A COMPARISON OF CURRENT AND PREFERRED GOVERNMENT FUNDING FOR THE DEVELOPMENT OF ELITE ATHLETES IN CANADA

TOBIAS LEO COLOMBE

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by

Tobias Leo Colombe

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ABSTRACT

In recent years, there has been considerable debate as to where Government funding should be prioritized in terms of an effective athlete development system. A major recurrent theme among many in the sporting community is the lack of funding at the lower end of the athlete development spectrum, particularly for club/grassroots programs. At the same time there is also a countrywide demand for additional funding to support elite athletes.

The present study looks at how Government funding for sport in Canada should be allocated throughout the athlete development process. However, a major focus was placed on preferred funding for elite athletes. A survey was constructed to collect data on (a) respondents personal sport funding experience, and (b) their beliefs about which stages of the athlete development model funding should be prioritized to ensure the greatest benefit to athletes. The survey was distributed and responses were collected via the Internet. Participants included elite athletes and coaches as well as National Sport Organizations.

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CHAPTER 1

INTRODUCTION

The Canadian Government spends millions of dollars on sport each year. However, over the years the distribution of this money in athlete development had become a very complex process. This can be attributed to many new and innovative developments that are a large part of the athlete development process. Today, athletes have become faster, stronger and more agile than ever before. With new developments in various disciplines such as sports science, sports medicine, coaching, equipment etc, developing athletes can be a very intricate and expensive process. This means that for a large number of athletes funding beyond their own resources is needed for success. Without sufficient funding it becomes increasingly difficult for athletes to meet the constantly improving standards to survive as a top competitive athletes. Within Canada, there are a number of issues that revolve around the funding of athletes, and this applies to practically every stage of the athlete development process. These problems have existed for years and are well known to those in the Canadian sporting community.

1. 1 Statement Problem

Due to their complexity and recurrence, many funding problems were highlighted at the National Summit on Sport (2001). At the summit, many issues relating to sport and athlete development in Canada were discussed. A major recurrent theme was the lack of funding at the lower end of the athlete development scale, particularly for clubs/grassroots programs. At the same time there is also a countrywide demand for additional funding to support amateur athletes (Scamwell, 2001). This demand for funding came even after the 2000 announcement of a 60 percent increase in funding for

Canada's amateur athletes by Denis Coderre (former Secretary of State for Amateur Sport) (Sport Canada, 2000). Although this may be seen as a step in the right direction, various members of the sporting community have since expressed the need for additional funding at various levels of athlete development.

This need for funding to support amateur athletes was brought to light after Canada's "poor" performance at the 2000 Olympic Games. In Sydney, Canadian athletes only managed to win 14 medals in comparison to the 22 medals they had won at the 96 Olympic Games in Atlanta. Of the 14 medals won, five came from new sports that were not part of the 96 Games. If considered separately Canada only managed to win 9 medals in Olympic sports in which they previously participated. Although eastern block countries were absent from the 96 games, 14 medals in Sydney was considerably less than what was expected. After the Sydney Games many in the sporting community identified government under-funding as the primary reason for this significant drop (CBC, 2000). It should be emphasized that much concern was expressed even after the 60% increase in funding was announced, which was prior to the Sydney Games. Schnider (2000) stated that although this funding was welcome it was still not sufficient, and by no means did it compare to the level of funding athletes receive in other countries like Britain, Australia and the United States.

According to the Sport Matters Group (2002) federal funds available to Sport Canada in 2002 was equal to approximately $75 million or 300 million over a four-year period. By way of comparison, the Australian Government invested almost 50% more, over the same period. Given that the population is 40% less than Canada's, it makes for a significant difference. Likewise, Germany invests approximately $300 million CDN per

year on high performance sport alone, while the UK puts over $750 million per year into sport, which is ten times more that what out Government invests.

Due to much protest on the part of the Canadian sporting community concerning the lack of funding for high performance athletes, the Federal Government announced in February of 2003, that they would contribute an additional $15 million to help support high performance athletes. This came shortly after the Federal Budget's provision of $10 million for high performance athletes. This brought the total to $25 million, to be invested in high performance sport over a five-year period (Athletes CAN, 2003). Although this amount was considerably less than what many other countries were receiving, some individuals including athletes, coaches and sport governing bodies viewed it as a step in the right direction.

On another note, there were some individuals who felt that too great an emphasis was placed on funding elite athletes/teams. These points were highlighted in the New Brunswick response to the Draft Canadian Sport Policy and Action Plan (2002), which states as follows;

A concern related to finding the right balance within the system. It is felt that at the national level, too great an emphasis had been placed on developing elite teams and athletes. This has come at the expense of the athlete development system. (P.3).

The greatest weakness in the system has been an over-emphasis on the international performance of national team/athletes, which has lead to a reduced emphasis on the rest of the athlete development model. (P.5).

In general, it was felt that in an effort to stay internationally competitive, national organizations have concentrated resources and efforts on their national senior teams leaving the base of the pyramid increasingly narrow and making the gap between the top and the other competitive levels increasingly large.

Balyi (2000) also stated that better support programs tend to be directed to high performance athletes. He goes on to say that unfortunately, this means that there is little or no support for the developmental athlete. Slater (2002) had a similar perspective stating, *"Medal counts have the biggest impact on funding and, accordingly that's where a number of sport organization have had to focus most of their resources."* He went on to add that this funding philosophy could eventually be detrimental to the developmental athlete.

As a result of the increasing concerns, the 2003 federal budget included $45 million in funding to assist with sport participation as the grassroots level over a five-year period. Of the $45 million, five million was allocated in 2003, with 10 million being allocated in each of the four years following. Once again, although a welcome addition to the current funding system, many expressed the need for additional funding at all levels (Edmonton Sports Council, 2003).

With these increases in funding for sport at the time, the Canadian Government appeared to take a proactive approach. Although it was an important step, it was evident that there was still much to accomplish in terms of creating an effective athlete funding system. As of April 2003 government funding for sport in Canada included Sport Canada's base budget of $75 million, plus $45 million new money for grassroots/community development (over 5 years) and $25 million for high performance athletes (over 5 years). The end result was approximately $90 million a year for sport in Canada. According to Tom Jones, executive director of Athletes CAN, $90 million was well short of their minimum goal of $150 million. He went on to state that *"Canadian athletes still have a long way to go to catch up to other countries like Great Britain and*

Australia, so we've got to keep up the pressure with our advocacy efforts." (Athletes CAN, 2003). The Sport Matters lobby group (2002), also has a similar perspective stating in their recommendations that the Sport Canada budget should be increased to $150 million, approximately 1% of the old health budget.

According to Martens (2002) Australia's sport budget of $548 million dollars over four years was directed at supporting athletes from grassroots up to those competing at the international level. With this in mind, it is no surprise why Australia has had much international success. As mentioned previously, our budget of $90 million for the 2003/2004 fiscal year failed in comparison to what other countries were receiving for their athlete development programs at that time. In terms of international success, if Canada is to stay on the same playing field as other nations, the Federal Government must address the funding needs of all athletes.

In December of 2003, Canada's amateur and Olympic sport community was optimistic with the appointment of Stan Keys as Minister of State for Sport and Hélène Scherrer as new Heritage Minister (Athletes Canada, 2003). It was hoped that the 2004/2005 fiscal year would bring about positive change in terms of funding for athletes. On March 24, 2004, Minister of State (Sport) Stan Keys confirmed that the federal budget would include a significant injection of $30 million into the Canadian sport system. This increased the overall budget to $100 million annually (Sport Canada, 2004). However, there was much debate as to how much "new money" was actually injected into the Canadian sport system. The reason being was that $20 million of the $30 million was due to sunset on March 31, 2004 as part of a previous five year commitment. In the 2004/2005 federal budget there was confirmation that the $20 million would stay on as

part of the ongoing budget for that fiscal year. The sport community reacted negatively, as in their eyes only $10 million of the $30 million was actually "new money" (T. Jones, personal communication, April 13, 2004). With the advent of the 2010 Olympic Games in Vancouver and the 2004 Olympic Games in Athens just around the corner this funding increase was far less than what many in the sporting community had expected.

On May 14, 2004, the Honourable Stan Keys (Minister of State, Sport) and the Honourable Hélène Chalifour Scherrer (Minister of Canadian Heritage) announced an investment of $20 million for one year to help support Canada's high performance athletes. This combined with the $10 million announced in the most recent federal budget brought the total investment by government to $120 million for the 2004/2005 fiscal year (Sport Canada, 2004). However, this $30 million only brings a one-year commitment. As a result, there is much uncertainty as to what the next federal budget will entail. From an overall perspective the $120 million still falls short of the $150 million, which was recommended by both the Sport Matters Group and Athletes CAN.

At this point, the primary objective should be trying to find symmetry in our athlete development system. In other words, what can be done to enhance our overall athlete development system from entry to exit? In many respects, improving the system largely depends on increasing the amount of funding available for athlete at various developmental levels. Although there are many components involved with the athlete development process, funding is pivotal to their application and therefore success (A Northern Perspective on Sport-Report on the Territorial Regional Conference, Yellowknife, NWT, 2000)

Before any type of discussion can ensue, it is imperative that the athlete development process in Canada is understood. Therefore the first goal of this review is to present a clear picture of the various stages athletes experience as they progress through the athlete development process. This will include a discussion of all those responsible for athlete development at each individual stage. i.e., NSOs, coaches, clubs, schools. etc.

Once an understanding of the athlete development process has been established an overview on the structure of Government funding in Canadian Sport will ensue. The primary objective here is to look at how athletes are funded across the development continuum. Major government programs that play a part in the funding process will be included here. The discussion will revolve around the development process. Various problems pertaining to funding procedures will follow this discussion. At that point, some examples of funding models will be given. This will be used to further illustrate what various organizations across the country /world to help fund their athletes.

1.2 Purpose Statement

Although many studies have been conducted on athlete development, they have tended to focus on issues other than funding. Very few studies have attempted to gain perspectives from various individuals in the sporting community on how Government funding should be prioritized in the athlete development system. In addition, there is no clear athlete development model that is generic to all sports in Canada. Hence, one of the main objectives was to develop a generic model that best represented the athlete development process in this country. With the aid of the model along with a review of current literature, it was identified that there is considerable debate as to what stage(s) of the athlete development model funding should be allocated. While some individuals think

funding should be prioritized at the base of the model (grassroots, schools, clubs etc), others feel that funding should go toward the apex of the model (elite athletes). Given this information, it was critical to identify what stage(s) of the athlete development model should be prioritized in terms of funding. In other words, how should funding be allocated along the athlete development continuum to ensure that athletes are developed to their fullest potential? Should it be focused at the grassroots level i.e., club system or elite athletes i.e., national team athletes, or should it be evenly distributed.

Another concern is how much funding should be allocated at each stage of the athlete development model to ensure for an effective system. The literature review confirms that the Canadian Governments overall contribution to sport is far too little to allow for effective athlete development. Canada's $120 million per year is miniscule when considering that other countries such as Australia, Great Britain, and the USA allocate substantially more. Therefore, the objective is to find out how much funding the Canadian Government should contribute to our athlete development system, as well as each stage of the generic athlete development model.

1.3 Assumptions

For the purpose of this research, it is assumed that participants have prior knowledge/experience pertaining to current funding procedures in Canadian Sport. It is assumed that participants will have met the criteria as set out in the research objectives. It is understood that participants will be honest and report accurate information. Furthermore, it is assumed that the results will be representative of the population.

1.4 Limitations/Delimitations

One of the major limitations is the non-scientific design of this study. This prevents the use of statistical methods to clarify cause and effect relationships. As a result, general patterns and themes used as the basis for discussion. However, given the research design it will be difficult to determine the cause of various trends. Due to the nature of the research it is possible that some participants may influence the opinions of others. Although not always the case, in some instances athlete's conformity to the norm may influence their answers. Some athletes may also have a problem with recalling specific information. This mostly applied to those athletes who have many years of experience and are at the top of the athlete development model. Another limitation relates to how well informed National Sport Organizations (NSOs) and athletes are with regard to current Canadian government funding practices. Consequently, there is potential for some individuals to give answers without really understanding the funding process. In terms of delimitations, the proposed research might possibly exclude individuals who do not have internet access. Although it is assumed that the majority of participants have access to the internet, some participants might conceivably be excluded.

1.5 Significance of Study

In order to find the right balance within the system those involved need to voice their opinions. Individuals need to address the problem and state the need for potential change. Without a strong voice for change, policy makers are hard pressed to change the current state of affairs, especially when it relates to funding. This research will therefore present the views of those athletes who are most affected by current funding procedures. As a result, this may challenge policy makers and other individuals within the sporting

community to focus their attention on improving the current system. This would be a critical step in creating a more effective athlete development system in Canada.

CHAPTER 2

REVIEW OF LITERATURE

2.1 The Athlete Development Process

The athlete process of development for those individuals trying to attain elite status can be extremely long. As athletes will sometimes reiterate, there is no magic potion for success nor does it happen over night. On the contrary, to achieve athletic success an individual normally spends many years of his/her life developing and progressing as an athlete. Balyi (2001) making reference to the works of Bloom, 1985; Ericsson, Krampe and Tesch-Romer, 1993; and Ericsson and Charness, 1994, states that scientific research has concluded that it takes eight to 12 years of training for a talented athlete to reach elite levels. On a similar note Balyi (2001) quotes the work of Salmela 1998 by saying this is called the 10-year or 10,000 hour rule, which translates as slightly more than three hours of practice daily for 10 years. Although some become successful, there is no guarantee that everyone who commits to the training and follows the rules of development will succeed in any given sport. However, individuals who go through all stages of development tend to develop their talent and ability to the fullest. Like most other countries, the athlete development process in Canada is characterized by a number of important stages as illustrated by the proposed generic athlete development model (See Figure 2.1).

At some point in an athlete's career those who engage in competitive sport normally pass through one or more of these stages. In general, the majority of athletes who become involved with competitive sport start their athletic careers at the base of the

athlete development model. As athletes progress they generally move on to the next stage/level.

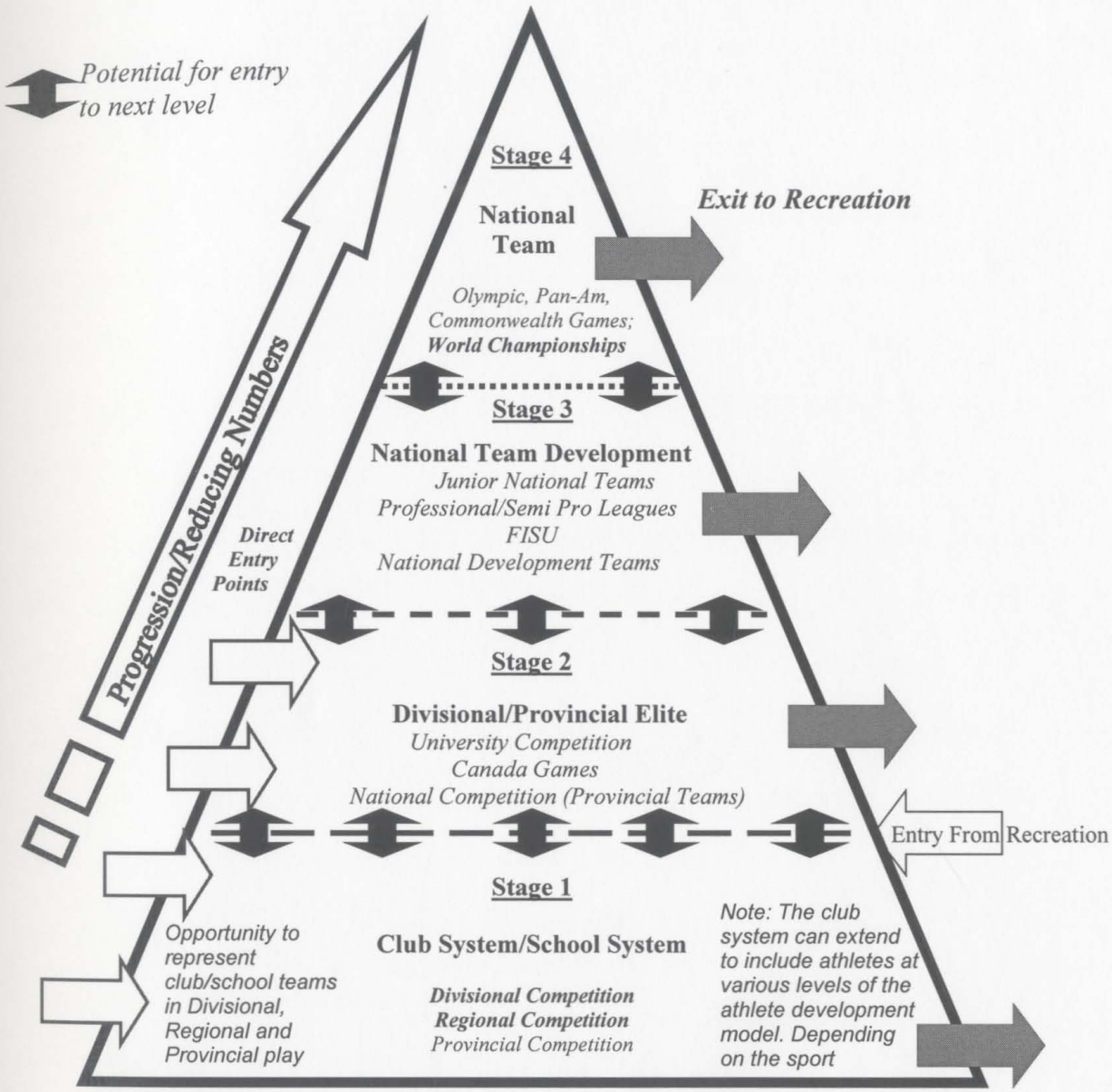

Figure 2.1. Generic Athlete Development Model-Final Draft

The subsequent section will examine the athlete development process in Canada with reference to the proposed athlete development model. This model, which is generic

in nature, makes no attempt to exactly represent development in each sport. As can be seen, the model better represents some sports than others. The main objective of this study is to present in a generic sense how athletes are developed in Canada.

Before discussing the stages of athlete development, it is important to understand how the model was created. To begin, a basic model was constructed based on personal experience. It was then presented before a number of colleagues (graduate students, professors) for feedback at which point changes were made. The model was then sent to the technical directors of 40 NSOs (National Sport Organizations) for feedback. Some modifications were made based on recommendations of those NSOs who responded. After making these changes, the model was resent to the same 40 NSOs for any final recommendations. These recommendations are represented in the final draft of the model seen in Figure 2.1.

It is important to note that the ensuing commentary is based on the athlete development process with reference to the generic athlete development model. Once again, is should be reiterated that this model is generic in nature and attempts to represent only in a general sense how athletes are developed in Canada.

2.1.1 Stage One: Clubs System/School System

For the most part the clubs system/school system marks the entry point at which young Canadian athletes are introduced to competitive sport. Coakey (1983) defines competitive sport as any organized activity where training and participation become time-consuming for the athlete. He goes on to state that during competitive sport performance, levels generally reach relatively high standards. From a general perspective it is no surprise that most athletes are introduced to competitive sport via the club system.

However, it should be pointed out that the school system is also valuable in terms of its importance in introducing athletes to the realm of competitive sport. In some cases, young athletes develop concurrently in both the club and school system.

Most NSOs corroborate that the club system is the foremost system in Canada through which young athletes are developed. While there are plenty of opportunities for young athletes to participate recreationally in sport outside the club system, it is principally within a club setting that these athletes have an opportunity to develop their skills and compete (K. Radford (Swim Canada), D. Sprott (Football Canada), E. Bureaud (Gymnastics Canada), G. Vanasse (Judo Canada), T. Page (Diving Canada), L. Macphail (Squash Canada), M. Mizerski (Boxing Canada), K. Ladouceur (Ringette Canada), N. O'Reilly (Triathlon Canada) personal communications, October 1, 2003). Gymnastics Canada provides a great example of how vital the club system can be to the development of athletes. From preschool to high performance levels the club system is where most of their athletes are based and developed (see Table 2.1).

Although there are some schools that provide basic instruction and development within the sport, the majority of schools do not include gymnastics as part of their physical education curriculum (E. Bureaud, personal communication, March 27, 2003). Hence, the role of club systems in the development of these athletes becomes even more important

Skate Canada, the National Sport Organization representing figure skating in Canada may also serve as a great example of how valuable the club system can be in terms of introducing athletes into competitive sport. Skate Canada offers a variety of different programs, which are clearly directed at introducing athlete to the competitive

aspect of the sport. More importantly, all programs are offered only at various member clubs or skating schools across the country (Skate Canada, 2003). From the ever-popular Canskate program (basic skills and fundamentals) to the Competitive Skate program, (competitive training), athletes develop via the club system.

Table 2.1

Gymnastics Canada Participant Objectives by Group

GROUP	AGE	SEX	ABILITY	ENVIRONMENT
Preschool	U6	coed	beginners	Community/club program
Recreational	6-14 yrs	M/F	Beginners	Community/club program
Teen Recreational	12+	M/F	Beginners-Intermediate	Community/club program
Adult Recreational	16+	Coed	Beginners-Intermediate	Community/club program
Demonstration gymnastics	All ages	M/F	All levels	Development club
Masters	18+	coed	All levels	Development club
GROUP	**AGE**	**SEX**	**ABILITY**	**ENVIRONMENT**
Pre-competitive women	6-10	F	Beginner to intermediate	Development club
Pre-competitive HP men	6-10	M	Beginner to intermediate	Development club
Provincial stream	10+	M/F	Intermediate to advanced	Development club
National stream women	8+	W	All levels	Development Club
Age group HP men	10-12		Advanced	Development club/HP club
Age group HP women	10-12		Advanced	Development club/HP club
GROUP	**AGE**	**SEX**	**ABILITY**	**ENVIRONMENT**
High performance men	14+	M	Elite	HP club
High performance women	12+	F	Elite	HP club

Draft v1 prepared by Cathy Haines (Gymnastics Canada) – February 14, 2002

As mentioned previously, there are some instances where the school and the club system both play a part in the development of the athlete. Again, this largely depends on

the sport in question. Dalton (2003), on behalf of Field Hockey Canada, acknowledged with the use of an athlete development model the value of both the school and the club system in introducing athletes to competitive sport (see Figure 2.2-CD).

This athlete development model outlines the path of athletes from the introductory level right on through to the elite athlete. As one can discern from the model, the school based system and club based system both mark the area of introduction for athletes into competitive sport.

In keeping with the same theme there are some sports in which the school system plays in integral part in introducing athletes to competitive sport. A great example would be indoor volleyball. According to Doug Antle, Technical Director of Volleyball Canada, most of their athletes are introduced to competitive sport via the school system (personal communication, July 22, 2003). This does not detract from the importance of the club system in terms of introducing some athletes into the competitive aspect of this sport. It just demonstrates that for certain sports, like volleyball, the school system is the most common point of entry.

Whatever the mode of development the first stage in the generic athlete development model is crucial in terms introducing athletes to competitive sport. At this level athletes are given their first opportunity to compete for their club/school in various divisional, regional and provincial competition. In addition, this is the level at which most athletes will learn the skills that are needed to carry them on to the next stage of athlete development. For many young athletes, performance at this stage becomes the deciding factor in whether or not they continue to the next level.

As the athlete development model shows, some athletes move on to the second stage while others, for different reasons, remain at the base. Athletes fail to advance for a number of underlying reasons. Motivation is one of the key elements that determine whether or not athletes advance. This is supported by the work of Gould & Horn (in Baillie & Danish, 1994), who state that for many young athletes improving skills, having fun, paying with friends and achieving success are motivators for helping children remain involved in sport. Baillie and Danish (1994) also add that once these needs are not being met, children tend to become unmotivated. Consequently, children lose the desire to continue on to the next stage.

To help illustrate the importance of motivation it is important to classify the sports as being early or late specialization sports. Balyi & Hamilton (1999) first introduced this system, which identified some sports such as figure skating, gymnastics and diving, requiring early sport-specific specialization in training. They also noted that other sports such as cycling, athletics, rowing, racquet sports, and basically all team sports require a generalized approach to early training. With this in mind, athletes involved in early specialization sports at the first stage of the model are typically between the ages of five and eight (Balyi, 2000). As a result, motivating young athletes at such a young age can sometimes be challenging. At this age a child may achieve success but because there is a lack motivation they may decide to discontinue within the competitive stream.

It is important to highlight that there are other underlying reasons why individuals fail to move on to the second stage of development. Typically they tend to revolve around the age of the athlete being introduced into competitive sport and the sport in question. Introducing young athletes to the competitive nature of sport at early ages can have

profound effects on their desire to continue. This is particularly the case with early specialization sports as they generally introduce young athletes to competition at an earlier age than that of late specialization sports. Consequently, this may cause some athletes to discontinue within the competitive sport stream. Balyi (2001) states that the scenario for late specialization sports can sometimes have the same effect. He goes on to say that for late specialization sports, specializing before the age of 10 can contribute to early burnout, dropout, and retirement from training and competition. Although the aforementioned are important indicators as to why some athletes fail to advance, there are others factors that contribute. As suggested by various National Sport Federations, other noteworthy reasons for not advancing may be lack of parental support, unreached performance goals, and lack of financial support. These are all common during the first stage of the athlete development model.

2.1.2 Stage Two: Divisional Provincial Elite

From the club/school system selected athletes progress to stage two, the Divisional/Provincial Elite. At this time it is expected that most athletes will have had some type of athletic success. As the generic athlete development model indicates, for some athletes this stage also serves as an entry point or introduction to competitive sport but this is dependent upon the sport in question. It would be very unlikely for an individual who had no formal training in sports that require early specialization such as gymnastics or figure skating to be introduced at this level of the model. Conversely, it would not be uncommon to see an athlete, who had never competed previously make a varsity track and field or volleyball team. Balyi (2001) states that training for late specialization sports are based on general development and fundamental motor and

technical skills. As most children learn these fundamentals at an early age is not surprising to see some athletes start their competitive career at the second level of the generic model. As illustrated, the sport in question can dictate to some extend where athletes can enter the model.

At stage two there are a variety of ways through which athletes develop. As the generic model suggests, for many sports the club system is valuable throughout all stages of development. Therefore, many athletes reaching the second level of development remain within the club system. Some popular examples include gymnastics, figure skating, boxing, squash, and tennis. etc. In addition to the club system there are various other modes of development. As the athlete development model illustrates, the second stage consists of three main modes of development. The following section will explain the role of each as it relates to the athlete development process.

2.1.2.1 University Development/Competition

University athletic programs play a major role in the development of Canadian athletes. This not only applies to the CIS and their member institutions but all post secondary institutions that offer athletic programs to Canadian athletes. Regardless of whether it is the CIS (Canadian Interuniversity Sport), the CCAA (Canadian Colleges Athletic Association) or our American counterparts the NCAA (National Collegiate Athletic Association), all play a major role in the development of Canadian athletes. This can also extend to include athletes that are attending post secondary institutions abroad and are part of a varsity team/development program.

Regardless of the institution, most offer a number of services that aid in the athlete development process. For example, the CIS along with their affiliate members offer a

number of services to athletes. These include quality coaching, financial and travel assistance, sport medical services, as well as the provision of top training facilities. In fact, sixteen universities are the sites for National Team High Performance Centres. Some examples include volleyball in Winnipeg and speed skating in Calgary (CIS, 2003). A point worth noting is that in non-Olympic years almost 50% of federally carded athletes attend Canadian Universities (Mills, 1998). Thus it comes as no surprise that many CIS athletes compete on Canada's national teams, world championship teams, as well as Commonwealth and Olympic teams (McGregor, 2003). It should also be mentioned that to some extent, the services offered depends on the university in question. While some CIS universities can offer a variety of services, others due to extenuating factors, usually financial, are more limited in the services they can offer athletes.

Over the years, the National Collegiate Athletic Association (NCAA) as well as other United States (US) based educational institutions have played in important role in the development of Canadian athletes. According to Mills (1998) there were 1,787 Canadian athletes on scholarships in the United States. Since that time, is it likely that these numbers have increased. It should also be noted that this does not include those athletes who are attending US institutions and are not part of a scholarship program. Major US organizations, like the NCAA are renowned for the amount of money they inject into their athlete support/development systems. Although this depends on the budgets of various member institutions within organizations like the NCAA, most have sizeable budgets that allow them to offer athletes an array of services. In addition to having access to some of the world's finest facilities, athletes receive support services i.e., coaching and sports medicine, that are second to none.

2.1.2.2 Canada Games Development

In the athlete development model, the Canada Games play an important role in the athlete development process. Every two years the best young athletes from each province and territory are brought together to compete against each other as part of the Canada Games initiative. The games provide the stimulus for young Canadian athletes to reach their athletic potential, pursue personal excellence and develop socially and culturally within the context of ethical competition (Canada Games, 2003). As stated in the Canada Games operating principles, many participants are prospective high performance athletes who have not yet reached national team status (Canada Games, 2003). This can also be depicted in the athlete development model, which shows Canada Games development (stage two) as a step below that of national status (Stage three). As a result, many athletes use the Canada Games as a stepping-stone for advancement to the next stage of the development model.

In terms of specific development, most athletes taking part in the Canada Games are developed by a number of different methods. Sport Clubs at this stage of development are very important and provide the setting in which many of these athletes are developed. Other athletes may take part in Canada Games development programs or camps offered by their provincial associations. In some cases, development becomes a coordinated effort on the part of one or more of these organizations. However, for the most part the level of support athletes receive largely depends on the province or territory in question. According to Andre Gallant, Director of Sport (Canada Games Council), some provinces such as British Columbia have significant support programs while others have not quite reached that standard. He goes on to say that the level of funding for Canada Games

athletes and team development also varies from province to province to territory. The use of funds also tends to vary from sport to sport within a specific province or territory (personal communication, August 29, 2003).

To assist in the development process there are some Canada Games initiative programs that are of relative importance. Once such program is the Canada Games Sports Science Program. The Canadian Sport Centre Atlantic (CSCA) has developed a 'Sports Science' program to assist Atlantic Canada's athletes achieve optimal performance for the Canada Games (CSCA, 2003). A number of services are offered to Canada Games athletes through this program (see Appendix A-CD).

On the whole, Canadian Sport Centres generally provide some type of support to Canada Games level athletes, but it varies from centre to centre, depending on what type of budget the centre has to work with and the number of national team or high performance athletes the centre is trying to service. In general, Canada Games level athletes are a much lower priority simply based on resources for the centres (A. Gallant, personal communication, August 29, 2003).

It should be mentioned that there are some exceptional cases where athletes taking part in the Canada games are already part of various national team programs. These various programs are illustrated in stage three of the athlete development model. Under these circumstances athletes would normally maintain development under the national team program but use the Canada Games to compliment their development/training.

2.1.2.3 National Competition (provincial teams/athletes)

Also represented in the athlete development model is the role of national competition as a facilator of developing Canadian athletes. For the most part, competing

nationally gives athletes from a variety of sports an opportunity to showcase their talents and attempt to move up the athlete development model. As most athletes are part of provincial teams, the responsibility for development for these athletes largely falls on the provincial sport organization in question. One example to help illustrate this concept would be the sport of soccer. National club championships in soccer are held for Under 14 boys/girls, Under 16 boys/girls and Under 18 boys/girls. There are also the Jubilee Trophy (female) and the Challenge Cup (male) championships, which are designated as the National Championships for senior club teams. In addition there are All-star Under-15/17 boys and All-star Under-15/17 girls National Championships. (Soccer Canada, 2003). Each year provinces and territories have the option of sending their best provincial teams to represent them at these national competitions.

Another example would be the sport of track and field. Each year the Royal Canadian Legion runs the National Track and Field Championships and training camps for athletes between the ages of 12-17 (Athletics Canada, 2003). In addition, the Royal Canadian Legion also contributes $350,000 each year to help support young athletes training in track and field programs across the country. This funding helps to bring athletes from all over the country, together, for a chance to represent their province in a national sporting event. It should be noted that approximately 80% of Canada's current national track and field team have participated in this Legion program. Furthermore, one third of Canada's track and field athletes who participated in the Los Angeles Olympic Games took part in Legion camps (The Royal Canadian Legion, 2003).

As previously stated, provincial associations along with their member club affiliates are chiefly responsible for athlete support and development at this level.

However, in some cases similar to track and field, there is outside assistance that help support the programs. Specific development at this level comes in the form of coaching as well as other support initiatives, which varies from province to province as well as from one provincial sport organization to the other.

The purpose of the aforementioned was to highlight the fact that as an athlete enters the second stage of the development model it is common for new and different institutions/organizations to take over the role of development. For example, a club swimmer who is successful at making a varsity swim team might then be obligated to train under a varsity development program. The same can be said for a club athlete who is selected to a Canada Games team or a club athlete who is representing a provincial team at nationals. In some instances some organizations work together collectively to develop athletes. This is a more common occurrence in the early stages of athlete development. Given this, it is obvious that at this stage that the responsibility for athlete development falls to variety of individuals/organizations.

As with the previous stage, there are many instances in which athletes fail to advance beyond this second stage of development. As the athlete development model indicates advancement from the second stage to the third stage becomes a much more select process than the previous. Whereas many athletes easily advance from stage one to stage two, entry to stage three is marked by more stringent criteria. As a result, performance objectives become critical for advancement to this next level. In many sports not reaching these objectives basically means that one does not advance. Anne Merklinger, Director General of the Canadian Canoe Association says that many athletes within the sport of canoeing simply don't see themselves as being able to accomplish the

progressive competitive goals in moving on to the next level (personal communication, July 25, 2003). Consequently, these athletes either remain at their current stage of development or move out of the competitive mode into the recreational stream.

At this stage of development there are many factors that inhibit the progress of an athlete to the next level. Once again by referring to the model we see that Canada Games programs and varsity sport play a role in developing athletes during this stage. For many athletes however there is no intention or desire to continue after having had this experience. Coakey (1983) states that for some athletes sport involvement can only be seen as a passing phases. Once athletes have competed or graduated there is no intention or desire to move on to the next level. Drahota and Eitzen (1998) in making reference to the work of Alder (1991) state that since athletes are limited to a number of years of eligibility i.e., varsity sport, they go through institutional exit from competitive sport. For that reason, athletes may exit the realm of competitive sport once their eligibility terminates. Other reasons for failing to advance may include lack of finances, lack of competitive drive, lack of skill, employment opportunities and the development of other interests (D. Sprott, personal communication, July 28, 2003).

2.1.3 Stage Three: National Team Development

Only a select number of athletes ever reach this level of performance. To attain this level one must have accomplished performance goals as set out by various sport federations. The majority of athletes attaining this level of performance have come through the athlete development system beginning with the first stage of athlete development. Although most athletes have progressed through the model there are some select cases in which the athlete enters the model at this stage. Bobsleighing provides a

unique example of this phenomenon. In this sport, athletes must be a minimum of 14-16 years of age before they are permitted to train/compete. Therefore, the majority of development begins at a national team level. Here those who are identified as potential national team athletes will generally start with the national development program as a base level of high performance. However, athletes normally enter the sport once they have competed successfully at a high level of performance in another. Obvious candidates recruited include those athletes from football, track and field, Olympic lifting, rugby, and other related sport backgrounds (Bobsleigh Canada, 2002). As mentioned previously, this provides a unique example as some athletes may have started at the base of the development model in one sport but due to the nature of Bobsleighing they have had to re-enter at a later stage.

Regardless of how athletes reach this stage, making it to this level can be considered an enormous accomplishment in itself. The stage can be characterized as highly competitive, as a number of athletes compete for positions on the national team. As the generic athlete model illustrates, developing athletes within this stage becomes the responsibility of a number of individuals/organizations. The following section will elaborate on each with the goal of clarifying how they all contribute to the athlete development process. Once more, it should be acknowledged that the process of development within each might differ depending on the sport in question.

2.1.3.1 Junior National Teams

For the majority of sports, junior national teams/athletes have been shown to be a valuable part of an athlete development program. For the most part development at the junior national level provide athletes with the skills they require to succeed at the

international level. Within Canada, the majority of NSOs have established junior national teams. However, not all athletes representing various sports will progress to the final stage of the athlete development model. As we will see, for many of these junior athletes it becomes increasingly difficult, if not impossible, to make the standards that are required to move them up the athlete development model.

Hockey Canada provides a great example of how valuable junior national teams can be to the athlete development process. Over the years Hockey Canada has worked diligently to established their under 17, under 18 as well as their junior national team program. With the goal aimed at providing athletes with international experience these programs are critical for those wishing to progress on the next level. Each year many of Canada's National Hockey Team athletes are composed of players that have been products of various junior national team programs (Hockey Canada, 2003). It should be mentioned that hockey provides a unique example as most players go on to play professional hockey before being selected as members to Canada's National Team.

Skate Canada, the national sport organization representing figure skating in Canada, also has a reputable junior national team program. The main goal of the program is to provide young athletes with the skills and the experience necessary to reach national team levels. Athletes who qualify for the junior national team and go on to participate in international events, are eligible for funding that covers many training needs. Athletes are also eligible for a number of grants and scholarships that are offered on behalf or in part by Skate Canada, (Skate Canada, 2003).

It should be noted that Skate Canada has one of the largest operating budgets of any national sport organization in Canada. They are almost totally self-supported with

most of the revenues coming from membership fees, test fees, television rights, corporate sponsorships and competition revenues. Of the total annual $14.76 million operating budget, only 5.9% comes from the federal government (Skate Canada, 2003). As a result, Skate Canada has a highly funded and successful junior national team program.

Most athletes that are part of a national junior team program receive support at various levels. The amount of support is highly dependent on the operating budget of the NSO and the number of registered athletes within that specific program. Most junior national team athletes (as designated by NSO) are eligible for support under the National Sport Centre Program. They are also eligible for funding under the AAP (Canadian Sport Centre, Atlantic, 2003). These funding initiatives will be discussed further in subsequent sections. At this point a few examples will be used to illustrate how some junior national teams are supported by their NSOs

According to Gerry Peckham, Director of High Performance Sport (Canadian Curling Association) Junior National Teams within this sport are fully funded relative to their participation in the annual World Junior Championships. The teams that wins the Canadian Championship and go on to represent Canada internationally becomes eligible to apply for carding and tuition support on an individual basis (eight athletes in total). These athletes also become eligible for increased provincial support, which may include access to Sport Science support, high performance programs and services including specialized coaching. The Canadian Curling Association assigns a National Coach to the team in preparation for the Worlds (personal communication, August 26, 2003).

Another example comes from the sport of Canoeing. Anne Merklinger, General Director (Canadian Canoe Association) states that athletes as part of a junior national

team receive a number of services. They include full access to a full time National Development Coach employed by CCA as well as partial or full funding for those athletes selected to compete in an under 23 European Tour. In addition those athletes named to the Junior World Championship Team are fully funded by CCA to attend the Junior World Championships. The CCA also protects 25% of their federal cards (athlete assistance program) for those athletes that are under the age of 21. On final note junior athletes that are carded receive financial support for other training related activities (personal communication, August 26, 2003).

As previously mentioned, the majority of NSOs in Canada have established Junior National Teams Programs. It is not surprising that some sports for various reasons have more success with their programs than others. This is evident by the success experienced by each sport at various international competitions. However, the goal is not to describe the effectiveness of each, as there are many extenuating factors that determine success within each program. The primary goal is to merely relay the overall importance of these programs to athlete development process.

2.1.3.2 Professional/Semi Pro-Leagues

Within certain sports, the role of professional and semi professional leagues is very important in terms of the athlete development process. Athletes who are involved with such teams go through a unique development process that very few have the privilege of receiving. A great example would be Hockey Canada. According to Denis Hainault, Director of High Performance at Hockey Canada, the development and operation of national teams is the sole responsibility of Hockey Canada. He goes on to say that professional leagues are not directly involved in the development and operations

of the national team other than to provide players (personal communication, 2003). While this may be the case to some extent, it would be misleading to say that professional leagues play no part in the development of national team hockey players. Although these leagues may not be directly involved, they undoubtedly play a valuable part in the development process of Canada's national team athletes.

The role of professional/semi pro leagues is also an important component in the development of Canadian soccer players. According to Ray Clarke, (Director of Coaching & Player Development, Soccer Canada) playing in a professional league environment overseas is a great addition to the development of Canadian soccer players. However, opportunities for women to play professional soccer are limited to North America, more specifically the Women's United Soccer Association (WUSA). He also states that players who are fortunate enough to make these professional teams undoubtedly become better soccer players. In addition to professional leagues, semi-professional leagues are also an important means of development for Canadian soccer players. Semi-professional leagues are predominately the means of development for those players who do not go on to play at the professional level. Most of these semi-professional leagues are North America based (personal communication, September 3, 2003)

Basketball Canada also provides us with another great example of where professional and semi professional leagues are being used to develop some of Basketball Canada's national team athletes. Although the number of athletes reaching national team status is not as great as that of Canadian hockey players, it does provide to some basketball players a great opportunity to develop special skills that are essential for progression within the athlete development model.

Although some athletes are given an opportunity to use these leagues as part of their development, others have to rely on other methods. This is particularly the case for many individual sports where professional and semi professional leagues do not exist. One sport that provides an example is Racquetball Canada. Cal Smith, Director of High Performance Sport for Racquetball Canada, states that many of Canada's athletes play on professional tours throughout the USA. He goes on to add that these tours are very helpful to athletes because of the high calibre of play in them. He concludes by saying that if athletes only ever played in Canada, they would not receive the level of training that is required to be the best in the world at the amateur level (personal communication, July 30, 2003).

2.1.3.3 FISU

The Federation Internationale du Sport Universitaire, (International University Sports Federation) has the responsibility of overseeing the Summer and Winter Universiades as well as the World University Championships. According to the FISU (2003), the Universiades, which are staged every two years, are second in size only to the Olympic Games. Although the FISU is not directly responsible for athlete development it does present a unique opportunity for some Canadian athletes to develop and refine their skills. For the most part, various universities as member institutions of the CIS (Canadian Interuniversity Sport) play a large role in the development of athletes who take part in these games. Prior to both the Universiades and World University Championships, various CIS sports select their best athletes to represent Canada (CIS, 2003). As a result, the FISU presents athletes from a variety of sports with an opportunity to gain

international experience. Athletes who excel at these games undoubtedly increase their chances of being selected to various future Canadian National Teams.

2.1.3.4 National Team Development Programs

Many national sport organizations have established national team development programs, which play an important role in the development of their athletes. Although the logistics of each program may differ from sport to sport they all have the same goal, which is the development of their future athletes. Skate Canada's is only one of many NSO's that have a recognized national team development program. The program is composed of those athletes who finish top three in both the novice and pre novice categories for each discipline. These are based on the results from the BMO (Bank of Montreal) Financial Group Skate Canada Junior Nationals. To qualify for the national development team athletes must also be eligible to compete in junior international events for a further two years (Skate Canada, 2003).

Triathlon Canada over the years has also established a national development team program. This national development team for 2003 includes those athletes who have demonstrated international potential and are committed to further developing their international ability as an athlete. The development team consists of a maximum of 10 men and 10 women. Selection to this team is based on a various criteria, which are determined by Triathlon Canada. Those qualifying for the development team receive elite development cards, which permit them to compete in international ITU (International Triathlon Union) and World Cup races (N. O'Reilly, personal communication, August 13, 2003). Although there are no major financial incentives, it does provide athletes valuable international experience.

Soccer Canada is also another good example of an NSO that optimizes their use of national team development programs. Soccer Canada classifies their national development teams as the Youth (U -20), Youth (U-17), as well as the Francophone and Pam Am Games Teams. The purpose of having these development teams is to develop potential players who will go on to represent national teams in the years to follow (Soccer Canada, 2003).

In addition to these few examples, there are many other NSOs that have established national development programs for their athletes. The primary goal of each program is to identify athletes that have the most potential to be future national team members. The amount of support available for the development of these prospective athletes highly depends on the NSO in question. Regardless of the support level, it is apparent that these programs provide a foundation for many of Canada's future athletes to excel. Athletes who are part of these national development team programs unquestionably boost their chances being selected to future national teams.

2.1.4 Stage Four: National Team

The final stage of the athlete development model represents those athletes who have reached the national team levels. There are four classifications under national team; they include Pan-Am-Games, Commonwealth Games, World Championships and Olympic Games. For the purpose of this research those athletes having successfully reached one of these four classifications will be deemed as having reached national team status. However, the Olympic games will mark the apex of the model and the highest achievement level for those sports having representation.

For the majority of athletes attaining this high level of performance, development

has been a life long process. Starting from the bottom of the athlete development model these athletes have progressed through the necessary stages to become members of various national teams. Although some athletes may experience commonalities on the road of development to become national team athletes, the path for many is different. This review had indicated that the development for each athlete does not always follow a direct path. Each athlete along the way has been developed by various individuals/organizations that has helped shape them into world-class athletes. For some the journey has been longer than for others, however, regardless of the length of the journey all athletes representing national teams have put forth great efforts to earn the right to represent their nation. Subsequent to athletes reaching national team levels, national team coaches are normally selected by NSO's to monitor the development of athletes. Athletes reaching national team levels have a network of support available to them. This seems to be the consensus for the majority of national team athletes representing various national teams. The following section is devoted to various methods by which national team athletes are developed.

2.1.4.1 Canadian Sport Centres

Once athletes reach national team levels a number of important services become available. The majority of these services revolve around the development of the athletes. The establishment of Canadian Sport Centres has greatly contributed to the cause of developing national team athletes. The Canadian Sport Centres (CSC) provides a network of multisport centres that link high performance athletes and coaches with sport-related services. The CSC network features a partnership of Canadian Heritage (Sport Canada), Canadian Olympic Committee, Coaching Association of Canada and the respective

provincial governments. These centres are committed to enhancing the training environment for high performance athletes and coaches. The activities of the centres are intended to complement national sport federation programming in the pursuit of excellence with a focus on coordinating access and delivery of essential services (Coaching Association of Canada, 2003)

There are currently eight major centres, which are located at various locations across Canada (Athletics Canada, 2003). These centres are located in Victoria, Vancouver, Calgary, Saskatchewan, Manitoba, Ontario, Montreal, and Atlantic Canada. As mentioned previously, the CSCs are primarily directed toward high performance athletes, but have a clear focus on the development of national team athletes. As a result, many National Sport Federations depend on these centres for the development of their athletes. One of the major contributors to the CSC program is the Pacific Sport Group. This CSC, located in British Columbia is host to many national team-training centres. The Pacific Sport Group itself is divided into eight network regions, which are located at various locations across the province of B.C. (see Figure 2.3).

Each region is responsible for the development of various national team and regional sports. However, only the Greater Vancouver region and the Greater Victoria region are hosts to various national training centres. For example, Pacific Sport (Greater Victoria) is home to the National Swim Centre, National Cycling Centre, and National Triathlon Training Centre. etc. The Greater Vancouver region is also home to a number of national team training centres for a variety of sports that include everything from Athletics to Wrestling (Pacific Sport Group, 2003). The other six centres as part of the Pacific Sport Group are primarily for regional development. However, it should be noted

that Whistler operates not as a regional centre but as a Sport Development Centre. Their mandate is to work on the development of 13 Olympic and Paralympic Winter sports (T. Allison, personal communication, September 4, 2003). Each of the centres previously discussed are networked together to provide for a more efficient athlete development system. For a complete list of national and regional programs offered within each Pacific Sport network region group refer to the Table 2.2 (see CD).

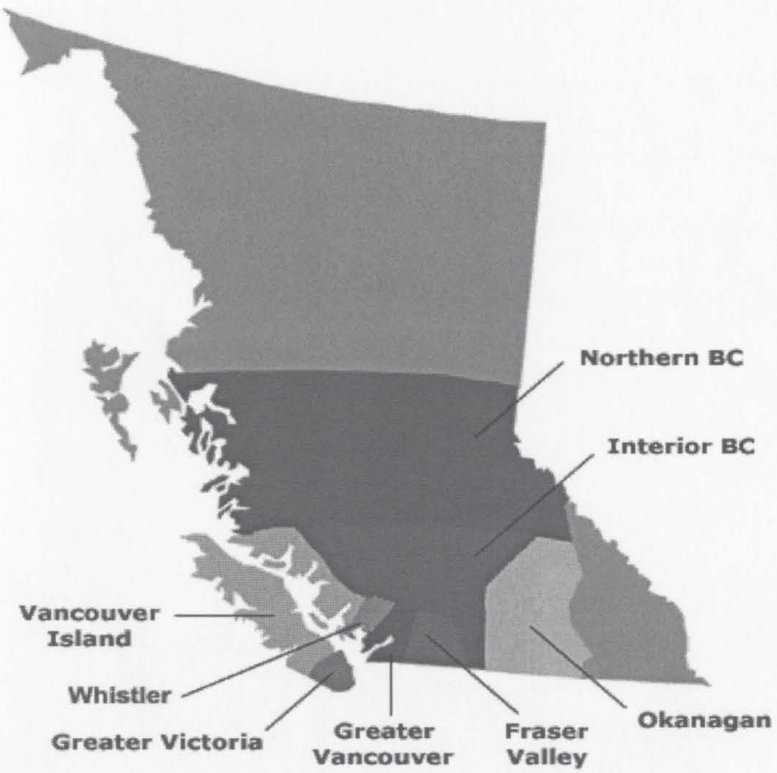

Figure 2.3. Network of Centres - Pacific Sport Group (2003)

The Pacific Sport Group is undeniably an important component to the development of national team athletes. Each year national team athletes from a variety of sports converge at Pacific Sport to further develop their skills. According to Pacific Sport (2003) the Greater Victoria region is the training hub for more Olympian athletes per capita than any other urban area in Canada. Also worth highlighting is the fact that Greater Victoria fielded 20% of Canada's Olympic team to the 2000 Sydney Olympic Games. To meet the needs of athletes Pacific Sport offers a variety of services to their high performance and national team athletes (see Table 2.3).

The majority of NSOs with established national team training centres at Pacific Sport have appointed national team coaches. These coaches are assigned to work specifically with national and future national team athletes (Pacific Sport, 2003). To attend any one of the national training centres each athlete must meet a certain criteria. This largely depends on the sport in question but for the majority eligibility is limited to Gold, Silver and Bronze class athletes, a concept that will be discussed in the subsequent section.

As mentioned earlier, in addition to the two Pacific Group Centres, there are six CSCs, which are located in various provinces across the country. Their mandate is much the same as that of Pacific Sport with the goal of offering services that support high performance athletes living or training in that specific region. Each CSC has established eligibility requirements that athletes must meet before services are offered (see Table 2.4).

Table 2.3

Pacific Sport- High Performance Services

Athlete Services

The athlete services curriculum is the cornerstone of our Athlete Services. It is a menu of programs and services aimed at athletes that covers aspects of life both inside and outside sport, ensuring holistic development. The curriculum is categorized into three streams: Performance Services, Support Services, and Life Services.

Performance Services	Support Services	Life Services
GymWorks** Free access to a network of fitness facilities, health clubs, and community centres. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres	FoodStuff** Special offers and discounts on food items including groceries and restaurant meals. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres	SportGrad** Assistance with Athlete education. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres
SportHealth** Medical monitoring directed towards early recognition and treatment of injury and illness. Priority access to a variety of performance enhancement services. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres	TranSport** Special savings on athlete travel and transportation. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres	ToolKit** Personal development seminars. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres
SportHealth-Seminars Seminars focused on performance enhancement. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres	Ambassador Corporate adopt-an-athlete. *Who is eligible:* Gold, Silver *Offered where:* Gr. Vic	SportWeb Information resource services. *Who is eligible:* Gold, Silver, Bronze *Offered where:* All centres
	MoreStuff Special offers on clothing. *Who is eligible:* Gold, Silver *Offered where:* Gr. Van	CareerGoal Career management. *Who is eligible:* Gold, Silver *Offered where:* Gr. Vic and Gr. Van
** = Guaranteed Program at all of the National & Regional Sport Centres in the PacificSport Group	SportHouse Information about and access to safe, affordable housing. *Who is eligible:* Gold, Silver, Bronze *Offered where:* Gr. Vic	JobLink Athlete employment. *Who is eligible:* Gold, Silver *Offered where:* Gr. Vic and Gr. Van
	SportLegal Legal advice on issues such as sport law and sponsorship contracts. *Who is eligible:* Gold *Offered where:* Gr. Vic and Gr. Van	SportHelp Counseling for special situations. *Who is eligible:* Gold, Silver *Offered where:* Gr. Vic and Gr. Van
	SportStuff Special offers on sports equipment. *Who is eligible:* Gold, Silver *Offered where:* Gr. Van and Van. Island	

Pacific Sport (2003)

Table 2.4

Pacific Sport-Eligibility Requirements for Services

Level	Eligibility
Gold (Serviced by all CSCs)	• Sport Canada AAP Senior Carded athletes
Silver (Serviced by all CSCs)	• Sport Canada AAP Development Carded athlete
Bronze (Serviced by home CSC only)	**Developing National Team Athletes, as designated by the NSO; **Developing National Team Athletes are athletes who are named and funded by the NSO to represent Canada at major international events this year. They represent the next generation of athletes in each sport's athlete development model and may be limited to a specific number of guaranteed spots per sport. **-OR -** Provincial elite level athletes as designated by the PSO (at the discretion of each CSC)

Pacific Sport (2003)

As one can see from the table provided by Pacific Sport, eligibility is based on Gold, Silver and Bronze classifications. All CSCs have established this three level (bronze, silver, gold) classification system as part of determining eligibility. However, eligibility requirements under this classification system may vary slightly between the eight CSCs. The services athletes receive largely depend upon the classification they fall within. This is better illustrated with the use of an example provided by Centre National Multisport-Montréal (see Table 2.5).

Table 2.5

Athlete Service Grid. Centre National Multisport-Montréal

CATEGORIES	GOLD	SILVER	BRONZE NATIONAL		BRONZE PROVINCIAL
For Olympic and Paralympic events	Sr Card [1]	DEV Card [1]	National team without a card [2]	GEHN [3]	Elite Releve [4]
PERFORMANCE SERVICES					
Sport Med					
References for medical and dental (injuries)	✖	✖	✖	✖	✖
Physiotherapy	As needed	As needed	As needed		
Sport Therapy	As needed	As needed	As needed		
Massotherapy	1 hr / week	30 min./week			
Osteopathy [5]	Need recommendation	Need recommendation			
Insurance program for identified Elite and Releve athletes					✖
Sport Science					
Nutrition	4 / cycle	4 / cycle	2 / cycle		
Physical preparation	30 hrs/cycle	20 hrs/cycle	15 hrs/cycle		
Sport psychology / mental preparation	8 / cycle	6 / cycle	4 / cycle		
LIFE SERVICES					
Professionnal and personal development services [7]	✖	✖	✖		
Legal advice related to sport [5]	5 hrs/cycle	3 hrs/cycle	3 hrs/cycle		
Business cards [9]	100	100			
Information sessions and workshops (free) [8]	✖	✖	✖	✖	✖
SUPPORT SERVICES					
Resource Centre	✖	✖	✖	✖	
General information and references	✖	✖	✖	✖	✖
Products [6]	✖	✖	✖		

✖ You can access this service

1. National team members, carded by Sport Canada
2. Senior national team members, not carded (each athlete's status will be validated by the Secrétariat au Loisir et au Sport)
3. Athletes part of a training group, recognised by the CNMM
4. Quebec athletes identified «Elite» and « Releve » by their provincial association
5. With recommendation: the CNMM will study the case and will need to approve before authorizing access to service.
6. If available : Vector, Advil, Centrum, ChapStick, ...
7. Confidential counselling, personal development tools, life tools, time management, stress management, career transition, etc.
8. Workshops on nutrition, tax system, sponsors, media relations and others upon request
9. Need to demonstrate a career plan to access service.

Centre National Multisport-Montréal (2003)

As indicated, Table 2.5 shows that athletes achieving gold status receive the maximum support while those at bronze status receive the least. The amount and type of services athletes receive at each classification also depends on the CSC in question. This is primarily due to the fact that some CSCs have greater budgets and resources than do others. For example, the amount of services a bronze level athlete receives may depend on which CSC they are serviced under. As one can also see from the model, services also fall under three major classifications, which include performance services--*sports medicine and sports science*, life services-- *personnel and career development*, and support services-- *resources*. (Centre National Multisport-Montreal, 2003). These are the three major types of services offered on part of all CSCs. Again, it is important to emphasize that services offered under these classifications may differ depending on resources available to a particular CSC. Regardless of how these services differ they all provide a valued service to athletes across the country. Together these six CSCs along with the Pacific Sport Group represent a major contribution to national team development. As with the previous three stages, national team athletes also sometimes decide to quit competitive sport. However, unlike the other three stages, circumstances at this stage are a little different. This is due to the fact that athletes at this stage of development have fulfilled their goal of reaching the national team. Therefore, the reasoning for leaving competitive sport at this level are sometimes a little different than what is expected at the earlier stages of development. Sinclair & Orlick (1993) in their study of athlete withdrawal from high performance sport state that there are many reasons why athletes retire at this level. They include the following; tired of the lifestyle, achieved goals, lack of finances, injury, time for personal relationships, declining performances,

employment, not selected to a team, difficulties with coaching staff/NSOs and lack of support from family and/or friends. As the aforementioned specifies, there are many reasons why national team athletes retire from competitive sport. These reasons are also supported by various NSOs in Canada. Once athletes retire from competitive sport there are a number of options available. Many athletes often become involved with the recreational aspect of the sport. For others they're maybe a decision to retire from the sport completely and engage in other life pursuits. Once athletes leave the realm of competitive sport at this level, the likeliness of them re-entering is very small. Although not impossible, the probability is very minute.

2.1.4.2 Other Development

Development for all national team athletes does not necessarily take place at designated CSCs. For some sports and individuals development takes pace elsewhere. Cal Smith, Director of High Performance for Racquetball Canada states that the majority of their national team athletes train with coaches in various locations. As a result, the athletes and their coaches are responsible for their development. However, Racquetball Canada does provide funding to both coach and athlete for their development. The athletes have their yearly plan worked out with the coach and follow that plan (personal communication, August 18, 2003). These athletes depending on their level also receive services from the CSCs. Louis Strong, Skating Development Director for Skate Canada describes the situation as being similar. In figure skating the personal coach is responsible for the development of the athlete, even after they have been selected for a World or Olympic team. He goes on to say that it is the responsibility of the coach to link with the Skate Canada National Team Department in terms of monitoring the athlete's progress

(personal communication, August 21, 2003).

In stage three (National Team Development Programs) of the athlete development model, there are many athletes who develop as part of professional/semi professional leagues/organizations. Similarly, the same can be said for athletes at stage 4 of the athlete development model. Many national team athletes tend to benefits greatly from the development they receive as part of various professional/semi professional leagues/teams. Some examples include, hockey, rugby, volleyball, basketball, and soccer.

Although mentioned in various sections of this review the role of the club system in the athlete development process cannot be emphasised enough. Even at final stage of the athlete development model the role of the club in the development of national team athlete is crucial. For many athletes it can be the sole means of development.

2.2 Government Funding for Sport in Canada

Within Canada there are a number of government funding programs that contribute to the development of athletes. The majority of these programs are operated by Sport Canada, a branch of the International and Intergovernmental Affairs Sector within the federal Department of Canadian Heritage (Sport Canada, 2003). Sport Canada officially began in 1971 as part of the Fitness and Amateur Sport Directorate. The goal at that time was to create an organization that could focus on the development of elite sport. In turn, this would allow the Fitness and Amateur Sport Directorate to focus their efforts on the mandate to develop mass fitness and recreation programs (Macintosh, Bedecti, & Franks, 1987).

Today, the goals of Sport Canada have changed to some degree. In terms of funding, the goal of Sport Canada is now to support the achievement of high performance

athletes as well as to support the development of the Canadian sport system. The Canadian Government supports these initiatives through a number of key programs (Sport Canada, 2003). Although some of these programs have only existed for a short period of time; others have had a lengthy history. As each program plays a major role in the financial support of Canada's elite athletes, it is important that each be acknowledged. The following section will recognize each government-funding program and its contribution to the development of elite athletes. A history of each government program will also be incorporated in this section. To illustrate how various programs have evolved, only years of major change will be used for discussion.

2.2.1 Athletes Assistance Program

Before beginning any type of discussion it is important to clarify how data for this section were collected. For the time frame 1980/01 to 1992/93 all data on the Athletes Assistance Program was retrieved from Fitness and Amateur Sport annual reports. Up until and including 1992/93, the Fitness and Amateur Sport division made available annual reports for each fiscal year. These reports contained information on various programs administered by Sport Canada, including the AAP (Athletes Assistance Program).

With the restructuring of the federal government in 1993, programs administered by Sport Canada no longer fell under Fitness and Amateur Sport. Instead these programs became part of the Canadian Heritage portfolio (Fitness and Amateur Sport, Annual Report 1992/93). Consequently, these reports containing AAP data were discontinued. However, soon after the government restructuring, Sport Canada began using a database system called the Athlete Assistance Program Management Information System

(AAPMIS). At that point, all athlete-funding commitments were entered into this system, which interfaced with the Department Accounting System. All data dating back to the inception of the AAP program were also transferred into this new system. The primary goal of this new program was to provide user-friendly reports that could easily trace all athlete payments over a given time (Sport Canada, 2003)

Due to lack of public documentation on the AAP, data representing the fiscal years from 1993/94 up to and including 2002/2003 were taken from the Athlete Assistance Program Management Information System (AAPMIS). Prior to the 1993/94 fiscal year, information was derived from the Fitness and Amateur Sport, Annual Reports. The primary reasoning behind this was due to possible discrepancies in transferring historical data from Annual Reports to the APPMIS. Under this advice, information prior to 1993/94 was taken from annual reports and the remaining data was retrieved from the AAPMIS. This information is represented in Appendices B1-B3 (see CD), which contains AAP information based on the fiscal years 1980/81 on through to 2004/05. These charts represent changes over time with regard to three major categories: number of carded athletes (see Appendix B1), AAP stipend changes (see Appendix B2), and total AAP payment breakdowns (see Appendix B3). The yellow shaded area on each chart represents AAPMIS data. The non-shaded areas mark data retrieved from Fitness and Amateur Sport, Annual Reports.

It should also be noted that data represented in following sections gives a snapshot of the AAP as it existed on specific days. With AAP data being revised on a daily basis it is possible for some errors to occur. With that being said, the data presented in the subsequent section represents the history of the AAP very closely. If there are

discrepancies they are miniscule in nature and do nothing to undermine the major themes and patterns over time.

2.2.1.1 The Beginning

Since its inception, the AAP program has done a tremendous job supporting Canadian athletes. As a result, it was felt necessary to give a detailed historical account of the AAP that was not available elsewhere in a coherent form. Therefore, the following section provides a written account of the AAP and the role it has played in supporting athletes over the years. It should be noted that detailed knowledge of this section is not critical to the findings of the thesis thus information is provided for reference only.

The AAP originally had its roots as part of the Canadian Olympic Associations program of direct support for athletes (Drouin, 2003). In 1972, the COA announced plans to provide support for Canada's high performance athletes through a project called *"Game Plan 76."* (Macintosh & Witson, 1990). Although the COA played in important role in Game Plan 76, the program initially began as part of a joint effort on behalf of the COA, the federal government, the national sport governing bodies, and the provincial governments (Macintosh, Bedecti, & Franks, 1987). The goal of the program was to provide direct financial support to Canadian athletes during the four-year period leading up to the 1976 Montreal Olympics Games (Sport Canada, 2003). It was hoped that this funding would allow athletes to excel in the Olympic games by providing greater training opportunities as well as providing greater support for coaches (Athletes CAN, 2001). Although "Game Plan 76" was quite different from the current AAP system being used today, it is undoubtedly was an important part of AAP history.

In addition to Game Plan, another funding program had previously existed. This program termed the *"Grants in Aid Program"* was administered by Sport Canada and officially began in 1970-71. The program was implemented to give students the financial freedom to allow them to pursue excellence in their sport. The program continued to operate after the introduction of Game Plan. However, with the introduction of the classification system introduced in 1973-74 as part of Game Plan the number of awards steadily declined (Broom & Baka, 1980).

2.2.1.2 After the Games

Following the 1976 Olympics the COA, which had played a major role in Game Plan 76, limited its role to assisting club athletes who were not supported by scholarships (Macintosh & Whitson 1990). The logic behind this decision was that neither the COA nor the national sport governing bodies had the financial stability to run the Game Plan program effectively. (Macintosh, Bedecti, & Franks, 1987). As a result, the federal government took on the responsibility of managing both the Game Plan and Grants in Aid programs (Macintosh & Whitson, 1990). According to Orders & Chelladurai (1994) the rather poor performance of Canadian athletes at the 1976 Olympic games might have also played a part in the government assuming authority over all programs.

In 1977, Sport Canada on behalf of the federal government implemented the basic Athletes Assistance Program. The program offered financial assistance to athletes classified as either A, B or C carded athletes. The program provided athletes with financial assistance toward the cost of training, living, and special needs (Fitness and Amateur Sport, 1979). Macintosh, Bedecti, & Franks (1987) state that in 1979-80 there was a total of $2.6 million in support of 750 athletes.

2.2.1.3 1980-81

Entering a new decade, many changes regarding Canada's athlete assistance programs occurred. In 1980, after reviewing their two athlete support programs, Sport Canada consolidated both under the new Athletes Assistance Program (AAP). This was supported by Drouin (2003) who stated that 1979-80 marked the last reference in annual reports to the Grants in Aid Program. However, at this time a decision was made to expand the Athletes Assistance Program to support high performance athletes who were pursuing academic endeavours (Fitness and Amateur Sport, 1981). In 1980, an additional program was developed to help retiring athletes move into the workforce. (Macintosh, Bedecti, & Franks, 1987). The consensus was that the program would assist those athletes who devoted much of their lives to competing, to find suitable work. (Fitness and Amateur Sport, 1981).

With the inception of the new Athletes Assistance Program it also meant that the section criteria became more stringent and complex. Factors such as the number of countries competing in a sport, the number of entries per country, the participation of the eastern block countries, and the frequency of international events all became important criteria for selection and were taken into consideration (Orders & Chelladurai, 1994). Under this new system those athletes ranked 1-8 in the world were classified as A-card athletes, those athletes ranked 9-16 in the world were classified as B-card athletes, and C-carded athletes were those who were not ranked in the top 16 in the world but had the potential to do so (Fitness and Amateur Sport, 1983). For the 1980-81 fiscal period dating April 1, 1980 to March 31, 1981, the total number of athletes receiving funding from the AAP program totalled 540. This represented a dramatic decrease of almost 17% over the

previous year. According to Macintosh, Bedecti, & Franks (1987) this came as the result of the 1980 Olympic boycott, which saw many athletes retire. For this fiscal total, financial assistance awarded to athletes equalled $2, 017, 520 (Fitness and Amateur Sport, 1983). The number of cards allotted to athletes for this fiscal year can be seen in Figure 2.4.

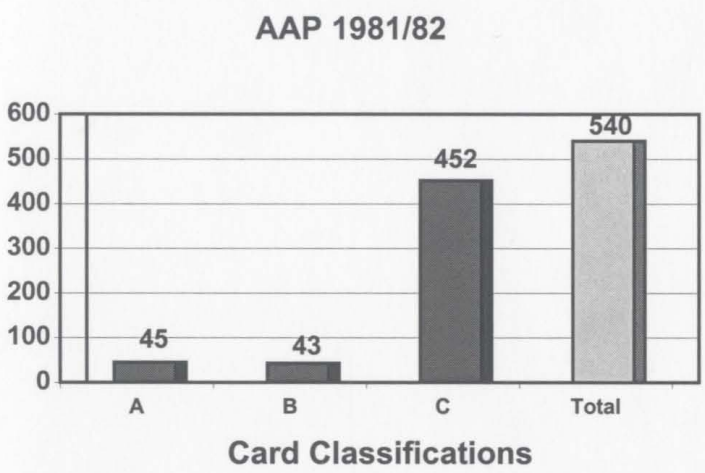

Figure 2.4. Number of Carded Athletes by Type of Card 1980/81

It should be highlighted that the classification system by means of carding athletes as either A, B, or C was established in 1973 by the Canadian Olympic Association, However, at that time the system did not involve any direct funding to athletes (Macintosh, Bedecti, & Franks, 1987).

2.2.1.4 1981-82

There was not much transition during this time period in that the focus of the program remained much the same. The only point of significance during this time was the fact that funding had increased by almost 14% over the previous years total. This meant

that athletes received a total of $2, 310, 144, which was broken down into the following payment categories that include, living and training, tuition, special needs, equipment, and Atlantic assistance (Fitness and Amateur Sport, 1982). For a detailed financial breakdown of each payment category and the number of carded athletes for this fiscal year refer to Figures 2.5 and 2.6

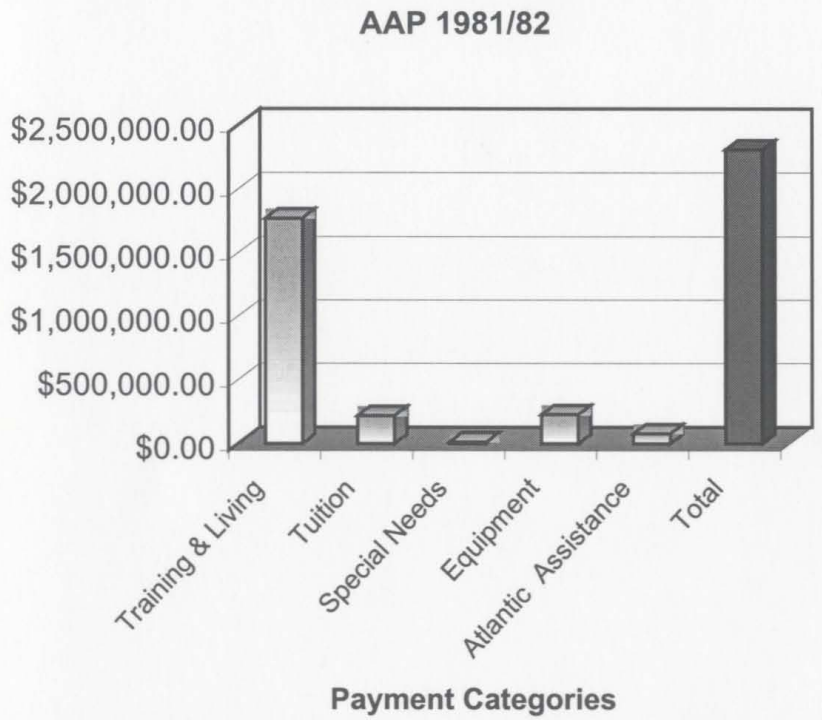

Figure 2.5. Allocation of AAP Funding- Payment Categories-1981/82

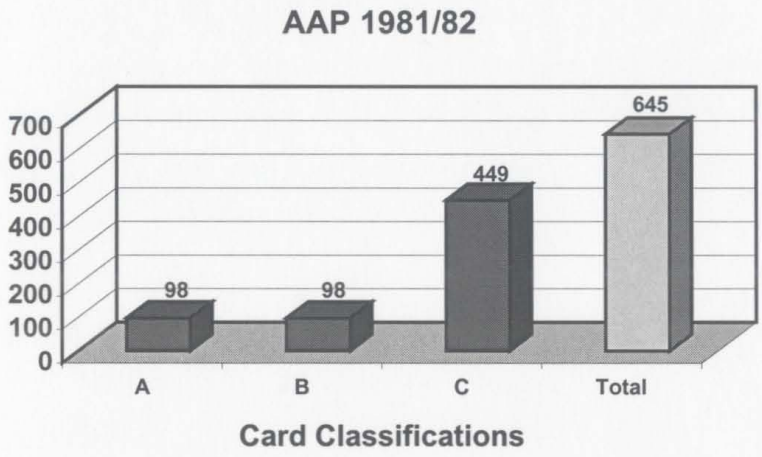

Figure 2.6. Number of Carded Athletes by Type of Card-1981/82

One point worth noting was that the number of A and B-cards had increased to 30.4%, up from 16.2% from the previous fiscal period (Fitness and Amateur Sport, 1983). Drouin (2003) states that during this period the Extended Athletes Assistance Program was also implemented. The goal of the program was to provide an additional year of assistance to athletes retiring. It was also meant to aid those athletes retiring to pursue their academic endeavours.

2.2.1.5 1982-83

The fiscal year saw the amount of funding increase to $3, 231, 529, up almost 30% from the previous year. However, during this period the number of carded athletes had risen to 797, up from 645 the previous year. This was also the year that A and B-carded athletes started receiving the high performance allowance (Fitness and Amateur Sport, 1983). The number of athletes receiving carding for this year can be seen in Figure 2.7.

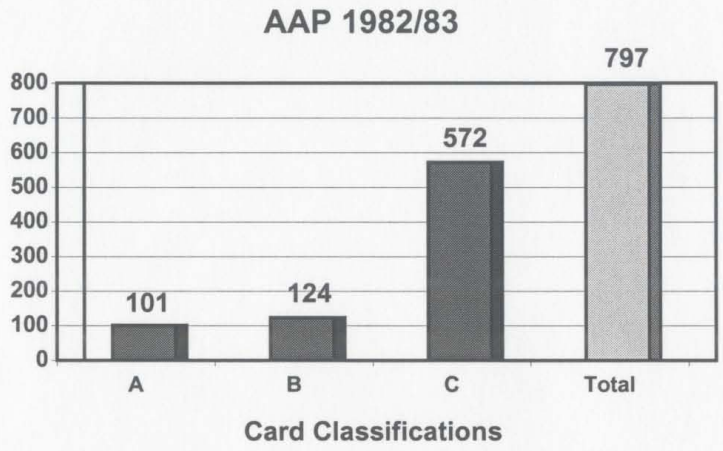

Figure 2.7. Number of Carded Athletes by Type of Card-1982/83

2.2.1.6 1983-84

The sum amount of funding paid out by the Athletes Assistance Program during this fiscal year was $3, 661, 770 a slight increase from the previous year. It should be noted that during the spring of 1983, Sport Canada has just initiated the Olympic Special Preparation Program. The goal of the program was to provide additional financial assistance to the A and B-carded athletes who were considered to be Canada's top prospects for a medal at the 1984 Olympic Games in Los Angeles. In the 15 months leading up to the games approximately $ 450 000 was allocated to 105 of Canada's top athletes (Fitness and Amateur Sport, 1983). This was also the last year equipment purchases were covered by the Athletes Assistance Program. Equipment purchases were then covered as part of the funding provided to the national teams. The number of carded athletes for this fiscal period is represented in Figure 2.8.

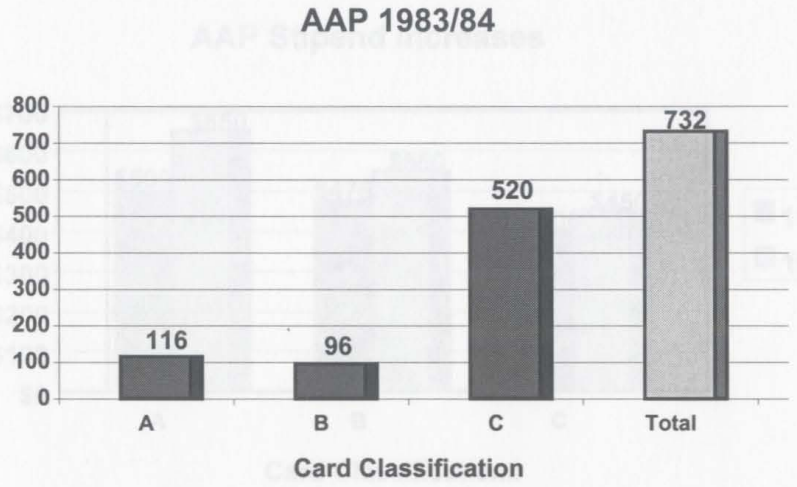

Figure 2.8. Number of Carded Athletes by Type of Card-1983/84

2.2.1.7 1984-85

During this fiscal year the financial assistance athletes received as part of the Athletes Assistance Program increased by approximately 26% over the previous year. The increase in funding came as a direct result of the rise in the level of support given to athletes. As a result, funding stipends for all carded athletes increased (See Figure 2.9).

The number of carded athletes for this fiscal period was consistent with the previous year. Although the number of C-carded athletes decreased slightly, the number of A and B-carded athletes increased by almost 10% (see Figure 2.10). It is important to point out that athletes 18 years of age and over involved in an Olympic sport received the full carding stipend. Athletes under the required 18 years of age received $150 less per month in each category. It should also be noted that the decline in the special needs category was due to the fact that equipment was no longer covered by the AAP (Fitness and Amateur Sport, 1985).

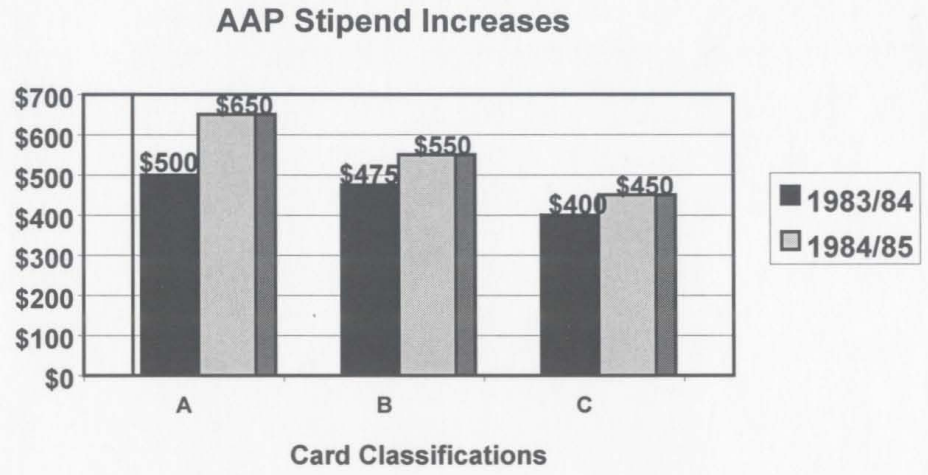

Figure 2.9. AAP Stipend Increases by Card Type 1983/84-1984/85

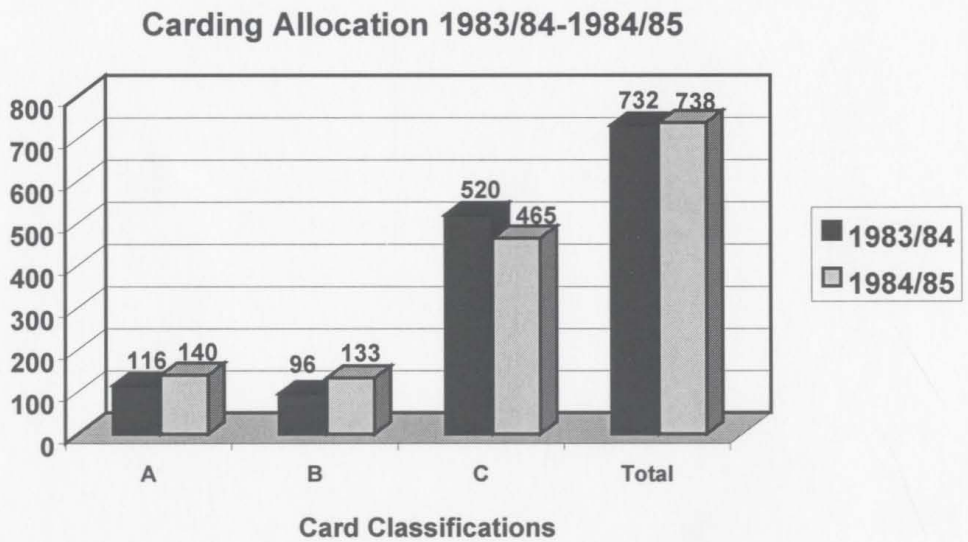

Figure 2.10. Number of Carded Athletes by Type of Card 1983/84-1984/85

2.2.1.8 1986-87

Athletes supported by the Athletes Assistance Program received a total of $4, 983, 128 in funding for this annual period, which was almost a carbon copy of what

athletes received the year prior (Fitness and Amateur Sport, 1987). According to Drouin (2003) two additional cards were introduced to Athletes Assistance Program at this time. This was confirmed in the Annual Report, Fitness and Amateur Sport (1987), which lists them as the C-1 and D cards. The C-1 was a probationary card for first year athletes who had met the requirements for C-card criteria. The D-card was implemented to provide assistance to young athletes who had demonstrated A card potential but had not yet achieved C card status to train in advanced programs monitored by NSOs (Mills, 1998). Drouin (2003) makes reference to the fact this was the last year that federal funding was awarded to the special support program for athletes from Atlantic Canada. He also added that it was first year where Paralympic athletes were eligible to receive C-card assistance under Non-Olympic sport criteria. The allotment of cards and monthly stipends for all five classifications can be seen in Figures 2.11

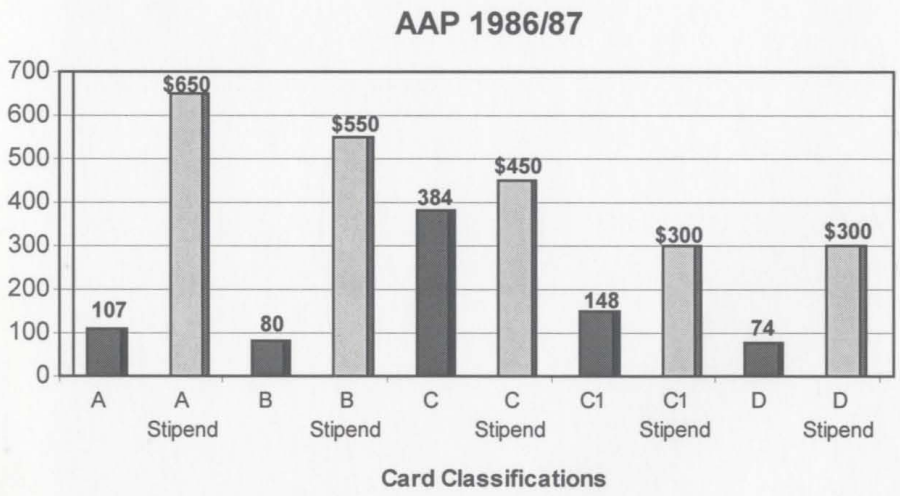

Figure 2.11. Allocation of AAP Cards and Stipends Amounts-1986/87

2.2.1.9 1987-88

In addition to the C-1 and D cards introduced the previous year; two additional cards were incorporated in to the Athletes Assistance Program. They were the J-card for junior athletes and R-card (reserve) for athletes who were close to reaching the national team level. However, these new cards were only available to those athletes competing with team sports (Drouin, 2003). At this time the total number of carded athletes reached 856 representing almost an 8% increase over the previous year. Surprisingly, the funding for this period had been reduced to $4, 815, 831, down almost 4% from the last fiscal report (Fitness and Amateur Sport, 1987). Figure 2.12 represents the number of cards allocated at each of the seven carding levels. It also represents the monthly stipend amounts received at each carding level.

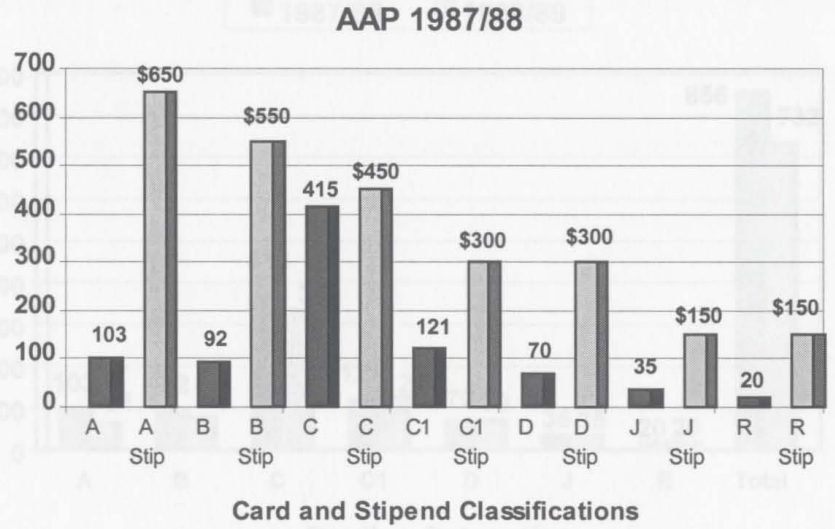

Figure 2.12. Allocation of AAP Cards and Stipends Amounts-1987/88

2.2.1.10 1988-89

During this time total AAP funding was decreased from the year prior. Total AAP funds for this period was $ 4, 559, 061, down 6%. However, during this time the total number of carded athletes had also been reduced to 732, down almost 15% from the preceding year. Another point of interest was that the number of A-carded athletes had also been reduced by nearly 38% from the previous year. This is further illustrated in Figure 2.13, which compares the carding allocation of 1987/88 fiscal year with that of the previous. Payments to those athletes holding all cards remained the same as the previous year (Fitness and Amateur Sport, 1989).

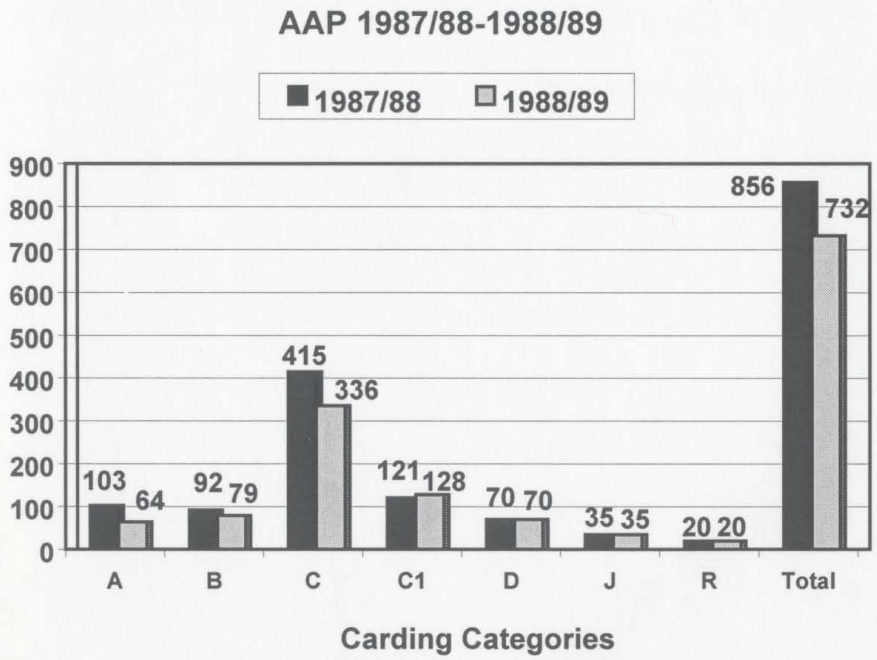

Figure 2.13. Number of Carded Athletes by Type of Card 1987/88-1988/89

2.2.1.11 1989/90

In 1989-90, the level of funding remained consistent with the previous year representing an increase of only $11 061 for a total of $ 4, 588, 000 (Fitness and Amateur Sport, 1990). However, for this fiscal year the Athletes Assistance Program witnessed the addition of two new cards. The TC-cards were intended for athletes at training centres who had potential to achieve A or B card status (Mills, 1998). Those who met the TC-card criteria received a monthly stipend of $300. The other card introduced at that time was the H-card and was intended for those athletes who were classified as "hopefuls" (Drouin, 2003). These athletes received a monthly stipend of $250.

2.2.1.12 1994/95

According to the AAPMIS, this fiscal year marked increases in the amount of funding received by athletes at most carding levels. For the first time in 10 years athletes receiving A, B, and C cards had received an increase in funding. According the AAPMIS, the C 1-card was the only card level that did not see any increase in funding. However, for all other cards the monthly increase in stipends were quite significant. The increase in each carding level is represented in Figure 2.14.

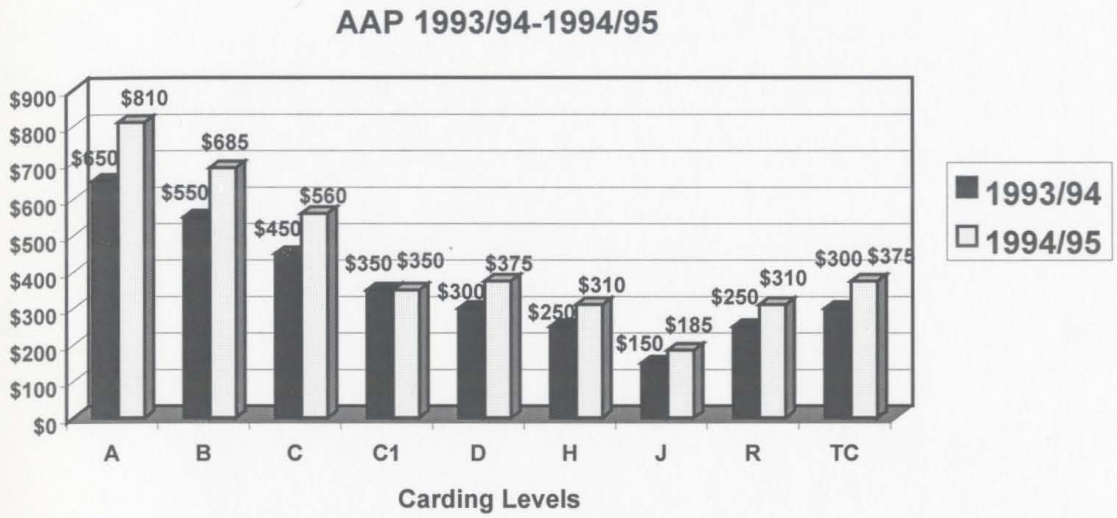

Figure 2.14. Stipend Increases by Card Type 1993/94-1994/95

2.2.1.13 1995-96

During this fiscal period the living and training allowances for athletes were increased. The deferred tuition providing financial assistance to athletes attending post secondary institutions was also introduced at this time. This was also an important time for some athletes, as Paralympic and non-Olympic sports became eligible for A and B carding. At this time AAP policies were also aligned with the Sport Funding and Accountability Framework (SFAF) and a new revised system was introduced to determine the number of cards allocated to each sport (Drouin, 2003). Total funding for the AAP this fiscal year totalled $6, 657, 276 (Sport Canada, AAPMIS 2003).

2.2.1.14 1998-99

At this time the major change in the AAP was the addition of 300 new cards, which included 100 cards for athletes with a disability, and 200 cards for able-bodied athletes. This was the initiative of the New Funding for Sport Program (Drouin, 2003). Total AAP funding was this fiscal period was $ 8,067,138 (Sport Canada, AAPMIS 2003).

2.2.1.15 2000-01

During this time the carding levels were reduced from the existing nine down to two major carding levels. The A, B, and C cards became Senior level cards (SR1 and SR2) while the C-1, TC, D, R, J and H cards became the development cards (C-1/SR and D). At this time there were no changes made to the existing sport specific carding criteria, the card quotas for each sport, or the AAP sport qualification criteria (Drouin, 2003). The announcement of Denis Coderre (former Secretary of State for Amateur Sport) to increase funding to amateur athletes by 60% was also a milestone during this fiscal period (Sport Canada, 2000). As a result of this new budget the AAP stipends for athletes were also increased. This meant that monthly living and training allowances for Senior Cards (SR1 and SR2) were increased to $1,100 per month or $13,200 annually. Development cards (C1, SR and D) were also increased to $500 per month or $6,000 annually. Accordingly, the annual AAP budget increased from approximately $9.1 million in 1999-2000 to $ 14, 769, 235 for the 2000-2001 fiscal year (Sport Canada, AAPMIS 2003). It should be noted that first year athletes meeting SR criteria receive development funding of $500 and were classified as C1. However, once these athletes entered their second year of meeting SR criteria they received their SR card and thus their monthly allowance

increased to $1100 (Water polo Canada, 2002). For a complete list of monthly and yearly stipend increases from 1999-00 to 2000-01 refer to table 2.6.

Table 2.6

AAP Monthly and Yearly Stipend Increases-1999-00/2000-01

Card Classifications	**Previous Card Stipend**	**New Senior Card Stipend**
	1999-00	**2000-01**
	monthly / annually	*monthly / annually*
A card:	$810 / $9,720 }	$1,100 / $13,200
B card:	$685 / $8,220 }	
C card:	$560 / $6,720 }	
Card Classifications	**Previous Card Stipends**	**New Development Card Stipend**
	1999-00	**2000-01**
	monthly / annually	*monthly / annually*
C-1 card:	$435 / $5,220 }	$500 / $6,000
D card:	$375 / $4,500 }	
TC card:	$375 / $4,500 }	
R card:	$310 / $3,720 }	
J card:	$185 / $2,200 }	

Sport Canada (2003). New Carding Structure and Increases to AAP Stipends.

2.2.1.16 2001-02

Very little change took place during this period. However, it should be noted that the annual AAP budget was increased to just over 15 million for this fiscal year ($15,137,000). This marked the first time the AAP budget was in excess of 15 million dollars (Sport Canada, AAPMIS, 2003). The number of cards distributed to athletes at each of the three carding levels can be seen in Figure 2.15.

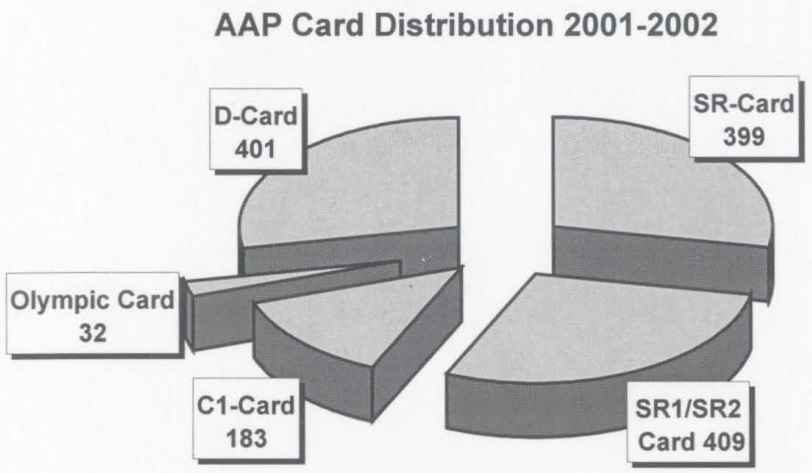

Figure 2.15. AAP Card Distribution (2001-2002) ***Total 1424***

2.2.1.17 2002-03

Much like the previous fiscal year there was not much movement in terms of increase funding in the AAP program, as the budget remained relatively constant at $15,118,071. However, there were some changes in the number of Athletes receiving carding from the AAP program. According to Sport Canada (2004) the number of carded athletes decreased slightly from 1424 (2001-2002) to 1400 in (2002-2003). Figure 2.16 further breaks down how various cards were allocated among the athletes. When compared to figure 2.15 it is clear that the only decrease occurred with the development card as only 380 athletes receiving funding for the 2002-2003 fiscal year. Also worth nothing was the increase the SR1/SR2 and the SR/C-1 cards.

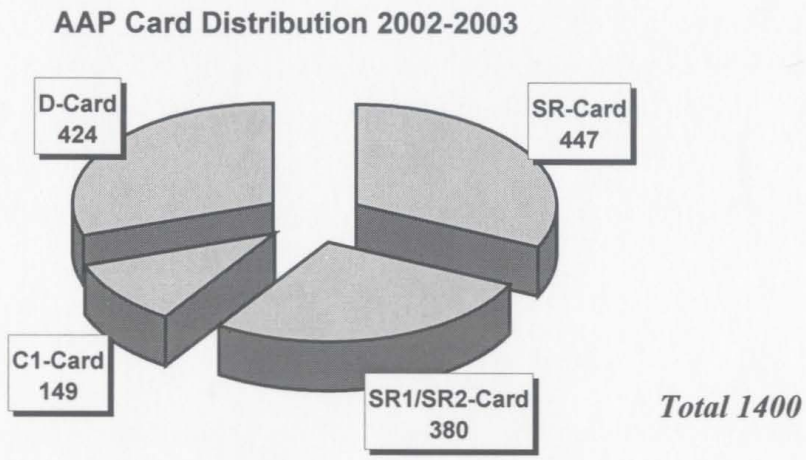

Figure 2.16. AAP Card Distribution (2002-2003)

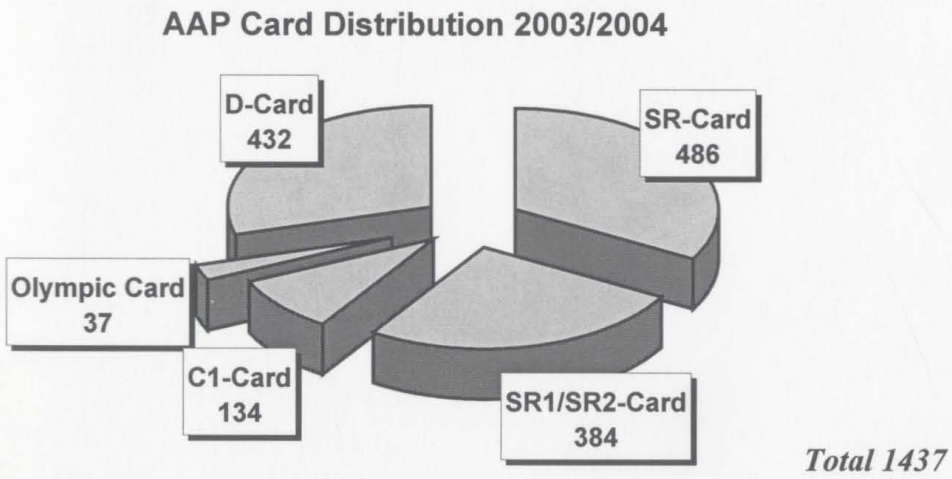

Figure 2.17. AAP Card Distribution (2003-2004)

2.2.1.18 2003-04

Carding allocation for the 2003/2004 fiscal year can be seen in figure 2.17. As shown there was a substantial increase in the number of cards allocated to athletes, up to 1437 from 1400 the previous year. Actual funding in terms of the AAP increased slightly to $15,211,178 over that from the previous year.

2.2.1.19 2004-05

In contrast to the previous two years the 2004/2005 fiscal period marked a significant increase in the level of AAP funding. On September 10, 2004 Stephen Owen, Minister of State (Sport) announced an increase of $4.6 million in the Athletes Assistance Program. As a result more that 1400 Canadian athletes will receive an increase of $4,800 per year in tax-free stipends. This means that developmental cards will increase from $500 per month to $900 per month, representing an 80 percent increase and bringing the annual total to $10,800. Stipends for athletes with senior cards will increase from $1,100 per month to $1,500 per month, representing a 36 percent increase and bringing the annual total to $18,000 (Sport Canada, 2004)

2.2.1.20 Overall Trends-AAP

The purpose of this section was to provide give an overview of how funding has fluctuated within the AAP since its inception. As evident from the previous discussion, many changes have taken place within the AAP itself. Hence, the goal of this section is to illustrate these patterns so that it shows where and when major changes occurred. It should be noted that to properly show these changes it was necessary to convert actual dollars into constant dollars by using the CPI (consumer price index). The consumer price index is used to express a sum of money, established at a point in time in the past, in

current dollars (Associated Economics Consultants. 2003). As a result, the CPI for each fiscal year (April 1-March 31) was calculated to represent the value of current dollars. More specifically, this represents the value of the dollar for the 2003/04 fiscal year. These CPI averages were calculated using monthly averages provided by Associated Economics Consultants Ltd, who bases their numbers directly on those from Statistics Canada.

When looking at actual dollars one might be inclined to believe that AAP funding had been somewhat consistent over the years. Although some minor fluctuations are evident when looking at actual dollars, it does not create an accurate account of all major changes. For a more precise representation of these changes it is more beneficial to refer to the AAP totals based on the CPI (constant dollars). Totals based on the CPI are more accurate and give a true sense of major changes in funding that have occurred over the years.

According to values based on the CPI, the AAP experienced an increase in funding throughout the early and mid eighties, reaching its highest dollar value of $8,234,258 ($4,890,309 actual) for the 1984/85 fiscal year. This was primarily due the fact that the budget of Sport Canada had grown from about $8,000,000 before the 1976 Olympic Games in Montreal to $86,000,000 in 1988 (Haggerty & Paton, 1997). From that point forward AAP funding steadily decreased until the 1991/92 fiscal year where it experienced a slight increase. However, this was short lived as the subsequent year funding was once again reduced. Between 1993-1995 AAP funding was further reduced. This was due to the fact that during this time Ottawa slashed Sport Canada's overall budget by almost 40 percent (Snider, 2000). According to Haggerty and Paton, 1997 the Sport Canada budget was cut to 64,000,000 in 1994. Since that time, with the exception

of a few minor fluctuations, (1996/97-1997/98) AAP funding has steadily increased. In terms of actual dollars the 2001/2002 fiscal year marked the first time AAP funding exceeded $15 million ($15,137,000), which according to the CPI was $15,886,074. For the most part AAP funding remained relatively constant for the 2002-2003 and 2003-2004 fiscal periods. However, the 2004-2005 fiscal period seen AAP funding increase to that approximately $19.85 million actual dollars (B. Price, personal communication, November 30, 2004). This was due to the addition of $4.6 million to the AAP as announced by Minister of State (sport) Steven Owen in September of 2004 (Sport Canada, 2004). To further illustrate funding changes within the AAP refer to Figure 2.18-CD. It is important to mention that this figure only reflects the AAP data and converted CPI values for each year based on the 2003/2004 fiscal year. That listed for the (2004/2005) figures are only based on actual numbers and is only shown to show the sudden increase in AAP funding that occurred for that period. For complete data regarding yearly CPI indexes and calculations refer to Appendix B4 (see CD).

2.3 Other Forms of Government Support

Although not the only source of funding for athletes, the Athletes Assistance Program is the only clearly measurable allotment of federal money for athletes. As discussed previously, prime directive of the AAP is to provide direct financial assistance and subsidies to athletes based on their level of achievement/competition/performances. That pot of money rests at approximately $19.85 million for the upcoming 2004/2005 fiscal year (B. Price, personal communication, November 30, 2004).

In addition to the AAP there are a number of other federal programs that contribute to the athlete development process in Canada. However, unlike the AAP it is

extremely difficult to determine exactly how much funding from each program goes directly into the athlete development process. This is due to the fact that much of this funding does not go directly into the hands of the athletes. The following section explains some of the major Federal funding programs and how they contribute to the athlete development process.

2.3.1 National Sport Organization Support Program

The National Sport Organization Support Program is administered solely by Sport Canada. The primary goal of the NSO Support Program is to assists sport organizations in their pursuit of sport objectives that are shared by the Federal Government. The program is open to sport organizations that have met the full requirements of the Sport Funding and Accountability Framework (SFAF). This program is used to ensure that federal funds are allocated to NSOs that contribute directly to federal sport objectives and priorities (Sport Canada, 2003). Those NSOs meeting requirements are granted funding that must be directed toward the goals of Federal Government. Once NSOs receive this funding it is then used to support various programs within the organization. Although the funding has many priorities, support is largely targeted to areas such as national team programming and the development of coaches and officials. Assistance is also provided for staff and coach salaries along with general national sport organization operations. (Sport Canada, 2004) The federal contribution to the National Sport Organization Support Program, for the 2002-2003 fiscal year was approximately $31.3 million dollars (Sport Canada, 2004). According to Judy Rash, Sport Canada, the largest portion of this funding goes to support athlete at stages three and four of the athlete development model. This is support that Sport Canada provides to NSOs to

assist with the operation of national teams, junior national teams, development teams, and the cost of coaching salaries for these teams. Another portion of the funding goes to support athletes at levels one and two of the athlete development model. At these stages funding is used to create participation programs, entry level or "learn to" programs, as well as for club level coach education. The remaining funding is directed toward administrative duties and staff salaries of those who work for the various NSOs. Some of the funding also goes toward the support of leadership development, which is comprised of things like coaching clinics, officials training and clinics, and volunteer development. (J. Rash, Personal Communication, January 15, 2004).

2.3.2 Multi-Sport/Multi-Service Organization Support Program

The goal of the MSO Support Program is to assist multi-sport/multi-service sport organizations deliver programs and services to eligible sport organizations in their pursuit of the sport objectives they share with the federal government. Sport Canada provides financial contributions to these sport organizations, such as the Coaching Association of Canada and the Canadian Centre for Ethics in Sport, as a more cost-efficient means of supporting the generic needs of the sport community (Sport Canada, 2004). For the 2002-2003 fiscal period, approximately $10.8 million in funding was allocated to the Multi-Sport / Multi-Service Organization Support Program. Of this amount, approximately $2.8 million went to the Coaching Association of Canada who in partnership with NSOs and the Provinces offer various levels of NCCP (National Coaching Certification Program) training. This $2.8 million can be applied to all four stages of the athlete development model, as it is important to the athlete development process at all four stages. The CIS (Canadian Interuniversity Sport) and CCAA (Canadian

Colleges Athletic Association) received approximately $.5 million in support, which was directed primarily at stage two of the athlete development model. An additional $.5 million went to support Aboriginal sport, which is utilized primarily at level 1 of the model. Lastly, approximately $2 million was allocated to several organizations such as the Canadian Olympic Committee, Canadian Paralympic Committee and Canadian Commonwealth Games Association that operate games and send teams to level three and four competitions. That remaining (approximately $5 million) went to support special projects such as anti doping, dispute resolution, and promotion of sport for under-represented groups etc. (Personal Communication, January, 9 2004).

2.3.3 National Sport Centres Program

The National Sports Centre Program was established as partnership between the Coaching Association of Canada, the Canadian Olympic Committee and Sport Canada. The goal was to create a network of Sport Centres across Canada that would enhance the training environment for high performance stream athletes, including those with a disability (Sport Canada, 2004). Centres now exist in many major Canadian cities with the primary objective of providing services to the majority of national team athletes. Major centres are located in designated cities, including Vancouver, Calgary, Toronto, Montreal, Winnipeg, Saskatchewan and the Atlantic region. Additional centres also exist, and are normally developed in conjunction with the hosting of future Major Games and Canada Games sites. They tend to operate on a smaller scale of activity than the major centres (Sport Canada, 2004).

Approximately $3.4 million in Federal funding was allocated to the National Sport Centres Program for the 2002-2003 fiscal period. According to Judy Rash (Sport

Canada) all of this funding goes to support athletes at stage three and four of the athlete development model. She goes on to add that the majority of this funding (approximately 70%) goes to support athletes at elite athletes at stage four of the model (Personal Communication, January 9, 2004). For the 2004/2005 fiscal year the National Sport Centres Program (CSCs), seen funding increase to an all time high of $7.2 million. Like previous years, the majority of this funding went to support athletes at stages three and four of the athlete development model (J. Rash, personal communication, November 29, 2004).

2.3.4 Sport Hosting Program

The aim of the International Single Sport Hosting Program is to assist individual sport organizations to host sporting events in Canada. It is aimed at enhancing high performance sport development and the international profile of sport organizations. Only those sports meeting eligibility criteria may receive federal funding through this program. Events that are eligible for funding through this program include world cups and qualifying tournaments, for example, pre-Olympic or pre-Commonwealth trials. They also include both summer and winter world championship events (Sport Canada, 2004). Past examples include the Edmonton World Athletics Championships in 2001 as well as the 2003 World Road Championships in cycling in Hamilton, Ontario.

For the 2002-2003 fiscal year approximately $10.9 million was allocated to the Sport Hosting Program (J. Rash, personal communication, January 15, 2004). Funding for the Sport Hosting Program for the 2004/2005 fiscal year totalled $10.2 million (J. Rash, personal communication, November 29, 2004). Due to the fact that funding for this

program is used to host high performance events, it would be safe to assume that most goes to support athletes at stage three and four of the athlete development model.

Although athletes do not receive direct funding through this program, there is little doubt that it plays an important role in the athlete development process. On a final note, it should be noted that federal funding for this program tends to fluctuate from one year to the next. It highly depends on the number and magnitude of events that become eligible for funding during a given year.

2.3.5 Canada Games Program

In terms of athlete development, few would debate the important role of this highly prestigious event in strengthening sport development in Canada. Since its inception in 1967 the Canada Games has been an important stepping-stone for inspiring and developing many of Canada's athletes. The Federal Government supports this initiative each two-year cycle by providing financial assistance to help support athletes. For the 2002-2003 fiscal year, approximately $5.5 million in Federal funding was allocated in support of the Canada Winter Games (J. Rash, personal communication, January 15, 2004). According to the athlete development model (see Figure 2.1) the Canada Games are classified under stage 2. As a result, the total amount of $5.5 million would be directed to athlete development at this stage. According to Judy Rash (Sport Canada) contributions from Sport Canada to for the 2005 Canada Games in Regina will be in the vicinity of $8.5 million (personal communication, November 29, 2004).

For the 2002-2003 fiscal year, Sport Canada also made a contribution of approximately $2.5 million to International Development, as well as further $.5 million to support special projects. All together, total Federal spending for the 2002-2003 fiscal

period totalled approximately $80 million dollars. A summary breakdown of all Sport Canada expenditures for the 2002-2003 fiscal year is further illustrated in Figure 2.19.

2.4 Sport Canada Funding-2002/2003 Fiscal Year

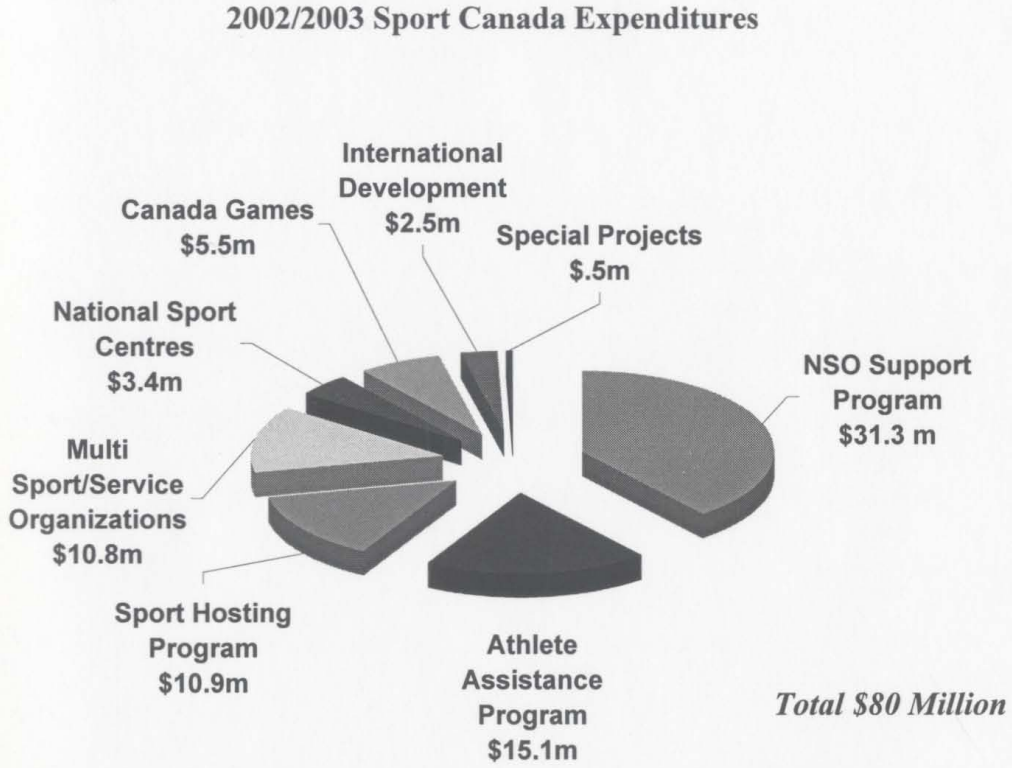

Figure 2.19. Sport Canada Expenditures (approximate) 2002/2003.

Trying to decipher how much money from each of these programs goes into the athlete development process is a matter of debate. For example, when considering the National Sport Organization Program, one might argue that funding for things like administrative duties, staff salaries and leadership development, are not part of the athlete

development process. However, others may view these as important "building blocks" to athlete development. In other words, you would not have athlete development and competitive teams programs if you did not have bodies to plan, organize and operate them. Likewise for the Multi-Sport/Multi Service Organization Program, which contributes in part to such things as anti doping, dispute resolution, promotion of sport for under-represented groups etc. There are many athletes who might not consider this as directly contributing to the athlete development process. Conversely, there are others who might consider this as being valuable to the development of the whole athlete, therefore playing an important role in the athlete development process.

Based on the information at hand, trying to decipher how much goes in to each stage of athlete development was very challenging task. In consultation with Sport Canada, and based on the numbers included in Figure 2.19, a chart was created that best estimated how funds were allocated across the athlete development model for the 2002/2003 fiscal year (see Table 2.7).

It should be emphasized that these numbers are only estimates and in no way represent all direct funding received by athletes at all stages of the athlete development model. Conversely, these numbers are a reflection of all direct and indirect funding to athletes at all four stages. In adding, they represent a best-case scenario or how funding was allocated among the four stages of development at that time.

Table 2.7

Disbursement of Sport Canada Funding 2002/2003

Stage 4 ❑ AAP (Approx 75% of total or $11.3m) ❑ Sport Hosting Program (Approx 60% of total or $6.54m) ❑ Canadian Sport Centre Program (Approx 70% of total or $2.4m) ❑ National Sport Organization Support Program (Approx $20.3m of total) ❑ Multi-Sport/Multi Service Program (Approx $5.5 m of total) ❑ International Development (Approx $1.5m) ❑ Special Projects (Approx $.3m) **Total $47.84 million**
Stage 3 ❑ AAP (Approx 25% of total or $3.8m) ❑ Sport Hosting Program (Approx 40% of total or $4.36) ❑ Canadian Sport Centre Program (Approx 30% of total or $1m) ❑ National Sport Organization Support Program (Approx $6m of total) ❑ Multi-Sport/Multi Service Program (Approx $2.3m) ❑ International Development (Approx $.5m) ❑ Special Projects (Approx.$.1m) **Total $18.06 million**
Stage 2 ❑ Canada Games Program ($5.5m) ❑ CIS and CCAA ($.5m) ❑ National Sport Organization Support Program (Approx $2.5m—with $2 to Sport Development Program) ❑ Multi-Sport/Multi Service Program (Approx $1m) ❑ International Development ($.25m) ❑ Special Projects (Approx $.05m) **Total $9.8 million**
Stage 1 ❑ Aboriginal sport ($.5m) ❑ National Sport Organization Support Program (Approx $2.5m—with $2m to Sport Development Program) ❑ Multi-Sport/Multi Service Program (Approx $1m) ❑ International Development ($.25m) ❑ Special Projects (Approx $.05m) **Total $4.3 million**

2.5 Sport Canada Funding-2003/2004 Fiscal Year

For the 2003/2004 fiscal year the Sport Canada budget started with approximately $90 million dollars (Sport Canada, 2004). The only major difference between the 2003/2004 budget and the previous 2002/2003 budget was the addition of $10 million for sport excellence, which was announced in the 2003 federal budget. Of this $10 million, $1.5 million was provided to the Canadian Olympic Committee and the Canadian Paralympic Committee for the final preparation of athlete bound for Athens. This would be represented in stage four of the athlete development model. The other $3.5 million was allocated to National Sport Organizations to assist with the La Relève program (J. Rash, personal communication, February 16, 2004). This program invests heavily in the next generation of Olympic/Paralympic medallists and those with a high probability of success in Beijing 2008, Vancouver-Whistler 2010, and beyond (Badminton Canada, 2004). This funding represents those athletes primarily in stage three of the athlete development model. The remaining $5 million was directed toward sport participation and is best represented at stage one of the athlete development model (J. Rash, personal communication, February 16, 2004). As mentioned previously, the only change in funding from the 2002-2003 fiscal year to the 2003-2004 year was the addition of $10 million. If this additional funding were allocated among the various stages in table 2.7, funding at the four stages of the Athlete Development Model would look much like that represented in Figure 2.20.

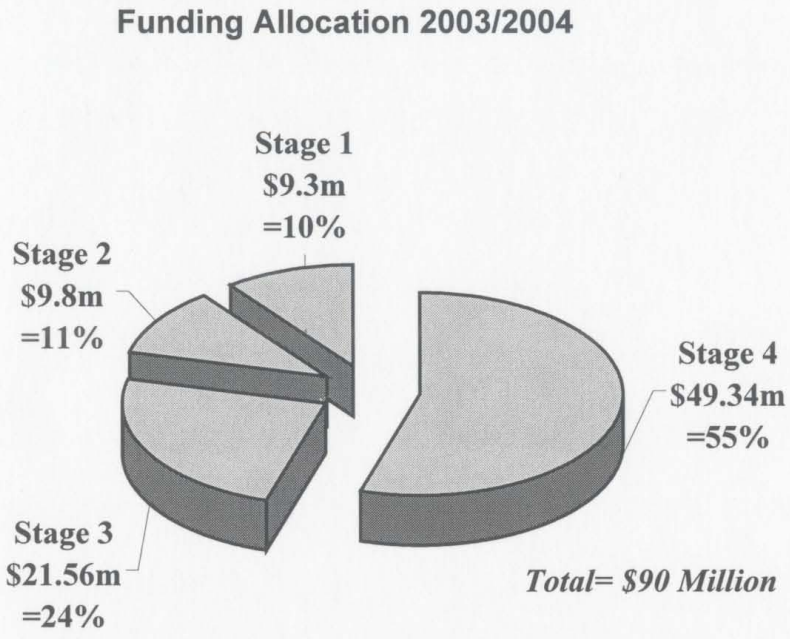

Figure 2.20. Distribution of Funding Among Four Stages-2003/2004

For the majority of the 2003/2004 Fiscal year the budget remained solid at $90 million. However, on March 24, 2004, Minister of State (Sport) Stan Keyes confirmed that the federal budget included a significant injection of $30 million into the Canadian sport system. This increased the overall budget to $100 million annually (Sport Canada, 2004). In theory should have meant $120 million in total but $20 of the $30 million was due to sunset on March 31, 2004 as part of a previous five year commitment. As a result the Sport Canada budget was fixed at $100 million. Given that the majority of the 2003/2004 fiscal year was based on $90 million, figure 2.20 illustrates how that amount was allocated among the four stages of the athlete development model. It also shows that most of the funding for the 2003/2004 fiscal period was allocated at stage four of the

athlete development model. Concentrated at this stage is more than half of the total funding for all sport in Canada. Stage three is also receives a significant portion of the total funding at 24%. Stage two has substantially less at 9.8% with stage one receiving the less of all four stages at 9.3%.

2.6 Sport Canada Funding -2004/2005 Fiscal Year

On May 14, 2004, the Honourable Stan Keyes (Minister of State, Sport) and the Honourable Hélène Chalifour Scherrer (Minister of Canadian Heritage) announced an additional investment of $20 million to help support Canada's high performance athletes. This brought the total investment on part of the Canadian Government to $120 million for the 2004-2005 fiscal year (Sport Canada, 2004). Essentially this meant the Sport Canada budged increased from $100 million in 2003/2004 to $120 million for the 2004/2005 fiscal year. This additional funding for 2004/2005 fiscal year, including the additional $10 million announced in March of 2004, came in two instalments. The first of $10.1 million came on September 10, 2004, while the second equalling $19.112 million came on October 12, 2004. Table 2.8 illustrates exactly how this funding was allocated.

When examining funding from an overall perspective it appears that some programs contribute more directly to the athlete development process than others. For example, funding for the AAP is directly given to athletes; therefore it can be considered as all going toward the athlete development process. For the majority of other Federal funding programs, there will always be debate as to which ones and how much from each goes into development process. For the most part, it depends on ones personal perspective and how they view the funding process.

Table 2.8

Allocation of New Funding 2004/2005 Fiscal Year

Instalment #1 $10.1 million	
$4.6 million	Athletes Assistance Program
$5.5 million	For national teams to purchase equipment for athletes and for Canadian Sport Centres to support sport science and sport medicine.
Instalment #2 $ 19.112 million	
$10.212 million	To NSOs for coaching salaries, training, and competition needs and to help senior national teams, development teams, coaches, and athletes prepare for future Olympic and Paralympic Games.
$2.4 million	To support long-term initiatives to improve Canada's sport system. Funding further allocated as follows: -$1 Long-Term Athlete Development Model and a sport-specific model for a seamless athlete development system that integrates national and provincial sport organizations -$1 Development of NCCP -$400,000 Sport Review Panel
$1.35 million	Hosting international sport events in Canada
$2.35 million	2005 Canada Summer Games in Regina.
$2.8 million	Research, program operations, and boosting Canada's role in the international fight against doping in sport.

As mentioned previously the current budget for Sport Canada is $120 million. However, given the previous discussion, there are many athletes and coaches in this Canada who might argue that this $120 million reflects a best-case scenario. In all likeness is not indicative of what athletes actually receive. This is primarily due to the fact much of this $120 million does not go directly into the hands of the athletes. As previously discussed, a large portion goes toward supporting things such as administrative duties, staff salaries, anti doping and dispute resolution which can be argued as not being

part of direct funding to athletes. In addition, with this kind of set-up (fluctuating budgets, intricate government machinery, sunsetting monies, earmarked money for increased participation, new money for high-performance sport, the advent of the 2010 Winter Games and associated federal financial contributions), it is almost impossible to say how much the Federal Government contributes to athlete development in Canada, other than to say that the research seems to consistently indicate that it is less than what many other countries allocate. (V. Lachance, personal communication, October 27, 2003). In consultation with Sport Canada a chart was created that showed how funds for the 2004/2005 fiscal year were allocated through the various programs offered by Sport Canada (see Figure 2.21).

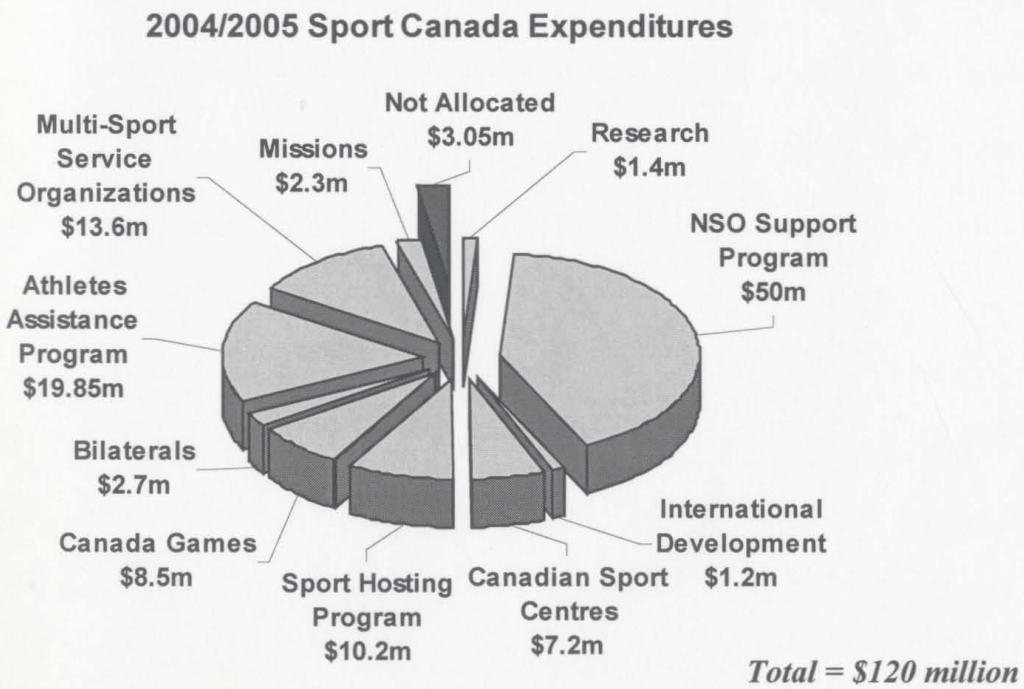

Figure 2.21. Sport Canada Expenditures (approximate) 2004/2005

From looking at figure 2.21 it is clear to see that most of the programs experienced growth in terms additional funding. This compared to that of the 2002/2003 fiscal year (Figure 2.19). As figure 2.21 shows the Sport Canada contribution to the National Sport Organization Sport Program for the 2004/2005 fiscal year was significantly increased to $50 million (J. Rash, personal communication, November, 20, 2004). This was primarily due to the announcement by Minister Stan Keys of an additional $30 million to the Canadian sport system (Sport Canada, 2004). Although there is some speculation as to how this funding will be allocated, nothing has yet been confirmed. In all likeliness the majority of this funding will go to support those athletes at stage three and four of the athlete development model, with stage four getting the priority. Funding for the AAP also increased significantly to approximately $19.85m (B. Price, personal communication, November 30,2004). This was due to $4.6 million announced in September 2004 as part of the $30 million in new funding for the 2004/2005 fiscal year (Sport Canada, 2004). Distribution of funding athletes via the AAP goes to support those athletes at stage three and four of the athlete development model. Also showing an increase in funding was the Multi-Sport Organization Program, which increased to $13.6 million. According to Judy Rash (Sport Canada), allocation for the majority of this funding will be allocated as in previous years. The only exception was the addition of $1.7 million for CBET implementation, and $800k to the CCES (Canadian Centre for Ethics in Sport) for drug testing costs (Personal Communication, November 29, 2004). In consultation with Sport Canada, a table was constructed to better show how funding for each program for the 2004/2005 fiscal year was allocated among the four stages of the athlete development model (see Table 2.9). Important to note is that these numbers are

only estimates and are used to approximate how funding for various programs are allocated among the stages of development.

Table 2.9

Disbursement of all Sport Canada Funding 2004/2005

Stage 4

- AAP (Approx 75% of total $14.89m)
- National Sport Organization Support Program (Approx $35.26m of total)
- Canadian Sport Centre Program (Approx 70% of total or $5.04m)
- Multi-Sport/Multi Service Program (Approx $7m including $.4m CCES and $.43m CBET)
- Sport Hosting Program (all $10.2m to this stage)
- Canadian Sport Centre Program (Approx 70% of total or $2.16m)
- International Development (Approx $.3m)
- Missions- Olympic and Paralympic (Approx 85% of total or $1.79m)
- Research Projects (Approx $.35m)

Total $76.99 million

Stage 3

- AAP (Approx 25% of total $4.96m)
- National Sport Organization Support Program (Approx $9.74 m of total)
- Multi-Sport/Multi Service Program (Approx $4m including $.4m CCES and $.43m CBET)
- International Development (Approx $.3m)
- Research Projects (Approx $.35m)

Total $19.35 million

Stage 2

- Canada Games ($8.5m)
- National Sport Organization Support Program (Approx $2.5m—with $2m to Sport Development Program
- Multi-Sport/Multi Service Program (Approx $1.3m including $.43m CBET)
- Bilaterals (Approx 50% of total 1.35m)
- International Development (Approx $.3m)
- Missions- Olympic and Paralympic (Approx 15% of total or $.51m)
- Research Projects (Approx $.35m)

Total $14.81 million

Stage 1

- National Sport Organization Support Program (Approx $2.5m—with $2m to Sport Development Program.
- Multi-Sport/Multi Service Program (Approx $1.3m including $.43m CBET)
- Bilaterals (Approx 50% of total 1.35m)
- International Development (Approx $.3m)
- Research Projects (Approx $.35m)

Total $ 5.8 million

With reference to table 2.9 it should be clarified that thus far for the 2004/2005 fiscal year approximately $116.95 million has been allocated. The rest, approximately $3.05 million, at the time of this report had yet to be allocated. However, if we were to take into consideration what had been allocated distribution among the four stages might look like that shown in Figure 2.22

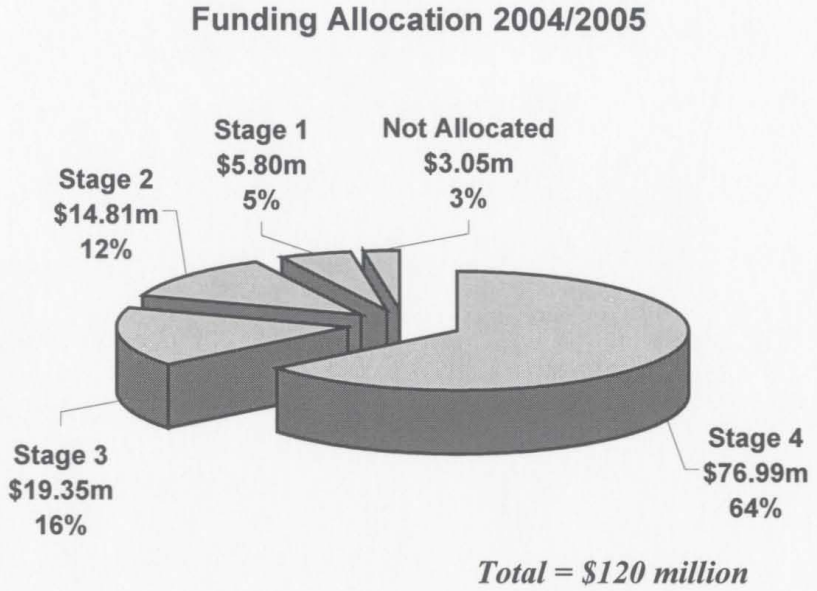

Figure 2.21. Distribution of Funding Among Four Stages-2004/2005

2.7 Summary of Sport Canada Funding

From of an overall perspective the funding system in Canada can be described as being somewhat perplexing as in recent years there has been considerable confusion as to how much "new money" was actually invested into the Canadian sport system. For example, in 1998 Sport Canada received funding from the Federal Government to be used

over a five-year period (V. Lachance, personal communication, October 27, 2003). As a result, there was much concern that approximately $20 million of this money would "sunset" at the end of the 2003/2004 fiscal year. If this had been the case, the Sport Canada budget would have been reduced to approximately $70 million. However, in the 2004/2005 federal budget, there was confirmation that the $20 million would stay on as part of the ongoing 2004/2005 Sport Canada budget. In addition, there was an announcement of an additional $10 million, which brought the total 2004/2005 Sport Canada budget to $100 million (T. Jones personal communication, December 1, 2004). It should be stated that although $30 million was officially announced only $10 million was actually "new money", as in the eyes of many outside of government, not cutting $20 million was not considered new money. The sport community reacted negatively with only $10 million in new money As a result, an additional one-time investment of $20 million was added in, which brought the total increase of "new dollars" to $30 million or a total of $120 million for the 2004/2005 fiscal year.

In terms of sun-setting monies, the new funding ($30 million) announced for 2004/2005 was only a one-year commitment (V. Lachance, personal communication, November 29, 2004). Although it was considered a step in the right direction it does not represent any long- term funding. It is hoped that the new federal budget will in March 2005 will contain additional funding. However, if this is not the case the Sport Canada budget will be on the order of $90 million as it was two years ago. For many in the sporting community this not indicative of what athletes really need to improve on the international scene. Given the advent of the 2010 Olympic games in Vancouver, more consistency is needed in terms of funding for Canadian athletes.

CHAPTER 3

METHODOLOGY

Given what was discussed in the previous two chapters it is obvious that the Canadian sport system is not without its shortcomings. Many of these problems run deep but for the most part revolve around the lack of funding for developing Canadian athletes. To ensure ones success as an athlete, funding is needed at all levels. Thus neglecting athletes at any stage of development will more than likely have future repercussions. As mentioned in prior chapters, there has been much concern expressed by the sporting community over the lack of government funding for developing Canadian athletes. Given these concerns the methodology for this research was selected to try and determine what could be done on a government level to improve the current system of athlete development. The methodology was also developed with the intention encouraging participants to express their concerns about all funding issues in general but most importantly what could be done address these issues.

3.1 Participants

It comes as no surprise that athletes are the group most directly affected by current Government funding practices for sport in Canada. As a result, athletes were the focal point of study for this research project. Although other groups were incorporated into the research process athletes play the most critical role. To gain a broader perspective, athletes were selected from stages three and four of the generic athlete development model. These two stages are comprised of national team developmental athletes as well as who are members of national teams (see Figure 2.1). As the model indicates, National team developmental athletes included those who were members of

National team development programs, junior national teams, professional/semi-pro leagues, and members of various FISU teams. National team members included those who have participated at World Championships, Commonwealth Games, Pam Am Games and Olympic Games. Selecting athletes from stages three and four was based on the rational that these athletes have attained elite status. As a result, the majority of these elite athletes would have passed through most stages of the athlete development model and would more able to comment profoundly on funding issues at each stage.

In addition to athletes, coaches were also included in the research project and were selected from the last two stages of the athlete development model. Second to athletes, it was decided that coaches were also vividly aware of the issues surrounding athlete funding in Canada. Therefore, it was important that their opinions and knowledge be included in the research.

The third group consisted of National Sport Organizations. Much of Sport Canada's funding is allocated to athletes at various stages of development via NSO's. Therefore, it was also important to gain perspectives from these groups as to what stage(s) of the athlete development model they believe funding is most crucial in terms of ensuring an effective athlete development system.

3.2 Creating the Generic Athlete Development Model

In order to facilitate this research it was necessary to construct an athlete development model that was applicable to all sports. After consultation with a variety of National Sport Organizations, it was determined that to create a model which accurately represented each individual sport would be difficult. Hence, the model was created with the intent of representing how athletes generally move through the development process.

This model could then be used to determine the major stages of athlete development of which funding tends to be allocated.

To construct such a model a number of steps were involved. A general model was first constructed based on personal experience (see Figure 3.1-CD). Once this general model was created it was circulated among a number of colleagues (graduate students, professors) for feedback. Upon receiving feedback, a number of changes were made to the model (see Figure 3.2-CD). The athlete development model was then forwarded to the Technical Directors of forty National Sport Governing Bodies. A letter accompanying the model was sent to seek feedback on its accuracy (see Appendix C1-CD). The Technical Directors were asked to make comments on the accuracy of the model and to make suggestions for improvement. The eight technical directors who responded recommended a number of changes, which were applied to the model. Upon making changes, the model once again was resent to the technical directors of the same 40 NSO's for final comments. Once again a letter was sent specifying exactly what was requested (see Appendix C2-CD). There was a slight increase in the response rate with 10 technical directors making recommendations. These recommendations are represented in the final draft of the model, which can be seen in Figure 2.1.

3.3 The Survey Format

For use in this research a survey was constructed to collect data on (a) respondents personal sport funding experience, and (b) their beliefs about which stages of the athlete development model Government funding should be prioritized to ensure the greatest benefit to athletes. In constructing the survey a rough draft was first constructed. Upon completion, this rough draft was presented to colleagues (graduate students, professors)

for recommendations. The process went through various cycles of revising and reediting to assure that all questions were relevant and applicable to the research question.

For the purpose of the study a separate survey was constructed for all three groups (athletes, coaches and national sport organizations). The athlete survey itself was divided into two separate sections. The first section (Part A) had questions based on the personal funding experiences of the athletes themselves. Section two (Part B) predominately focused on the opinions of athletes as it related to specific funding issues. Coaches and NSOs were requested to complete a survey similar to the athlete survey. The coach and NSO surveys almost identical and also called upon the two groups to complete both sections of the survey. The first section (Part A) consisted of questions bases on the personal experiences of respondents. The purpose of subsection two (Part B) was to seek the opinions of these individuals as they relate to athlete funding. It should be noted that some questions in the athlete survey were designed to parallel questions in coach/NSO survey. This made the task of comparing information between the two different groups much easier.

3.4 The Survey Questions

Questions used in the research were specifically designed in an attempt to elicit as much information as possible from these two groups. The survey itself primarily consisted of Likert type scale response questions as well as selected response and open-ended questions. The open-ended questions gave participants an opportunity to offer comments that they felt they might need to disclose. Essentially the survey focused on a number of key elements pertinent to various funding issues in the athlete development process. The survey first asked participants for demographic data and information on their

personal sport funding experiences. Participants were then asked to comment on the current state of funding at various stages of the athlete development process. At that point, participants were requested to identify the effectiveness of funding in the current athlete development system by answering a variety of different questions. The subsequent section of the survey called upon participants to identify the major areas for improvement of the funding process. This was accomplished by using Likert type response questions as well as open-ended questions. Lastly, participants were given an opportunity to provide any other information that might be applicable to the research question at hand. These results reflected the opinions and attitudes of those who were most affected by current funding policies as well as those who were most knowledgeable about sport funding issues. As many questions on the survey related to the athlete development model it was important that participants have visual access to the model at all times. For this reason, a link directing those to a visual of the athlete development model was included with each question. Appendices D1-D3 (see CD) contain surveys for all three groups. They are further classified by the following: athletes survey (Appendix D1), coaches survey (Appendix D2) and NSOs survey (Appendix D3).

3.5 Recruiting Participants

To begin, it should be noted that having access to email was one of the major conditions for participation. It was assumed most athletes who were competing at the specified levels (3 & 4) required for participation would have access to e-mail/internet services. This was further confirmed through the administration of a min-survey that was conducted at Memorial University (see Appendix E-CD). The survey consisted of several questions, which were based on the accessibility and frequency by which athletes used

internet/email services. The results confirmed that most athletes have access to internet/email services.

To recruit potential participants that meet the research criteria a number of methods were used. First of all a letter containing a brief explanation of the research was sent to the 54 NSOs that are supported, in part, by contributions from Sport Canada. These 54 NSOs were then asked to send a letter, containing the URL and other pertinent information relating of the research to all athletes and coaches in their database (see Appendix F-CD). In this letter NSOs were also asked to complete survey component created for them. Each NSO was encouraged to complete the survey as a unified effort or send it to the individual that would be in a position to comment on behalf of the NSO. It was emphasised that the survey should be reflective of the opinions of the NSO as an organization.

To assist in the recruiting efforts all Canadian Sport Centres were asked for assistance. They include CSC Calgary, Saskatchewan, Manitoba, Ontario, Montreal, Atlantic and Pacific Sport. A letter containing all necessary information was sent to the athlete service managers for responsible for each CSC (see Appendix G-CD) In turn, each CSC sent out the information to all athletes within their database.

The last method involved snowball-sampling techniques. This was used specifically to recruit athletes and coaches, and was accomplished via e-mail. Through e-mail, potential subjects received a brief description of the research and eligibility requirements. They also received the URL to the research home page, which provided them with additional information. Individuals were then asked to complete the survey

and forward the e-mail letter to other athlete and coaches meeting research criteria (see Appendix H).

3.6 Determining Eligibility

Once potential participants have been directed to the researcher's web site it was reiterated that to participate they must meet certain eligibility requirements. To meet requirements athletes would have to verify their name, age, sex, and stage of the athlete development model in which they are currently completing. Coaches would have to provide information including their name, age, sex, sport coached, as well as the stage of athlete development model they are currently coaching within. In both these cases, eligibility was established through the actual survey itself. As a result the researcher could not determine eligibility until the survey results were submitted. Those meeting eligibility requirements were included in the study; those not meeting requirements were excluded. It should be stated that potential subjects were notified of eligibility requirements prior to completing the survey. This was included in the general letter and on the web page itself. As a result, only a low percentage subjects who completed the survey were ineligible.

3.7 Consent/Submitting Results

Along with the survey, participants received an explanation of the procedures pertaining to the survey (see Appendix I). This included eligibility requirements and assurances that confidentiality would be maintained throughout the study. It also stated that those individuals completing the survey would have the option of dropping out of the study at any time. Before beginning the survey, participants were advised that in order to take part in the research they should provide consent. Participants were notified that by completing the survey they were consenting to participate. Those who do not give consent

were asked to decline from completing the survey. Prior to giving consent potential participants were notified of how information would be used and released. It was also emphasized that by providing consent participants would be giving researcher permission to release pertinent based on the results of the survey. Furthermore, it was strongly emphasized that information would be released in aggregate and would not target any one individual or group. Upon reading the consent form, all three groups (athletes, coaches, NSO's) were asked whether or not they wanted to continue with the survey. Those individuals who elected to continue simply filled out the survey and hit the submit button. Results were then sent to the researchers email address. Results were stored at the School of Human Kinetics and Recreation. They were coded and locked with the only access requiring the use of a password or key.

3.8 Pilot Study

Before, the survey was distributed to potential candidates a pilot study was conducted to test the efficiency of the survey. A graduate class at the School of Human Kinetics and Recreation were used for the pilot study. Upon receiving information pertaining to purpose of the study, students were taken to the computer lab within the physical education building. At that point, students were given the URL, which directed them to the survey page. Students then completed the survey and submitted the results. In the process of completing the survey graduate students were asked to make note of any inconsistencies or areas of improvement within the survey. These areas of improvement were recorded and given to the researcher whereby corrections were made to the survey. This greatly helped increase the overall effectiveness of the survey. Upon completion these surveys were deleted from the researchers' database.

3.9 Data Collection

Information regarding the survey was sent out to the National Sport Organizations and the Canadian Sport Centers in March 20th, 2004. Due to the low number of responses in the first month, two follow up letters were send to these organizations requesting that information out be once again sent out to athletes and coaches. Completed questionnaires were returned from March 20th through May 20th.

The results of the survey were collected electronically via email. Once participants completed the survey they simply submitted the results to an email account where the results were checked for eligibility. Those individuals who completed the survey and did not meet eligibility requirements were excluded from the study. Results were then sorted into 3 categories; athletes, coaches and NSO's. Results for each survey were then transferred into SPSS 11.5 for data analysis.

3.10 Data Analysis

Once collected, Responses were then coded and entered into an SPSS (Statistical Package for Social Sciences, Version 11) database for analysis. Results were analyzed using descriptive and cross tabulation statistics.

CHAPTER 4

RESULTS

The purpose of this section is to present results from all the surveys (athletes survey, coaches survey, and national sport organizations surveys). It should be noted that some questions were included in all three surveys, as they were designed to gather the same information from all three groups. Other questions were designed to elicit information from a specific group. For the purpose of following discussion, each question is listed by the number it appears in the survey. For example, athlete questions are listed as AQ, signifying athlete survey question. Similarly, coaches and NSOs questions are listed as CQ and NSOQ.

The surveys were designed to elicit as much information as possible from athletes coaches, and NSOs relating to the funding of athletes in Canada. The surveys were open to all Canadian NSOs, however only those athletes and coaches that were either participating or coaching at stages three or four of the athlete development model were eligible to participate in the survey.

The survey itself was created online in an attempt to recruit a high number of responses. Information regarding the online survey was sent to 54 National Sport Organizations and the seven Canadian Sport Centers. The NSOs were asked to complete their online section of the survey and submit the results. In addition, both the NSOs and the CSCs were provided with a letter, which they sent to athletes and coaches in their organization. This letter contained the necessary information to access the on-line survey. The letter also requested that once athletes and coaches had completed the survey they send the survey's web address on to others meeting research criteria (snowball sampling).

Once completed by participants, surveys were submitted via email to a Memorial University email account. At this point, surveys were checked for eligibility. Responses were then coded and entered into an SPSS (Statistical Package for Social Sciences, Version 11) database for analysis. Results were analyzed using descriptive and cross tabulation statistics, and are presented below.

4.1 Return Rate

Of all returned surveys (N=183) those returned by athletes N=150, accounted for approximately 82%. In terms of gender, 51.3% of the athlete respondents were male (N=77) and 48.7% were female (N= 73). The coaches survey represented 6.5% of all returned surveys (N=12). In this data set, 91.7% of the respondents were male (N=11) while 8.3% were female coaches (N=1). The National Sport Organization survey represented 11.5% of all returned surveys (N=21).

4.2 Age of Athletes

AQ1.c requested that athletes state their current age. Responses showed that the age of athletes responding (N=150) ranged between 11 and 45 years. The mean age of athletes was 24.7 with the median and mode both being 23. When classified into age groups the majority of athletes, 58.7% (N=88) fell into the 19-25 age group followed by 19.3% (N=29) aged 26-32 years, followed by 9.3% (N=14) in both the 0-18 and 33-39 age group, followed by 3.3% (N=5) in the 40+ age group.

In the coaches survey, the respondents (N=21) ranged from 29 to 61 years of age. The mean age of this group was 43.5 with the median and mode a little lower at 43 and 40 respectively. Individuals completing the NSO surveys were not asked to specify their age.

4.3 Sports Represented

Responses were received from 150 athletes representing 44 different sports (see Table 4.1). The sport with the highest number of athletes returning surveys was shooting with 8.7% (N=13). This was followed by swimming at 8% (N=12), rowing and canoe/kayak both at 6.7% (N=10), and finally rugby with 5.3% (N=8). Athletes from these five sports combined for 35.3 % of all returned athlete surveys. The coaches' survey had 12 respondents representing a total of 8 different sports. Those with higher representation were swimming with 3 coaching representatives, diving and biathlon both with 2 representatives (see Table 4.2)

Table 4.1.

Athlete Questionnaire-Responses by Sport

Sport		Frequency	Percent	Cumulative Percent
Valid	shooting	13	8.7	8.7
	swimming	12	8.0	16.7
	rowing	10	6.7	23.3
	canoe/kayak	10	6.7	30.0
	rugby	8	5.3	35.3
	road cycling	7	4.7	40.0
	athletics	7	4.7	44.7
	soccer	7	4.7	49.3
	curling	5	3.3	52.7
	softball	5	3.3	56.0
	field hockey	4	2.7	58.7
	triathlon	4	2.7	61.3
	free style skiing-moguls	3	2.0	63.3
	handball	3	2.0	65.3
	figure skating	3	2.0	67.3
	basketball	3	2.0	69.3
	speed skating	3	2.0	71.3
	diving	3	2.0	73.3
	wheelchair basketball	3	2.0	75.3
	water polo	3	2.0	77.3

	biathlon	3	2.0	79.3
	judo	2	1.3	80.7
	fencing	2	1.3	82.0
	wrestling	2	1.3	83.3
	ice hockey	2	1.3	84.7
	mountain biking	2	1.3	86.0
	beach volleyball	2	1.3	87.3
	sailing	2	1.3	88.7
	sledge hockey	2	1.3	90.0
	pentathlon	1	.7	90.7
	water skiing	1	.7	91.3
	Nordic skiing	1	.7	92.0
	synchronized swimming	1	.7	92.7
	alpine skiing	1	.7	93.3
	racquetball	1	.7	94.0
	wheelchair athletics	1	.7	94.7
	disabled power lifting	1	.7	95.3
	gymnastics	1	.7	96.0
	snowboarding	1	.7	96.7
	athletics/paralympic	1	.7	97.3
	archery	1	.7	98.0
	ringette	1	.7	98.7
	weightlifting	1	.7	99.3
	squash	1	.7	100.0
	Total	150	100.0	

Table 4.2

Coaches Questionnaire-Responses by Sport

Sport		Frequency	Percent	Cumulative Percent
Valid	swimming	3	25.0	25.0
	road cycling	1	8.3	33.3
	wrestling	1	8.3	41.7
	nordic skiing	1	8.3	50.0
	racquetball	1	8.3	58.3
	diving	2	16.7	75.0
	gymnastics	1	8.3	83.3
	biathlon	2	16.7	100.0
	Total	12	100.0	

4.4 Athlete Development Model-Stages Represented

AQ2 and CQ1.e asked both athletes and coaches to identify the stage of the athlete development they represent. For this question there were only two possible answers, more specifically either stage three or stage four of the athlete development model. In the athlete survey, 68.7% (N=103) indicated that they were at stage four of the athlete development model, while 31.3% (N=47) indicated that they were at stage three of the model. In the coaches' survey, 58.3% (N=7) indicated that they coached at stage four of the athlete development model and 41.7% (N=5) indicated coaching at stage three.

A cross-tabulation was performed on athletes based on age group and stage of athlete development. Based on absolute numbers, results indicate that nearly all age groups reported a higher number of athletes training at stage four of the athlete development model. The only exception was the 0-18 age group where there were significantly more athletes at stage three of the model (see Figure 4.1).

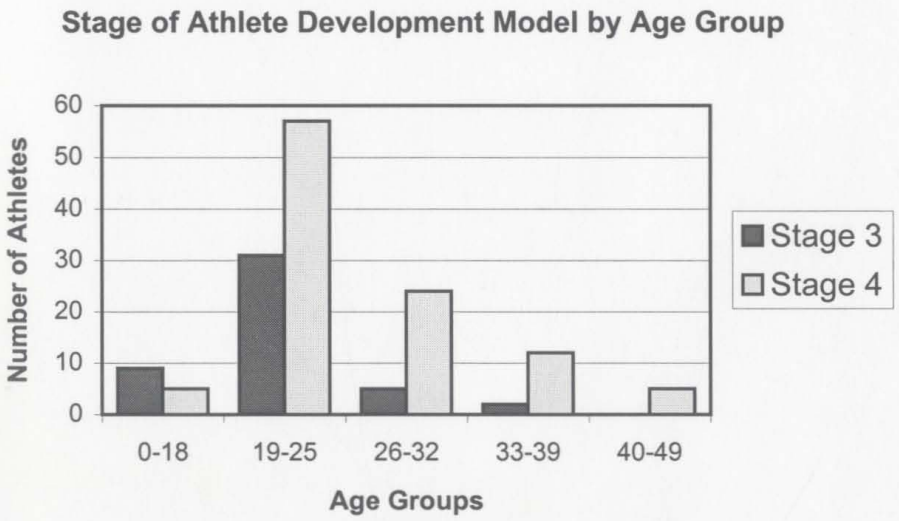

Figure 4.1. Stage of Athlete Developmental Model by Age Group

However, this is primarily due to the larger number of athletes representing stage four of the athlete development model. If representation were based on the relative number for each age group based on specific stage of development, percentages would look much like those shown in figure 4.2 This figure shows that based on the relative numbers of athletes in each stage it appears that stage three athletes have higher representation in both the 0-18 and 19-25 age groups and a lower representation in the 33-39 and 40-49 age groups.

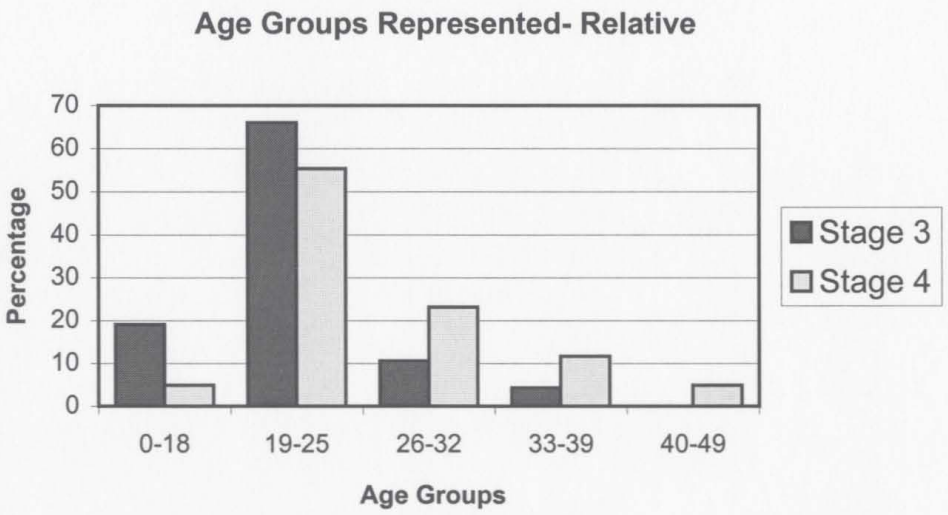

Figure 4.2. Age Group by Stage of Development-Relative

4.5 Home Province

AQ3 asked athletes to indicate their province of origin or home province. Results showed that Ontario had the highest number of athletes at 26%. This was followed closely by British Columbia and Quebec with 22.7% and 20% respectively. Of all

provinces and territories responding, the North West Territories with only .7% (N=1) had the lowest number of respondents (see Figure 4.3).

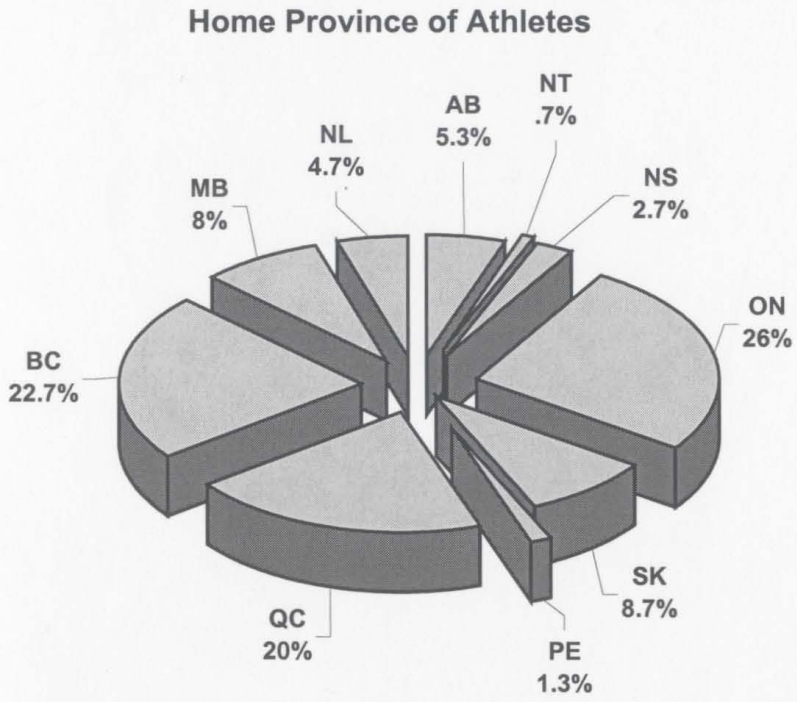

Figure 4.3. Percentage of Athletes by Province of Origin

4.6 Province Currently Training

AQ4 asked athletes to state the province they were currently training in. Results showed that 32% of athletes (N=48) reported that they trained in British Columbia. Ontario was second with 18.7% (N=28) followed by Quebec with 16.7% (N=25) (see Figure 4). When compared to figure 3 there appears to be large number of athletes leaving their home province to train elsewhere. The only province seeing major growth is British Columbia. The large number of regional and national sport training centres in British

Columbia would explain the increase in numbers for this province. Once again, the North West Territories was the lowest at .7% (N=1). In total, 9.3% all of athletes (N=14) indicated "not applicable" for their response, probably indicating that they were training solely outside of Canada (see Figure 4.4).

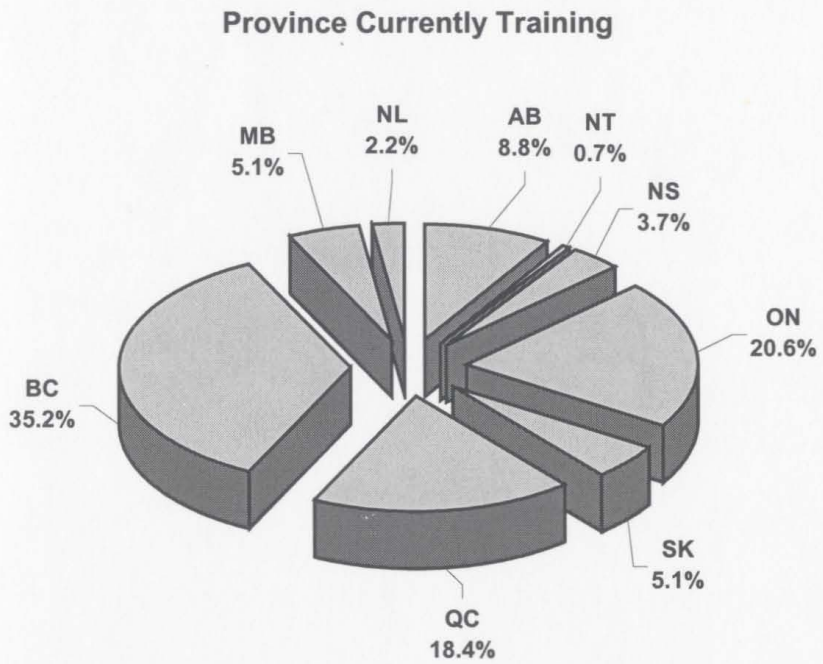

Figure 4.4. Percentage of Athletes by Province Currently Training

4.7 Country Training

The purpose of AQ5 was to determine what country or countries athletes were currently training in. If training outside of Canada athletes were asked to indicate what specific counties they were training in. If they were training in Canada they would simply indicate this by writing "not applicable". The results revealed that 78.7% (N=118) of all athletes surveyed were training only in Canada, which meant that that 21.3% (N=30)

were training either outside of Canada or were training in both Canada and another country. However, to be certain of how many athletes were solely training in another country the question was cross-referenced with AQ 4. The information was used to create three categories, those training in Canada, those training solely in another country and those who were training in both Canada and another country. The results indicated that 8.7% (N=13) of athletes surveyed were solely training outside the country and that 11.3% (N=17) shared their training between Canada and another country. Data was missing for two participants.

4.8 Time Coaching at Stages Three and Four

CQ1.f asked coaches to indicate how long they had been coaching athletes at either stage three or four of the athlete development model. A cross tabulation indicated that at stage three most coaches had between 6-8 years of coaching experience. At stage four most coaches indicate having more than nine years of coaching experience. For a complete break down of time spent coaching by stage refer to Figure 4.5.

Figure 4.5. Time Coaching at Stage Three and Four of Athlete Development

4.9 Funding and Ability to Progress

Independent of the athlete survey, Q2 in both the coach and NSO surveys called for all groups to indicate the extent to which they believed funding affected ability to progress as an athlete. They were asked to rate the importance on a scale of one through five as follows: 1 indicating that funding did not affect an athletes ability to progress, 2 indicating a limited extent, 3 a moderate extend, 4 a great extend and 5 signifying that funding affected athletes to a very great extent. In the coaches survey the results were very consistent with all respondents (N=12) indicating that funding affected athletes to a great extent or a very great extent.

Similar trends were established in the National Sport Organization survey with 90.2% (N=19) of respondents indicating that funding affected athletes ability to progress to a great extent or a very great extend. Conversely, there was a single respondent who indicated a limited extend and another who indicated a moderate extend. These two accounted for 8.8% of the survey respondents. Coaches and NSOs scored an average of 4.42 and 4.43 out of 5, respectively, of the question of the importance of funding to the progress of athletes.

4.10 Time Training at Stages of Athlete Development Model

For the purpose of this survey it was important to determine how long athletes spent training at each stage of the athlete development model. In AQ6 athletes were asked to indicate how long they had been training at each stage. Similar to the athlete survey, coaches (CQ3) and NSOs (NSOQ3) were also asked to comment on how long they thought athletes spent training at each of the four stages model. Answers were placed into

time ranges; 1 was equal to those training less than 1 year, 2= 1-2 years, 3= 3-5 years, 4= 6-8 years, 5= 9-11 years and 6 for those training more than 12 years at any stage.

4.10.1 Stage One

In the athlete survey 25.3% (N=37) of those who responded indicated that they spent one or two years training at stage one. This was closely followed those who stated they spent less than one year training at stage one at 21.3% (N=32). Also of significance were the 19.9% athletes (N=29) who indicated that they spent 3-5 years training at this stage and those who trained 6-8 years at stage one 19.2% (N=28). Based on the assigned time ranges i.e., 1= less than one, 2= 1-2 years, 3= 3-5 years, the average time training for athletes was 2.82, slightly under that representative of 3-5 years. (see Figure 4.6).

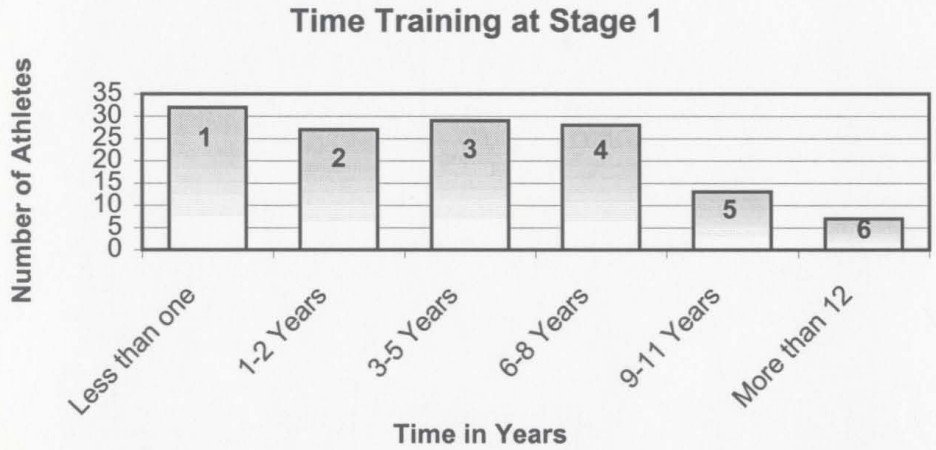

Figure 4.6. Time Athletes Spent Training at Stage One

In the coaches survey, 50% of respondents (N=6) suggested that athletes spent approximately 3-5 years training at stage one. Second were those who suggested that athletes spent 6-8 years training with 25% (N=3). The mean by coaches, for time training

by athletes at stage one was 3.33. Comparable to the coaches responses, the majority of NSOs at 42.9% (N=9) also suggest that athletes spend approximately 3-5 years training at stage one. Important to note was the mean of 3.33, which was the same at that calculated from the response of coaches.

The means for three groups surveyed ranged from 2.82-3.33 with an average of 3.16 for all three groups combined. Based on this information it can be speculated that on average, athletes spend slightly more than 3-5 years training at stage one of the athlete development model.

4.10.2 Stage Two

At stage two of the athlete development model, 44.5% (N=65) of those who answered indicated that they spent 1-2 years training at that stage. A total of 52 athletes (35.6%) reported that they spent 3-5 years training at this stage. Based on time ranges the average response for time training for athletes was 2.60 (see Figure 4.7). This suggests that athletes spent slightly less than 3-5 years training at stage two.

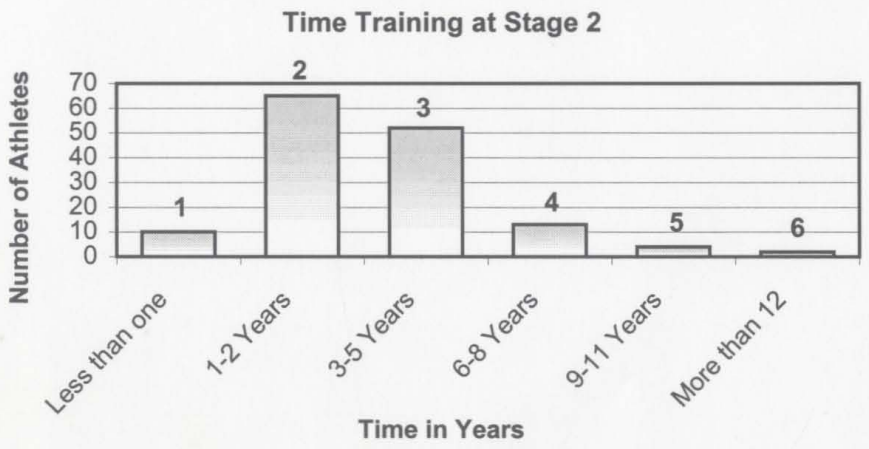

Figure 4.7. Time Athletes Spent Training at Stage Two

In the opinion of the coaches, 50% (N=6) of those who responded suggested that athletes spend 3-5 years training at stage two of the ADM. Closely following at 33.3% (N=4) were those who indicated that athletes spend 1-2 years training at stage two. The mean for this group of 2.75, suggests that coaches believe athletes spend slightly less that 3-5 years training at stage two.

In the NSO survey 75% (N=15) of those who responded indicated that athletes spend 3-5 years training at stage two. Second at 25% (N=5) were those NSOs who felt that athletes spent 1-2 years training at this stage of development. The mean for NSOs was 2.75 once again indicating that athletes were training slightly less than 3-5 years at stage two.

At stage two the means from all three groups' surveyed ranged from 2.60-2.75 with a combined average of 2.69. Based on the time ranges previously mentioned, an average of 2.69 would indicate that athletes spend less than 3-5 years training at stage two. From analyzing the results we can generalize that athletes in general spend less time training at stage two of the athlete development model than they do at stage one.

4.10.3 Stage Three

At stage three, 41.5% (N=61) of athletes completing the question stated that they trained for 1-2 years at this stage. However, 32% of athletes (N=47) reported that they trained for 3-5 years at this stage. Interesting to note was the results for stage four athletes only, of whom 43% stated only training 1-2 years at stage three. The mean for all athletes surveyed at stage three and four was 2.22 (see Figure 4.8). Based on the time ranges it could be speculated that athletes spent slightly more that 1-2 years training at stage three.

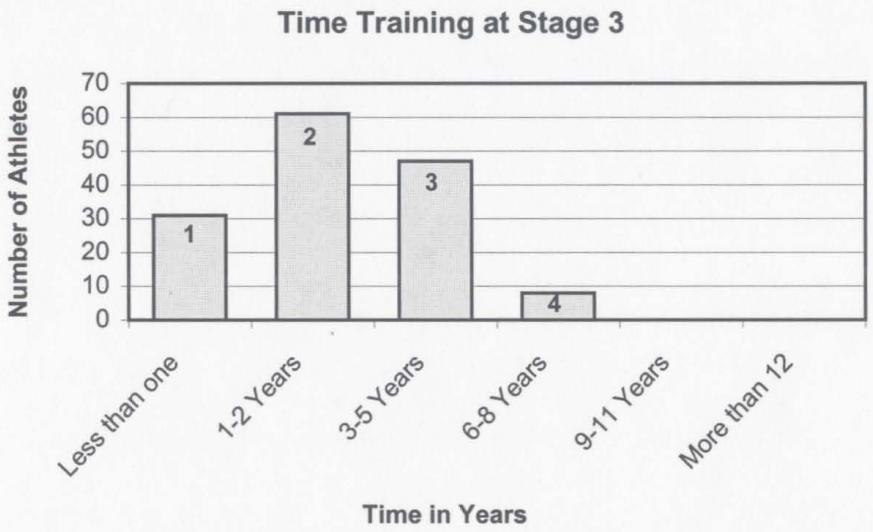

Figure 4. 8. Time Athletes Spent Training at Stage Three

The coaches survey revealed that 66.7% of coaches thought athletes spent 3-5 years training at stage three. Those stating athletes trained 1-2 years and those stating 6-8 years were both as 16.7%. The mean by coaches of 3.00 was suggestive that athletes spend 3-5 years training at stage three. In terms of NSO results 75% indicated that athletes spend 3-5 years training at stage three, while 15% indicated 1-2 years of training. Lastly, 10% of NSOs indicated that athlete trained between 6-8 years. The mean by those NSOs responding to the survey was 2.95 pointing in the direction that athletes train slightly less than 3-5 years at stage three. When comparing the results from each group it is clear that the range in mean averages differ from athletes to coaches and NSOs. From the athletes perspective they seem to indicate training considerably less at stage three than coaches and NSOs indicated. However, to gain an overall perspective the responses from all three groups were averaged. The result was a mean of 2.73, suggesting that athletes spend slightly less than 3-5 years training at stage three.

4.10.4 Stage Four

It is important to keep in mind that many, if not all athletes surveyed at stage four are still training. As a result, one can expect the total time athletes spend training at stage four to be higher than reported, perhaps by a considerable amount. However, under estimates apply to the athlete responses and not those by coaches or NSOs. Of those athletes currently training at stage four, 27% (N=41) indicated that they had spent 3-5 years training at that stage. Those athletes who stated they had spent at least 1-2 years training at stage four accounted for 17.3% (N=26%). However, the range for this data set was very broad with 6% (N=9) indicating they were currently training less than one year at stage four. Alternatively, 2.7% (N=4) stated that they were currently training more than 12 years at stage four (see Figure 4.9). The mean for stage four athletes 2.99, suggests that athletes spend a little less than 3-5 years training at stage four.

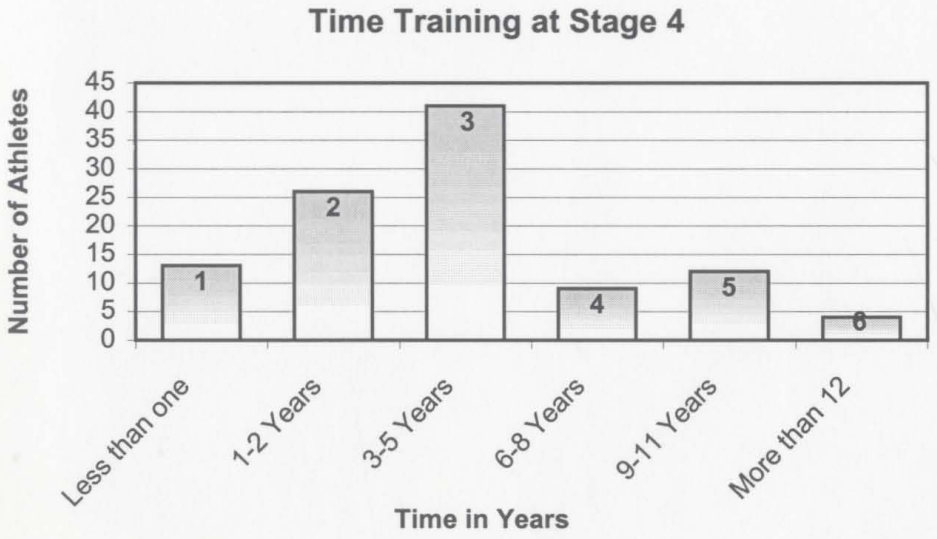

Figure 4.9. Time Athletes Spent Training at Stage Four

In the coaches' survey, 50% of those surveyed indicated that athletes spend 3-5 years training at stage four, while 41.7% suggested that athlete spend 6-8 years training. The average for all coaches combined was 3.58, which was considerably higher than that indicated by athletes. Results for the NSOs survey was similar to that of the coaches with 40% of respondents indicating that athletes spend 6-8 years at stage four. Also worth mentioning were those coaches who indicated 3-5 years (25%) and those stating 9-11 years (20%). The average for NSOs was the highest of all three groups at 4.05.

As with stage three, there was also a great range in the responses between all three groups at stage four. However, this may due to the fact that many, if not all, athletes are still currently active at stage four. In time, athlete responses should increase to be comparable to coaches and NSOs. A summary of the mean averages by time ranges can be seen in table 4.3.

Table 4.3.

Summary of Means-Time Training at Stages of ADM

	Stage 4	**Stage 3**	**Stage 2**	**Stage 1**
Athletes	2.99	2.22	2.60	2.82
Coaches	3.58	3.00	2.75	3.33
NSO's	4.05	2.95	2.75	3.33
AVERAGE	3.54	2.73	2.69	3.16

4.11 Age Reaching Stages

AQ7 asked athletes to indicate their age at the time they reached various stages of development. It should be noted that only athletes were asked to respond to this question.

As in the previous question, numbers once again represented a range of responses. For example, 1 was equal to less than 5 years old, 2 was equal to 5-10 years of age, 3 was equal to 11-15 etc. Important to note was that 43.8% of athletes indicated reaching stage one somewhere between the ages of 11-15. Second at 24.7%, were those who indicated they were 5-10 years of age when they reached stage one. The mean age for athletes reaching stage one was 3.04/5.00 suggesting that athletes at stage one are slightly older than 11-15 years of age.

In stage two 40.4% of athletes indicated being between the ages of 11-15 when they reached this stage. As the majority of athletes at both stage one and two indicated the same, it could simply imply that many athletes reach stage one and stage two between the ages of 11-15. Also worth noting was the high percentage of athletes who indicated reaching stage one between the ages of 16-20 with 39.7%. The mean age for those athletes reaching stage two was 3.71. When compared to the various ranges this would indicate that athletes at stage two are slightly less than 16-20 years of age.

For stage three 53.7% of athletes indicated reaching this stage between the ages of 16-20 years of age. In recalling stage two, many athletes also indicated reaching that stage between at approximately 16-20 years of age. For some athletes this could imply that they reached stage two and three between the ages of 16-20. At stage three, 21.1% of athletes indicated reaching this stage between the ages of 21-25. The mean age for all athletes reaching stage three was 4.32 suggesting that on average athletes are slightly older than that of the 16-20 age range.

Stage four also yielded similar responses to that of stage three with 42.2% reaching the fourth stage between the ages of 21-25. This could imply that the majority of

athletes reach stages three and four between the ages of 21-25. Those indicating that they reached stage four between the ages of 16-20 were also worth mentioning. This represented 33.3% of all those athletes responding. The mean age for all athletes reaching stage four was 4.76, the highest of the all stages.

4.12 Hours Training Per Week

AQ8 specifically asked athletes how many hours per week they were currently training. At stage three 38.3% of all respondents indicated training 11-15 hours per week. Those who stated that they spent more than 20 hours per week came in second with 34%. At stage four 44.6% of athletes indicated that they spent more than 20 hours training per week. Following marginally with a total of 27.1% were those who stated training 16-20 hours per week. As figure 4.10 illustrates, when stages were combined, 41.3% of all athletes surveyed indicated that they spent over 20 hours training per week.

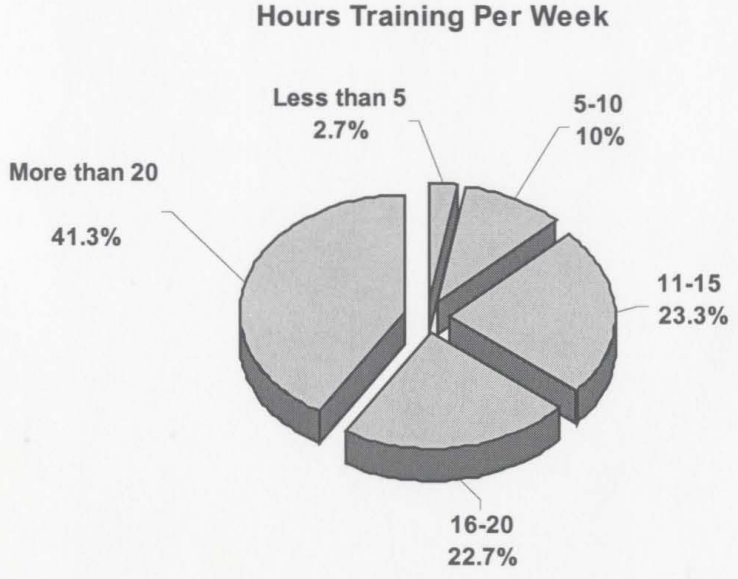

Figure 4.10. Hours of Training Per Week - Stages Three and Four Combined

4.13 Receiving Government Funding?

It was important to determine whether or not athletes were receiving any type of government funding. AQ9.a asked athletes to indicate either yes or no to this question and, if applicable they were asked to specify the type of government funding program. Of those who responded 69.3% (N=106) indicated that they were receiving government funding with 30.7% (N= 46) indicating that they were not.

Important to note was that at stage three (N=25) 53.2% reported receiving funding with 46.8% (N=22) reporting no funding. At stage four 77% (N=79) of all athletes said they were receiving government funding with 33% (N=24) reporting no funding. These results were then categorized into four sections: those who were receiving only federal funding, those who were receiving only provincial funding, those who were receiving both federal and provincial funding and those who were not receiving any type of government funding. Results indicate that 48% of athletes (N=72) received only federal funding. Of the 72 athletes receiving federal funding, 59 were supported at stage four of the ADM, while 13 were supported at stage three. Second, at 12% (N=18) were those who reported receiving both federal and provincial funding. Next at 10% (N=15) were those who reported receiving provincial funding. Important to note here was the fact that of the 18 athletes receiving both federal and provincial funding, 14 were supported at stage four of the ADM. Finally at 30% (N=45) were those athletes who did not receive any type of funding (see Figure 4.11).

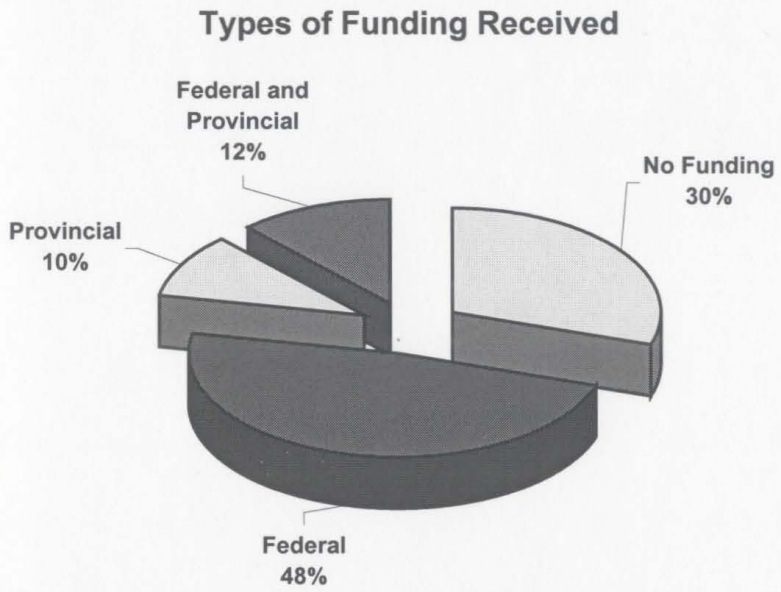

Figure 4.11. Type of Funding Received by Athletes-Stages Three and Four Combined

4.14 Percentage of Funding from Government Sources

If applicable, those receiving government funding were asked to indicate what percentage of their current income came from government funding sources. AQ9.b requested that athletes choose the number that best corresponded to the percentage of funding that they were receiving. For example, choices ranged from 1 through 11, with 1 equaling1-5% and 11 equalling over 50%. Of those who responded (N=110), 49.1% or (N=54) indicated that the government funding they received accounted for over 50% of their total income. Worthy of mention was fact that of these 54 athletes as listed above, 44 were supported at stage four of the ADM with only 10 being supported at stage three. Of the 28 athletes responding at stage three, 35.7% specified that more that 50% of their funding came from government sources. At stage four 53.6% of the 82 athletes

completing the question stated that government funding accounted for more that 50% of their current income. Although many athletes indicated that over 50% of their total income came from government sources, the mean was 8.04. Given the mean, it would signify for stage three and four athletes combined slightly more than 36-40% of athletes total income can be attributed to government funding. However, the mean for stage three athletes only was 6.75, which was substantially less than stage four athletes with a mean of 8.46. Also important was the range of answers, which stretched from 1-5% through to more than 50% (see Figure 12), thus further indicating that although the average was reasonably high, it does not necessarily represent the financial position of all high performance athletes.

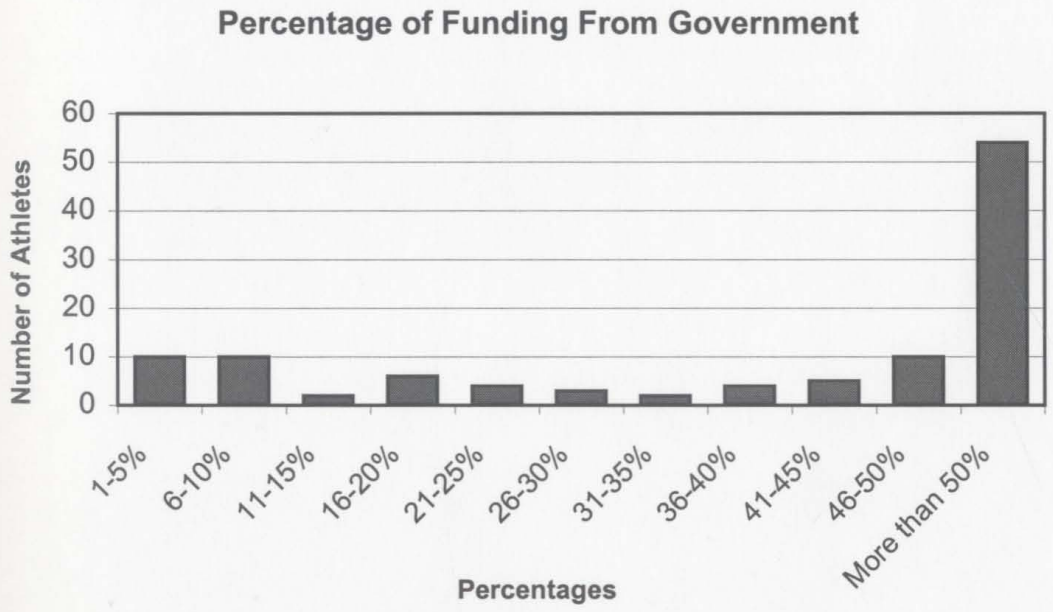

Figure 4.12. Percentage of Funding From Government Funding Sources-Stages Three and Four Combined.

4.15 Receiving External Sources of Funding?

In addition to government funding, AQ10.a asked athletes to indicate if they were receiving any other external sources of income i.e., Canadian Olympic Committee, Sponsors etc. Of all stage four athletes responding to the survey 57% (N=59) indicated that they were not receiving any external sources of funding. The results for stage three athletes was similar, with 66% stating that they did not receive any external sources of funding. However, 34% of stage three athletes indicated receiving external sources of funding.

4.16 Percentage of Funding from External Sources

As with those receiving government funding sources, AQ 10.b asked those receiving external sources of funding to indicate what percentage of their current income came from these external sources. Once again, the choices ranged from 1=(1-5%) through 11=(more than 50%). Results for this question were dispersed with no consistent pattern emerging. However, results indicated highest response frequencies were located at opposite ends of the spectrum. For example, those choosing 1-5% and those choosing 6-10% both had frequencies of N=9. At the high end, those choosing 46-50% and those choosing over 50% had frequencies of 9 and 8 respectively. Those indicating 16-20% also showed a frequency of 9. As figure 4.13 points out, the rest of the answers were very scattered. The mean for this question was 3.69 further suggesting that on average those athletes receiving external funding can attribute somewhere between 11-20% of their total income to external sources. This is considerably lower than that expressed by those receiving government-funding sources at 36-40%.

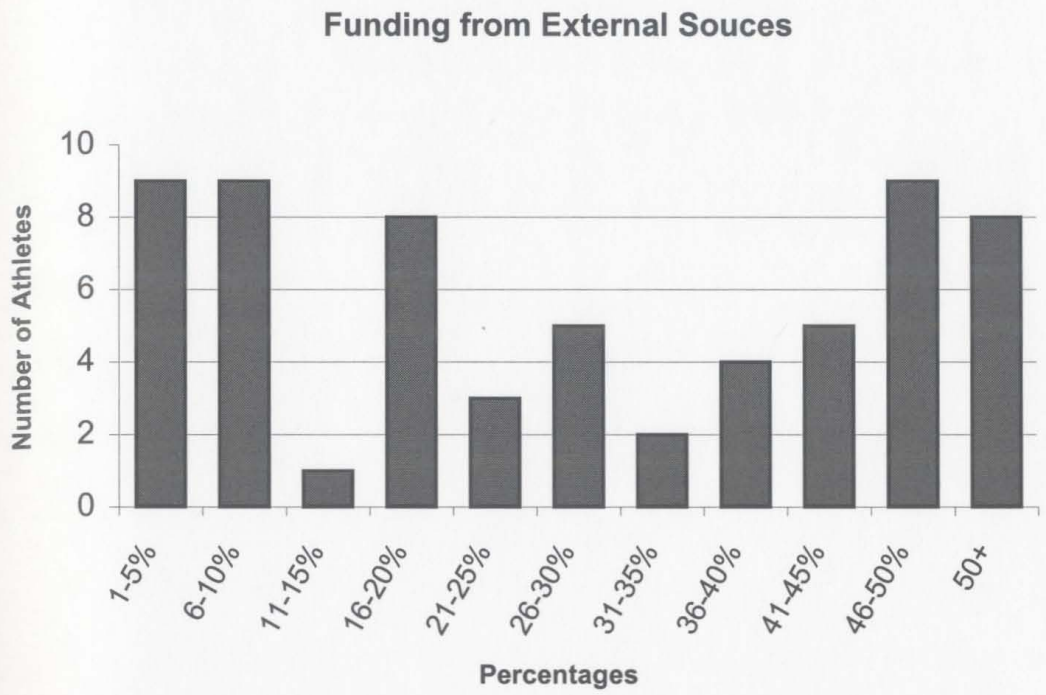

Figure 4.13. Percentage of Funding from External Funding Sources-Stages Three and Four Combined.

4.17 Percentage of Funding from Personal Income

AQ11 required that athletes state what percentage of their training expenses came from sources of personal income i.e., family, work etc. Nearly one half (48.7%) of all athletes surveyed stated that personal income sources accounted for over 50% of their training expenses. These results were then further broken down by stages. At stage three 74.4% of athletes indicated that personal income sources accounted for over 50% of their training expenses. At stage four this number was considerably lower with only 37% of athletes indicating that personal income sources accounted for more that 50% of their training expenses. The mean for athletes at stage three was 9.69, with that of athletes at

stage four being considerably lower at 6.83. This further indicates that personal income sources contribute less to training expenses for stage four athletes than to those at stage three. This may suggest that other funding sources play a more important role for stage four athletes. Conversely, stage three athletes seem to rely on personal income sources more than stage four athletes. It should be noted that the mean for all stage three and four athletes was 7.72, which was slightly lower than those receiving government funding sources. This indicates that on average personal income sources contribute somewhere between 31-40% to athletes training expenses.

4.18 Greatest Single Funding Initiative

AQ12, simply asked athletes to point out what funding initiative they would credit with having contributed the greatest to their overall success as an athlete. CQ4 and NSOQ 4 similarly asked coaches and NSOs to indicate what funding initiative they would credit with making the greatest contribution to the athlete development process. Overwhelmingly, athletes indicated (53.2%) that personal income contributed the greatest to their success. Second were those athletes (29.3%) who selected the AAP as contributing the most to their success. Responses from coaches were also similar with the majority (50%) indicating that personal income contributed most to an athletes' success. Second were those coaches (25%) who pointed to the AAP as being the greatest contributor. Responses from NSOs were a little different, with the majority (57%) stating NSO funding as being the greatest contributor to success. This is probably due to NSOs taking into consideration team expenses as contributing most. Athletes on the other hand might not view this as contributing since it does not come in the form of "direct income". Second were those NSOs (33.3%) who chose personal income as being the greatest

contributor to success. AAP funding was third at 4.8%. Figure 4.14 below shows how athletes felt in terms of what funding initiative was the greatest contributor to their success as an athlete.

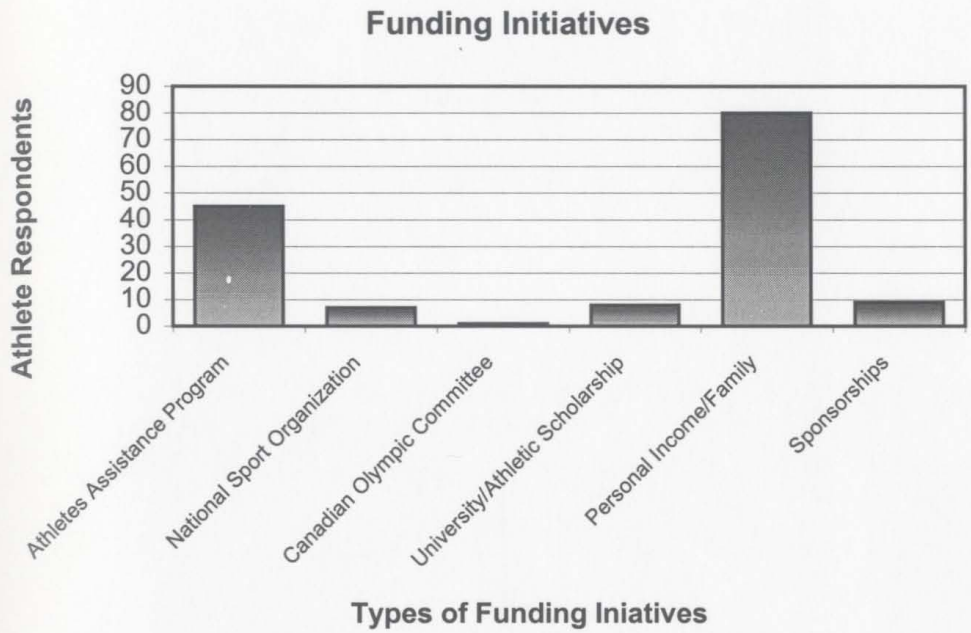

Figure 4.14. Funding Initiative Contributing the Greatest to Success as an Athlete

4.19 Effectiveness of Funding Initiatives

AQ13, CQ5 and NSOQ5 asked athletes, coaches and NSOs to rate the effectiveness of various types of funding. Athletes were asked to rate their effectiveness in terms of their current financial situation. Coaches and NSOs were asked to rate the effectiveness of these funding initiatives in terms of their financial contribution to the athlete development process. Due to the fact that the athlete question was posed in a different context results will not be directly compared to that of the NSOs and coaches.

For all questions results were based on an assigned rating scale ranging from 1 through 5, with 1 being not effective and 5 being extremely effective.

4.19.1 Athletes Assistance Program Funding

At stage three the majority of athletes 36.2% (N=17) stated that AAP funding was ineffective. When those declaring funding to be effective, very effective or extremely effective were combined, results showed a total of 36.2% (N=17). In contrast to stage three, only 23.3% (N=24) of stage four athletes surveyed stated that AAP funding was ineffective. On the other hand, when combined, 60.2% (N=62) of stage four athletes indicated AAP funding as either being effective, very effective of extremely effective. Also worth mentioning was the mean for stage three and stage four athletes at 2.40 and 2.87 respectively. Figure 4.15 compares the results between those athlete at stage three and four.

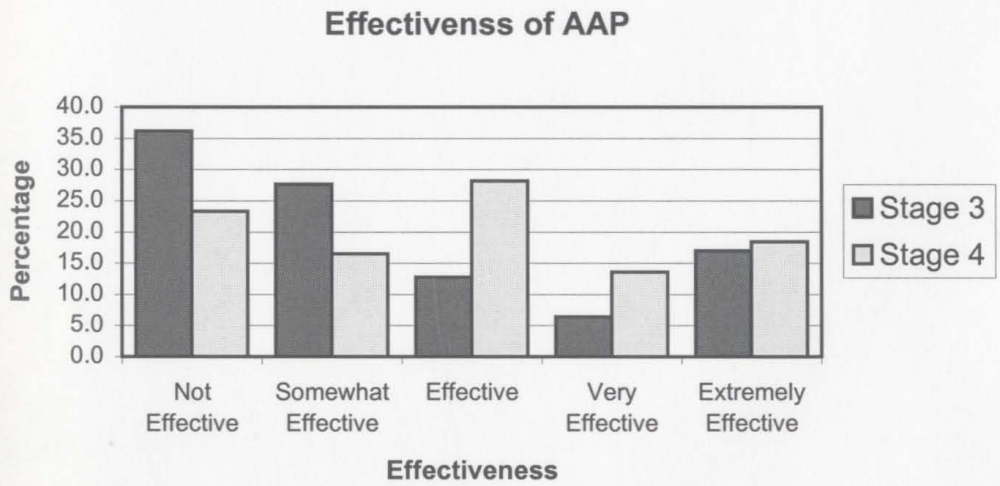

Figure 4.15. Athletes Report Toward Effectiveness of AAP Funding by Stage of Athlete Development

It should be specified that when stages three and four were combined the highest frequency of athletes (27.3%) or (N=41) said that AAP funding was not effectively contributing to their current financial situation (see Figure 4.16). Closer observation revealed that 41.5% (N=17) of these athletes were at stage three, while 58.5% (N=24) were training at stage four of the ADM. This further suggests that even though some athletes are training at stage four AAP funding does not necessarily help them a great deal financially. Those athletes reporting AAP funding as either being effective, very effective or extremely effective represented 52.7%. This would seem to indicate that that the majority of athletes feel that AAP is effective. However, given the large number declaring it to be not effective there appears to be some separation in the opinions of athletes. The mean based on the responses by stage three and four athletes combined was 2.73, slightly less than a score representing effective.

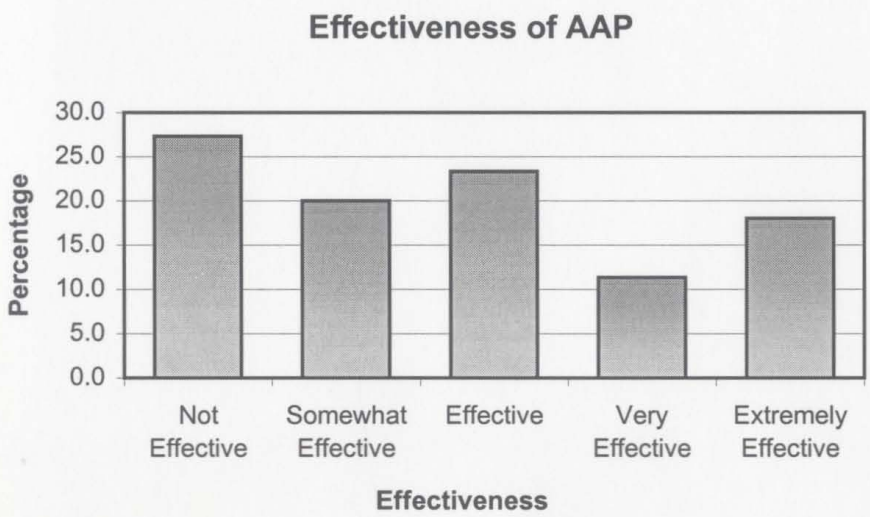

Figure 4.16. Effectiveness of AAP Funding in Terms of Current Financial Situation. Stages Three and Four Combined.

The majority of NSOs, stated that AAP funding was effective in terms of the contribution it made to the athlete development process, with only 4.8% declaring it to be ineffective. The mean based on the responses by NSOs was exactly 3, further hinting that NSOs believe AAP funding to be effective.

A similar trend was also evident among coaches, who indicated AAP funding as being effective in its contribution to the athlete development process. It should be pointed out that of all coaches responding to the survey not one viewed AAP funding as being ineffective. The mean as determined by all responses for coaches was 3.33, suggesting that coaches believe AAP funding to be slightly more than effective. Figure 4.17 summarizes the responses by that of the NSOs and Coaches.

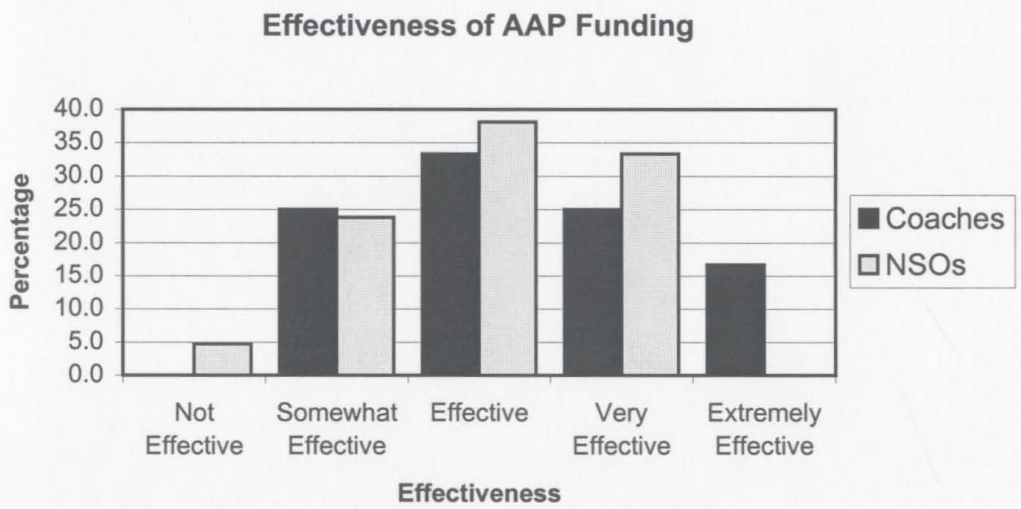

Figure 4.17. Effectiveness of AAP Funding in Terms of Financial Contribution to the Athlete Development Process -Coaches and NSOs.

4.19.2 NSO Funding

At stage three the majority of athletes 57.4% (N=27) stated that NSO funding contributed ineffectively to their current financial situation. Stage three athletes indicating NSO funding as being effective, very effective or extremely effective only accounted for 23.5% (N=11). At stage four those stating NSO funding as being ineffective accounted for 42.7% (N=44). Those specifying funding as being effective, very effective of extremely effective accounted for 26.2% (N=27). The mean for those athletes at stage three was 1.81 and 2.01 for those athletes at stage four. Figure 4.18 compares the responses by those athletes at stage three and four.

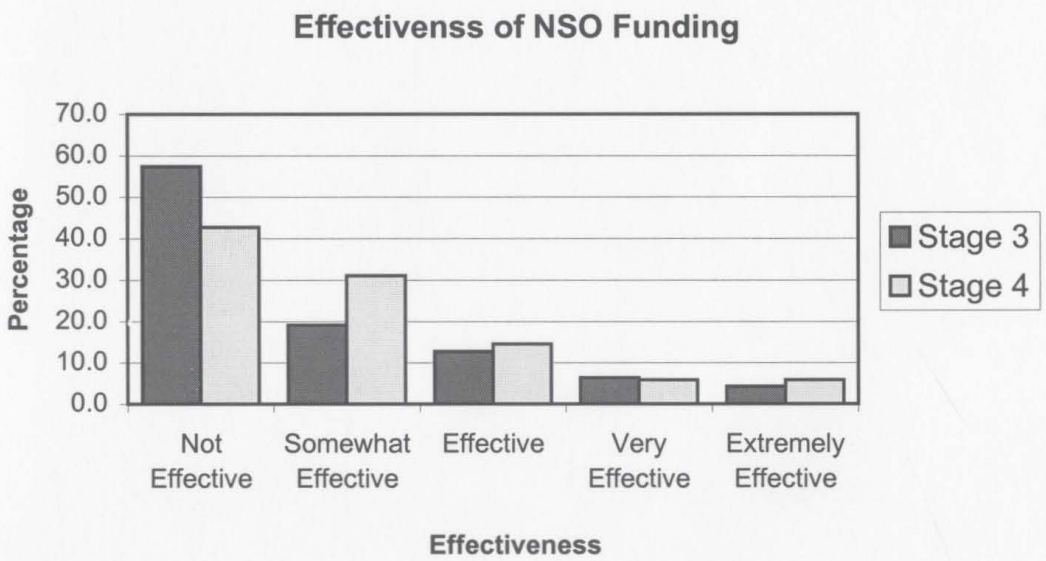

Figure 4.18. Athletes Report Toward Effectiveness of NSO Funding by Stage of Athlete Development

When stage three and four athletes were combined the majority 47.3% (N=71) of athletes surveyed felt that NSO funding was not effective in terms of their current

financial situation (see Figure 4.19). Furthermore, 66% (N=44) of stage four athletes felt NSO funding was ineffective were stage four athletes. This demonstrates that almost half of the stage four athletes surveyed feel that NSO funding was not effective. In total, only 25.3% (N=38) of all athletes' surveyed felt that NSO funding was effective, very effective or extremely effective. Other results revealed that 27.3% of respondents thought it to be somewhat effective. The mean as indicated by stage three and four athletes combined was 1.95, slightly less than that indicating somewhat effective.

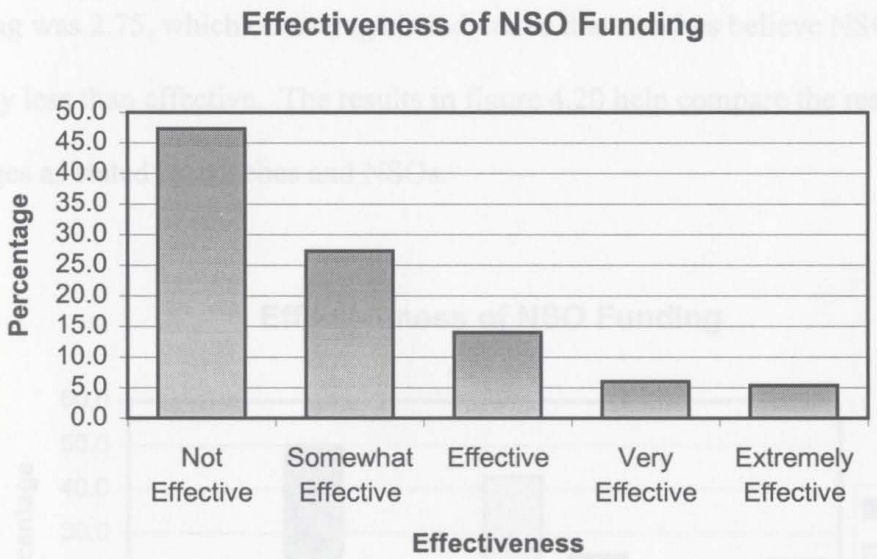

Figure 4.19. Athletes Report Towards Effectiveness of NSO Funding in Terms of Current Financial Situation. Stages Three and Four Combined.

The views of the NSOs appeared to be unified as 81% stated that NSO funding was very effective in terms of the contribution it made to the athlete development process. The other 19% viewed NSO funding as being somewhat effective. Notably, there was not one NSO who said that NSO funding was non-effective. The mean for NSOs as indicated

by all those who responded was 3.43 falling somewhere between that of effective and very effective.

Results revealed that exactly 50% of coaches surveyed felt that NSO funding was somewhat effective, with 25% stating that it was very effective. Other results revealed 8.3% stating NSO funding to be effective, 8.3% extremely effective and 8.3% as not effective. As a result, it appears that coaches, much like the NSOs, tend to believe that NSO funding is effective. However, given the large number of coaches who stated it as being somewhat effective there is some room for speculation. The mean of those coaches responding was 2.75, which on average is indicative that coaches believe NSO funding to be slightly less than effective. The results in figure 4.20 help compare the results in percentages as stated by coaches and NSOs.

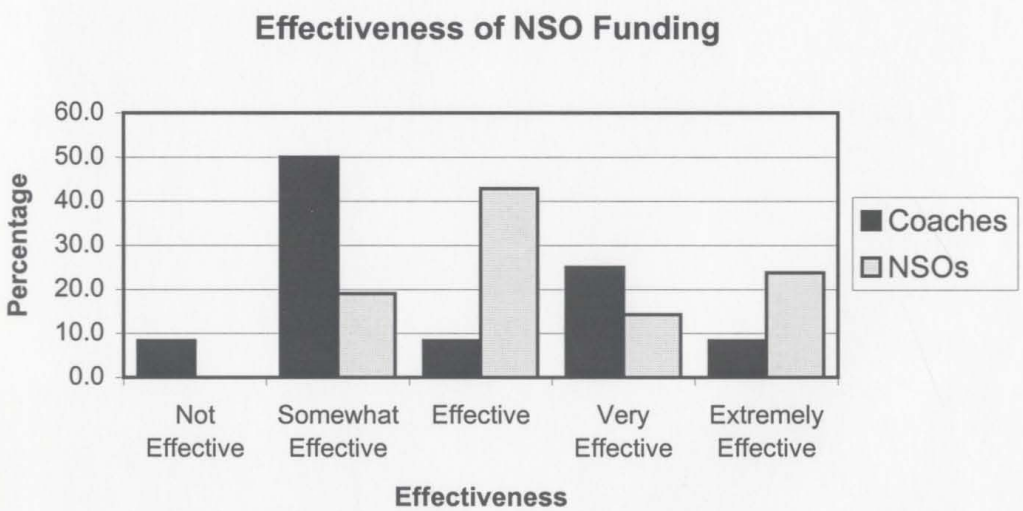

Figure 4.20. Effectiveness of NSO Funding in Terms of Financial Contribution to the Athlete Development Process-Coaches and NSOs.

4.19.3 COC Funding

Results from those athletes at stage three of the ADM showed that the majority, at 87.2% (N=41) stated that COC funding was not effective in terms of their current financial situation. Those stating COC funding as being effective, very effective or extremely effective accounted for only 8.6% (N=4). Those at stage four showed a similar pattern with the majority at 65% (N=67) stating COC funding as being not effective. Those at stage four stating COC funding as being effective, very effective or extremely effective totaled 18.5% (N=19). The mean for athletes responding at stage three was 1.30, while the mean for those athletes at stage four was 1.64. Figure 4.21 compared the values as stated by those athletes at stage three and four.

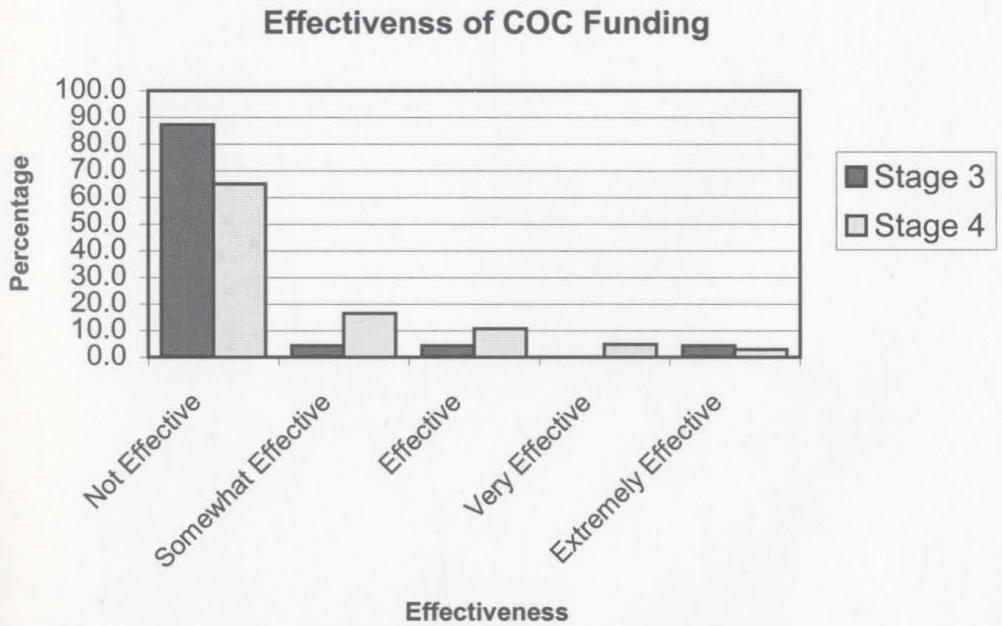

Figure 4.21. Effectiveness of COC Funding-Stages Three and Four

Results for stage three and four athletes combined showed 72% (N=108) of athletes indicating that COC funding was not effective in terms of their financial situation (see Figure 4.22). Of these athletes, 62% (N=67) were at stage four of the athlete developmental model. This would also indicate that though many athletes reach the highest stage of development and thus represent Canada at an international level, COC funding does not necessarily contribute to their financial well-being. As figure 4.22 also shows, only 15.3 % (N=23) of all athletes surveyed declared COC funding to be effective, very effective or extremely effective. The mean as determined from athlete responses was extremely low at 1.53.

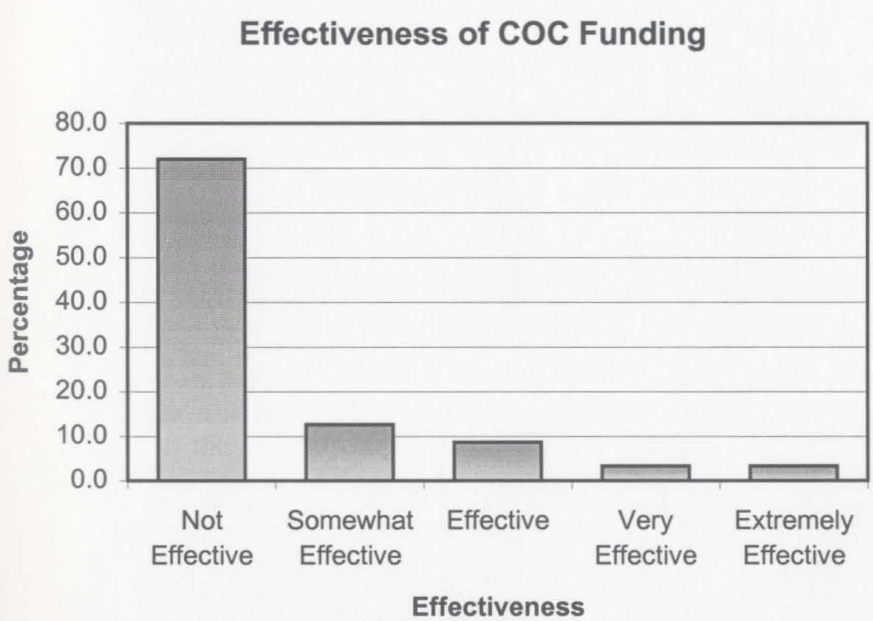

Figure 4.22. Effectiveness of COC Funding in Terms of Current Financial Situation. Stages Three and Four Combined.

Before continuing on with the results for coaches and NSOs it was thought important to see how those athletes who participated in sports recognized by the COC thought about the effectiveness of COC funding. As a result, all sports represented in the survey were broken down into two categories, those recognized by the COC and those that were not. Of all athletes responding to the survey 92.7% (N=139) participated in sports that were recognized by the COC. Results for this group indicate that 72.7% (N=101) viewed COC funding as not being effective toward their current financial situation. Those stating COC funding as being effective, very effective or extremely effective accounted for 16.6% (N=23). The mean for this group was 1.55, falling somewhere between that of not effective and somewhat effective.

Only 7.3% (N=11) of athletes were not competing in sports recognized by the COC. Of these athletes 63.6% (N=7) indicated that COC funding was not effective in terms of their current financial situation. Other results showed the remainder of athletes 36.4% (N=4) stating funding as being somewhat effective. The mean for athletes not classified under a COC sport was 1.36, which was a little less than what was indicated by those athletes participating in sports recognized by the COC. Figure 4.23 shows a comparison of those athletes recognized under a COC sport with those who were not.

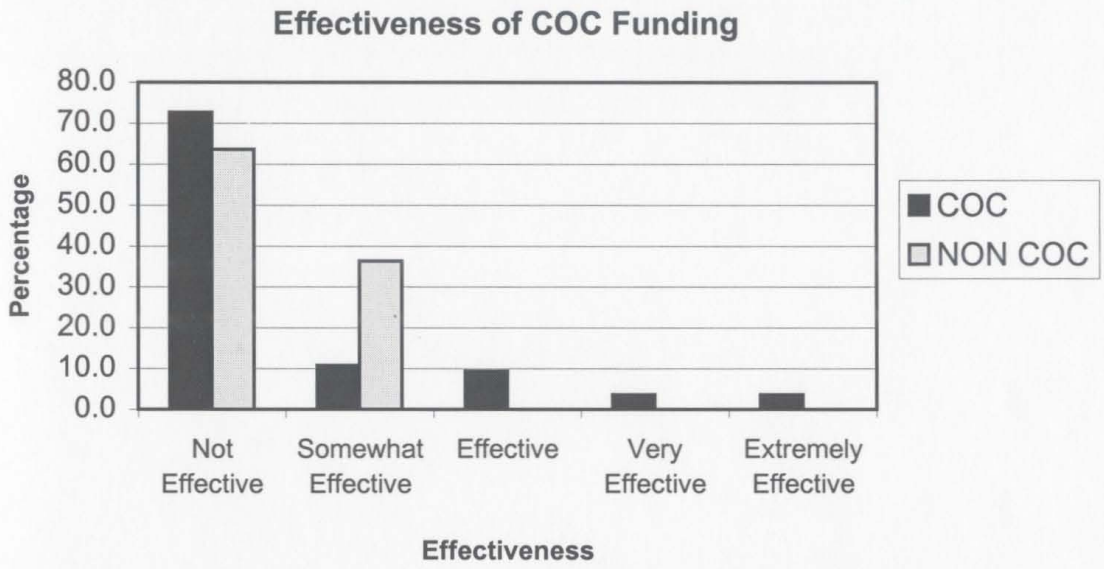

Figure 4.23. Athletes Report Toward Effectiveness of COC Funding-COC Recognized and Unrecognized Sports.

Given the preceding information it was also important to determine how athletes at each specific stage viewed the effectiveness COC of funding. Cross tabulation determined that of those 139 athletes recognized under a COC sport, 67% (N=93) were stage four athletes while 33% (N=46) were at stage three. Further analysis showed that at stage four 66% (N=61) believed COC funding as being not effective. Those stating it as being effective, very effective or extremely effective accounted for 13.7% (N=19). At stage three however, the results were overwhelming with 87% (N=40) listing COC funding as not being effective to their current financial situation. Only 8.7% (N=4) thought of funding as either being effective or extremely effective. Cross tabulation showed that of the 11 athletes not recognized under a COC sport, only 1 was at stage three while 10 were at stage four. Of the 10 at stage four 60% (N=6) believed COC

funding to be not effective while the remaining 40% (N=4) stated it as being somewhat effective. The one lone athlete at stage three stated funding was not effective. Figure 4.24 illustrates how athletes participating in a sport recognized by the COC felt about the effectiveness of funding. Results are presented by stages of development.

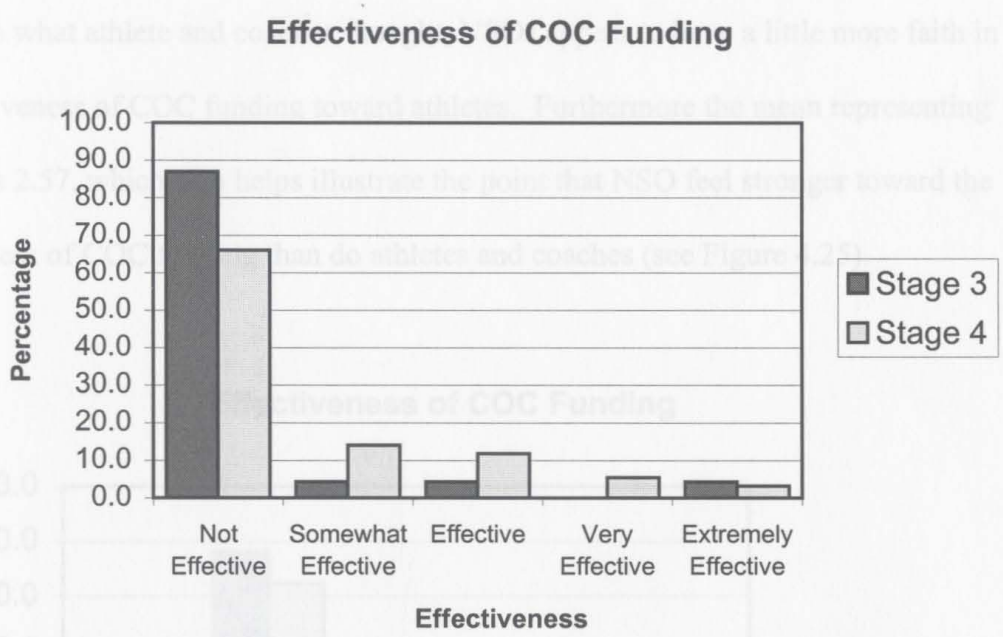

Figure 4.24. Effectiveness of COC Funding as Felt by Stage Three and Four Athletes Participating in a Recognized COC Sport

Over half the coaches stated COC funding as being only somewhat effective in terms of its financial contribution to the athlete development process. This made up the majority of respondents at 58.3%. Further results showed 33% of coaches declaring it to be not effective, with only 8.3% stating that it was effective. Although not certain, it would appear that coaches are a little skeptical as to how effective COC funding is in

terms contributing to the athlete development process. The mean for the coaches was 1.75, which was also extremely low.

The NSO results were dispersed with the majority at 52.4% (N=11) representing those who thought funding was somewhat effective. Also worth noting were the 42.9% (N=9) who thought COC funding was effective, very effective or extremely effective. In contrast to what athlete and coaches thought, NSOs appear to have a little more faith in the effectiveness of COC funding toward athletes. Furthermore the mean representing NSOs was 2.57, which also helps illustrate the point that NSO feel stronger toward the effectiveness of COC funding than do athletes and coaches (see Figure 4.25).

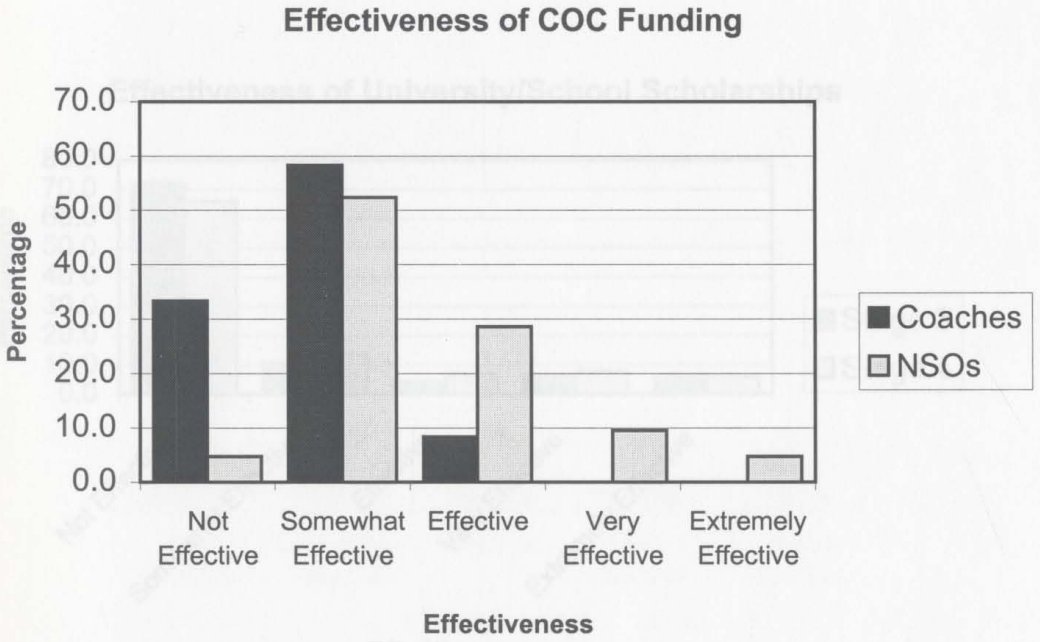

Figure 4.25. Effectiveness of COC Funding in Terms of Financial Contribution the Athlete Development Process-Coaches and NSOs.

4.19.4 University/School Scholarships

At stage three 72.3% (N=34) of athletes specified that university/school scholarships were not effective as it related to their current financial situation. Results indicated that 17.1% (N=8) of stage three athletes stated funding as being effective, very effective or extremely effective. At stage four results showed a similar pattern with the majority 66% (N=68) declaring university/school scholarships as being not effective. Those stating it as being effective, very effective or extremely effective was equal to 20.4% (N=21). The mean for those athletes at stage three and four was 1.64 and 1.74 respectively, indicating that this funding is less than somewhat effective. Figure 4.26 compares the results for athlete at stage three and four of the ADM.

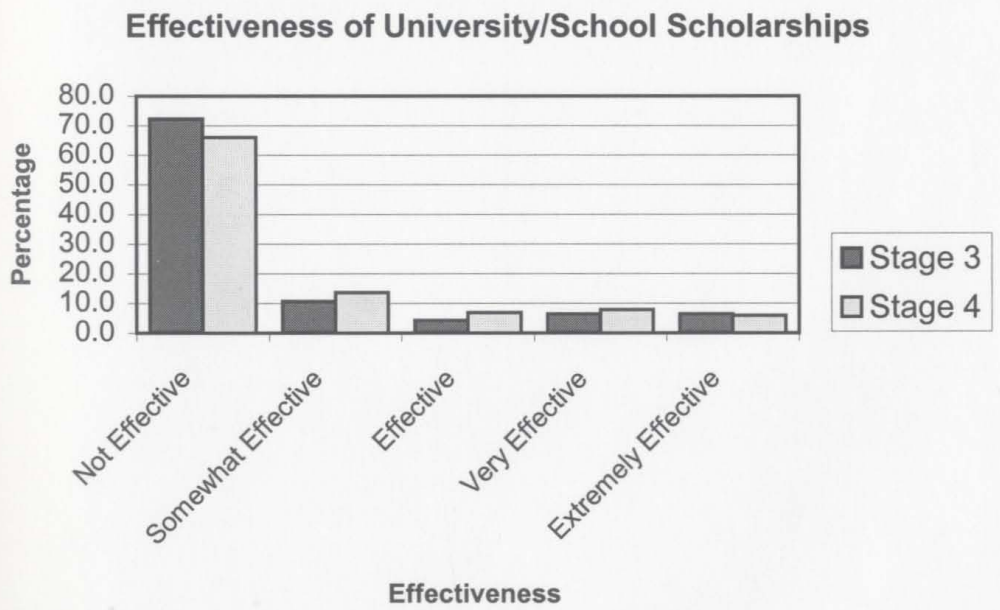

Figure 4.26. Athletes Report on Effectiveness of University/School Scholarships by Stage of Athlete Development

When stage three and four results were merged it was shown that 68% (N=102) viewed university/school scholarships as not being effective toward their current financial situation (see Figure 4.27). Of all athletes surveyed, those from stage three and four showed a similar pattern in terms of those declaring it to be non-effective at 72.3% and 66% respectively. No real pattern was evident among the other results with 12.7% of athletes declaring it as somewhat effective, 6% effective, 7.3% very effective and 6% extremely effective. It should be mentioned that it is not known how many athletes completing the survey were receiving or were eligible for such university/school scholarships. The mean for stages three and four athletes combined was 1.71, signifying that on average funding ranges somewhere between that of not effective and somewhat effective.

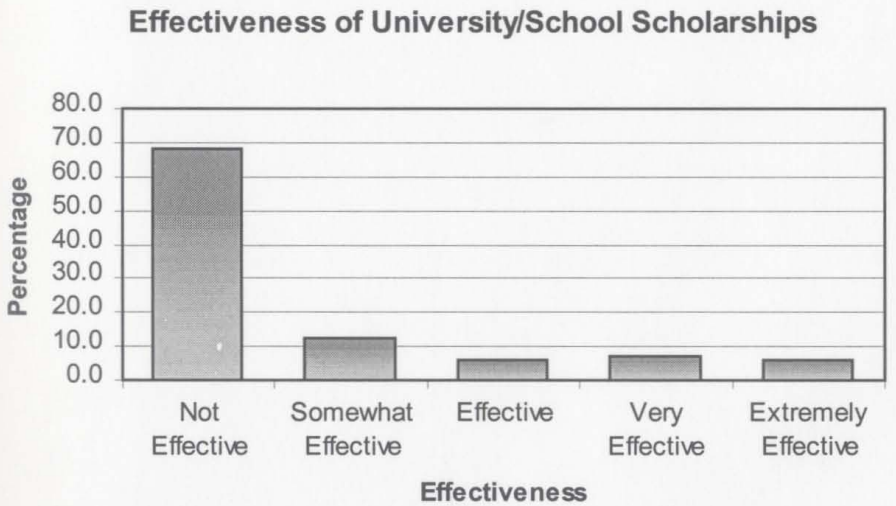

Figure 4.27. Athletes Report Toward Effectiveness of University/School Scholarships in Terms of Current Financial Situation. Stages Three and Four Combined.

Before continuing on with the results for coaches and NSOs it was important to see how those athletes who participated in sports classified as CIS (Canadian Interuniversity Sport) thought about the effectiveness of university/school scholarships. As a result, all sports represented in the survey were broken down into two categories, those that were CIS sports and those that were not. Of all athletes responding to the survey 30.7% 9 (N=46) participated in sports that were sanctioned under the CIS. Results showed that 58.7% (N=27) of these athletes stated CIS funding as not being effective toward their current financial situation. Those stating CIS funding as being effective, very effective or extremely effective accounted for 26% (N=12). The mean for this group was 2.02, slightly higher than what would be indicative of somewhat effective.

Conversely there were 69.3% (N=104) athletes who did not participate in sports classified as CIS. Of these athletes 72.1% (N=75) indicated that university/school scholarships were not effective in terms of their current financial situation. Those stating effective, very effective or extremely effective accounted for 16.3% (N=17). The mean for athletes not classified under a CIS sport was 1.57, which was considerably less than what was indicated by those participating in a sport classified under the CIS. Figure 4.28 compares the values as stated by those not participating and those not participating in a sport classified under CIS.

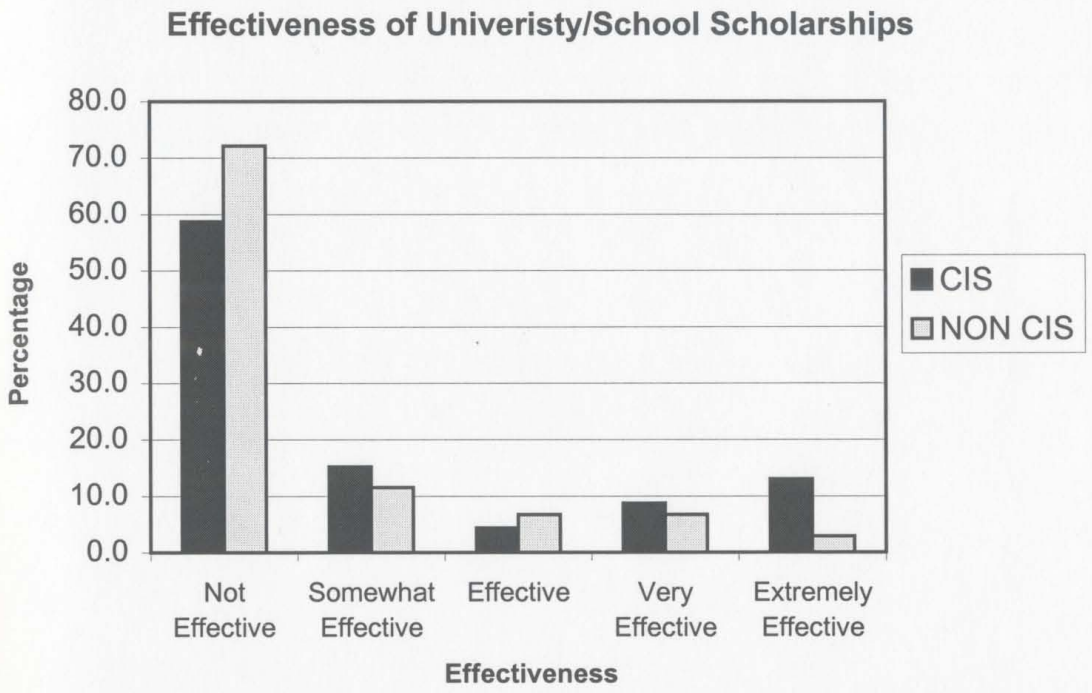

Figure 4.28. Athletes Report on Effectiveness of University/School Scholarships by CIS Classification.

Continuing with the coaches survey 58% of those surveyed considered university/school scholarships to be non-effective in their contribution to the athlete development process. However, 25% stated that they thought it to be very effective. Also worthy of mention were those who said it to be somewhat effective and those who declared it as being effective both at 8.3% respectively. The mean for coaches was 2.00 leading one to speculate that on average this funding can be viewed as being somewhat effectively. Last were NSOs, 33% of whom thought university/school scholarships were not effective in terms of athlete's financial situation. Other results showed 33% of NSOs stating that this funding was somewhat effective, 23.8% agreed is was effective and 9.5% stated that it was very effective. From looking at these results it is hard to depict any real

pattern, as the majority seem to be split between not effective, somewhat effective and effective. The mean for NSOs was 2.10, slightly higher than that indicative of somewhat effective. From an overall perspective is would seem evident that school/university scholarships play a minor role in their contribution to the financial well being of athletes. Although some may feel that it plays a major role the majority tend to think of its significance as having little effect. Figure 4.29 compares the responses as indicated by coaches and NSOs.

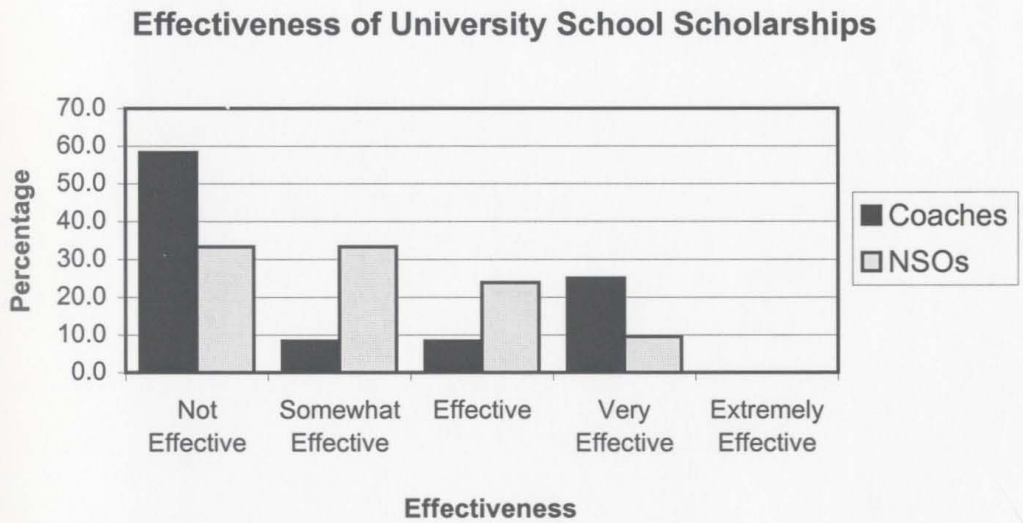

Figure 4.29. Effectiveness of University/School Scholarships in Terms of Financial Contribution to the Athlete Development Process-Coaches and NSOs.

4.19.5 Personal Income

At stage three 21.3% (N=10) of athletes indicated personal income sources were not effective to their current financial situation. In contrast, when the three categories were merged 51.1% (N=24) stated personal income sources as being effective, very

effective or extremely effective. The mean for athletes at stage three was 2.87, a little less than that of three, which would be indicative of effective.

Those athletes at stage four stating personal income sources as being not effective were equal to 28.2% (N=29). Those stating either effective, very effective or extremely effective accounted for 51.5% (N=53). The mean for athletes at stage four was a little lower than that of stage three athletes at 2.68. Figure 4.30 compares the values in percentages as stated by those athletes at stage three and four.

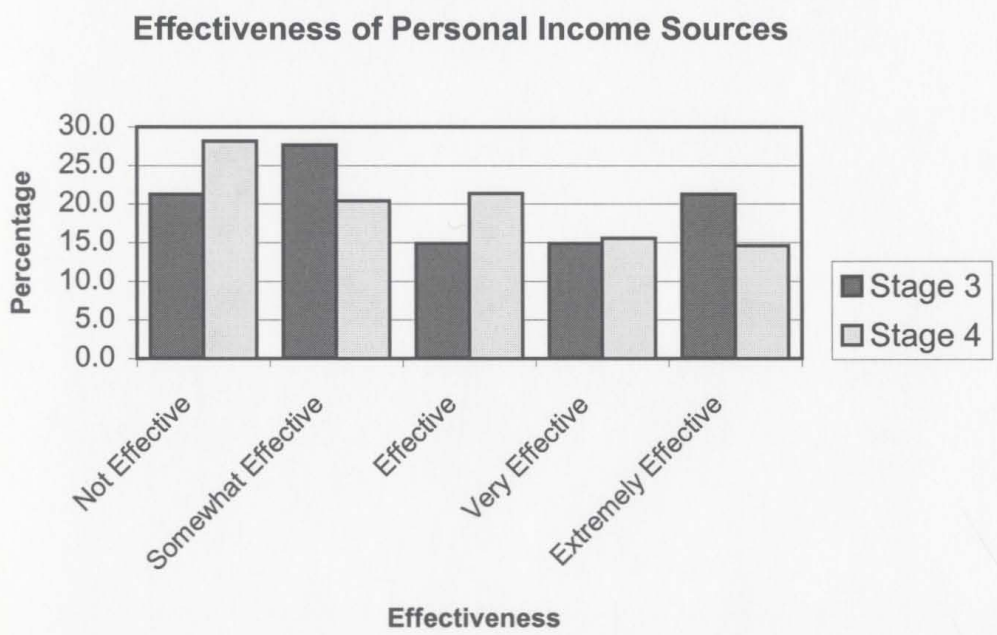

Figure 4.30. Athletes Report on Effectiveness of Personal Income Sources by Stage of Athlete Development.

The results for stage three and four athletes combined were relatively evenly distributed throughout the five categories. As figure 4.31 illustrates, of the five categories those stating personal income as being not effective accounted for the majority at 26%

(N=39). However, if any inferences can be made it would be that the majority of respondents with 51.3% (N=77) viewed this funding as being effective, very effective or extremely effective. The mean for stage three and four athlete combined was 2.74.

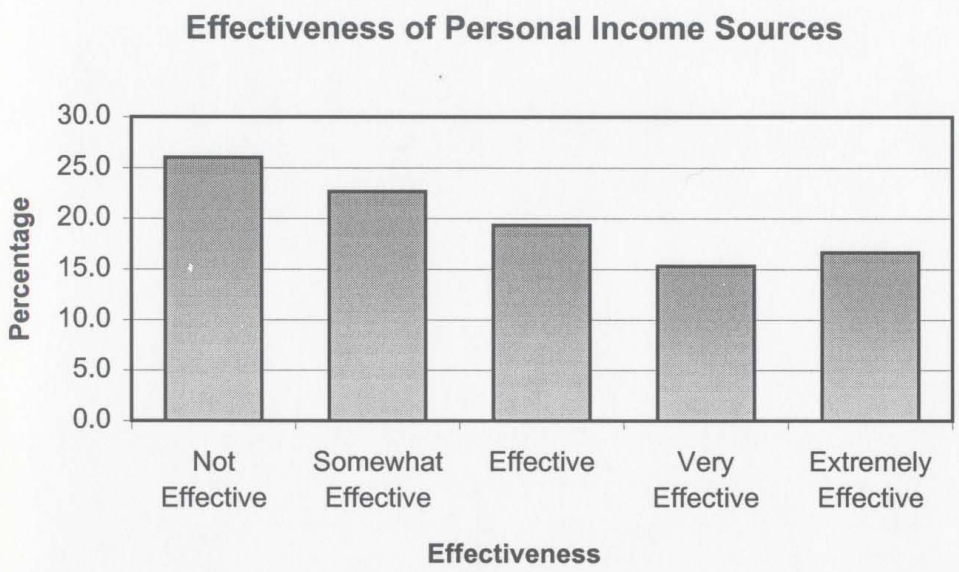

Figure 4.31. Effectiveness of University/School Scholarships in Terms of Current Financial Situation. Stages Three and Four Combined

Within the coaches survey the majority of respondents at 33.3% declared personal income as being effective in terms of the contribution it made to the athlete development process. Closely following were those who believed it to be very effective with 25%. Also with 25% were those who thought it to be non-effective. Lastly were those who believed it to be somewhat effective at 16.7%. With reference to figure 4.32, those who viewed it as being effective or very effective make up 58.3% of all those responding. The mean average for coaches was 2.58, falling between that of somewhat effective and effective.

In contrast to coaches, survey results from NSOs showed a clearer pattern. Only 9.5% of NSO's responding (N=2) felt that personal income was not effective in the contribution it made to the athlete development process. The majority of respondents representing 76.2% (N=16) rated the effectiveness of personal income as either being effective, very effective or extremely effective. The mean of 3.38 by NSOs was substantially higher than that of the coaches survey. Figure 4.32 illustrates this clear pattern as it compares the results of coaches and NSOs.

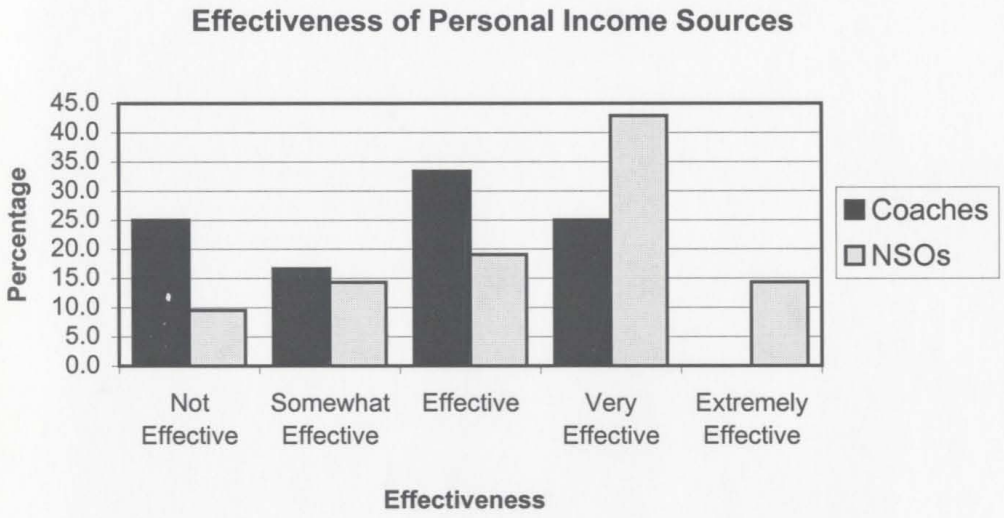

Figure 4.32. Effectiveness of Personal Income Sources in Terms of Financial Contribution to the Athlete Development Process-Coaches and NSOs.

4.19.6 Sponsorships

The aim of this question was to determine the effectiveness of sponsorships as it related to an athletes current financial situation. Similarly the question also was supposed to be directed at coaches and NSOs to determine sponsorships role in the athlete development process. However, due to an error in the survey this question was listed at

"scholarships". Due the fact that scholarships were already examined it was felt that any results reported would be redundant. Given that the question has already been asked results were omitted from the analysis.

4.19.7 Family Support

At stage three the majority of athletes at 36.2% (N=17) reported family funding as being extremely effective. Results also showed 74.5% (N=35) of athletes indicating that family support was effective, very effective or extremely effective in relation to their current financial situation. Other results showed 12.8% (N=6) viewing family support as not effective and 12.8% somewhat effective. The mean for athletes responding at stage three was 3.55/5, falling between that of effective and very effective.

Stage four results showed a similar pattern with 28.2% (N=29) of athletes stating funding as being extremely effective. When combined, results from those who chose effective, very effective or extremely effective totalled 66% (N=68). Athletes indicating family support as being not effective toward their current financial situation accounted for 20.4% (N=21). The mean for all athletes responding from stage four was 3.24/5, slightly lower than was indicated by those at stage three. Figure 4.33 compares the values in percentages as stated by those athletes at stage three and four.

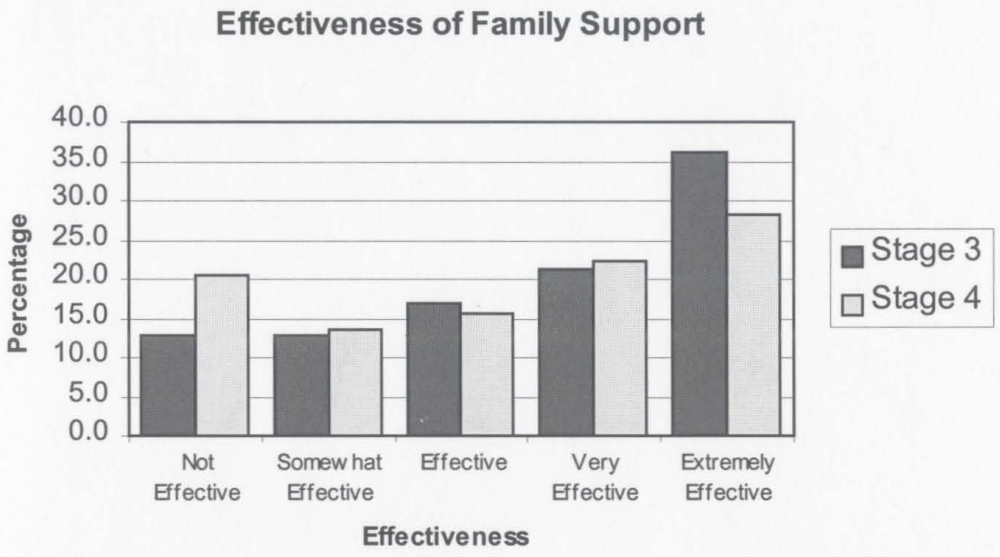

Figure 4.33. Athletes Report of Effectiveness of Family Support by Stage of Athlete Development.

When results from those athletes at stage three and four were merged 30.7% (N=46) indicated family support to be extremely effective in terms of their current financial situation. Following closely at 22% (N=33) were those who thought it to be very effective. Also worthy of mention at 16% (N=24) were those who believed family support to be effective. On the contrary, results showed that 18% of athlete respondents (N=27) stated family support as being not effective. Lastly were the 13.3% (N=20) who viewed family support as being somewhat effective. As figure 4.34 illustrates, it would seem that athletes place a high value on the importance of family funding support, especially given the fact that those declaring it as either effective, very effective or extremely effective make up 68.7% of the total sample. The mean representing all athletes responding to the survey was 3.34.

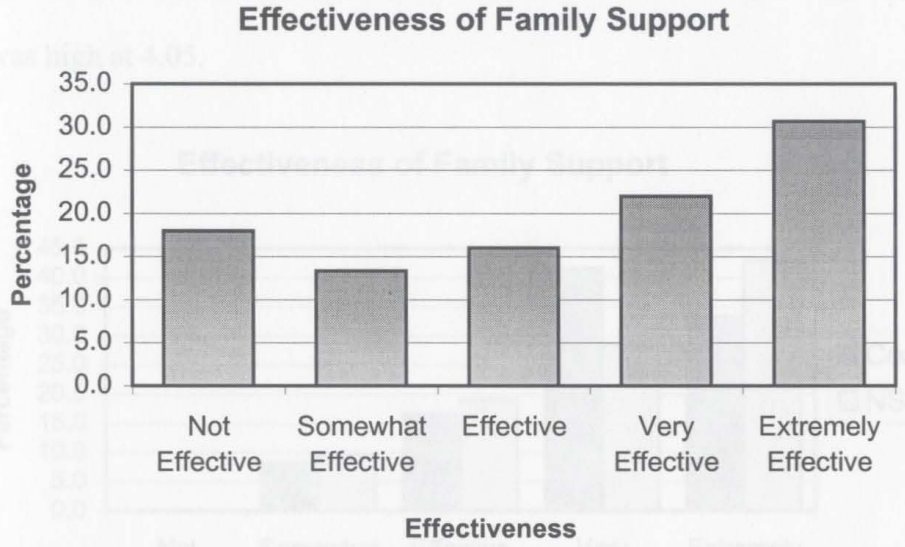

Figure 4.34. Athletes Report of Effectiveness of Family Support in Terms of Current Financial Situation. Stages Three and Four Combined

Results from the coaches' survey were consistent with 91.7% of respondents identifying family support as effective, very effective or extremely effective (See Figure 4.35). Worth noting was that only 8.3% voted family support as being somewhat effective. More importantly, there were no respondents who deemed it to be non-effective. The mean for all coaches responding to the survey was 3.58.

The NSO survey revealed a similar pattern as the majority of those who responded agreed that family support was effective in terms of the financial contribution it made to the athlete development process. More specifically, not one NSO thought of family support as being non-effective and results showed that only 9.5% of those responding thought it to be somewhat effective with. As shown in figure 4.35, NSOs who thought family funding to be effective, very effective and extremely effective comprise the

majority of respondents 90.5% (N=19). The mean of all those responding on part of NSOs was high at 4.05.

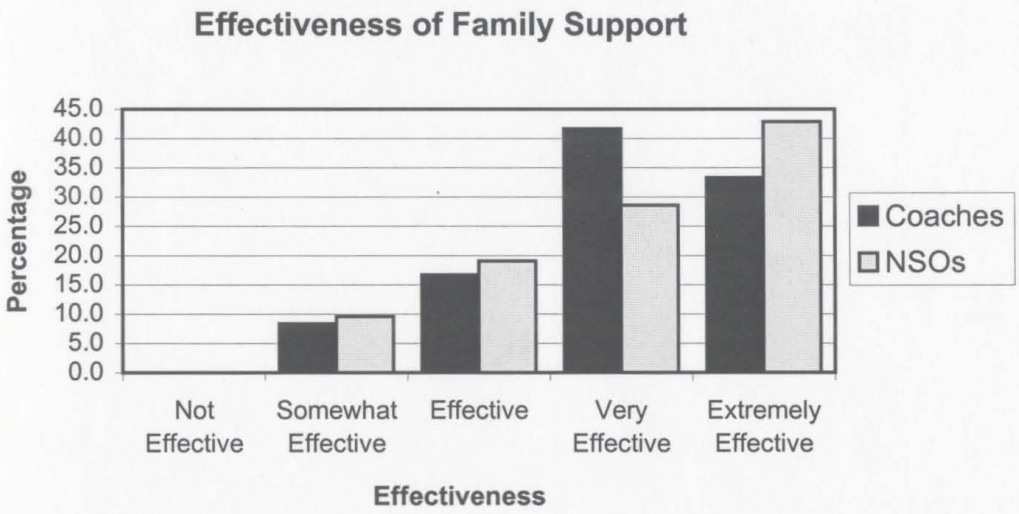

Figure 4.35. Effectiveness of Personal Income Sources in Terms of Financial Contribution to the Athlete Development Process-Coaches and NSOs.

4.20 Effectiveness of Current Government Funding

AQ14, NQ6 and CQ6 were directed at all three groups to try and gain some perspective as to how effectively they believed government funding to be. For this question all respondents were asked to make reference to the athlete development model (see Figure 2.1). As there were five possible responses to this question each response was assigned a number 1 through 5. For example, 1 was equal to not effective with 5 being equal to extremely effective. Figure 4.36 shows how athletes responded to the question.

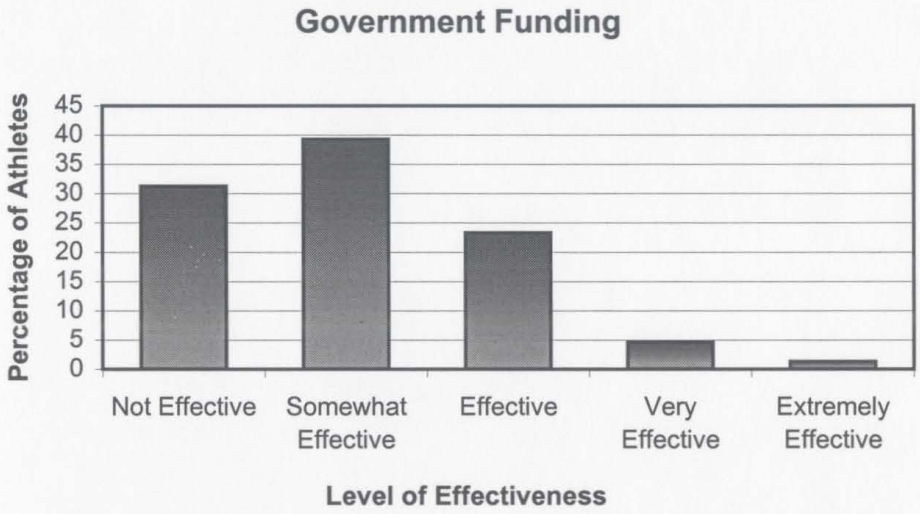

Figure 4.36. Effectiveness of Government Funding Across ADM-Athletes View

As the illustration depicts it is easy to observe that the majority of respondents 39.3% (N=59) viewed government funding to be somewhat effectively distributed across the ADM. Also quite apparent were the number of athletes who identified government funding as being not effectively distributed at 31.3% (N=39). On the contrary, results showed that 23.3% (N=35) of athletes believed government funding to be effectively distributed. Interestingly enough was the low number of respondents who thought government funding was being very effectively or extremely effectively distributed across the ADM with a combined percentage of only 6% (N=9). Cross tabulation showed that eight of these nine athletes being were at stage four of the ADM. It also showed that nearly 71% (N=73) of all stage four athletes viewed government funding distribution across the ADM to be not effective or somewhat effective. Results for stage three athletes also yielded similar results with 70% (N=33) indicating funding to be not effectively or

somewhat effectively distributed. The mean for all athletes responding to the survey was 2.05, which is indicative that funding is not being effectively distributed across the ADM.

Results from the coaches survey demonstrated similar results. Overwhelmingly, 41.7% of respondents viewed government funding to be not effectively distributed across the ADM. Likewise 41.7% of coaches indicated that funding was somewhat effectively distributed across the ADM. Only 16.6% viewed government funding to be effectively distributed across the ADM. Also worth mentioning was the mean for coaches at 1.75, which was lower than for athletes. This is also a clear indicator that funding is not being effectively distributed across the ADM.

NSO results showed that the majority of respondents (38.1%) thought government funding was effectively being distributed across the ADM. However, even thought this number is relatively high, the mean of 2.19 indicates differently. This comes as the result of those NSOs who viewed government funding as being not effectively or somewhat effectively distributed across the ADM. Combined they account for 57.2% of all NSOs completing the question. In conclusion, a mean of 2.19 may be interpreted that at best government funding is somewhat effective.

4.21 Future Performance if Government Funding Trends Remain Consistent

AQ15, CQ7 and NQ7 called upon all groups to rate the future performance of Canadian athletes at international competition, if government-funding trends remain the same. The results were classified into five categories ranging from 1 (not improving) to 5 (tremendously improving). Of the 150 athletes surveyed 149 responded to the question.

As Figure 4.37 illustrates 56% (N=84) of athletes thought that future performance at international competition would not improve if funding trends remained the same.

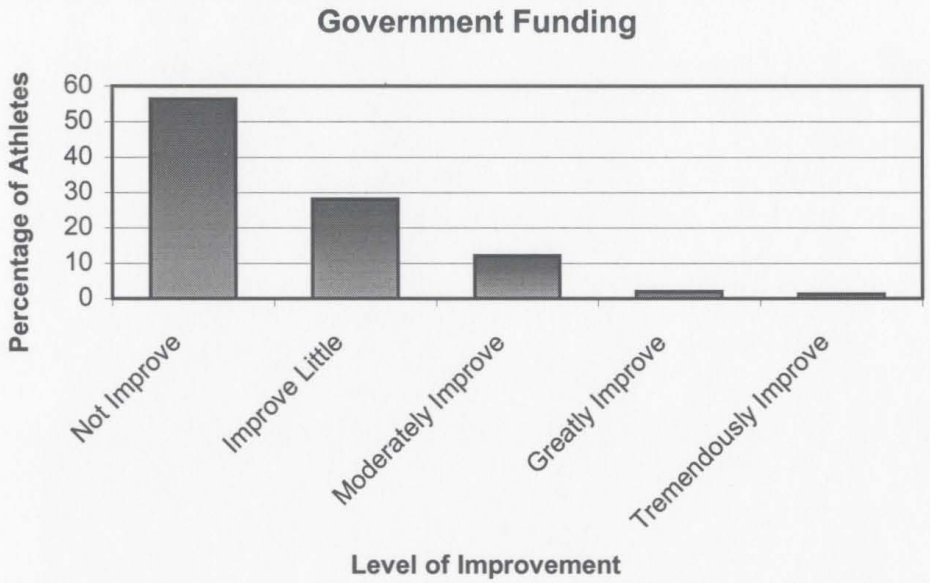

Figure 4.37. Future Performance if Government Funding Trends Remain the Same

It should be noted that of the 101 stage four athletes responding to this question, 56.8% (N=58) believed that there would be no improvement in future performance. As the majority of stage four athletes have competed at the international level the results would seem to be indicative of the direction in which Canadian athlete are believed to be heading in terms of international performance. Also important were those athletes who thought future performance would only improve a little at 28% (N=42) of which the majority 76% (N=32) were stage four athletes. Finally, as figure 4.37 illustrates, only 3.3% (N=5) of all athletes surveyed thought that future performance would either greatly

improve or tremendously improve. This may also demonstrates the scepticism athletes feel toward their future performances at the international level. The mean based on the responses by all responding to this question was 1.64, which is very low.

The results from the coaches survey were consistent with those of the athlete survey in that the majority of coaches at 66.7% thought there would be no improvement at the international level. Other coaching results showed that 25% thought there would be little improvement while 8.3% stated that performance would moderately improve. The mean for all coaches responding to the survey was even lower than athletes at 1.42.

NSO results also confirm what athletes and coaches thought about future performance. Results show that the majority 81% (N=17) indicated that there would be no improvement. In addition, only four NSOs representing 19% stated that there would be little improvement. Given this information it comes as no surprise that the mean for NSOs at 1.19 was the lowest of the three groups.

4.22 At What Stage Would Additional Funding Account for the Biggest Difference?

AQ16, CQ8 and NQ8 asked all three groups to determine at what stage of the athlete development model they thought additional funding would account for the biggest improvement in athletic success. As figure 4.38 depicts 62.7% (N=94) stated that greater success would be achieved if more funding were allocated at stage three of the ADM.

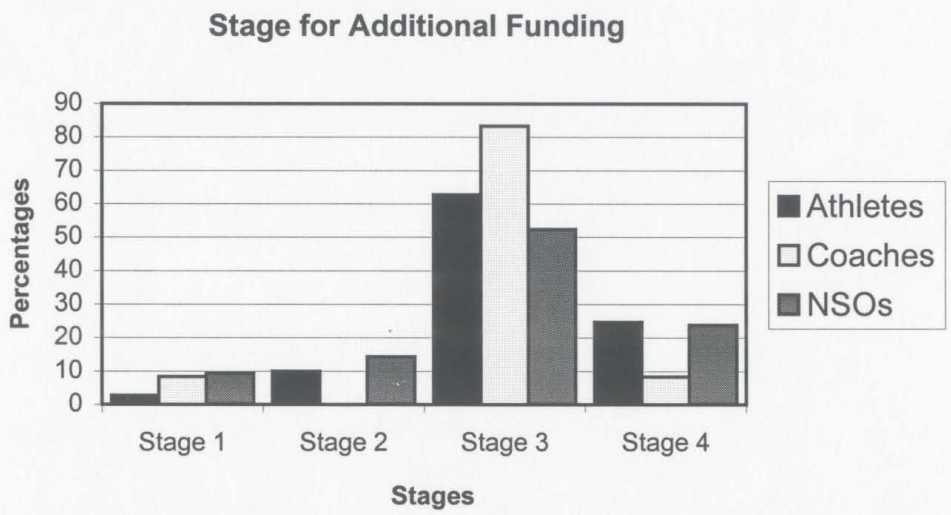

Figure 4.38. At What Stage Additional Funding Would Account for the Greatest Success? All Groups

Also well represented in figure 4.38 were the 24.7% of athletes (N=37) who thought that to achieve greater success additional funding should be allocated at stage four. Worth noting was that 56.3% (N=58) of stage four athletes thought it should go to stage three, while 32% (N=33) thought it should go to stage four. In terms of stage three athletes 76.5% (N=33) thought is should go to stage three. In contrast 8.5% (N=4) reported it should go to stage four. In both cases the majority support additional funding for stage three of the ADM. The mean for athletes was 3.09.

A similar pattern was found in the coaches survey where 83.3% indicated that to achieve the greatest success additional funding should be allocated at stage three of the ADM. Those indicating stage one and stage four were both represented at 8.3% (see Figure 4.38). The mean for this dataset was 2.92 slightly less than indicated by the athletes.

Results for NSO showed an almost identical pattern to that of the athletes. As figure 4.38 also shows, 52.4% (N=11) of NSOs stated that to ensure the greatest success, funding efforts should be emphasized at stage three. However, 23.8% (N=5) thought that to achieve the greater success, additional funding should go towards supporting those athletes at stage four of the ADM. The mean of 2.90 by NSOs was a little lower than that of the athletes and coaches.

4.23 Preferred Funding Allocation to all Stages

At the time of the survey, the Canadian Government invested approximately $100 million into sport at all levels. This funding went to support athletes at all stages of the athlete development model. To ensure an effective athlete development system it was thought appropriate to determine how much funding athletes, coaches and NSOs thought should go to each stage of the athlete development model. AQ17.a, CQ9.a and NQ9.a each asked the groups to comment on how they thought the $100 million should be allocated at each stage of the athlete development model. Given the variety of responses it was thought that the means would best represent the opinions of all groups involved. As a result they form the focus for discussion in the section below.

Based on the mean, the results of the athlete survey indicate that the majority of funding should go to support those athletes at stage four of the athlete development model. In summary it was indicated that $38.42 million be allocated at stage four, $29.14 million to stage three, $17.35 million to stage two and $14.91 million to stage one.

Using the same criteria the coaches results were similar to that of the athletes with the majority of funding at $41.42 million going to support athletes at stage four of the

ADM. Other results showed indicated the following, stage three $33.17 million, stage two $14.42 million and stage one $10.17 million.

Likewise NSOs results confirm the same as that of the previous two groups that being that the majority of funding should go to support athletes at stage four. The mean averages revealed that $43.81 million go to support those athletes at stage four, $26.67 million to stage three, $16.9 million to stage two and $12.62 million to stage one.

The means in table 3 provides a summary of how each group allocated funding within the athlete development model. In addition to what was specifically indicated by each group it also shows a combined average for each stage. It should be noted that because the results were based on $100 million they can also be considered as percentages.

Table 4.4

Summary for Desired Allocation of Funding-2003/2004 Fiscal Year

	Stage 4	**Stage 3**	**Stage 2**	**Stage 1**
Athletes	$38.42 m	$19.14 m	$17.35 m	$14.91 m
Coaches	$41.42 m	$33.17 m	$14.42 m	$10.17 m
NSO's	$43.81 m	$26.67 m	$16.90 m	$12.62 m
AVERAGE	$41.22 m	$26.33 m	$16.22 m	$12.57 m

4.24 Can $100 Million be Considered Sufficient Funding?

AQ17b, CQ9b, and NQ9b requested that all groups indicate whether they thought $100 million was sufficient to ensure the greatest success of Canadian athletes at all four

stages of the ADM. Of the 145 athletes who responded 84.1% (N=122) indicated that funding was not sufficient to ensure the greatest success of Canadian athletes. Only 15.9% (N=23) felt that funding was sufficient. Of those 100 stage four athletes responding to this question 84% (N=84) felt that is was not sufficient. In terms of stage three athletes the result was much the same with 84.4% (N=38) stating that is was not sufficient. The NSO survey yielded similar results to that of the athlete survey. In total, 81% of those responding to the question stated that funding was not sufficient. Conversely, 19% thought that funding was sufficient. In the coaches survey the results were very conclusive with 100% stating that $100 million was not sufficient to ensure success at all four stages. In summary it would appear that there seems to be a consensus among all three groups that $100 million is not sufficient to ensure the greatest success of Canadian athletes.

4.25 How Much Should be Invested?

Those athletes who previously stated that there was insufficient funding for optimal success were then asked to indicate how much they thought the Canadian Government should invest. In the athlete survey 81.3% (N=122) responded to this question. Results for this question ranged from $100 to $700 million. The mean for those who responded was $267.96 million. The median and mode for this question were both $200 million.

Strikingly, the results for the coaches survey were very similar to that of the athletes survey. The mean for those coaches responding was $266.67 million. The median and mode for this question was $250 and $200 respectively.

NSO results indicated a mean of $275.59 million, which was slightly higher than suggested by athletes and coaches. Similar to the athlete survey the NSO survey also revealed a median and mode of both $200 million. The average for all three groups combined was $270.1 million. Results suggest that sports people believe funding in excess of $250 needs to be invested into our sport system. Figure 4.39 shows a comparison for the mean, median and mode for each group. As illustrated, the results for each group are relatively consistent.

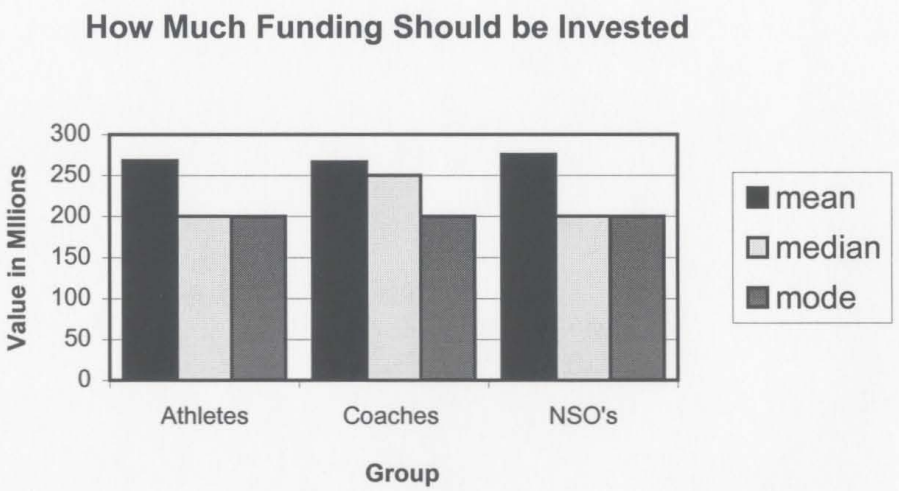

Figure 4.39. How Much Should the Canadian Government Invest in Athlete Development?

4.26 How Should New Funding Should be Allocated?

AQ17.c, CQ9.c and NSOQ9.c asked those in the previous question to allocate this proposed, "new funding" among the four stages of the athlete development model. As in the previous question this question also uses group averages as the basis for discussion. For this question athletes indicated that the Canadian Government should invest $270.18

million into the athlete development system. Therefore, the results shown in this section are based on this amount. Having said that, the athlete results revealed the majority of funding, $107.52 million (39.8%) should go toward supporting athletes at stage four of the ADM. Allocation of other funding was as follows; $77.01 million (28.5%) going to stage three, $45.32 million (16.8%) to stage two and $ 40.33 million (14.9%) to stage one.

Results of the coaches survey showed that the Canadian Government should invest $265.84 million into the athlete development system. The allocation of funding among the four stages of athlete development was based on this figure. Results showed the majority of funding at $112.5 million (42.3%) going to stage four of the ADM. Allocation of other funding was as follows; $81.88 million (30.8%) went to stage three, $37.81 million (14.2%) to stage two and $32.75 million (12.3%) to stage one.

For this question NSOs indicated that the Canadian Government should invest $268.54 be invested in the athlete development system. With this mind, results from the NSO survey also show a similar pattern, with most of the funding going to stage four of the ADM. Results by the NSOs were as follows; stage four $89.71 million (33.4%), stage three $72.94 million (27.1%), stage two $52.65 million (19.6%) and stage one $53.20 million (19.8%). Figure 4.40 helps to illustrate how each group thought the "new funding" should be allocated at each stage of the ADM.

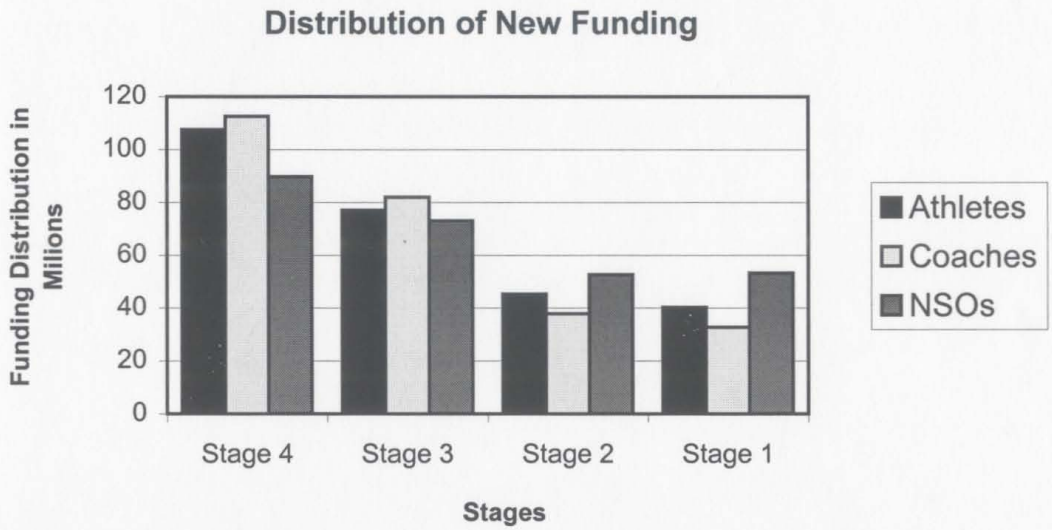

Figure 4.40. Distribution of Desired Funding by Stage and Group

As we can see from this graph a clear pattern had emerged as to how much funding should be allocated at each stage of the ADM. The consensus from athletes and coaches is that the majority of funding should go to support those at stage four and then trickle down to stages three, two and one. The same can be said for the NSOs since they give priority to stage four and then stage three. The only exception with NSOs however, is that they prioritize funding in stage one over stage two. The difference as we can see is only minimal but nonetheless it does diverge from the pattern.

As we can see having a set of data from each group for this question make it somewhat difficult to give a true account of how much money respondents believe should be allocated at each stage. To solve this problem the number figures as specified by each group for each stage was averaged. For example, at stage one, what was specified by

athletes, coaches and NSOs was averaged. The same was done for stages two, three and four. Given that the deviation between groups was not statistically significant it was determined that an average representative of all groups would be more beneficial to the study. Using this information as mentioned above, figure 4.41 displays the proposed amount of funding to be allocated at each stage of the ADM. The figure also shows the percentage of funding per stage as based on the figure of $267.86 million, which was also calculated from information provided by those responding to this question.

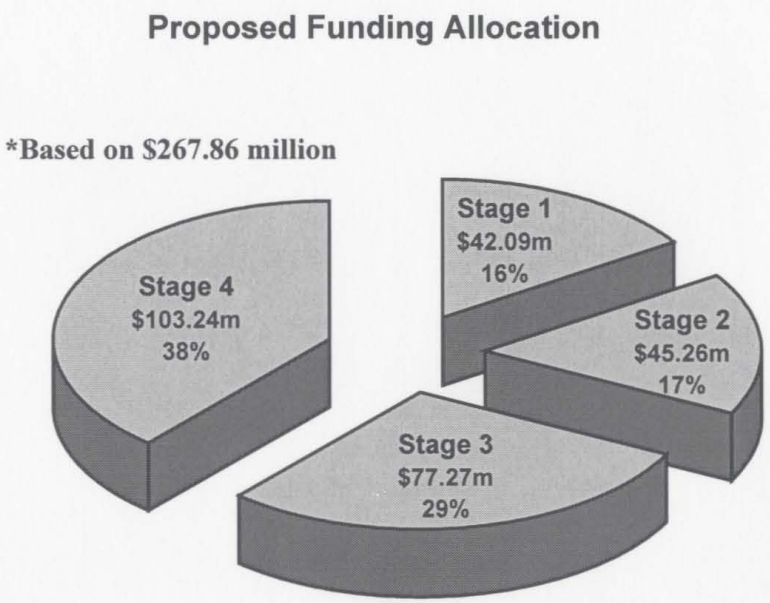

Figure 4.41. Desired Allocation of Funding by Stage of Development-Group Averages

4.27 Importance of Various Funding Initiatives

As a follow up, AQ18, CQ10 and NSOQ10, called upon all groups to rate the importance of various funding initiatives that need to be prioritized if the current athlete development system was to improve. All participants were asked to specify this using a five-point scale, with 1 representing little importance and 5 representing that of great importance. Means were used to evaluate the importance of each funding initiative for each group. Figure 4.42 give a detailed account of how athletes felt in terms how various funding initiatives should be prioritized in order for Canada's athlete development system to improve.

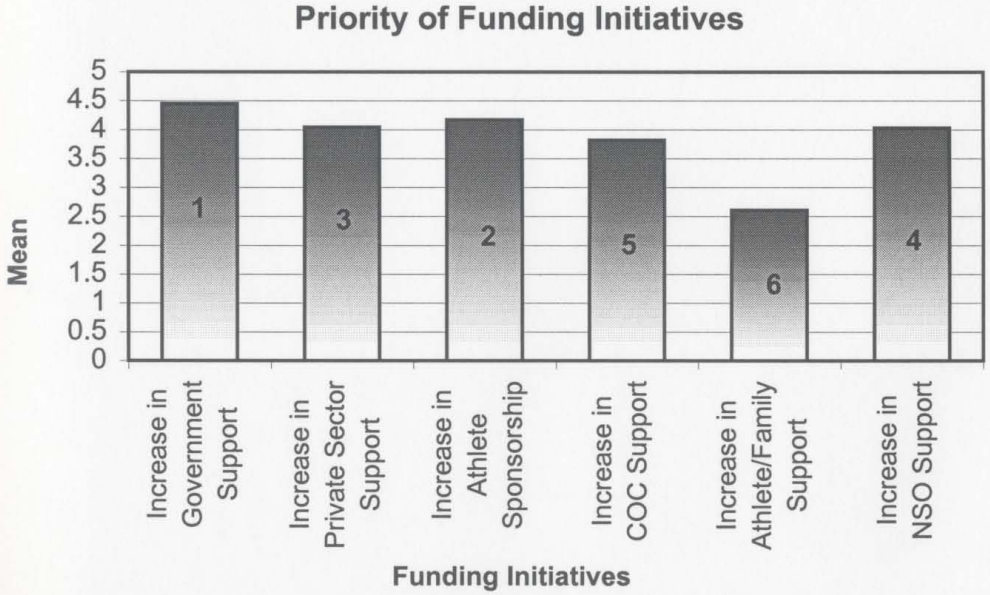

Figure 4.42. Priority of Funding Initiatives- Athletes Perspectives

As we can see from the illustration above the funding initiatives have been rated in terms how they should be prioritized to ensure for a better athlete development system.

Once again, it should be mentioned that the higher the rating the more importance respondents believed should be placed on that funding initiative. Figure 4.42 shows that on average, most athletes feel that the prioritizing of government funding is the most important. This was represented by a mean score of 4.45. Results also suggest an increase in athlete sponsorship as being a great priority with a mean importance of 4.17. Those initiatives also receiving high importance were private sector and NSO support at 4.04 and 4.03 respectively. The funding initiative with the lowest priority objective was that of athlete/family support at 2.61. In other words, athletes thought it is was the funding initiative that needed to be prioritized the least.

Coaches were also asked to respond to the same question. Like athletes, coaches stated that government funding was the highest priority. Figure 4.43 shows a mean of 4.75/5, which demonstrates that to improve our athlete development system government funding needs to be prioritized the most. Coaches also stated that an increase in COC funding should also be a top priority with a mean of 4.22. Other initiatives that receiving a high importance of priority were private sector support at 4.33 as well as increased support from NSO and athletic sponsorships both with a mean of 4.08. As can also be seen in figure 4.43, athlete/family support received the lowest importance of priority, which might indicate that it is being maximized to the fullest.

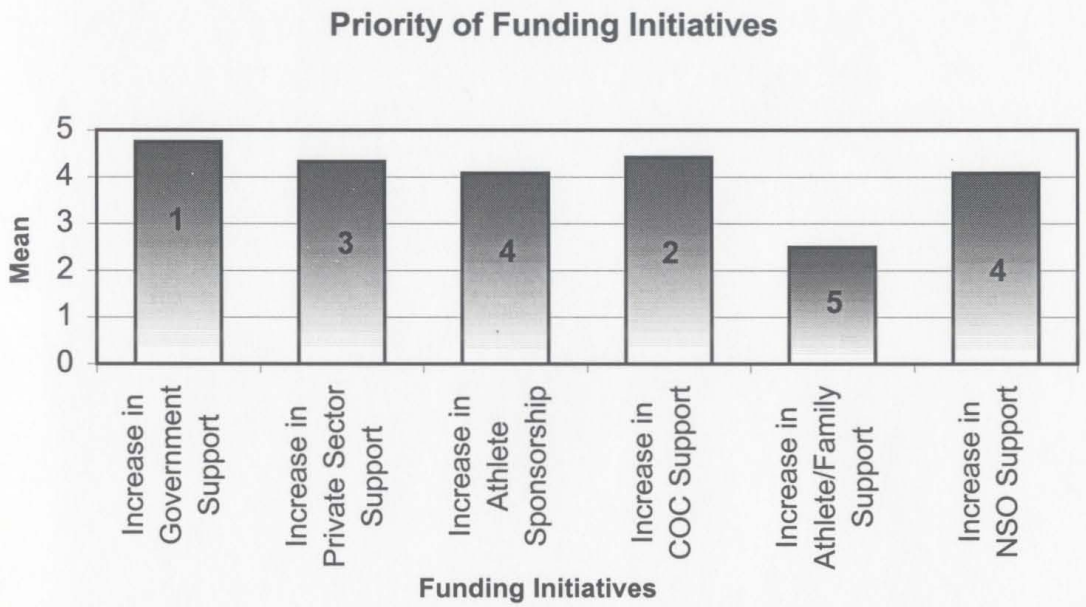

Figure 4.43. Priority of Funding Initiatives- Coaches Perspectives

Unlike the athletes and coaches NSOs thought that for a better athlete development system an increase in private sector support was the top priority. As evident in figure 4.44 an increased in private sector support was ranked as being the initiative that needed to be more of a priority with a mean of 4.38. However, following closely with a mean of 4.33 was government funding, which also suggest a very high priority level. Surprisingly, NSOs also stated that for a better athlete development system NSO funding should also be highly prioritized with a mean of 4. Once again, athlete/family support was ranked at having the lowest urgency of priority with a mean average of 2.43.

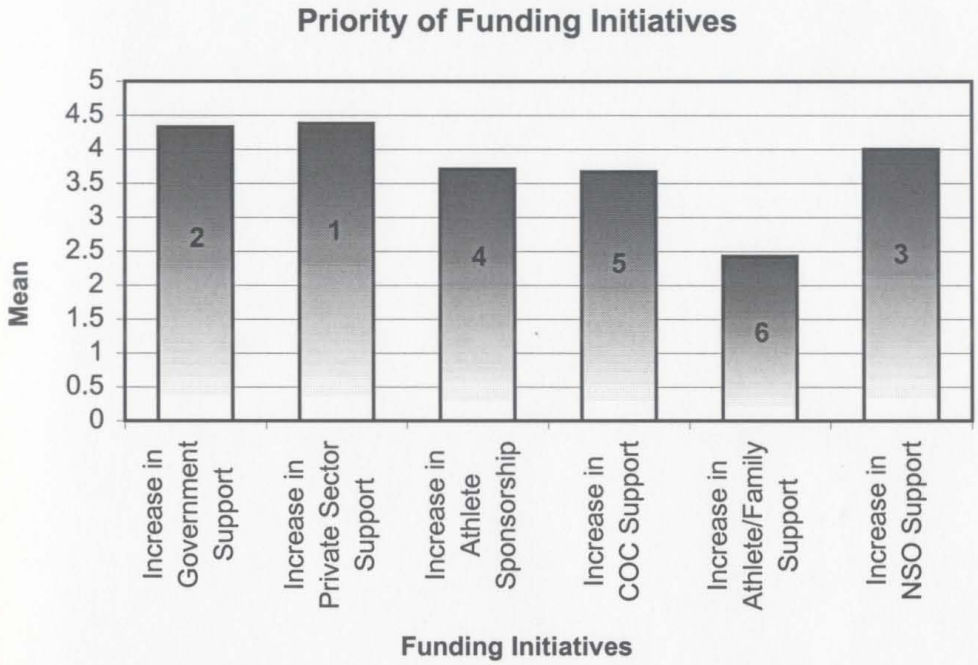

Figure 4.44. Priority of Funding Initiatives- NSOs Perspectives

In terms of order of priority and to gain a better perspective of the true representation of all those surveyed the means for each funding initiative by group were added and averaged. For example, when looking at government support as a priority, the means were taken from each specific group (athletes, coaches, NSOs) and an overall average was calculated. The averages are represented in figure 4.45 in descending order and can be considered a representation of all groups surveyed.

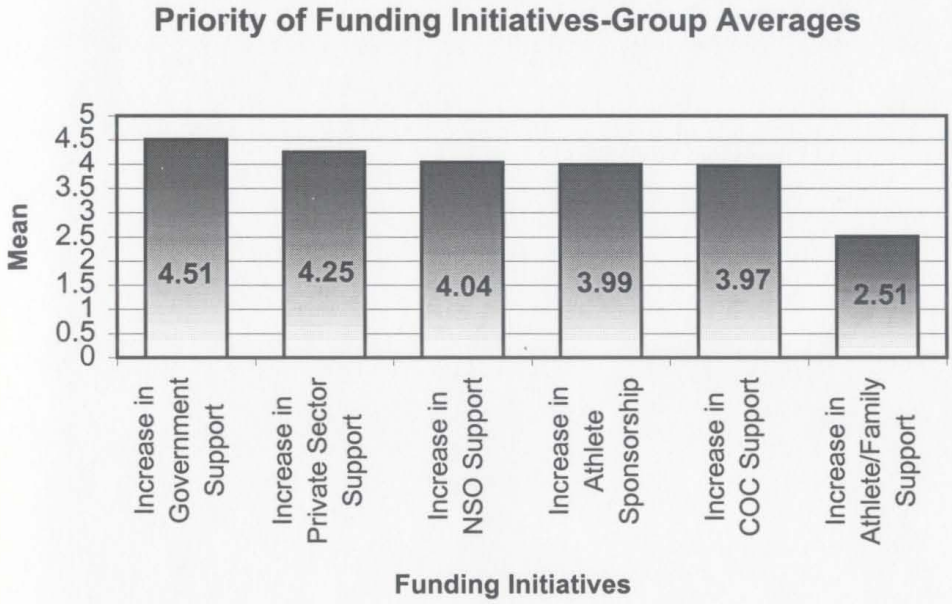

Figure 4.45. Priority of Funding Initiatives- Group Averages

4.28 Importance of Funding at Each Stage of Athlete Development

The purpose of AQ19, CQ11 and NSOQ11 was to get each group to rate the importance of funding at each stage of the ADM. Participants were asked to specify this using a five-point scale with 1 representing little importance of funding and 5 representing that of great importance. As in the previous question the means were used determine the importance of funding at each stage. Figure 4.46 shows how each group allocated funding among the three stages. It also gives the average for each group by stage.

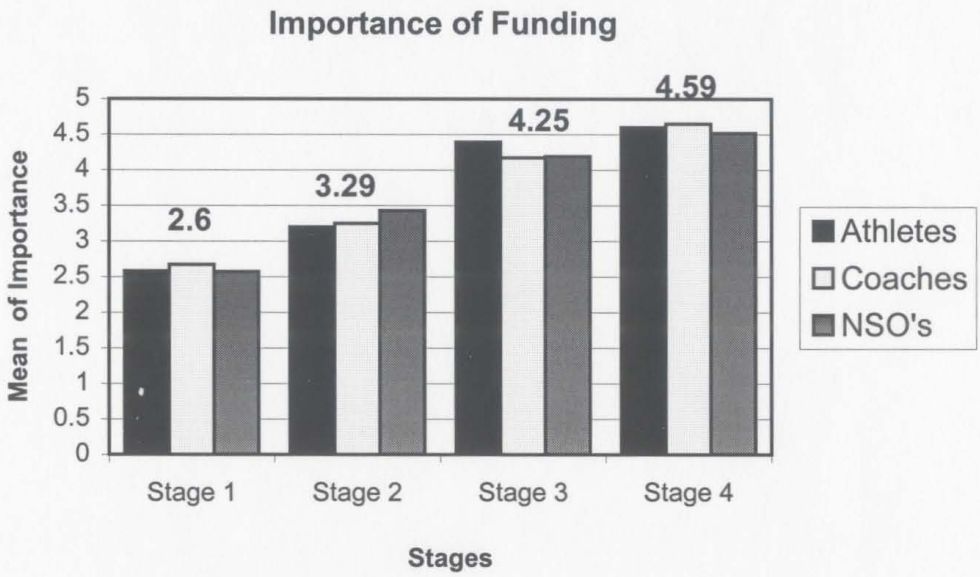

Figure 4.46. Importance of Funding by Stages-All Groups

As is evident in figure 4.46, there is a common pattern among all groups, with stage four designated as being the most important in terms of funding. Likewise all groups have named stage three as being the second in order of importance with stage two next and finally stage one as having the least order of importance. The average score for each group by stage is clearly indicated in figure 4.46. They ranged from 2.6 at stage one to 4.59 at stage four.

4.29 How is Government Funding Currently Prioritized?

AQ20, CQ12 and NSOQ12 asked all groups to specify in their opinion how government funding was currently being prioritized at each stage of the ADM. For each stage, participants were asked to select one of five responses as follows: 1=very low priority, 2= low priority, 3=moderate priority, 4=high priority and 5=very high priority. Based on the assigned number for each different response a mean for each group was then

calculated. This was beneficial in helping compare the responses from all three groups as illustrated in figure 4.47.

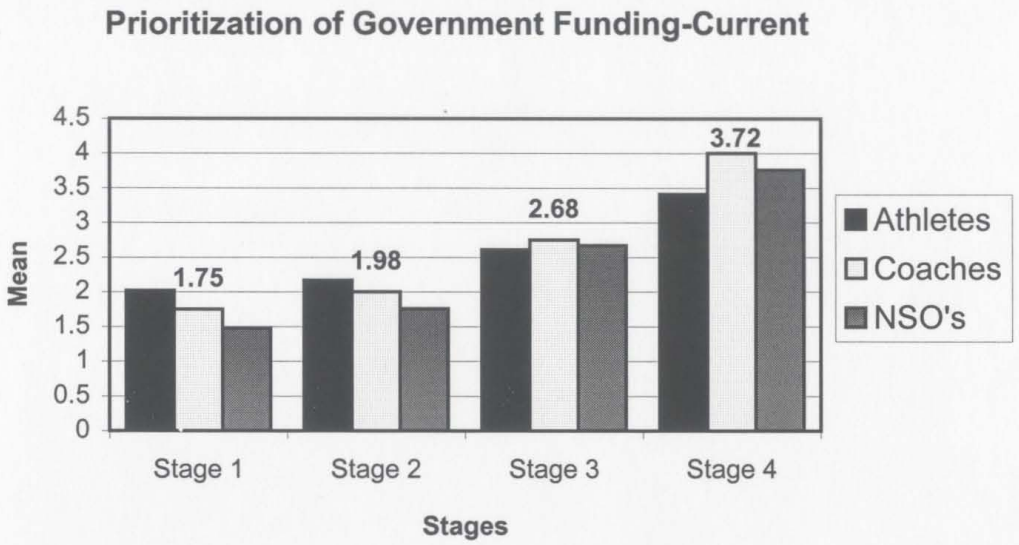

Figure 4.47. How Should Current Government Funding be Prioritized Across the ADM? Group Averages.

The figure clearly depicts a clear and established pattern emerge. This pattern is straightforward in the sense that all groups have declared government funding as currently being prioritized the most at stage four of the ADM. Stage three displays the same pattern as all groups report it second in priority in terms of government funding. Once again, stage two and stage one are no exception as groups vote them third and forth respectively with regard to their priority of government funding.

4.30 How Should Government Funding be Prioritized?

AQ21, CQ13 and NSOQ13 asked each group to state how they felt government funding should be prioritized among all stages of the ADM. Once again, participants

were asked to select one of five responses as follows: 1=very low priority, 2= low priority, 3=moderate priority, 4=high priority and 5=very high priority. As in the previous question mean for each group by stage were also used to represent this information, which is represented in figure 4.48.

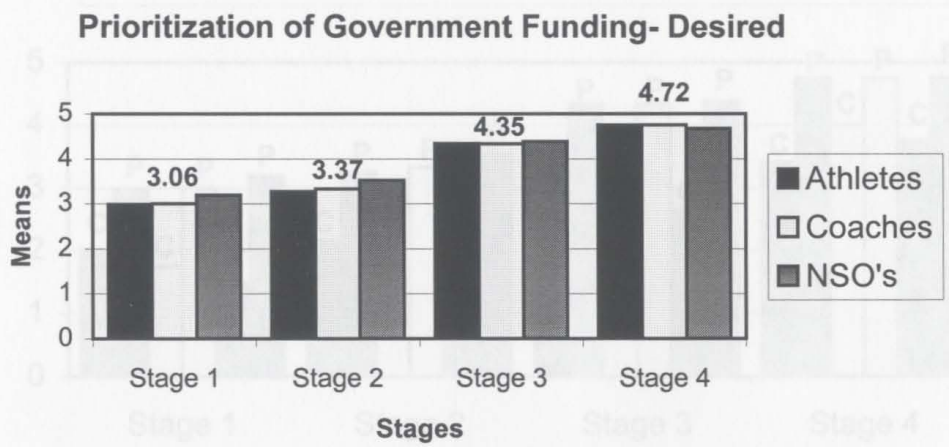

Figure 4.48. How Should Government Funding be Prioritized Across the ADM?

Figure 4.48 also shows remarkable consistency in terms of how each group viewed the desired prioritization of government funding at each stage. Looking at the graph we can see that the mean for each stage as specified by each group is almost identical. As in the previous question the order of importance has not changed as all groups felt that funding should be primarily prioritized at stage four. However, when compared to the last question the mean for this question are higher. This suggests that although the order of importance is the same for all stages there is agreement that each stage should be prioritized to a greater degree. Figure 4.49 shows this pattern by comparing the current

and preferred prioritization of funding for each stage as per the opinions of athletes, coaches and NSOs.

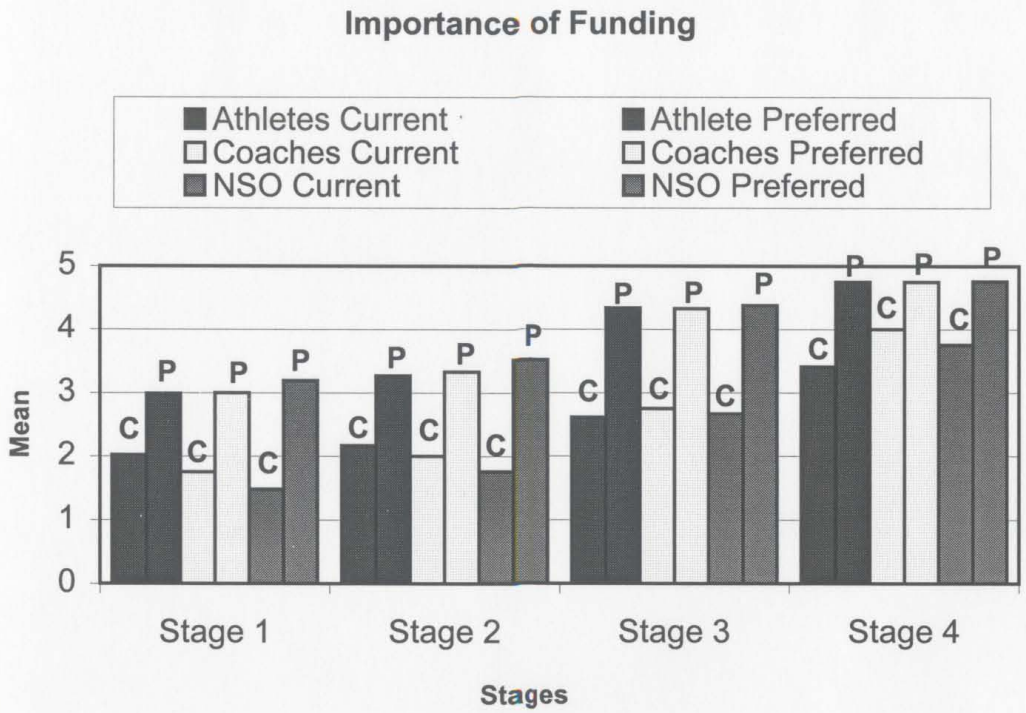

Figure 4.49. Prioritization of Funding by Stage- Current and Preferred

It is quite clear from figure 4.49 that there is great difference between current and preferred prioritization of funding at all stages. This pattern was also consistent among all three groups. Also worth noting was the mean differential between current and preferred prioritizing of funding at stage three. This stage, as was indicated by all three groups, showed the greatest discrepancy (1.68) in terms how each viewed current and preferred prioritization of funding. In contrast, stage four showed the smallest differential between current and preferred prioritization of funding (1.00). It can be concluded that funding

priority should be primarily focused at stage four the greatest room for improvement is at stage three.

4.31 Stage Athletes Withdraw From Sport For Financial Reasons

As the majority of this survey focused on various funding issues it was thought necessary to ask each group this last important question. That being, at what stage do athletes tend to withdraw from sport for financial reasons (AQ22, CQ14 and NSOQ14). Of the 150 athletes responding to the question 68% (N=102) indicated stage three. Stage two was second at 19.3% (N=29). Other results indicated stage four with 11.3% (N=17) and stage one with 1.3%. The mean for athletes was slightly under three at 2.89.

Responses from coaches showed much the same pattern with 58.3% indicating that most athletes withdraw from competitive sport at stage three. Other responses showed stage two at 25% and stage four with 16.7%. The mean for coaches at 2.92 was also just under that of stage three

Lastly, the NSO results confirm what athletes and coaches thought with 66.7% specifying that the majority of athletes withdrew from sport at stage three. Those stating stage two was valued at 23.8%, while those stating stage four came in at 9.5%. The mean of 2.86 was slightly lower that that which was specified by athletes.

4.32 Implications for Athlete Development System

AQ23, CQ15, and NSOQ15 specifically asked athletes, coaches and NSOs to state what the implications for our athlete development system would be if current government funding trends remained as they were. In contrast to all previous questions, this question was open-ended meaning all groups had a choice to voice their opinion.

4.32.1 Athletes Results

While discussing this section qualitative data collected from accounts as stated by some of the athletes will be used to illustrate some of the important themes. These accounts will be listed after each major theme discussion. It should be noted that these are only some examples and that full list of athlete responses can be found in Appendix J (see CD)

In relation to this question the response rate by athletes was high with 94 completing the question. In terms of athlete responses a number of important themes were revealed. One of the most prominent trends was that more Canadian athletes would have to withdraw from sport at the most critical time in development if government funding was not increased. As stated by the athletes, this would occur more frequently at stage three and four of the athlete development model. It was emphasized that this happens due to the fact many athletes at stage three and four are living below the poverty line. As a result, many athletes are forced to work thus having to reduce the number of hours they can devote to training. The end result would be fewer athletes competing at these stages and ultimately a weaker sports development system. The following are some personal accounts as given by the athletes.

"The majority of athletes will remain below the poverty line, having to choose between competition and quality of life".

"If funding remains low.... Canada's international teams grow smaller and smaller, since national sport organizations can't afford to fund full teams, and athletes, a lot of whom are students, cannot afford to pay 100% expenses. Canada's international rivals are destroying our results due to Canadians having to balance school, training and a job in order to succeed financially".

"None, if the system stays the same, good athletes will continue to drop out of sport prior to breaking through because of lack of funding and missed competitive opportunities due to extra work and employment they have to do to pay for competition.

Another common theme was that Canadian athletes would have poorer results at International competition. Athletes stated that without funding many athletes cannot afford the competitive experience i.e., world cups, national championships that is necessary for success at the international level. This would ultimately lead to a lack of success for those athletes representing Canada at Olympic Games and World Championships. Athletes responses suggest…

"Canadian results will stay still as the rest of the world gets better. We will continue to ask our athletes to do more with less. They will need to work more, taking away from training time. Performance will at best stay the same but will probably dwindle".

"Athletes will always be improving, that is just part of our natural progression, but I don't believe that we will be able to keep up to the rate of the other countries that receive much more support and have better resources that allow them to reach the top of the podium".

Some athlete also expressed that athlete development system would lose depth if the majority of funding keeps going to support elite athletes. It was emphasized that more funding should go to support those athletes at stages one, two and three of the ADM. A number of athletes placed particular emphasis on stage three as it was deemed to be the critical point at which many athletes make the decision to pursue their athletic careers full time, for example.

"If this were to continue, funding as the Olympics approach will continue to go to Olympic athletes. As a result, stage 4 would not grow and renew itself. Funding is important for juniors. If we win Junior World Championships we will win Senior World Championships and Olympic medals".

"Funding is important at stage 3 of the athlete development model. This is about the time young athletes leave home to train seriously full time at a national training center. There

isn't time to work enough to make a livable income while training the necessary hours to compete with the rest of the world".

"We will see fewer athletes competing at an elite level (stages 3-4)"

"International performances will remain the same, if not get worse. Sports will become strictly leisurely and the participation at levels 3 and 4 will vanish while levels 1 and 2 increase".

4.32.2 Coaches Results

It should be noted that all coaches (N=11) responding to the questionnaire completed this question. Results from the coaches' survey revealed many of the same themes as indicated by the athletes. Some of these common themes included a decrease in performance at international competition. Others mentioned that more athletes would have to withdraw from competitive sport for financial reasons. Coaches also remarked that Canada would loose many of its top prospect athletes before they could fully develop and reach full potential. Listed below are some specific examples based on the personal accounts of some coaches. For a full list of all responses by coaches refer to Appendix K (see CD).

"Canada will continue to have a few star athletes, but will never be able to compete with the "sporting" nations, like China, Australia, USA etc".

"Well, essentially, nothing will change. Athletes with international potential will continue to drop out of Olympic sports after grade 12 because of the future economic costs as well as the immediate fiscal difficulty of continuing".

"The club systems will be affected due to increased costs to run their programs and therefore the most important feeder program to the National Teams etc. will die".

4.32.3 NSOs Results

The response rate by NSOs for this question was also relatively high (N=17). With reference to the results NSOs thought much along the same lines as athletes and

coaches. For example, it was mentioned we would see a decrease in the level of international performance by Canadian athletes. This could be attributed, in part, to a number of reasons as mentioned by some of the NSOs. It was mentioned that due to increased cost and lack of funding there would be less opportunity for Canadian athlete to participate at National and International competition. Some also stated that other nations are improving at an accelerated rate while we are not seeing any significant improvement. There were also remarks that due to financial reasons talented athletes would withdraw from sport at stages earlier in the athlete development model. Listed below are some of the personal accounts stated by some of the NSOs. For a full list of all responses by NSOs refer to Appendix L (see CD)

"In our opinion sport in youth sets the health tone for the rest of a person's life. If sport continues to be marginalized we will end up paying for it in the increase onset of poor health related issues in 10 to 20 years".

"In the current results-oriented, rewards system, Government will continue to fund sports that are already successful (based on medal counts) rather than those sports where the development need is greatest".

"Remain as we are today in sport that cannot generate funds independent of Sport Canada. It will remain the status quo or we will see a decrease in high performance excellence because our competitors are improving as we stand still".

4.33 Suggestions or Solutions to Issue of Government Funding

Building upon the previous question AQ24, CQ16 and NSOQ16 also asked the same three groups if they had any suggestions or solutions to the issue of government funding as it related to Canadian sport. This question was also open-ended giving all those responding a chance to fully elaborate on some of the solutions. It should me mentioned that many of the solutions were based on rectifying some of the issues mentioned in the previous question.

4.33.1 Athletes Results

As in the previous question this section also contains some of the personal accounts as stated by the athletes. These accounts will be listed after each major theme discussion. It should be noted that these are only some examples and that full list of all athlete responses can be found in Appendix J (see CD).

The response rate for this particular question was also relatively high (N=97). In terms of the athlete responses there were many suggestions and solutions proposed as to the issue of government funding. Many expressed the need for a balance of funding within the athlete development system. In many instances the Canadian Government was criticized with focusing finances on those athletes who had good chances of winning a medal, when in many instances these athletes are better able to secure other means of financial support. It was suggested that a system be in place whereby funding would be allocated based on a number of criteria i.e., ranking, personal need and athlete potential etc. As a result many expressed the need for higher levels of government funding at lower levels of development. It was frequently mentioned that at these stages athletes and their families already face too much of a financial burden. Therefore it was suggested that government place more financial emphasis on these lower stages. Below is an excerpt of how one athlete felt about this particular issue.

"We want Canadian athletes to win medals in international events. However, the Canadian system is not really helping the athletes enough so that they can compete aggressively against international athletes. Once an athlete manages getting to stage 3-4, he receives some financial help from the government and from the national federation. But in order to get to that stage, it's the athlete and their family that pays (at least for fencing). What the government has to know is that the beginning of an athlete's career is even more important than the end. It's only with a good start that an athlete will eventually perform".

It was also suggested that more government funding be allocated to help NSOs support their developmental athletes. The importance of government funding granted to NSOs to support national teams was realized but many felt there should be more focus on the developmental athletes. It was remarked that this was the most critical time of development for many athletes. As a result many expressed the need for more funding at this level. One athlete stated…

"If the government allocated more money to fund athletics, I think that while most of it should go to national teams, a substantial amount should be spent on Stage 3 athletes. If Canada is trying to improve its performance on the world stage, more money needs to be given to NSOs for their development teams. Speaking from my own experience, most of the money is given to the national teams, and the junior national team development team is not invested in".

In contrast, many though that if Canadian athletes are going to compete successfully at an international level more funding should be focusing on those athletes at elite athletes. Many felt that elite athletes needed to focusing on their goals without having to constantly struggle to attain the necessary finances that would keep them training. Below is an example of how one athlete felt.

"We need to give our elite athletes more funding so they can spend more time training. Remember some of our sports require many hours of practice and training, which is unattainable with current funding. We need to take a hard look into current funding as we are a big nation that competes at the capacity of a small nation".

Others felt that athletes relied too much on the Canadian Government and that attention should be focused in other ways to garner funding. It was suggested that this could be accomplished through greater marketing efforts to gain greater public support for amateur sports. As a result there would be greater incentive for private companies to sponsor these sports and athletes. Many also emphasized the need for corporate Canada to step up to the plate and help support Canada's athletes. It was indicated that a partnership

be formed between corporate Canada and the Canadian government. This could be accomplished in a number of ways as suggested by the athletes. First of all, the Canadian government should provide more incentives for private companies to sponsor athletes. Greater effort on the part of NSOs to garner corporate support was also mentioned as a solution. It was also suggested that government should be more compliant in giving companies tax breaks. The example below reflects the opinion of one athlete and their feelings toward this issue.

"First, the private companies that sponsors athlete should receive a 100% deductible income tax refund, like in the United States. Look at them, you will see how good their athletes are because the companies support them, it doesn't cost anything, and they have publicity for it! An athlete is also a very good representative for the public, so the more the companies will take care of us, the more money we will have, and the more money the government will save. Its as Simple as that!"

In terms of funding it was also stressed that there be more equality among sports as well as between individual and team sports. It was also stated that funding be allocated based on the results of athlete performances. Athletes also spoke about additional funding for those sports that have tremendous depth whereby there is not enough funding for all athletes meeting carding criteria. Likewise there were some concerns expressed for more funding for high profile sports that exist outside the Olympic umbrella. It was mentioned that some sports that are successful and who are not recognized by the COC are lacking the support that they deserve. There was also expressed a need for increased funding in non-Olympic years. It was stated that athletes needed time to develop their talents and that one-year prior to the Olympics in many cases is too late.

It was mentioned on several occasions the need for government to create more awareness on the relationship between sport participation and a healthy Canada. Investing

more into sport would help increase participation level reducing the cost of health care. There would then be more justification to invest more in our sport system (See example below).

"I believe our country's health care costs would decrease significantly if more money were spent on stage one of the model and got more kids active. This would save us money in the end".

4.33.2 Coaches Results

Of the nine coaches responding to this question there were some interesting perspectives on possible solutions. It was felt that that funding should be better allocated to the athletes that really need it. This is because many of the athletes who are carded are better able to attract sponsorship. Therefore they don't need the funding as much as other developing athletes. Continuing with the same theme it was mentioned that more funding should go to support those athletes at the lower end of the athlete development model. It was felt that early success and development were prerequisites to success at the later stages.

Similar to what athletes stated, coaches also felt that by investing more in the sport system the overall health of Canadians would improve thus reducing the cost of health care. It was also mentioned that athletes and corporations should receive tax credits that would help in the development process. Listed below are some specific examples based on the personal accounts of some coaches. For a list of all responses by coaches please refer to Appendix K (see CD).

"NSOs and COC should invest in Entry Level clubs and programs that have proven results for developing athletes from the ground up. Given financial resources, these clubs can build a better carded athlete for the future. Currently, dollars only get thrown at the top athletes, at which time; it is far too late for them to develop further. By starting investment in quality training programs from the beginning, athletes will have better

access to facilities, equipment, coaching in the early development of their athletic skills, thus allowing them to achieve on a far greater scale in the long run, than the top athletes of today".

"Government should work with private sector to raise money. Have tax initiatives for supporting sport including the money that individuals (parents, athletes etc) spend on sport".

4.33.3 NSOs Results

The response rate for this particular question was also relatively high as 16 NSOs responded. Although NSOs had some similar opinions to those of the athletes and coaches many were different. For example, it was expressed on several occasions that there was a need for a more centralized approach between all funding partners. A more integrated approach between major sport governing bodies was also expressed. i.e., NSOs, PSOs. It was felt that if these organizations became more unified in their efforts our athletes would yield better results. Another common theme was that too much government funding goes to support those athletes who are already well established. Instead it should be directed to those who are in the critical stages of development and really need it. Below are some examples of possible solutions based on the perceptions of some NSOs. For a complete list of results refer to Appendix L (see CD).

"There should be a 'means test' whereby athletes who achieve financial independence (i.e. Donovan Baily, Elvis Stojko) do not continue to receive government funding (i.e. AAP) for the sake of increased funding to others"

"Our governance model is limiting. It is important to amalgamate many of government bodies, NSOs, PSOs etc. into a unified high performance sport agency that has a long term vision for sustainable success on the world stage. We have not been able to maximize our resources due to our governance model. Building a healthy sport system is the key"

"Funding directly to successful level 4 athletes (much of AAP and most sponsorships, for example, only goes to reinforce the success of those who need the support the (relatively) least. The same money invested at L3 would make the talent pool significantly larger".

4.34 Other Information

In summary AQ 25, CQ17 and NSOQ 17 simply asked all athletes, coaches and NSOs if there was any other information they felt might be an asset to the research. Once again, this question was open-ended giving those an opportunity to elaborate. Unfortunately, athletes were the only group to respond to this question. Surveys from NSOs and coaches did not garner any responses. The response rate from athletes was not particularly high with only 25 responding to the question. However, these few results did reveal some important information.

4.34.1 Athletes Results

The one important theme coming from all of this was that one should take a greater look at how successful countries allocate funding among athletes. Some of these countries included the United States, Russia, Australia and Norway. It was felt that by doing this we could make improvements to our own system of development.

Given the nature of this question and the low response rate many of the answers were random and thus very few themes were evident. As a result, it was felt that to best illustrate this information it would simply be best to give some examples what athletes though might be an asset to this research. A complete list of all results by athletes can be found in Appendix J (see CD). However, below are a few excerpts based on the personal perspectives of athletes for this particular question.

"You should compare the rates of gov't fund at stage 1 levels to obesity rates and general population health. There may be a correlation, from there you can refer to other studies

that show active lifestyles are a learned behavior from when the children as younger. It may be another way to attack the issue by putting a different viewpoint on the data".

"Athletes are an asset for Canada but Government has to promote them and give them a better support if they want more of them on the podium. For every Athletes you get on the Podium, how many kids do you get involve in sport"?

"I think the question of how the money is being spent is most important right now. There is no reason for the federal government to be spending more money when there is a lack of accountability in the organizations right now".

4.35 Summary

These results reveal some very important concepts and themes as to some of the funding issues within the Canadian sport system. Some of these problems include the lack of government funding for development of athletes in Canada. Closely related was the need for additional funding to support some of major athlete funding programs i.e., AAP, NSOs etc. Another recurrent theme was lack of funding for various stages in the athlete development model that were believed to be critical for an effective athlete development system.

Results also showed that to ensure for an effective athlete development system there has to be a greater effort to encourage groups that operate independent of government to support Canadian athletes. To ensure for an effective athlete development system athletes cannot solely rely on government. The responsibility of athlete development should be collective effort on the part of many and not any one singly entity or group.

It is obvious that the problems facing athlete development in Canada are many and complex in nature. The purpose of chapter five is to address these individual problems and offer recommendations for an improved athlete development system.

Recommendations for chapter five are based on what survey results indicated. In some instances these recommendations will tie in to some of the literature that help further illustrate the same point.

CHAPTER 5

RECOMMENDATIONS

The purpose of this chapter is to make recommendations based on chapter four. These results presented indicate that much improvement is needed to ensure a more effective athlete funding system in Canada. Most of the proposed improvement should come in the way of increased government funding for athletes of all levels. However, there are many other underlying factors that need to be addressed to ensure an effective athlete development funding system. Lack of funding affects athletes at all levels of development, creating problems that span the whole athlete development continuum. As a result, the task of addressing these funding issues is complicated and to make any improvement in our current system, these needs to be addressed at all levels.

5.1 Investing In Athlete Development

At the time of the survey (2003/2004 fiscal year) the Canadian Government invested approximately $100 million into the Canadian Sport System at all levels. Results showed many though this amount to be insufficient to allow for an effective athlete development system. Although funding has increased to $120 million since the time of the survey, it is still substantially less than was suggested by athletes, coaches and NSOs. As figure 4.39 illustrates, all groups indicated that to ensure an effective system, government should invest in the vicinity of $270 million per year. This number represents more than double the current 2004/2005 budget of $120 million. From an overall perspective $270 million per year might seem to be a large investment in our sport system. However, if we compare what other countries proportionally spend on amateur sport, the need for increased funding becomes obvious. *It is therefore recommended that*

government provide additional, dependable long-term funding to all stages of athlete development.

5.2 Importance of Funding to Stages

In consultation with Sport Canada it was determined that approximately 64% of currently allocated funding went to support athletes at stage four in the athlete development model. It is therefore obvious that the percentage of funding at stage four is high, probably too high to allow for our system to be fully effective. According to survey results athletes at other stages appeared to be receiving inadequate funding to allow for an effective athlete development system. Figure 5.1 summarizes how funding has been allocated for different fiscal years in contrast to how athletes, coaches and NSOs felt/feel it should be allocated.

Table 5.1

Actual and Desired Allocation of Funding/Various Years

Allocation of Funding Actual/Desired	**Stage 1**	**Stage 2**	**Stage 3**	**Stage 4**
2002/2003 ($80 million) Actual	5.4%	12.3%	22.6%	59.8%
2004/2005 ($120 million) Actual	5%	12%	16%	64%
2003/2004 ($100 million) Desired	12.5%	16.2%	26.3%	41.2%
Proposed Funding ($267.86 million) Desired	16%	17%	29%	38%

Although this table looks at actual and desired funding for different fiscal periods it does show a clear and distinct pattern. It is obvious that funding is not being distributed the way athletes, coaches and NSOs feel it should be allocated. *It is therefore recommended that for athletes to develop to their fullest potential a greater balance of funding is needed at those stages where it will have the most impact. However, to achieve a balance within*

the athlete funding system additional funding should go toward supporting the other stages of development, particularly stage three. For these reasons it is recommended that more funding at stage three be provided.

5.3 Allocation of Preferred Funding to Stages

Thus far results indicate that to improve the current athlete-funding system more funding is needed at those stages that play a key role in the development of Canadian athletes. *As results from this study confirm that the majority of preferred funding should go to support athletes at stage four, it is recommended that stage four be highest priority in terms overall funding*. However, results show that only 38% of preferred funding should go to support athletes at stage four. Although this would increase the overall amount of preferred funding to stage four athletes to $103 million, the overall percentage would be significantly less than the 64% it represented for the 2004/2005 fiscal year. *Although it was shown that stage four athletes should receive the majority of preferred funding, it is recommended that the overall percentage in funding be reduced to reflect what all surveyed groups suggested. This would undoubtedly help achieve a balance within the system. It is also recommended that the level of funding at stage three be increased from the current value of approximately $20 million to $77.27 million (29%). This would represent an increase of almost 300% to stage three in relation to the 2004/2005 fiscal year.*

Additional funding at stages one and two is also warranted, as they are important building block for athletes wishing to pursue their athletic endeavours. According to Balyi (2003) the early years are very critical to the athlete development process. He also indicated if countries don't get their training and development program right during these

critical years, they will lose these young athletes and never get them back. He concludes by stating, that when trying to win medals one can throw all the money they want at the elite sport system, but unless this earlier critical period is approached properly, countries will lose out. This need for funding at the early stages of development was demonstrated by survey results, as a high deviation between current and preferred funding values was shown at both stages one and two (see Figure 4.49). This confirms that funding at both stages should be significantly increased. *Based on results it is therefore recommended that that funding at stage two should be increased from its current value of $14.81 million (12% total funding) to $45.26 million (17% total funding). This would represent a significant increase in funding of approximately 205% over the 2004/2005 values. It is also recommended that funding at stage one increase from $5.8 million (2004/2005) to $42.09. This represents an increase of over 600% the current value.*

5.4 Allocation of Funding to Various Programs

The purpose of this section is to recommend how funding, based on the preferred value of $267.87 million per year might be allocated to various programs within the athlete development model to ensure for an effective athlete development system.

5.4.1 Athletes Assistance Program

Currently, Sport Canada contributes $19.85 million or 16.5% of the total Sport Canada budget to the AAP. These contributions are still considered by many to be insufficient. The need for additional funding to the AAP was emphasized by a number of regions at the National Roundtables on Future High Performance Sport Funding. In Hamilton, for example, it was recommended that senior cards (SR1/SR2, SR) should be increased to $22,000 annually and development cards (D, C1) to $10,500. In St. John's

and in Regina it was expressed that a senior carded athlete should receive approximately $24,000 per year. Roundtables discussions Vancouver suggested that AAP stipends should be double the 2003/2004 values (Sport Canada, 2004). According to Paul (2004), it has been estimated that it can cost an athlete up to $50,000 per year to compete at the highest level in some sports, further justifying the need for this type of funding increase. As a result, if current AAP funding were doubled it would be equal to approximately $39 million. Given the preferred funding of $44 million per year, doubling AAP stipends could easily be accomplished

It is therefore recommended that Sport Canada's contribution to the AAP represent a percentage equal to that of its present value, of 16.5%. Based on the preferred funding of $267.87 million, this would equal approximately $44 million per year, over double the current value. This would provide athletes with developmental cards with a minimum of $21,000 per year, while those with senior card status received on the order of $36,000 per year).

Given the lack of support to athletes at stage three it is also strongly recommended that any remaining funding should go to help support athletes at stage three of the athlete development model, possibly through an additional card classification that would provide funding to athletes at this stage who demonstrate need

Results also indicated that respondents believed that in many cases AAP funding went to support athletes at stage four who were heavily sponsored and were not in financial need of AAP funding. As a result, many respondents suggested that AAP funding would serve a better purpose if it went to those athletes at stages three and four that showed a proven need. *Regardless of how much Sport Canada contributes to the*

AAP, it is highly recommended that a system be in place whereby all athletes have to demonstrate financial need of AAP funding.

5.4.2 National Sport Organization- Sport Support Program

Survey results were conclusive as many athletes indicated that NSO funding was not effective toward their current financial situation. Results showed that 44 of the 71 athletes stating NSO funding as being not effective were those at stage four of the athlete development model. One would expect athletes at stage four to be highly supported by their NSOs, however these results indicated otherwise. Survey results further justify the need for funding to NSOs as it was found that athletes, coaches and NSOs viewed an increase in NSO support as having a high priority. This is noteworthy since NSOs are largely responsible for the development of athletes at stages three and four. *It is therefore recommended that greater support is needed from NSO's to help support their athletes, by way of increased funding to NSO's.*

During the 2004/2005 fiscal year the NSO Sport Support Program received approximately $50 million, or almost 42% of the Sport Canada budget. (J. Rash, personal communication, November 29, 2004). Of this $50 million the majority went to support athletes at stage four. *Given the proposed budget of $267.87 million per year, it is recommended that the Sport Canada budget contribute an equal percentage to the NSO Sport Support Program as it presently does at 42%. This would be equal to approximately $112 million, which would more than double what the program is receiving now. It is also recommended that allocation of funding to NSOs be distributed in a way that it allows for an effective systematic approach to athlete development. This*

would mean reducing the overall percentage going to stage four athletes and increasing funding to the other three stages.

To develop programs at all levels more autonomy on the part of all NSOs is needed. Canadian Heritage currently uses the Sport Funding and Accountability Framework (SFAF) guidelines to identify, which National Sport Organizations are eligible for Sport Canada contribution programs, in what areas, and under what conditions (Sport Canada, 2004). Given this structure NSOs have to abide by certain conditions to receive funding for various programs. Based on the SFAF guidelines, there are limitations on what NSOs are eligible for. In the view of athletes, coaches and NSO's this system does not necessarily reflect the best interest of the athlete development system in Canada. *To ensure a more effective system would mean realigning the Sport Funding and Accountability Framework (SFAF) guidelines that would allow NSOs to use federal funds more freely to develop and contribute to the athlete development process at all levels, and that Government assess the financial need for each NSO.*

5.4.3 La Relève Program

As stated previously, the La Relève program invests heavily in the next generation of Olympic/Paralympic medallists and particularly those with a high probability of success in Beijing 2008, Vancouver-Whistler 2010, and beyond (Badminton Canada, 2004). These athletes are primarily situated at stage three of the athlete development model. *Therefore, given the demand for increased funding at stage three, it is recommended that more funding go to support this funding initiative.* Sport Canada presently contributes approximately $3.5 million to the La Relève Program. *Based on the proposed funding increase ($267.87 million per year) and the concern expressed in the*

survey for additional funding to stage three it is recommended that funding to the La Relève program be significantly increased. At this point it is uncertain at to what the final amount should be. In essence, it would depend highly on how much of the proposed new funding on part of the AAP and NSO Sport Support Program is restructured to include more athletes at stage three. At the National Roundtable on Future High Performance Sport Funding-Vancouver, it was suggested that funding for the La Relève Program be increased to $20 million. Given this information a coordinated approach on the part of all major athlete funding programs supported by Sport Canada is needed. This would ensure that major funding programs like the AAP, NSO Sport Support Program, and La Relève Program work collectively to ensure a balance of funding that helps athlete at all stages.

5.4.4 Bilateral Agreements

In terms of stage one and two additional funding in terms of bilateral projects to the provinces is needed. As discussed previously, for an effective athlete development system much of the required funding at stages one and two has to trickle down through the NSO Sport Support Program. However, given the high demand for additional support at these stages support funding in excess of what the NSO Sport Support Program would contribute is needed. The federal government contributes approximately $2.7 million to bilateral agreements at stages one and two, accounting for a little over 2% of the total Sport Canada budget (J. Rash, personal communication, November 29, 2004). To develop athlete at stages one and two more funding is needed on the part of government to develop various programs within the provinces. For the most part, athletes at stages one and two are developed via provincial sport organizations, hence the need for additional funding at these stages. Again, it is not certain exactly how much funding should to be

allocated to these stages as it also depends on contributions through other funding programs. *Given the expressed need for funding at these levels and the preferred budget, it is recommended that funding to bilateral projects be increased to help support athletes in the early stages of development.*

5.5 Other Sources of Athlete Support

Although the survey revealed that there is a shortage of government funding for athlete development in Canada, it also showed that there are other deficiencies, which are responsible for inadequate funding within the athlete development system. In many cases, those sporting nations that have experience great success have support coming from many different directions and levels. To ensure an effective system one cannot simply rely on one entity, it has to be a collective effort. The current shortage of funding within the Canadian sport system can be attributed to the lack of effort by many of the key players that in many other countries are advocates of sport. *It is therefore recommended that if we are to experience equal success much improvement is needed in developing this support system.*

5.5.1 Canadian Olympic Committee Funding

There is no denying the Canadian Olympic Committee (COC) is the largest non-governmental supporter of high performance sport in Canada. Each year the COC allocates millions of dollars through various programs to help support Olympic hopefuls. However, the COC is well known for the high standards it has placed on both those athletes trying to meet Olympic standards as well as those trying to qualify for funding through COC initiatives. For example, the Canadian Olympic Committee Excellence Fund allocates funding based on those athletes who have the highest probability of

achieving podium and Top 8 results in future Olympic Games and podium results at Pan American Games (COC, 2004). As a result, it can be stated that much of the funding allocated by the COC goes to support only the very elite within stage four. Survey results confirm this as 87% of stage three athletes participating in a COC recognized sport reported COC funding as being not effective. The responses from stage four athletes showed the same pattern as 66% of stage four athletes indicated COC funding as being not effective. From looking at these results it is obvious that COC predominately caters to those at the elite level. As a result there is little in the way of COC funding to those athletes at other stages of the athlete development model. Although the COC offers some funding to other stages of the athlete development model i.e., Petro-Canada Olympic Torch Scholarship Fund, it is miniscule in comparison to what athletes at stage four receive. It does not make sense to keep funnelling money into the elite system especially when 64% of the total 2004/2005 Sport Canada budget also went to support athletes at stage four. *It is therefore recommended that COC reduce standards and create other funding initiatives that would assist those athletes training at other stages. The previous information also supports a recommendation that greater collaboration is needed between the COC and Sport Canada to ensure athlete development is supported at all levels.*

5.5.2 Private Sector Funding

Not many in the Canadian sport community would disagree with the fact that support from the private sector to amateur athletes in this country is dismal. Based on group averages (athletes, coaches and NSOs) results indicate private sector support as having the second highest level of priority. In terms of all funding initiatives increase in

private sector support was ranked second only to an increase in government funding. This is not to say that there isn't any ongoing sponsorship as there are some NSOs that benefit greatly from the corporate sector. The problem is that much of the corporate sponsorship is concentrated among too few sports. In Canada, approximately 10% of the sports in Canada get 85% of the marketing and sponsorship dollars (J. Paul, 2004). *It is therefore recommended that more collective efforts on the part of those major key players i.e., NSOs and Government be made to attract corporate sponsors to those sports that are not considered "high profile" but have experienced success.*

The need for stronger support from the private sector was a common theme in survey results. Results from the survey revealed a number of recommendations in order to assist in resolving this problem. First of all, its was suggested that NSOs need to market their sports to the degree where they are more widely accepted by the public. It was emphasized that only when amateur sports become more publicly accepted will there be incentive for corporations to offer sponsorship at the amateur level. Likewise, there was an expressed need for government to raise awareness of the importance of amateur sport and make amateur athletics a priority. One solution was to offer greater tax incentives for corporations sponsoring athletes/sports at the amateur level. It was stressed that unless corporations see greater return on their investment they will be reluctant to invest in amateur sport. This could be accomplished thought massive media exposure or tax breaks. *Given this feedback, it is recommended that to attract private sponsors more effort is needed on the part of the federal government and NSOs to promote the value of amateur sport.*

As mentioned previously, when looking at funding for athlete development in Canada there are many important areas of concern. In summary, the largest area of concern lies with the need for increased funding from the federal government. Although current funding had increased during this past year, results indicate that much more is needed at all levels (see Figure 4.49). On a similar note, more collaboration is needed by way of all major funding programs to ensure that there is a balance of funding in the Canadian sport system. It is also important to recognize that government cannot be expected to fix all funding problems that plague the Canadian sport system. *It is therefore recommended that to ensure sustainability and a long-term plan for development more effort is needed by other "stakeholders" in the Canadian sporting community.*

It is also important to take into account that there are some funding programs that operate separately from government and have greatly contributed to the athlete development process here in Canada. They include, Team Investors Group Amateur Athletes Fund, Dairy Farmers of Canada Pure Determination Fund and the See You in Athens Fund. These organizations and their contributing partners provide a great example of how funding from different sources can help support our athlete development system. However, like many of the athlete funding initiatives in Canada many of these cater to the elite athlete system, more specifically the elite of stage four. Although these funding initiatives provide a good example of support for the elite system, more is needed to help those athletes at other stages of development. *It is therefore recommended that more effort be placed on creating independent sources of funding for athletes at other stages of development.*

5.6 The Need for Support

The purpose of this section is to further validate the need for funding at other stages of athlete development. It comes as no surprise that athletes devote a considerable amount of time training to excel in their sport. For many of these athletes a great portion of their training expenses came from personal income sources i.e., family, work etc. This illustrates the point that many Canadian athletes are supported heavily by personal income sources. Combined with the fact that much of the support for Canadian athletes is directed at stage four it places tremendous pressure/stress on athletes below that level to find resources to help fund their training. In many instances, the pressure on families to find resources to support the efforts of their children can also be overwhelming. It is the primary reason why 68% of athletes responding to the survey specified that drop out rates due to financial reasons were the highest at stage three. This can also be stated for stage two athletes as 19.3% of all athletes indicating it was the stage whereby most athletes withdraw due to financial reasons. Given what has been discussed it is obvious why funding is needed on all levels. Canadian athletes cannot be expected to spend a significant part of their athletic lives competing for a country that contributes little in the way of support. This is particularly true for those athletes training at stage three.

In summary, if government-funding trends remain consistent with what they are now, it is expected that there will be little improvement on the international scene from Canadian athletes. Survey results confirm that if funding trends remained the same there will be no improvement from Canadian athletes on the international scene. It speaks volumes when the athletes representing our country indicate they have no faith in the

funding system. It also emphasises the point that without change it will be very difficult to improve our overall performance and medal standing at the next Olympic Games.

Results point out that many changes are necessary to improve the athlete development system in Canada. *It is recommended that all current major funding governing bodies establish a more collaborative and integrated approach. As was also discussed, greater effort is also needed to secure other sources of funding that operate independently of government. It is further recommended that major restructuring is needed to ensure that athletes at all levels are supported and a balance within the system is achieved. It is hoped that this research and the recommendations suggested provide direction to those in the positions to make change on how to achieve this goal.*

5.7 Summary of Recommendations

As stated throughout this research there are many issues that need to be addressed to ensure for a more effective athlete development funding system. Although the primary goal of this research was to look at current and preferred government funding for the development of elite athletes, other issues became evident. While some of these new issues still revolved around government funding, others had to deal with other external funding sources.

In terms of government funding, many concerns were expressed concerning how government money was spent by various programs supported by Sport Canada. It should be realized that even with sufficient government funding, accountability has to be placed on various programs to ensure that dollars are allocated where they are most needed. It is recommended that more research be completed in this area to ensure that this major objective is being achieved. This would mean studying the various programs i.e., Athletes

Assistance Program, National Sport Support Organization Program to analyse how funding is being used and whether or not it is being used effectively.

Also mentioned in the research were other external funding organizations that operate independent from government i.e., Canadian Olympic Association. Although funding from these organizations can be considered a great addition to government funding, it often tends to focus on a select group of athletes. In many cases this creates some overlap with other funding initiatives that cater to the same group of athletes. For example, the Athletes Assistance Program and the Canadian Olympic Associations both primarily fund those athletes at the elite level. This often creates gaps in this funding system, which in turn excludes athletes at other important stages of development. It is recommended that greater research be committed in this area to help achieve a balance in the athlete funding system that benefits all athletes. By examining each organization in unison and aligning objectives accordingly it may create a balance at all stages of athlete development.

In terms of the research methods used in this study, it became apparent that there were a number of items that could have been included or improved upon to make the research more comprehensive. In terms of the questions asked, it was felt that the answer range for some was too large i.e., 5-10 years, was used for answer selection in some of the questions. Answer selection in terms of range should have been decreased or limited to only one choice i.e., 5 years. This would have given a more accurate account of how many years athletes spend at varying stages of development.

Another area of improvement would have been to address all government funding initiatives individually to determine how funding should be allocated within each one. For

example, although the Athletes Assistance Program was analyzed in several ways, the question as to how much should go to each of the four stages was not posed. This should have been addressed in terms of both current and preferred funding for the AAP. Likewise, this same concept should have been applied to both the National Sport Organization Sport Funding Program and the La Relève Program. In the final analysis this might have been a valuable asset in determining how funding for each of these initiatives should be allocated/prioritized.

The survey design itself was also seen as an area in need of improvement. Upon self-analysis and various feedback it was determined that the survey was probably too long and time consuming for those trying to complete it. This in turn may have deterred a number of individuals from completing the survey. After reviewing the survey it was felt that a number of questions did not add additional useful information to the research. Removing these questions would have helped reduce the length of the survey while possibly increasing the overall response rate. In conjunction with this was the fact that the response rate for the coaches was not very high. Although every effort was made to ensure that the survey was available to a wide variety of coaches, the response rate was disappointingly low. This may have been due to a number of extenuating factors i.e., length of the survey, busy time of year (race season). Whatever the rationale it was felt that more avenues to recruit coaches should have been explored.

In conclusion, it is obvious that were a number of things that could have been done to help improve the survey. Also evident was the many issues surrounding the funding of athletes in Canada. Although the system has evolved in recent years there is yet much to be accomplished. In terms of this particular research it was astonishing to

see some of the results and how various groups felt about the underlying issues within our system. Although it points out some of the weaknesses within the system, it more importantly stresses the need for change. In terms of success, it also points out where Canadian athletes are headed if this need for change is not realized. As the results reflect the thought of athletes, coaches and NSOs it hoped that the recommendations offered will be given serious consideration.

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