



# VI Forum on Elite Sport IAHPSTC Colorado Springs

IAHPSTC



International Association  
High Performance Sports  
Training Centers



# Performance **AND** Profit

2009 IAHPSTC Forum  
Colorado Springs, USA  
September 12, 2009  
Dale Henwood



# 1. Overview of Training Centre Systems

- **Mission**
- **Vision**
- **Location**
- **Finances**

# Canadian Sport Centres

## Mission

To support high performance athletes to achieve podium performances in international competition through a holistic process.



## Vision

More Canadian athletes  
pursuing and realising  
podium performances  
at international  
competitions



# Canadian Sport Centres





# Finances (Calgary Centre)

Annual Revenue ~\$5 million (CDN)

Sport Canada (35%)      Federal Government

Canadian Olympic Committee (4%)

Own The Podium (34%)      Special Program

WINSport Canada (2%)

ASRPW Foundation (4%)      Lottery

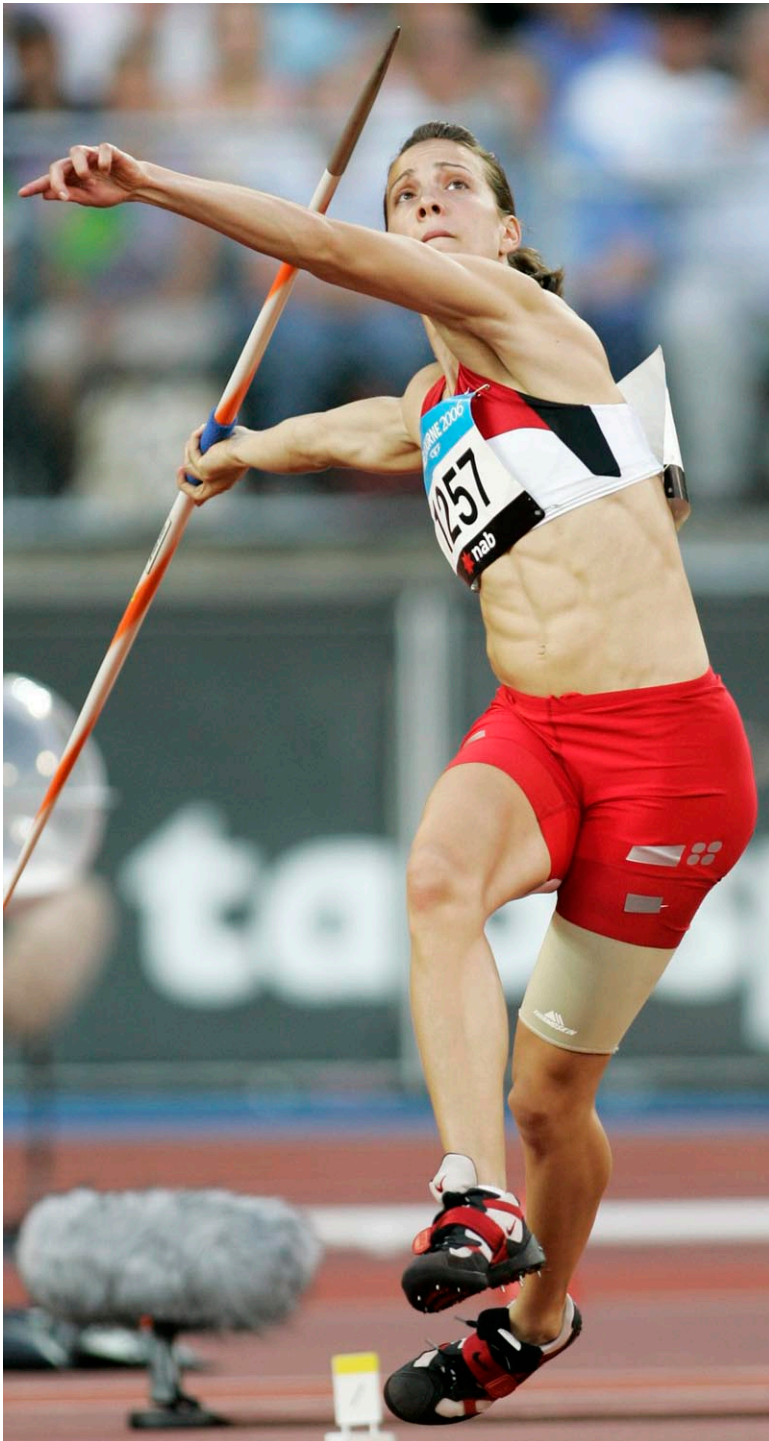
Coaching Association of Canada (2%)

University of Calgary (1%)

Corporate sector (18%)







# Expense Categories

- Performance Services 76%
- Business Services 17%
- Life Services 5%
- Coaching Services 2%

- With the global economic uncertainty that has surrounded us in the past year, Centres have been forced to be more strategic in their decisions as we endeavor to remain focused on our primary mandate (repeated athlete performance at the top international level)
- We, in the business of high performance sport, are not immune to the economic pressures

- It is not an **either/or** decision, it is an **AND**
- Today, it is tough to justify a strict high performance only focus if our primary funding is from governments
- Debate “Medals vs. Money”
- Essentially we are now in **two businesses** – one related to the provision of world leading programs and services for athletes/coaches (a significant **cost** centre); one related to other program activities that raise “subsidies” (alternative **revenue** stream; profits to allow us to do what we have been set up to do)



## 2. How has the present economic problems effected your operating budget?

- no significant impact at the present time
- a temporary reprieve due to hosting the 2010 winter Olympics/ Paralympics
- course correction on April 1, 2010
  - the hosting of the BIG event is over
  - uncertainty of the world economic climate

## 2. How has the present economic problems effected your operating budget?

- the economic malaise is cyclical and we will recover
- not do anything in the short term that will affect, negatively, our ability in the long term







**3. Due to the economic problems in the world today, has your vision changed as it relates to programs or support to athletes at your high performance training Centre?**





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**NO**



- Canadian model has included shared facilities
- Balance – Performance **and** Business
- Healthy and a necessity





# Challenges

- not lose sight of the reason we were created
- create other business entities
- mixed model/dual vision
  - Retain present sources (especially governments)
  - New revenues
- competition for dollars – elite/grassroots

**STAGES\***  
*(Balyi terminology)*

**Mastery & Stabilization**

↑  
**Training to Win**

↑  
**Training to Compete**

↑  
**Training to Train**

↑  
**FUNdamentals**

**PARTICIPATION**  
*FOCUS OF COACHING & SUPPORT*

**True elite stream**  
(International)  
1 – 12 skiers

**Competitive stream**  
(National & Provincial)

**Competitive stream**  
(Provincial B & below)

**FUN & systematic development program.**

**FUN, learn to ski, ski confidence, talent ID, introduction to training etc.**

**RESOURCES**  
*ALLOCATION & LEVEL*

**Disproportionate resource & service allocation**

**Thank You**

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