

Canadian Council of Provincial & Territorial Sport Federations Inc.

5516 Spring Garden Road, 4th Floor, Halifax, Nova Scotia, B3J 1G6

September 3, 2009

Attention: Mr. Victor Lachance
vgl@rogers.com

Re: 2010 and Beyond Panel submission

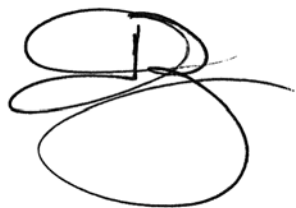
Dear Mr. Lachance:

Thank you for the invitation to make a submission to the 2010 and Beyond Panel. This submission is on behalf of the Canadian Council of Provincial and Territorial Sport Federations (CCP/TSF). The formation of the Panel is an exciting opportunity for the development of high performance sport in Canada, and we are pleased to have the opportunity to take part.

Due to the nature of the CCPTSF our submission encompasses a broad view of the high performance sport system in Canada and does not focus on direct answers to each individual question. However, much of the submission directly relates to the questions that the Panel has posed.

If you have any questions regarding our submission, or seek any clarification, I would welcome the opportunity to speak with you at your convenience. I would also ask that you strongly consider the CCP/TSF for inclusion in one of the three in-person roundtable discussions the Panel has planned for later this fall.

Sincerely,

A handwritten signature in black ink, appearing to be 'J. Ferguson', with a large, stylized flourish at the bottom.

Jamie Ferguson
Chair, CCPTSF

Canadian Council of Provincial and Territorial Sport Federations (CCP/TSF)

The CCP/TSF is comprised of the provincial or territorial sport federation or recognized sport body from the provincial or territorial jurisdiction. Members act as the representative of their provincial or territorial sport organizations. The purpose of the CCP/TSF is to represent the interests of its members at the national level. The CCP/TSF is comprised of the following organizations: *Sport Newfoundland and Labrador; Sport Prince Edward Island; Sport Nova Scotia; Sport New Brunswick; Sport Alliance of Ontario; Sports Quebec; Sport Manitoba; Sask Sport Inc.; Alberta Sport, Recreation, Parks and Wildlife Foundation, Sport British Columbia; Sport Yukon; Sport Nunavut; Sport North Federation.*

Overview

The 2010 and Beyond Panel has been tasked with charting a course for high performance sport in Canada. Although the determination of when recreational sport ends and high performance sport begins is difficult to ascertain, it is undeniable that any high performance system is part of the sport development continuum. In order to have a successful high performance system the entire sport system needs to be functional and healthy.

Much of the delivery of sport programs and initiatives across Canada is led by provincial and territorial sport organizations and implemented by these same organizations and their respective member clubs and organizations at the community level. For this reason, any consideration of national high performance strategies must recognize the role that provincial and territorial sport organizations play, and take into account the opportunities and challenges that exist at their level.

The CCP/TSF would ask that the Panel take time to examine all issues through a provincial/territorial lens to ensure the best possible results for high performance sport in Canada.

2010 and Beyond Panel submission questions

The following four questions posed by the Panel all require examination from the aspect of provincial and territorial sport organizations:

1. *What strategies need to be implemented to improve the international performance of Canadian athletes, including ensuring the development of a stream of talented and well-trained Paralympic athletes at the international level?*

All athlete development streams begin at the level of provincial and territorial sport organizations and their community club members. In order to ensure a stream of athletes who are successful internationally, proper delivery of resources and system

supports need to be in place before athletes enter the high performance programs of their respective national sport organizations. We would ask the Panel to consider how to best ensure effective and consistent resources can be delivered to emerging high performance athletes at the provincial and territorial level. An effective system would require input and delivery responsibilities for provincial and territorial sport organizations and their members, their related Canadian Sport Centres, and national sport organizations.

2. *Would changes to the design, structure, accountability, governance and/or leadership of high performance sport in Canada help to deliver on these strategies and build on the positive momentum in high performance sport that has been created over the past several years?*
3. *If so, what approaches to governance and leadership should be considered in order to improve the high performance system? In responding to this question, please consider what sort of relationship should exist between the major funding partners of high performance sport in Canada.*

Due to the correlation between these questions we are responding to them together. Once again, we are presenting areas of consideration from a provincial and territorial perspective, and although related, they likely differ or exist outside matters of national organizations.

It is important to recognize that like our government, the majority of sport organizations at all levels are federated organizations. This is true of our national organizations and their provincial and territorial associations as well as for the sport federations who comprise the CCP/TSF and their provincial and territorial sport organization members.

The nature of high performance programming requires that program delivery span both the national and the provincial and territorial sport organization jurisdictions. When this programming is viewed through a provincial and territorial lens the issue is often a lack of understanding of the different challenges that exist at this level in trying to operationalize these programs. It is logical to assume that most high performance strategies will be, and indeed, need to be, developed at the level of national and international organizations. However, success depends on being able to understand how programs will be delivered at each level of the high performance stream, which requires consideration and knowledge of the provincial and territorial sport associations and their areas of operations.

Currently, many national initiatives such as the Long Term Athlete Development Model, have seen pockets of success at the provincial and territorial level across the country, and have not been successful elsewhere. This is often in direct relation with the ability of the provincial or territorial association to address the model and initiate the necessary changes to deliver the program. Many of these organizations have only part-time staff, and many more have no staff at all. Additionally, the vast majority of coaching positions at the provincial and territorial and community levels are filled by volunteers. In these instances, the ability to understand and deliver new programming on top of current workloads is severely restricted. This is not to indicate that resources must immediately be made available to every provincial and territorial sport association if a national high performance strategy is to be successful, but it is vital that there is an

understanding of the provincial and territorial sport system if any national high performance strategy is to be realistic.

Once a true recognition of the provincial and territorial sport system is considered, there can then be clarity around both the relationships between the different organizations that are involved in delivering the programs and the expectations and resources that are developed. Along with the understanding and clarity of roles and expectations can come a greater level of accountability that is required in order to have a successful high performance system. The CCP/TSF is uniquely structured in order to bring the provincial and territorial perspective to light, which is one of the reasons we are making this submission and also why we have requested an opportunity to participate in a roundtable discussion.

4. *How can service delivery of high performance programming to athletes be improved? Service delivery programming includes components such as:*
 - a. *Coaching and technical leadership;*
 - b. *The athlete's training environment; and*
 - c. *Direct support to athletes.*

The elements contained in this question again lend themselves to the consistent theme of involvement at the provincial and territorial level. All three components itemized in this question require significant contributions from provincial and territorial sport associations. The development of excellence in coaching and technical leadership cannot be accomplished without a vibrant delivery system at the community and provincial and territorial levels. Similarly, an athlete's training environment and support is vital to success, and includes the environment and supports that exist for our emerging high performance athletes if we are to be successful in our goal.

Conclusion

The goal of this submission is to ensure there is not only an appreciation of the role of provincial and territorial sport associations in high performance delivery, but a true understanding of sport delivery at the provincial and territorial level. This understanding is vital if Canada is to be successful in realizing the bold vision it is building for the future.

Currently, bi-lateral programs exist that have demonstrated the ability to successfully allow for program delivery that spans national and provincial and territorial jurisdictions, and we are confident there are many more positive strategies that will be borne from the Panel's work.

The creation of the 2010 and Beyond Panel is an exciting opportunity for sport across the country. The Canadian Council of Provincial and Territorial Sport Federations would like to thank the Panel for their consideration of this submission and are hopeful that we will have an opportunity to contribute further as we work to build a truly seamless delivery system for high performance sport in our country.