Currently, injured athletes who need access to sport medicine services, often have to rely on coaches or high performance staff personal contacts to make appointments for treatment. Athletes and teams who have access to a full range of Sport Science Athletic Support Services have a distinct advantage over athletes not availing of these services and considerably improve the likelihood of peak performance. Teams and athletes often bring their own sport science specialists such as physiotherapists and sport/performance psychologists to major events. For example, world-ranked curler Brad Gushue worked extensively with sport science specialists when he won the World Junior Championship, the Olympic Gold Medal and was often accompanied to major competitions by a sport psychologist.

In NL there is limited access to many of the Sport Science Athletic Support Services. Although some experts are available in these areas, there is generally a lack of access for athletes as none of these experts are solely dedicated to providing services. Although some facets of the Sport Science Athletic Support Services exist in a limited capacity there is great potential for improvement.

Competition Opportunities

High Performance NL teams and athletes are disadvantaged by a lack of local quality competition that adequately prepares athletes and teams for National Championships. A few exhibition competitions out of province are often partially or sometimes fully self-funded by athletes with some government assistance. The cost of travelling out of province for competition is an impediment. Travel locations and competitive schedules are often not planned strategically with regards to timing and competition opportunities to enhance performance at Canada Games and national championships. The out of province location competition choice often does not optimally maximize the financial investment or contribute to competition readiness.

Lack of competition opportunities impedes a team's ability to understand the physical and mental preparation requirements necessary to succeed. Competition enables athletes to acquire the necessary skill and experience and provides the opportunity for teams and athletes to master the psychological attributes necessary for success. High level competition also helps athletes acquire the intensity, technical, strategic, and tactical components that are the keys to peak performances. Competition is used to help coaches identify strengths and weaknesses, assess playing personnel, implement tactics and strategies and evaluate progress for future training purposes.

The Culture of Losing

NL athletes have historically been outperformed at the Canada Games and national championships by the vast majority of other provinces and have traditionally finished last or next to last in overall rankings. Periodically, there have been some exceptions, where NL athletes have produced medal performance or had high finishes but, these occurrences are few and far between. The barriers previously expressed have cumulatively resulted in creating a culture of losing that has become the acceptable norm. NL athletes have never been in a position where they were poised to be successful.

Young NL athletes have always been great ambassadors for their province. Happy to participate but they do not anticipate winning. They do not expect to win at the Games because they know they are not equal competitors. They are happy to embrace their chosen sport but no one has shown them the way to be successful.

Success at the Canada Games can only occur if there is a systemic change in the culture that lead to the results. The identified barriers have all played roles in shaping the current culture and contributed to poor results, and a sense of acceptance. These barriers are physical and psychological. All are reversible. A vision of sport system cultural change needs to be embraced and athletes should be provided with the resources necessary for success.

The existing philosophy of accepting mediocrity and accepting marginal performance needs to change.

Best Practices inform the recommendations stated in this Task Force Report. The Task Force examined best practices from across the country, that, if implemented in the province of NL would address many identified barriers. Through Task Force discussions and the feedback provided from consultations with the PSO, two best practices in particular were identified and singled out for consideration with contextual related adaptations in NL. The two identified Best Practices are:

- Provision of sufficient funding and resources to support success.
- Adoption of the practice/policy of targeting select sports that are likely to succeed and providing enhanced support to those sports.

Best practice refers to a course of action or initiative that is deemed the most efficient and effective way of accomplishing a task. The goal identified in this Task Force Report was to identify factors that would enhance the performance of NL athletes at the 2021 Canada Summer Games and at national competitions. The best practices identified and recommended in this report are modeled after evidence-based programs that have been time and competition tested, and commonly used by multiple national and provincial sport organizations over extended time periods. PSO, through in-person consultations and online surveys also have provided feedback that have contributed to identifying best practices used in achieving goals and producing desired outcomes.

Best practice includes planning, evaluating, designing and implementing programs to improve current performances and strategies based on quantifiable evidence that provides a solid base for success over time in a specific area. As best practices are progressive in nature they involve continuous reexamination, reassessment and modification. Evidence is abundant to support best practices in provincial and federal sport settings.

Through Task Force discussions and the feedback provided from consultations with the PSO, two best practices in particular were identified and singled out for consideration with contextual related adaptations in NL. Although these best practices can be viewed as separate entities they are both funding based and not mutually exclusive. Each practice impacts the other and their interdependency makes them inseparable.

The jurisdictional scan of how other provinces provide resources necessary for successful PSO sport performance at Canada Games revealed a multifaceted delivery system with numerous components. Components often included long-term cyclic funding, base funding, high performance funding, competition funding, access to high performances training centers or national/regional sport training facilities, access to professional coaches, access to dedicated sport science specialists, and a variety of other initiatives.

From a sport targeting perspective, many provinces identify particular sports for enhanced support. Criteria often used to target sports include the submission of high performance training

and competition plans, likelihood of success, sport, athlete and official development, competition results, and accountability practices.

Following are some examples of how funding is provided by provinces to enable success and how targeting sports is used to enhance sport excellence.

In 2006, Ontario created the Quest for Gold Program whose objectives and outcomes align similarly with the Terms of Reference of this Task Force. Some of Quest for Gold program's specific objectives included helping athletes continue their pursuit of athletic excellence at the highest levels of national and international competition, increasing athlete access to high performance coaching, and enhancing training and competitive opportunities available to athletes. The program provided approximately \$73 million in support to coaches and athletes as an initiative of the *Ontario Lottery and Gaming Corporation*. After the Pan-Am games this summer, a new high performance facility will become available as a legacy.

The government of Quebec invests approximately \$1 million annually into supporting Canada Games sport excellence. Quebec's investment in amateur sports in the past decade has resulted in a significant numbers of medals captured at the previous Canada Winter and Summer Games and a large number of their athletes and teams becoming medalists at the 2014 Olympics in Sochi, Russia.

The Support4Sport program has existed in Nova Scotia since 2006 and provides training and development opportunities for athletes, coaches, and officials. It has contributed \$21 million to assist community and provincial sport programs. In 2012-2013 alone, \$3.4 million was raised through the fund. Funds are raised through a branded ticket lottery that is administered by the *Nova Scotia Provincial Lotteries and Casino Corporation*.

Sask. Sport Inc. operates *Saskatchewan Lotteries* as the fundraiser for sport, culture and recreation through a licensing agreement with the Government of Saskatchewan. Proceeds from Saskatchewan Lotteries are deposited in the *Saskatchewan Lotteries Trust Fund for Sport, Culture and Recreation*. Saskatchewan Lotteries Trust Fund is directed to PSO to support a variety of programs and services such as skills clinics, high performance training, sport science, medical services and leadership development. From 2009 – 2013 sport received approximately \$97 million from the proceeds of the *Saskatchewan Lottery Trust Fund for Sport*.

Winnipeg is hosting the 2017 Canada Summer Games and the province of Manitoba has supported a \$34.3 million 160,000 square foot two phase renovation of the Sport for Life Center that will house 60+ PSO. Components already completed in the initial phase include a 5,226 square foot Sport Medicine Centre outfitted with state of the art equipment with no referrals required for a sport medicine physician, chiropractor, physical therapist, athletic therapist, massage therapist, dietician and sport psychologist. Phase two will include an 80,000+ square foot fieldhouse/training complex that will house a training track, strength, conditioning and testing areas, an aerobic training centre, a plyometric training area and a multipurpose area that will include three fully convertible court spaces and areas for fitness conditioning. Manitoba provides increased levels of funding to PSO using the criteria of historical competitive

performances, visible minority participation, sport governance strategic planning, and sport, athlete and official development and coaching expertise.

In British Columbia, funding is provided in a three pronged approach. PSO receive base line high performance funding, a portion of \$500,000 for Canada Games preparation and targeted sports receive additional support through the Integrated Performance System.

The Own the Podium program, primarily funded by the Federal Government was created in 2006 to help Canada succeed at the 2010 Vancouver Olympics. Own the Podium contributed approximately \$70 million in support before the Vancouver Olympics to 13 winter sports resulting in Canada winning the most gold medals. Other examples of the result of increased levels of investment are noteworthy. Freestyle skiing received \$1.2 million dollars before the Turin 2006 Olympics and won no freestyle medals. For Sochi in 2014, freestyle skiing was the recipient of \$10.3 million dollars in training funds and won eight medals. Overall, approximately \$89 million was contributed for Sochi and another \$9 million in funding was announced for Own the Podium for the coming fiscal year.

Targeting sports as a best practice is likely to have probable success. Enhanced support in the following areas would be provided and would positively impact sport performance:

- Hiring professional coaches
- Providing infrastructure, upgrading and access to facilities
- Provision of sport science support services

Several provincial sport models support the concept of targeting sports and demonstrate the cause and effect of enhanced support. Some provinces, (British Columbia, Manitoba, Ontario, Quebec, Nova Scotia, and New Brunswick) have developed a performance framework for targeting sports which have medal potential. Once a sport or individual athlete is identified and targeted, additional levels of investment occur. Criteria for selecting targeted sports often include historical performance, competition opportunities, strategic planning, community support and tradition, and PSO Governance and capacity.

For instance, New Brunswick has shifted their funding investment to a targeting process. In 2005, New Brunswick won six (6) medals at the Canada Games. After the 2005 Canada Games, New Brunswick provided enhanced training group support for five (5) sports and consequently increased the medal count to seven (7) in 2009 and sixteen (16) in 2013. All sixteen (16) medals in 2013 originated from the three (3) summer sports in the targeted group. Nova Scotia adapted a similar approach which has led from a medal count of 33 in 2001 to their best ever medal count of 56 in 2013, finishing fifth overall in the country. Four other provinces that include Manitoba, Saskatchewan, Ontario, and Quebec target sports for enhanced funding. Provinces that target sports for enhanced funding are most likely to meet performance goals at the Canada Games.

Professional coaching has been identified as being paramount to achieving success at National and Canada Games competitions. Hiring professional coaches and establishing coaching as a bona fide profession provincially appears to result in success. Both New Brunswick and Nova Scotia have hired full time professional coaches for targeted sports in the last seven years that

coincides with their Canada Games success. Saskatchewan has always invested heavily in professional coaching and usually is in the top five overall results with numerous medals. Ontario has also significantly increased its level of funding for all facets of amateur sports including coaching, through its Quest for Gold Program. Conversely, NL, PEI and Alberta who have part-time or volunteer coaches have poor performance results at Canada Games.

Targeted sports also are the beneficiary of funding and benefits in a number of other capacities. These benefits include the provision and access to training and competition facilities and the provision of sport science services, both of which are necessary for success in today's competitive sporting environment. Many provinces have provincial, regional or national training centers which contribute to producing the country's top athletes. For athletes to be successful they need to have access to facilities that meet their training and competition requirements. NL athletes are heavily disadvantaged due to a lack of training facilities and lack of access to the few facilities that do exist. From a best practices perspective the upgrading, acquisition of and access to facilities in the near future is paramount in achieving success at the Canada Games.

Targeted teams are often provided sport science services in the areas of physiotherapy, athletic therapy, massage, strength and conditioning trainers, performance psychology specialists, nutrition specialists, biomechanical and performance analysis, fatigue and recovery experts. To gain a competitive advantage Best Practices dictate the availability of Sport Science Athlete Support Services to achieve competition readiness. As a minimum, NL athletes need increased access to strength and conditioning, injury prevention and rehab medical specialists performance/sport psychology and nutrition services.

The Task Force is providing a number of recommendations to the Department of Tourism, Culture and Recreation (TCR) that identify how to support enhanced competitive performance at the 2021 Canada Summer Games for Newfoundland and Labrador athletes and teams. The recommendations will lead to a system of sport excellence and sustainability that will positively impact performance at national level competition and provide opportunities for athletes to pursue their goals to the highest level.

The recommendations have been categorized into three inter-related themes:

- 1) *Organizational and management support,*
- 2) *Resource requirements, and*
- 3) *Infrastructure and facility requirements.*

Recommendations are listed in order of priority beneath each heading. Priority ranking was determined by identifying barriers that are time sensitive. Acting on these priorities in a timely manner could impact the goal of a record number of medal performances and overall improved performances for Newfoundland and Labrador competitors at the Canada Summer Games in 2021.

ORGANIZATIONAL AND MANAGEMENT SUPPORT

- 1) It is recommended that TCR adopt a Best Practices Framework that guides strategic investment, monitors and holds accountable sports participating in the Canada Games.
- 2) It is recommended that the Minister of TCR create an independent Sport Excellence Board that would advise the Minister. Remuneration should be considered for appropriate individuals. The mandate of the Board shall include, but not be limited to the following:
 - Design and implement the Best Practice Framework for supporting optimal competitive sport performance,
 - Identify targeted sports for enhanced support,
 - Monitor PSO Canada Games plans to ensure targeted sports adhere to identifiable performance criteria, implementation, and outcome,
 - Oversee ongoing measurement and evaluation of PSO Canada Games preparation to ensure accountability,
 - Assist with decision making on enhanced funding support for targeted sports,
 - Make recommendations to the Recreation and Sport Division on systemic changes to create a PSO sport system of excellence and sustainability.

- 3) It is recommended that TCR support the concept of targeted sport identification for a select number of sports. Targeted sports should receive enhanced resource support in the areas of coaching, facility access, sport science, competition and athlete identification and selection.
- 4) It is recommended that TCR provide capacity for targeted sports and PSO complying with Best Practices Framework to develop three year strategic plans.
- 5) It is recommended that TCR provide professional development opportunities for PSO executive members and staff in the areas of management, policy development and leadership training.
- 6) It is recommended that TCR provide capacity in the Recreation and Sport Division to assist with planning, implementation and oversight of the high performance program and planning for the 2021 Canada Games.
- 7) It is recommended that officials from TCR continue discussions with the Canada Games Council on preparing and submitting an early Canada Games Hosting Bid for the 2021 Canada Games.
- 8) It is recommended that TCR develop and invest in a province wide marketing and promotion campaign to
 - Increase the profile of Canada Games sport opportunities, participation and benefits.
 - Engage the public in this once in a generation opportunity
 - Support the recruitment of Canada Games eligible athletes

RESOURCES

- 9) It is recommended TCR review Canada Games and PSO funding levels and the funding guidelines so as to provide policy, guidelines and resources to support the goal of achieving a record number of medal performances and top 6 placings for Newfoundland and Labrador competitors at the Canada Summer Games in 2021.
- 10) It is recommended that TCR commit to providing funding and resources to targeted sports and PSO's who adhere to the Best Practice Framework. The Task Force is recommending the following areas be adequately resourced:
 - Professional coaching and coaching development,
 - Access to training facilities,
 - Enhanced sport science services,
 - Increased quality competition opportunities,
 - Increased hosting opportunities,
 - Athlete identification, retention and relocation.

- 11) It is recommended that TCR review existing Canada Games funding and identify opportunities to realign funding to targeted PSO's who adhere to the Best Practice Framework.

INFRASTRUCTURE AND FACILITY ACCESS

- 12) It is recommended that TCR take action to ensure the availability of existing training and competition facilities immediately for Canada Games athletes and teams.
- 13) It is recommended that the Minister of Tourism, Culture, and Recreation (TCR) create and support opportunities for partnerships, and develop a strategy to provide immediate access to existing facilities province-wide for Canada Games athletes. Recognizing that schools and post-secondary facilities provide opportunities for access to existing facilities, discussions with and support from the Minister of Education, Memorial University St. John's Campus, Grenfell Campus, The Works and the Newfoundland and Labrador English School District is required to enhance facility access.
- 14) It is recommended TCR initiate a Facility Needs Assessment to determine training and competition infrastructure needs that support sport excellence and sustainability.
- 15) It is recommended that TCR complete a facility assessment reviewing existing facilities to determine what infrastructure in Newfoundland and Labrador currently meets the technical specifications as outlined by Canada Games Council for competition infrastructure.
- 16) It is recommended that wherever possible, TCR take action to ensure that new Canada Games infrastructure be available by 2018; this would allow for Team NL to train and prepare in advance of 2021. In any event, all facilities should be available as soon as possible and early enough to allow for proper preparation.
- 17) It is recommended that TCR act immediately to create a plan for upgrading existing identified facilities to Canada Games specifications.
- 18) It is recommended that TCR review and modify the mandate of the Newfoundland and Labrador Sports Centre to accommodate increased access for targeted sports.
- 19) It is recommended that TCR adopt a legacy framework for Canada Games infrastructure that prioritizes facility access for future Canada Games programming.
- 20) It is recommended that Government and the Canada Games Host Society establish a legacy fund from the 2021 Canada Summer Games to support future Canada Games athletes.

The Task Force concluded that the existing competitive sport system in NL is not conducive to producing or sustaining successful outcomes at Canada Games or National championships. The consultations with PSO clearly indicated the current sport structure is viewed as being deficient in resources and capacity and that change needs to occur. There is absolute agreement between the Task Force, and the PSOs, supported by the evidence in the jurisdictional scans that if the competitive sport structure does not undergo a major transformation in its delivery system, performance improvement for the 2021 Canada Games will not occur. The sport system transformation would have to start immediately addressing the recommendations of this Task Force Report.

The three most important recommendations are; 1) TCR create and support opportunities for partnerships, and develop a strategy to provide immediate access to existing facilities province-wide for Canada Games athletes, 2) establish a Sport Excellence Board with the mandate to guide the transformation of the current competitive sport structure to a culture of sustainable excellence. 3) Identify, implement and monitor a Best Practice Framework.

Competitive sport in our province is at a crossroads. The Task Force members and sport constituents identified that overall responsibility for competitive sport belongs with no group. The Task Force acknowledges that increases in funding have occurred over the past decade, and note the need for this practice to continue. Therefore appropriate subsidization must occur. The consultations revealed that sport is viewed by constituents as a public service and an asset with value worthy of increased investment. Funding deficiencies and a less than optimal sport system has led to less than successful results, which is compounded by the accompanying barriers explained within this Report.

Sport and competitive sport add value to society as it contributes to forming lifelong habits that result in physical, mental and emotional well-being. A population that has opportunities to participate in sport reduces the costs to the health care system. It is recognized that sport generally and competitive sport specifically, does not generate enough revenue to sustain itself. Conversely, competitive sport in NL is heavily subsidized by participants, who in many cases, with their families carry an unreasonable cost burden. Currently, socio-economic status often plays a determining role in who participates in elite level sports. There is a reasoned perspective that competitive sport in NL should be provided the resources necessary to have athletes and teams reach their potential.

The Task Force Consultations revealed that PSO are prepared to engage in transforming the competitive sport system and indicated the Government of Newfoundland and Labrador, through the Department of Tourism, Recreation and Culture has a responsibility to play a major role in initiating and guiding the process. To establish a competitive sport system culture of high-performance and excellence that leads to consistent and sustainable success for NL athletes and teams nationally, and particularly the 2021 Canada Games, immediate action is necessary.

The Task Force commends the Minister of Tourism, Culture and Recreation for having the foresight and initiative to lead the transformational change by providing a medium for exploring

improvement in the NL competitive sport system. The Task Force Report identified numerous opportunities to take concrete action that would lead to establishing a culture of high performance, excellence and sustainability. From this perspective, the Task Force recommendations on how NL athletes could achieve their best performance ever at the 2021 Canada Summer Games should be viewed with optimism and hope.

It has been noted by the Task Force that some recommendations and barriers identified during the five months of deliberations are in the process of being acted upon. The Department of Tourism, Culture and Recreation has initiated preliminary discussions with the Canada Games Council on the process of hosting and are in the process of engaging municipalities to the bidding protocol. TCR has engaged PSO in the discussion of transformational change and are considering their feedback. There is a high level of anticipation for action by the PSO on the Task Force Report recommendations. These are key steps that are crucial to revitalizing the sport system and it is the hope of the Task Force that these efforts will continue on an ongoing basis.

Opportunities abound for the potential of creating a culture of high performance, excellence and sustainability. The opportunity to start Canada Games preparation early, build partnerships, create a Best Practices Framework, create a Sport Excellence Board, enhance athletic sport services, increase access to facilities, avail of professional coaches, improve sport governance capacity, and increase collaborations between Government and stakeholders will support the prospect and vision for a successful future. The opportunity for athletes and teams to reach their potential has never been closer.

As passionate supporters of attaining a high performance sustainable training culture, the Task Force members are thankful and appreciative of the opportunity to contribute to the process of shaping a new and improved sport system for the province. To attain a sport system of sustainable excellence will be challenging, but with concrete action, the opportunity exists to emerge stronger and better. We hope our contributions will create a better future for athletes that will be marked by pride, accomplishment and togetherness at the 2021 Canada Summer Games.

Respectfully submitted,

Bas Kavanagh, Ph.D.
Task Force Report Author

Dr. Patrick Parfrey

Mr. Rod Snow

Mr. Troy Croft

Ms. Kathy Noseworthy

Ms. Julia Kawamoto

Dr. Bas Kavanagh is a Professor of Sport Psychology at Memorial University of Newfoundland with a Ph.D. specializing in performance enhancement techniques. Dr. Kavanagh has worked as a performance enhancement consultant for numerous National and Provincial sport governing bodies, real estate companies, pharmaceutical companies, and the banking industry. He has also worked with National team athletes in the sports of athletics, shooting, and curling, with recreational and university athletes, and with professional and semi-professional coaches and hockey players. He had great success in working with the Brad Gushue rink who won an Olympic Gold Medal and a World Jr. Curling championship. He has coached women's Canada Games basketball teams twice and both Memorial men's and women's basketball teams.

Dr Parfrey is a John Lewis Paton Distinguished University Professor at Memorial University, a clinical nephrologist at Eastern Health and a clinical epidemiology researcher. He has coached Rock rugby teams to 5 National Championships and the Canada Games Rugby team to 3 bronze medals. He is Chair of the NL Sports Centre Board.

Rod Snow graduated from Memorial University with a degree in Physical Education and Athletics. His sport background is in rugby where he played 62 times for Canada between 1995 and 2007, including 4 World Cups. In addition to representing Canada, Rod had 11 seasons of professional Rugby in South Africa and Wales. He currently works as the Manager and High Performance Director for the NL Sports Centre and is Chef de Mission for Team NL at the 2015 Canada Games in Prince George. He was Assistant Chef for Team NL in 2011 and 2013.

Troy Croft is the Executive Director for SportNL, the Governing Federation for amateur sport in Newfoundland and Labrador and is responsible for providing support and services to the 55 member sport organizations currently recognized by SportNL. Troy is a former elite athlete competing at the national and international level in the sport of baseball winning a gold medal for Canada at the 1991 World Youth Baseball Championships. He has also coached numerous provincial teams and Canada Games teams.

Julia Kawamoto (formerly Howard) is an elite middle distance runner from St. John's, NL specializing in the 800 and 1500 metres on the track, holding provincial records in both events. As a junior athlete, she was Canadian Champion in the 800 metres and silver medalist in the 800 metres at the North American, Central American, and Caribbean (NACAC) under 23 Championships. She also represented Newfoundland at the 2001 Canada Games. As a varsity athlete attending Simon Fraser University in BC, Julia was awarded SFU Athlete of the Year for her achievements in the National Association of Intercollegiate Athletics (NAIA). As a Senior National Team member, Julia represented Canada at numerous international competitions including 3 World University Games (2005, 2007, and 2009) where she had a top finish of 5th place in the 1500 metres in 2009.

Kathy Noseworthy played varsity volleyball at Memorial and was on two teams that won AUS titles. She was a member of Canada's Junior National volleyball team from 1978-1980, a member of the National team in 1981 and is a former Provincial and St. John's Athlete of the Year. She has a Level IV volleyball coaching certificate, is a former Canada Games and Memorial University varsity volleyball coach, coached volleyball in high school for 28 years and has been inducted into both the NL Volleyball and NL Sports Halls of Fame. She has two daughters who have competed at National Championships and at Canada Games.

Task Force Committee Meeting Dates

- Dec 19, 2013
- Jan 27, 2014
- Feb 17, 2014
- March 10, 2014
- March 25, 2014
- April 8, 2014
- May 7, 2014

Canada Games Task Force Jurisdictional Scan - All Responses**How are Canada Games sports supported in your province – what are the funding opportunities specific to CG teams – eg. in NL we have a CG grant program**

- Alberta In Alberta we do Team Training and Selection Funding to Provincial Sport Associations in Years 2, 3 and 4 of the CG Cycle. Year 2 the funding is fairly minimal and Years 3 and 4 the amount goes up
- Ontario We receive \$240,000 per year for each cycle of games from the Ministry. In addition we have \$341,000 a year that go to PSO's for enhanced training or competitive opportunities. This is provided based on the number of participants in the tech package for each Canada Games and is awarded on a proposal submitted by the PSO.
- BC In addition to PSO base funding for high performance, all Games PSOs receive a portion of 500k per year for Canada Games prep (summer and winter PSOs). Targeted sports receive additional support through the integrated performance system.
- Sask We previously had a specific Canada Games Program Assistance Grant. We rolled the CG funding into Annual Funding for all Summer & Winter Sports and it amounted to about 1.4M per summer & winter games cycle.
- Quebec Our Canada games grant program is a part of a bigger program.
- PEI We fund our Canada Games teams from a Canada games funding program that is separate from our regular PSO sport funding model. The funding begins in year two and varies each year. We fund team preparation and team travel. We support coaches up to max of \$750. This is meant to be used toward getting certified for the games.
- NB Our annual funding model application contains a series of questions regarding Canada Games participation. PSOs involved in a Games cycle would answer these and receive so many points based on their responses. Those points equate to dollar allocations. The PSO has the autonomy of managing the funding allocation for the Games and spending it in the areas needed.

The Podium funding program is an opportunity for PSOs to identify their podium potential athletes (as evidenced by national-level competitive performances against their Canada Games counterparts) and receive additional funding for these athletes, to help them achieve a podium finish (funding typically does not exceed \$1000 per athlete/team, but is dependent on number of successful applicants). There is one application deadline each year, and the program is open to current

cycle sports (two deadlines for summer and two deadlines for winter per quadrennial).

How much funding would a Canada Games team be eligible to receive. Is funding available in all 4 years in advance of a CG year? Does funding vary each year?

Alberta There is no set limit, no min or max, it all is determined by the application they submit. Some sports choose not to apply for funding in all three years that means more \$ for the other sports.

Ontario As above

BC 500k split between summer and winter PSOs annually based on number of athletes in the tech package (works out to approx. \$830 per athlete).

Sask Previously when we had a separate grant it was available for at least 3 years. Now it is part of Annual Funding, so available each year.

Quebec We inject \$1,000,000 per game. We divide the amount in 3 years (250K-250K-500K) by the number of athlete at the games.

PEI Teams or individual athletes can also apply for excellence funding if they are a potential medal or top five finish. For team sports they can be granted \$5000 and an individual can get \$1500. On average an individual team is not likely to receive more than \$10,000 in core funding but could get another \$5000 in excellence funding.

NB Our annual funding model application contains a series of questions regarding Canada Games participation. PSOs involved in a Games cycle would answer these and receive so many points based on their responses. Those points equate to dollar allocations. The PSO has the autonomy of managing the funding allocation for the Games and spending it in the areas needed. Funding is allocated each year and it varies as we get closer to the Games. In total it never really amounts to more than a few thousand dollars in a given year. More focus of our funding is given through the sport science program.

What types of areas are eligible for funding? Training Camps, Competitions, Coaching Development, Sport Science

Alberta No response

Ontario Our funding goes towards, uniforms, meetings, travel and all administrative areas of organizing Team Ontario. The \$341,000 goes toward specific enhanced competitive and training opportunities such as selection camps, equipment (dartfish), training camps etc.

BC	Athlete development, coach development, IST services, (equipment and technology lower priority)
Sask	Funding was for talent Identification, coaching, training, competition, sport medicine and science.
Quebec	Training camp, competition selection, special team building, regroupment, clothes.
PEI	No response
NB	Again, we give full autonomy to the PSOs to manage how they distribute their funding. Podium funding can be used on any area that may help elevate the athlete/team from potential to podium, such as travel to competition, sport science enhancement, equipment, coach expenses, etc. CG funding delivered through the funding model to a PSO is not directed to be used on anything in particular, and it is left up to the PSO/coaching staff to decide.

Would historical competitive performances have any impact on funding and/or targeting sport decisions?

Alberta	Not at the present time
Ontario	The \$341,000 was a pilot project and when the results showed to be very successful the program has continued.
BC	Yes if a sport is identified as a “targeted sport” in the BC integrated performance system. All sports go through a formal debrief with an assigned athlete development advisor for each Games.
Sask	Yes we used a combined approach of performance based funding and formula based (based on team size) to determine the eligible amount per sport.
Quebec	No, just the quality of their 3 year plan.
PEI	No response
NB	Yes, that is one of the questions asked on the funding application

What would your greatest emphasis of support for CG team preparation be available for – coaching? Competition? Training? Sport science?

Alberta	Training, competition and sport science. Coaching Development is minimal
Ontario	At this point I would suggest it is competition and training although there is a desire to get more into the sport science component.
BC	Training, competition and IST services
Sask	The amount could be spent on any area and was up to the discretion of the sport. We would meet with them regularly (once or twice per year) to ensure each area was adequately supported. Ultimately it was up to the sport to decide.
Quebec	Competition & Training
PEI	We do not currently have a sport performance center. We are trying to support the sport science piece with a series of weekend seminars
NB	In terms of how we fund probably sport science first and foremost, then coaching and training/competition

Do you have paid professional coaches, hired to coach your Canada Games teams.

Alberta	Have a High Performance Coach Program but not all sports are involved in the program, some sports do choose to have the HP Coach as part of the CG program others will use this coach as a mentor etc. Varies by sport. Some sports do pay a min. honorarium to coaches others do not.
Ontario	Not by us although depending on the sport they may have a paid provincial coach on staff who does coach the Canada Games team.
BC	Yes if the individual is a “provincial coach” with a targeted sport and in some cases a “regional coach” coaches the team and is paid for through our regional coach program
Sask	We do have a Coach Employment Grant. Some sports use it to hire coaches that are involved with the Canada games. Others send volunteers. Not all Canada games Sports are supported through this grant.
Quebec	Yes
NB	Some of our professional coaches in our P-CEP program happen to also coach the Games team as part of their work plan but 90% of our coaches are not paid. Gov’t manages the Professional Coach Employment Program, where eligible PSOs can apply for funding to cover 75% of a full-time coach’s salary – there are currently 6 coaches employed through this program, on 4-year contracts.

Do you have any funding programs targeted to specific areas to help support Canada Games teams?

Alberta	Team Alberta over and above the Team Training And Selection Funding Program pay for 2 nutritionists and 2 mental trainers to work with our teams in Years 3 and 4 of the CG cycle.
Ontario	We don't have targeted sports at this time although Canadian Sport Institute Ontario does have targeted sports which they work with that are also Canada Games sports and Canada Games athletes
BC	It is up to the PSO in consultation with the athlete development advisor to decide how best to allocate the funding based on the sport plan
Sask	No
Quebec	Yes
PEI	No response
NB	The sport science program would help to address some of that. Again, biggest area of support needed is for travel to competitions and we don't have high levels of funding available to support that right across the board.

Do PSO's in Canada Games sports in your Province have to have a long term strategic plans to be eligible for support?

Alberta	The sports in Year 2 submit an overall plan for the remaining years
Ontario	Not at this time
BC	A sport plan yes
Sask	It is not a requirement for support. However we do provide support to sports to assist in High Performance Planning. We hire a HP planning expert and make his services available to the sports.
Quebec	Yes
PEI	We do not require a strategic plan and we fund the pathway in a sport annual Sport funding application.
NB	PSOs are asked several questions around having a strategic plan as part of our funding application. They are not disqualified if they don't have a current plan but points are deducted.

Does your province provide enhanced support to targeted sports? If so, what areas of investment are eligible in these targeted sports?

Alberta	No we do not
Ontario	As above
BC	Planning, IST services, research and development. Refer to CSI Pacific website for more information http://www.csipacific.ca/content/About/OurNetwork/CSCNetwork.asp
Sask	No response provided
Quebec	No
PEI	No response
NB	They can apply for Podium Performance funding. The enhanced Podium Performance support is delivered through the Canadian Sports Centre Atlantic and goes towards the targeted podium potential athletes/team. PSOs are required to report on what this funding is spent on, and we strongly suggest that it is used for training, enhanced sport science, travel to high level competition, or equipment.

What accountability processes are in place for Canada Games teams – is there a reporting structure, advisory committee, etc. that sports would report to in addition to their PSO?

Alberta	When a sport applies for funding the Chef, Assistant Chef and one other staff member review the applications and provide recommendations to the Alberta Sport Connections Games Committee and Board for review and approval. (Chef and Assistant Chef are government employees)
Ontario	No response
BC	PSOs benchmark performance before all Games and go through a formal debrief process with their assigned ADA who provide recommendations for next cycle. The Sport Branch and via Sport BC receives a copy of the report.
Sask	Previously had reporting requirements to the High Performance Coordinating Committee (Sask Sport, Coaches Association, Sask Games Council, Province). This is no longer a requirement but we are considering bringing something like this back.
Quebec	Sports must submit a report to Québec government sport consultant

- PEI Each sport is responsible for applying to government for funding and providing a year-end report. The teams are responsible to the PSO and we deal with the PSO.
- NB Right now we ask for a team plan, selection criteria, coach selection criteria two years out from the Games to be included in the PSOs funding application but this is currently under review

Do you have training facility access, high performance academies and other training supports available to Canada Games?

- Alberta Alberta has 7 Sport Development Centres and the National Sport Institute that we encourage the sports to utilize to assist with testing, and education
- Ontario There will be a new high performance training centre opening in the summer that is a Pan Am Games legacy and will be available to targeted sports working with Canadian Sport Institute Ontario, which includes Canada Games Sports
- BC Many sports are affiliated with Canadian Sport Institute Pacific and Pacific Sport Regional Sport Centres (8 in total spread out throughout the Province).
- Sask No
- Quebec Not yet
- PEI No
- NB Yes, we have the training centre for the Canadian Sport Centre Atlantic in Fredericton that acts as the nerve centre for our Games Sport Science program access. We also have several training groups that call this centre home and they tend to be the sports that are targeted, simply from being the more organized and coach-led groups.

Are factors like community support (fan/media interest) of sports included in decisions to target sports?

- Alberta No
- Ontario No response
- BC No response
- Sask No
- Quebec No response
- PEI No

NB No response

Does sport and specifically Canada Games sport receive support from Lottery funds in your province?

Alberta Through the Alberta Government, the Alberta Sport Connection receives lottery dollars as our operational budget.

Ontario No. We have a lottery program for funding athletes some of which are Canada Games athletes

BC PSOs are eligible to apply for Gaming. We do not have a separate lottery program for Canada Games.

Sask All funding is through the lottery system.

Quebec No

PEI We receive no lottery money for sport.

NB No lottery money

What funding support is available for competition opportunities?

Alberta Funding is available through our Team Training and Selection Funding Program

Ontario Some is available through lottery funding

BC Base funding and \$500k annual split between all sports.

Sask No response

Quebec Included in the \$1,000,000

PEI No response

NB We have no direct program. A PSO would need to manage their funding allocation to accommodate this.

What funding programs do you have available to support athlete progressions/pathways from provincial success to national teams – eg in NL we have Premier’s Athletic Awards(max \$1500) and Elite Athlete Assistance (max 5K)

Alberta	Alberta Sport Connection has a program called Own the Podium that National Carded Athletes can receive a max amount of \$6,000 per Year.
Ontario	Quest for Gold Lottery Program and Team Ontario Development Grant Program as mentioned above.
BC	Base performance funding, AAP, Athlete Travel Assistance, Canada Games preparation, Sport Schools, Integrated Performance System – targeted and non-targeted sport strategy / coach employment / IST services and support
Sask	We have Future Best and Sask Program for Athletic Excellence(SPAE). Future Best is \$200 K total (\$1500 to \$5000 range per athlete). SPAE is for carded athletes. They receive additional 1/3 of carding, so if they receive \$1500 per month from Sport Canada we top it up by \$500 per month with SPAE. Only carded athletes are eligible.
Quebec	Equipe Québec, \$4,000 or \$6,000 grant and tax credit of \$2,000 or \$4,000, \$20,000 to the coaches
PEI	No response
NB	We have the NBAAP (NB Athlete Assistance Program) which is maxed out at \$5,000.

APPENDIX C: ONLINE SURVEY QUESTIONS AND RESPONSES

FROM INDIVIDUAL AND TEAM SPORTS

When your sport thinks about Canada Games, how important is it?

Individual Sports Responses

- A pillar of the PSO and planning over the 4 year cycle.
- Athletes strive to make the Canada Games team.
- Part of the PSO plan and LTAD for the sport.
- PSO needs the Canada Games to give their recreation athletes another level to strive for.
- LTAD plan, great for coaching and official development for the sport.
- Pinnacle, 4 year cycle, a big yes.
- Developmental and needed to get to the next level, beyond the Canada Games, i.e., National team, Olympics, etc.

Team Sports Responses

- Quite important
- Very important
- Top level that you can play in our province, ie hockey.
- Building cycles for PSO's, built into planning cycle.
- CG provides the next level of competition for elite athletes in our province.
- NSO-LTAD in their sport.

Do you feel that NL athletes and teams currently have what they need to be regularly competing for the podium at Canada Games and/or at Nationals?

Individual Sports Responses

- Need more facilities and more trained and certified coaches.
- Need more access to facilities.
- More money to travel to get to more competitions.
- More sophisticated opportunities like physiotherapy, physical therapy, sport psychology, etc.
- School sports.
- Competitive levels continue to get higher across Canada and we need to keep up with training opportunities.

Team Sports Responses

- No, but it is a complex issue.
- Sports science centre is great but only for athletes on the Avalon.
- Need core coaching, technical coach for PSO to chart athletes.
- Need another Sports Centre
- Core coaching
- We need to stop talking in cycles – focus on developing athletes. CG athletes are only those born in the right year.
- Too much focus on age.
- Some top athletes are on the mainland – hard to develop team chemistry.
- Need more money – synchro.
- Need centralized training facility, better for practicing, ie take athletes away from town.

What resources do you believe are necessary to enhance our ability to have athletes regularly competing for the podium at Canada Games and/or Nationals?

Individual Sports Responses

- Access to facilities, only 3 in the province (Alpine).
- Training centre is great but only available to athletes in the St. John's area. Need a similar facility elsewhere.
- Invest in a program to support training and development of our athletes, even though not living in St. John's.
- Should have access to the training centre for the four year cycle, not just the one or two years leading up to the Games.
- Network and partner with other sports, Para with cross country skiing.
- Better coaches and officials are necessary to make the sport(s) better.
- Need to profile and highlight the elite coaches and invest in the good ones.
- Increase financial support to teams who operate on a four year cycle, shouldn't be the same as those that get organized one or two years out from the games.
- Need full-time coaches and partner with MUN.
- Losing junior and senior athletes to other Universities, scholarship program.
- Maintain continuity from games to games, don't wait.
- Access to training centre and Atlantic Sport Science Centre.
- Change in attitude.
- More high performance support in terms of access to various forms of therapy, for example.
- Require sports to come to Government with a plan.
- Need to pool resources as small sports have less access/support.
- Accessibility for Para to be able to use facilities.
- Prime time crunch, high demand for the best hours.
- Need to have enough facilities and to be able to support sports that are snow/weather dependent and may need to travel more often.

Team Sports Responses

- Money
- More competition, ie more frequent and more money for travel.
- Innovative ways for teams to come here for competition. We always have to travel and hard to get teams to come here, hence we have to travel more.
- Need better officials and judges.
- Number of competitions needs to increase. Mainland athletes have way more accessible competitive situations.
- Increase the number of coaches, identify young athletes to coach, ie figure skating, gymnastics.

What aspects of the current Canada Games programs stand out to you as successful?

Individual Sports Responses

- The provincial training centre, Jerome and Rod's programs. Need to expand their programs and services.
- Some sports have seen dramatic improvements in terms of attitudes as a result of the centre and its services.
- Coaching opportunities are improving and increasing.

Team Sports Responses

- NL Sports Centre – having Jerome available.
- The increase in funding has been helpful.
- Focus on athlete development and not just the Canada Games cycle.

How important is coaching to overall performance at Canada Games?

Individual Sports Responses

- Huge – Essential – need a high professional level.
- Need more paid coaches and full-time coaches.
- We have four paid full-time coaches (figure skating)
- Need structure to support coaches, ie Coaching NL and Canadian Sports Centre Atlantic
- More PD opportunities.
- Certification isn't everything; more level one or two coaches may be more beneficial.
- Need to focus on a mentoring program.
- Coaching NL should support more than just certification courses.
- Bring in high level coaches to assist in training our coaches. Use them to assist other sports while here.
- Recruit coaches, ie figure skating.

- Increase grants to support Executive Directors, incremental scale to support salary increases.

Team Sports Responses

- Very
- Crucial
- Limited number of coaches.
- Need more learning facilitators in province to train and support coaches.
- Develop coaching overall, not just Canada Games.
- High performance needs, provincial and Atlantic sport facilities and centres.
- Canada Games cross sports training, ie several sports pooling resources will benefit more teams.
- Driven by Canada Games cycle.
- #1.

Do you have any suggestions on new or innovative ideas that would improve the performance of NL teams or athletes at Canada Games and at national championships?

Individual Sports Responses

- Expose athletes to various sports at a young age so as to find the best fit. Don't just pick a sport and think that this sport is best for your athlete and vice versa.
- Promote the LTAD model.
- Access to and increase sport scholarships, ie, Elite Athlete Assistance, Premier's awards, etc.
- Early talent identification pool. Figure skating are targeting athletes 7-8 years out, ie Joey Russell and Kaetlyn Osmond were targeted very early
- Regularly engage stakeholders, once or twice each year, similar format to this consultation process.
- Need to engage and continue to support athletes beyond Canada Games

Team Sports Responses

- Ensure elite coach in each region of the province not just Avalon. Baseball does this.
- Pooling of resources for coaches, more PD opportunities.
- Curriculum based school system – PWC close to Aquarena so easy access during facility down time.
- A new school sports system – one that is more competitive/elite and less emphasis on participation.
- Need coaching pools.
- Stipend for coaches would help.
- Need to engage parents more, CG kids/athletes are younger and parents are important in their development.
- Need to profile medal winners, celebrate their success.

- Barrier: Marketing and publicity.

What types of criteria should be used to determine what sports will be targeted sports for enhanced investment?

Individual Sports Responses

- Those sports with a year round (12 month) plan.
- Performances at Atlantics, Eastern Canadians, Nationals, International events, etc.
- Benchmarks – national results trending toward big results, ie, swimming, figure skating, athletics, etc.
- Good PSO governance is required with a sound developmental plan.
- Some form of our own provincial “carded system”, expand on the Elite Athlete Assistance, for example.

Team Sport Responses

- Leadership in and by government.
- Legacy beyond 2021.
- Develop athletes, then the sports.
- Does the sport have a plan and do they follow the LTAD model.
- Set goal and parameters for each sport.
- Support the good programs with increased coordination.
- 4 or 8 year plan – leadership – province wide program.
- Coaching development and regular national competitions.

How can sports better identify elite athletes for Canada Games teams?

Individual Sports Responses

- At provincial championships.
- NL Games.
- Atlantic, Eastern Canadians and National championships the year or two prior.

Team Sport Responses

- A more competitive NL Games program, too much focus on participation.
- Fair play has created obstacles.
- A more elite school sport program.

How can we best identify Canada Games athletes from across Newfoundland and Labrador?

Individual Sports Responses

- Provincials and NL Games (Alpine really benefitted from the Clarenville Games)
- Need to improve NL Games competitions.
- School sport championships.
- Promote more opportunities outside the Avalon.

Team Sports Responses

- NL Games, ie regional development, especially coaches.
- Find elite athletes and train into CG athletes.
- Create a sport system – legacy.
- Clearly defined system.
- More collaboration between City of St. John's, MUN, Government, PSO.
- Really not going to work unless we have more money. 2021.....how about \$21 million investment?

How long in advance of a Canada Games should talent be identified?

Individual Sport Responses

- Two cycles ahead, ie Figure Skating (7-8 years). Results showing.
- Athletics use the Legion Meet with 13-14 year olds, so 2 cycles.
- Sport Study program would help

Team Sports Responses

- 4-5 years at least.
- 2 cycles.
- Not too young or we'll be down to kindergarten kids.

How does access to facilities impact your planning and programming for elite level performers? Please provide examples.

Individual Sports Responses

- We can recruit coaches but need to ensure we have the facilities to train.
- Weather/snow and lack thereof impacts sports like alpine and cross country skiing. Alpine needs to travel more to places like Sugarloaf.
- Better communication informing athletes of programs relating to Canadian Sports Centre Atlantic programs and services.

Team Sports Responses

- Access is a big issue. Capacity issues at NL Sports Centre.
- Unless you book NL Sports Centre months out, it is difficult to access

- Coaches are volunteers and spending too much time competing for same hours.
- Partner with club time, ie Synchro.
- MUN has been a challenge in terms of access to facilities.
- Build up MUN facilities and make accessible for PSO's.
- Grenfell was a big help recently for Synchro.

Does access to sport science professionals (sport psychologists, strength training coaches, nutritionists) affect your sport?

Individual Sports Responses

- Absolutely and the earlier the better, ie, Sports Psych for example.
- Need to reach all athletes, ie outside of Avalon.
- Coaches understand through their coach education programs and are looking for more and more for their athletes.
- Athletes feel better prepared (psychologically) and feel getting similar services to other provinces.

Team Sports Responses

- Mental training is critical to our athletes
- Jerome and Rod have been great.
- Need to start earlier in the cycle, ie nutrition, strength training.
- Need to measure improvement(s) – more frequent testing and reference points from Games to Games.
- Include parents in sessions such as nutrition and psychology, provide parent targeted presentations.

Would the availability of paid coaches enhance your ability to win medals?

Individual Sports Responses

- Definitely, a full-time paid coach could help coordinate grassroots coaching through to elite
- Yes, could have a two-tiered system.
- Stronger commitment of coaches and more time to plan.
- Better ability to target athletes.
- Better position to seek out resources and supports.

Team Sports Responses

- Yes!
- Need more committed coaches.
- Stipend for CG coaches, honorariums would help

What are the challenges around planning quality competition in your sport?

Individual Sports Responses

- Geography
- Access to and number of appropriate facilities.
- Number athletes (programs) – ie Synchro
- Quality officials and judges here in NL – limits hosting ability
- Environment - Alpine competed in 4 meets while New Brunswick had about 12-15 meets at the same point in the season
- Cost
- Travel

Team Sports Responses

- Geographic location of athletes
- Cost to travel
- In province competition, soccer has it but others don't
- Officials/judges – synchro

What are the benefits of successful performances at Canada Games?

Individual Sports Responses

- Profile for the province, especially the athletes.
- Opportunities to get to the next level, ie Kaetlyn Osmond won bronze in Whitehorse in 2007 and now silver at the Olympics
- Helps develop future leaders/coaches
- Ability to track coaches
- Will open doors
- Increased participation in sport at grassroots level

Team Sports Results

- Every medal helps to build the sport
- Positive media
- Soccer success at 2013 Games led to quarterfinal game on TSN. Great exposure
- Further opportunity for athletes to get noticed by national teams and college scholarships

What should the competitive goals be for our Canada Games teams?

Individual Sports Responses

- Attitudinal shift/change
- More realistic
- Need to engage media for more positive stories
- Potential to reach higher, ie International, Olympics, etc.
- Medals matter
- Monetary reward for medals won

Team Sports Responses

- Top 5
- Beat the Maritime teams
- Have the athletes prepared to play
- More support for coaches and PSO's