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EXECUTIVE MASTERS IN SPORTS ORGANISATION MANAGEMENT



MEMOS XXIV  
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“Analysis for the development of a sport High-Performance Sport Centre in Panama.”

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<b>ACKNOWLEDGMENT .....</b>	<b>4</b>
<b>SUMMARY.....</b>	<b>5</b>
<b>RÉSUMÉ .....</b>	<b>6</b>
<b>CHAPTER ONE. IDENTIFICATION OF THE PROBLEM .....</b>	<b>7</b>
1. INTRODUCTION .....	7
a. PANAMÁ CITY OVERVIEW .....	7
b. PANAMANIAN SPORT SYSTEM.....	8
2. THE PROBLEM.....	10
3. CONTEXT AND JUSTIFICATION.....	12
4. RESEARCH QUESTIONS AND RESEARCH OBJECTIVES .....	13
<b>CHAPTER TWO. LITERATURE REVIEW.....</b>	<b>14</b>
1. INTRODUCTION .....	14
2. HIGH SPORT CENTERS.....	14
a. CONCEPT .....	14
b. REASONS.....	14
c. REQUIREMENTS.....	15
<b>CHAPTER THREE: SPORTS FACILITIES IN PANAMA .....</b>	<b>17</b>
1. PUBLIC SPORT CENTERS .....	17
2. PRIVATE SPORT CENTERS.....	20
<b>CHAPTER FOUR. DATA COLLECTION .....</b>	<b>22</b>
1. DATA COLLECTION METHODS.....	22
<b>CHAPTER FIVE. INTERPRETATION AND ANALYSIS .....</b>	<b>24</b>
1. ANALYSIS OF CURRENT SITUATION .....	24
2. REQUIREMENTS OF A HIGH SPORT CENTER.....	34
a. Sport centers general data .....	34
b. Sports practiced.....	36
c. Support services .....	38

d. Types of administration .....	40
<b>CHAPTER SIX. CONCLUSIONS .....</b>	<b>43</b>
1. CURRENT SITUATION .....	43
2. REQUIREMENTS OF A HIGH SPORT CENTER.....	44
3. TYPES OF ADMINISTRATION .....	45
<b>CHAPTER SEVEN RECOMMENDATIONS .....</b>	<b>46</b>

## **ACKNOWLEDGMENT**

I must recognize that the MEMOS XXIV process has been very difficult, because I started it throughout the global complications that arose during the COVID 19 pandemic and how we all have had to face this challenge considering our realities at the national, family, and personal levels.

My gratitude cannot be based only on my journey during the MEMOS, but on all those who made the whole process possible for having me reach this opportunity: The Panama Olympic Committee team, especially its former president Camilo Amado and its current president Damaris Young, who have brought great changes to the Olympic movement in Panama and let me be part of it.

Thanks to Olympic solidarity, who allowed me to participate and have this amazing experience. Also, to all the professors, who creatively transmitted their knowledge and inspired me to learn more. Thanks to my colleagues from MEMOS XXIV as well, even though we had to meet and start our studies virtually, we managed to form an incredible bond.

It is also important to mention the person who was my guide to conceive, lead and complete this work, my tutor Leigh Robinson. I want to express my admiration for your professionalism and wise guidance that allowed the achievement of this project.

Finally, I must thank my family because they are my rock, especially you, my dear son.

## **SUMMARY**

The challenges of sports organizations in the world are becoming more complex every day, however the problems we face at the sports level in Latin American countries often seem impressive to other countries in the world, where the fact that a country does not have a high-performance center is unthinkable. Despite the above, there are several countries in the region that have a high-performance center and Panama should not be left behind.

This project aims to provide recommendations to achieve the construction and sustainability of a high-performance center in Panama at the service of athletes, so initially I analyze the concept, reasons, and requirements of the sport centers, and then I present an overview of the private and public sport facilities in Panama.

Then, I analyze the current situation regarding the infrastructure of the national federations and the opinions, needs and recommendations of heterogeneous stakeholders. Furthermore, I consider carrying out a comparative analysis between 8 high-performance centers in the region, to know what the requirements and needs are at the level of infrastructure and management.

Finally, I present my conclusions and recommendations, hoping that this could help my country and particularly, the Olympic committee of Panama to achieve the "Olympic goal".

## RÉSUMÉ

Les défis auxquels sont exposées les organisations sportives dans le monde sont chaque jour de plus en plus complexes, cependant, les problèmes auxquels nous sommes confrontés au niveau sportif dans les pays d'Amérique Latine semblent souvent impressionnants à d'autres pays dans le monde où le fait qu'un pays ne dispose pas d'un centre de haute performance est impensable. Malgré ce qui précède, plusieurs pays de la région possèdent un centre de haute performance et le Panama ne devrait pas être laissé pour compte.

Ce projet vise à fournir des recommandations en vue de réaliser la construction et la durabilité d'un centre de haute performance au service des athlètes à Panama, donc, pour commencer j'analyse le concept, les raisons, et les exigences des centres de sport, puis je présente un panorama des installations sportives privées et publiques au Panama.

Ensuite, j'analyse la situation actuelle concernant l'infrastructure des fédérations nationales, ainsi que les opinions, besoins et recommandations des parties prenantes hétérogènes. En outre, je pense effectuer une analyse comparative entre 8 centres de haute performance de la région, afin de savoir quels sont les exigences et les besoins au niveau de l'infrastructure et de la gestion.

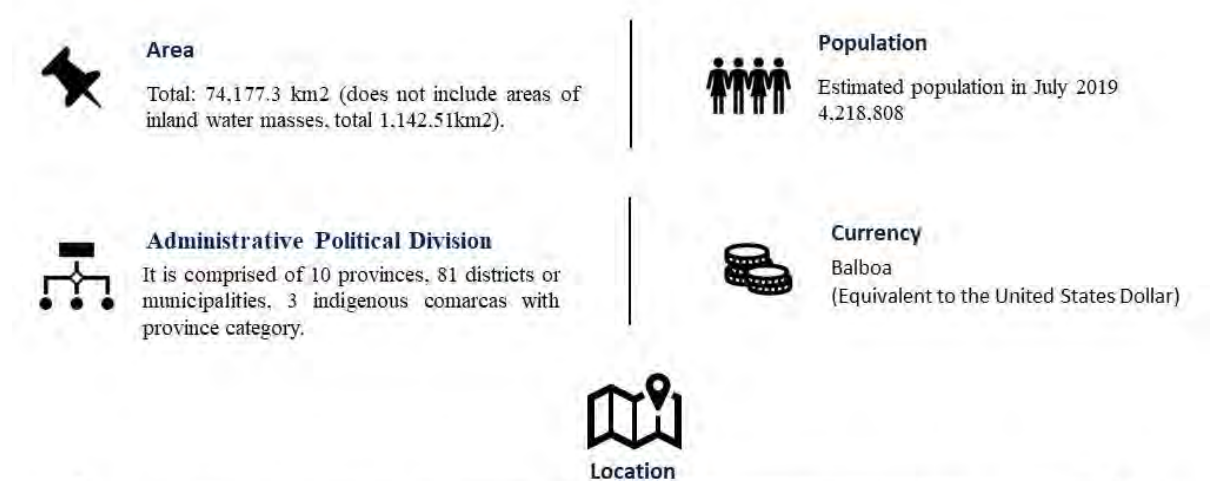
Finalement, je présente mes conclusions et recommandations, en espérant que cela pourra aider mon pays, et en particulier le Comité Olympique du Panama, à atteindre le "but Olympique".

## CHAPTER ONE. IDENTIFICATION OF THE PROBLEM

### 1. INTRODUCTION

#### a. PANAMÁ CITY OVERVIEW

Panamá is a country in Central America, and its capital city is named Panama. The Official Language is Spanish. Panamanian independence from Spain was gained on November 28, 1821, then joined Gran Colombia and separated itself from the Republic of Colombia on November 3, 1903.



The Republic of Panama is located under the following coordinates: 7°12'07" and 9°38'46" of North Latitude and 77°09'24" and 83°03'07" West Longitude. It limits to the North with the Caribbean Sea, to the East with the Republic of Colombia, to the South with the Pacific Ocean and to the West with the Republic of Costa Rica.

1



<sup>1</sup> Information located in: (Instituto Nacional de Estadística y censo 2021)

From an economic perspective, *“The Panamanian financial system is one of the country's great assets. It has accompanied the strong economic expansion that has allowed Panama to become the nation with the highest GDP per capita in Latin America and its contribution is considerable, both in terms of product, employment, and exports. For its part, the International Banking Center has been a success since its creation in the 1970s. However, in recent times the financial system of Panama has been losing competitiveness, presence in the economy and attractiveness for foreign investors.”* (Astudillo et al., 2021).

Even though Panama has economic stability, it has probably decreased due to the circumstances acknowledged worldwide in recent years; it is not less true that if I compare sport infrastructures with other countries in the region, the story is very different.

#### **b. PANAMANIAN SPORT SYSTEM**

In Panama, there is a government institution named PANDEPORTES, whose mission is *“to promote Sports and recreation to continue raising the quality of life of the Panamanian population, where health, good use of free time, fun, discipline, sporting achievements, sports culture and social inception stand out as the fundamental premises of the Institution, promoting ethical, social and moral values”*. (Misión & Visión | Pandeportes)



There are also other government institutions responsible for managing sports issues in the country, but because they deal with leisure sports activities or sports for everyone, I will not mention them in this investigation.



On the other hand, The Olympic Committee of Panamá is the governing body of Olympism in Panama, and its mission is *“to develop, promote and protect the Olympic Movement in the Republic of Panama, in accordance with the Olympic Charter”*. (Comité Olímpico de Panamá)



The Olympic Committee of Panamá was founded in 1934 and was recognized by the International Olympic Committee (IOC) in 1947. The current president of the Olympic Committee of Panamá is Mrs. Damaris Young. It is currently composed of 40 members. The Olympic Committee is made up of Olympic and non-Olympic federations and these federations oversee ensuring the practice and high-performance athletes for each sport.

## 28 OLYMPIC FEDERATIONS

Athletics	Basketball	Billiards	Boxing	Badminton
Cycling	Climbing	Fencing	Gym	Golf
Winter	Judo	Karate	Weightlifting	Wrestling
Swimming	Pentathlon	Racquetball	Rowing	Surf
Softball	Taekwondo	Tennis	Table tennis	Threw
	Archery	Triathlon	Volleyball	

## 12 NON-OLYMPIC FEDERATIONS

Chess	Handball	Baseball	Bowling
Equestrian	Futbol	Hockey	Skating
Rowing	Sambo	Squash	Sailing

## 2. THE PROBLEM

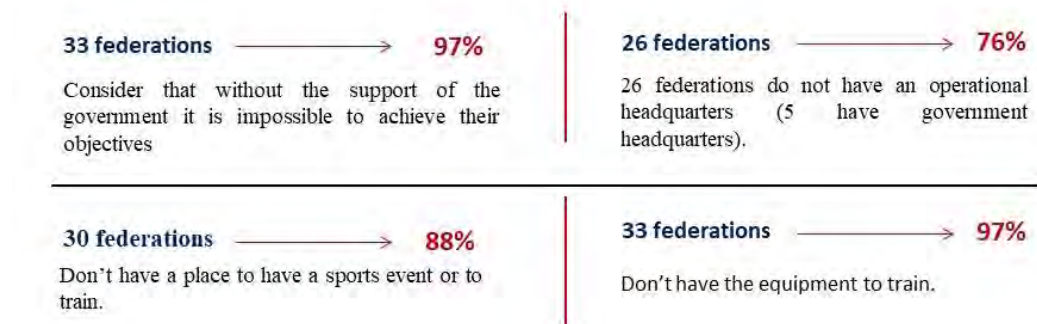
It is common when sharing with members of the various sports' national federations of Panama, that their economic dependence on the government doesn't allow them to work as they should. They coincide in several problems: difficulties in carrying out administrative tasks, lack of accommodation, there are no sport centers of their own for the realization of sporting events, there is no equipment required for sport, among many others.

In Panama, most of the sports facilities are for Soccer, Baseball or Basketball, the rest of the sports have a really hard time to train or hold a sport event. These federations have very low income from self-management and are mostly subsidized from government funding and with the support of the National Olympic committee, but obviously this doesn't cover the needs required by high-performance sport training.

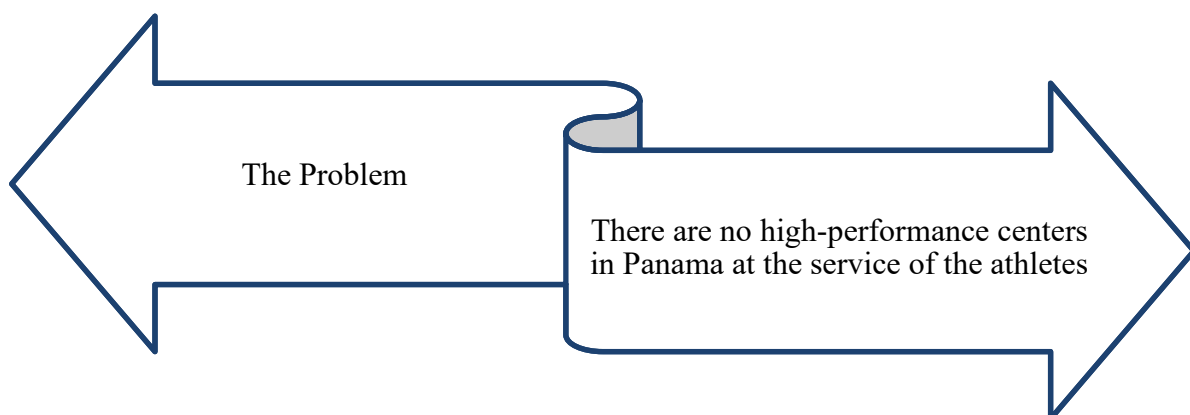
In 2020, The Olympic Committee of Panamá published a document called "Governance in Panamanian Sports Federations". The objective of the investigation was to diagnose the status of

governance in the national sports federations affiliated to the Olympic Committee of Panamá. At the time of the study, the Olympic Committee of Panamá was made up of 34 federations. The study was focused on seven principles. The seventh one was about harmonious relations with governments without losing autonomy. The results are astonishing:

- 33 federations consider that without the support of the government it is impossible to achieve their objectives.
- 26 federations do not have an operational headquarters (5 have government headquarters).
- 30 federations don't have a place to have a sports event or to train.
- 33 federations don't have the equipment to train.
- 



When analyzing these issues, most have a common core: According to this survey, only 2 federations have their own physical structure, five have operational headquarters owned by the national government and twenty-six federations do not have any operational headquarters, so they have many limitations in their management, and athletes don't have an infrastructure for the preparation that the competition demands.



### 3. CONTEXT AND JUSTIFICATION

The current strategic plan of the Panama Olympic Committee is for the 2021-2024 period. This strategic plan is made up of four pillars: the athletes, the federations, the partners, and the Olympic committee.

One of the expected strategic results of this fourth pillar is the following:

*In 2024, the Panama Olympic Committee will be a cutting-edge organization that provides quality service, professionally managed, meeting the highest standards of transparency, integrity, and good governance.*

Within this expected strategic result, it has the "Panama Olympic goal" which consists of the following:



*"We will manage sports facilities at the service of athletes. We will design a sports complex, which will be built and equipped in phases. We will develop and implement a successful phased fundraising strategy".*

Aligned with the above, the project must be focused on analyzing and understanding how to develop sport facilities for the service of athletes, to focus on the OLYMPIC GOAL: To build a sports center at the

service of our athletes. Therefore, the aim of the investigation is "to build a sport center at the service of our athletes".



To build a sports center at the service of our athletes

#### 4. RESEARCH QUESTIONS AND RESEARCH OBJECTIVES

The research objectives and the associated research questions are as follows:

Research Questions	Objectives
What are the current conditions regarding the infrastructure of the national federations?	To recognize the current conditions regarding the infrastructure of the national federations
What requirements are needed to have in a high-performance center?	To identify the requirements of a high-performance center
How is the administration of a high sport center?	To analyze what kind of administration the high-performance centers have.

## CHAPTER TWO. LITERATURE REVIEW

### 1. INTRODUCTION

The literature review implies the revision and analysis of previously existing information related to the project. The study focuses on the fact that it will be possible to have a reference point through benchmarking, to be able to analyze various high-performance centers and recommend which characteristics are applicable to the country.

### 2. HIGH SPORT CENTERS

#### a. CONCEPT

Sports centers in Panama have remained in the past and no longer meet the characteristics required by high-performance athletes. The usual reason to build sports facilities was only for hosting sporting events, and not all the aspects implicated in a high-performance center were considered. The international high performance center handbook of the Associations of Sport performance centers considers that *“The primary focus of an IHPC is to ensure the delivery of comprehensive services for elite sports. The services of an IHPC therefore also include the areas of talent search, youth sports and competitive sports required for professional sports. Which elements are actually offered in a Center depends on the Center itself. Thus, the specific nature of a Center must correspond with the central goals of the respective Center. A consistent scheme can therefore only be seen as a model or as a guide to further considerations. The goal should be to provide “the best necessary” to meet the needs of the athletes and their coaches, not always “the best possible”.*” (Association of Sport Performance Centres, 2021). Knowing this, the “sports centers” in Panama can only be known as sports facilities.

From the above I am left with the phrase of the difference between the *best possible* and the *best necessary*, because it’s common when we talk about administration in sport that the objectives are not achieved under the premise that what is done is what can be done.

#### b. REASONS

It is important to recognize the reasons or advantages for which a high-performance center is required. *The primary focus of an IHPC is to ensure the delivery of comprehensive services for*

*elite sports. The services of an IHPC therefore also include the areas of talent search, youth sports and competitive sports required for professional sports. Which elements are actually offered in a Center depends on the Center itself. Thus, the specific nature of a Center must correspond with the central goals of the respective Center. A consistent scheme can therefore only be seen as a model or as a guide to further considerations (International High performance center Handbook 2021).*

There are more and more high-performance centers worldwide, and although the result of an athlete depends on many factors, high performance centers should ideally provide many of them. The needs of the athletes of 20 years ago are not the same as today, and the centers in which they train must also adapt.

### **c. REQUIREMENTS**

The International High Performance Center Handbook of the Associations of Sport performance centers (2021) considers the following elements as basic for a high-performance center:

- A Center of excellence for the training and **development of international class** athletes and coaches.
- Provision of (world-class) sport specific **training facilities**.
- Support of **full time (world-class caliber) coaches** potentially linked to each Center.
- Direct support from an integrated support team, which overtime, could include full time experts in **sport medicine and sport science** providing specific support to athlete training groups, including applied sport science research.
- **Synergy** created through interaction of athletes and coaches from different sports learning best practices from each other and being motivated by the proximity to other champions.
- Much **greater efficiency by having large numbers** of athletes, coaches and support staff working in the same facility.
- **Coach education**.
- **Links to high schools, colleges and/or universities** for athlete education support.
- **Venue for hosting of local/national/international events**.

- **Focal point for high performance sport development** and activities including media and community awareness.
- Provision of **holistic support** to athletes and coaches beyond just their training needs.
- Provision of a **sense of pride and affiliation for athletes** and coaches of being connected to something special in support of their goals. (International High performance center Handbook 2021).

The characteristics or requirements indicated are very important, and these support activities are what makes the difference between a sport facility and a high-performance center. Also, the situation and needs of a high-performance athlete have changed and they are at a great disadvantage for not having an available high performance training center. Throughout this investigation it will be possible to compare the services offered by different high-performance centers and thus be able to evaluate which are the viable and applicable options to be carried out in the country.



## CHAPTER THREE: SPORTS FACILITIES IN PANAMA

Knowing the concept of high-performance centers, it is necessary to analyze the sport facilities in Panama.

### 1. PUBLIC SPORT CENTERS

As previously pointed out, the public institution in charge of managing high-performance sports issues in Panama is PANDEPORTES, since there are other public institutions in charge of sports activities, but they are focused on health, fun or sports for everyone.

*"The realization of the XI Central American and Caribbean Games Panama 1970 led to the construction of five large-scale sports infrastructures conceived under the concept of sports city such as: The Revolution Stadium (current Rommel Fernandez Stadium). New Panama Gymnasium (Roberto Duran Arena) Patria Pool (Current Eileen Coparropa Pool) the new generation velodrome, the shooting range "El Renacer", "Artes y Oficios" school stadium and the renovation of the 3 sports infrastructures built for the 1938 games as well as the sports areas of the schools named La Salle, San Agustin and las Esclavas. Likewise, the Central American Village was built, which housed more than 2,900 people participating in the games (currently it is a neighborhood popularly known as Jardin Olimpico) and the conditions of the Tocumen International Airport were improved, except for the new generation velodrome, the shooting range and the renovations made to the schools because they changed their headquarters) the rest of the operations are operational to date." (Young, Panamá 2022 XVI Juegos Deportivos Centroamericanos y del Caribe. Sus legados potenciales para transformar positivamente el sistema deportivo panameño)*

Therefore, in Panama there are not high-performance centers per se, there are sports facilities that have been built for the 1938 and 1970 Central American Games, and of those, the facilities that remain are the following: Rommel Fernandez Stadium (Revolution Stadium), Roberto Duran Arena (New Panama Gymnasium), Eileen Coparropa Pool (Patria Pool).



*Figure 1. Picture of 1970. aerial view of the Juan Diaz sports complex: Revolution Stadium, New Panama Gym and Patria Pool. (Memoria Oficial de los XI Juegos Deportivos Centroamericanos y del Caribe Panamá 1970)*

### **Revolution Stadium 1970 Vs. Rommel Fernandez Stadium 2021**



(Instituto Nacional de Cultura y Deportes, 1970)



(Ortiz, 2021)

## **New Panama Gymnasium 1970 Vs. Roberto Duran Arena**



(Instituto Nacional de Cultura y Deportes, 1970)



(Redacción Metro Libre, 2021)

## **Patria Pool 1970 Vs. Eileen Coparropa Pool**



(Instituto Nacional de Cultura y Deportes, 1970)



(Por: Nota de Prensa de Pandeportes, 2019)

The sports facilities shown are the most important in the country in terms of hosting sporting events; however, they cannot be considered as high-performance centers at the service of Panamanian athletes.

## **2. PRIVATE SPORT CENTERS**

It must be recognized that sport is on trend, so the population in Panama enjoys carrying out sports activities. Although they are more directed towards fun and leisure, since this is what is being offered in the market, it is common to see soccer, paddle, or basketball courts, but they are primarily for recreation. From a private perspective, it is appropriate to comment on two private sports facilities that host multi-sports.

- **MVP Sport City**

MVP Sport city indicates that this is a “sports education and training center, with private investment, which allows children, youth, and adults to develop their sports skills in a safe environment, with high standards and in one of the infrastructures that will be considered one of the best in Central America. This modern sports education complex has been designed to train international-class athletes, in an area of 5 hectares of infrastructure, in which 11 different disciplines are performed, with certified instructors and first-rate learning models”. (MVP Sport City)

This center offers different academies to train sports, nutrition plans and sports psychology. The center is managed under the offer of academies in different sports in which they enroll by paying a fee, so it is eminently commercial and not applied directly to high-performance athletes.

- **City of Knowledge**

“A few minutes from the urban center of Panama, and in front of the Canal, 120 hectares and more than 200 buildings of the old Clayton military base have been transformed to become the City of Knowledge. From here, businessmen, scientists, thinkers, artists, community leaders, as well as experts from the government, NGOs, and international organizations, collaborate to develop

initiatives that generate social change” (What is City of Knowledge, 2022). From the year 2021, the City of Knowledge Foundation assumes the administration of the sports city, which until then were managed by a board of trustees. This sports city currently has various sports academies that offer their services privately at affordable prices to the community.

## CHAPTER FOUR. DATA COLLECTION

### 1. DATA COLLECTION METHODS

The methodology of this research has features of different types. It's descriptive since I describe the characteristics of the organization and its trends. This type of analysis allows knowledge of the organization in greater depth. The research will be based on an analysis of documentary sources.

### 2. DATA COLLECTION TECHNIQUES AND INSTRUMENTS

The data collection techniques and instruments were the following:



The process should begin with a documentary analysis of the contents of the following documents published by the Olympic Committee of Panama:

*“Governance in Panamanian Sports Federations”*

I analyzed this document, collecting information focusing on the topic related to harmonious relations with governments without losing autonomy, in which I will see each item that the questions were linked to the topic of sports infrastructure. This analysis let me know and understand what the current situations are and needs in Panama. I collected this information and translated it into graphs.

*“Panama 2022 XVI Central American and Caribbean Sports Games. Its potential legacies to positively transform the Panamanian sports system”*

From the analysis of this document, I took the information related to the sports infrastructure and sport equipment, paying attention to the response of each stakeholder, and placed it in a table that

allowed me and the reader to visualize it more easily, understanding the perception of all stakeholders.

*Association of sport performance Centers.*

These documents let me know and understand what the current situation and needs are in Panama. Knowing the current situation in Panama and the needs expressed by the stakeholders, I proceeded to investigate what other high-performance centers in the region have. I collect the data from eight (8) high-performance centers with the information published in the web page of the Association of sport performance Centers. They have affiliated a total of 96 high-performance centers, but I decided to focus on 8 of them, which are located on Panama's same continent.

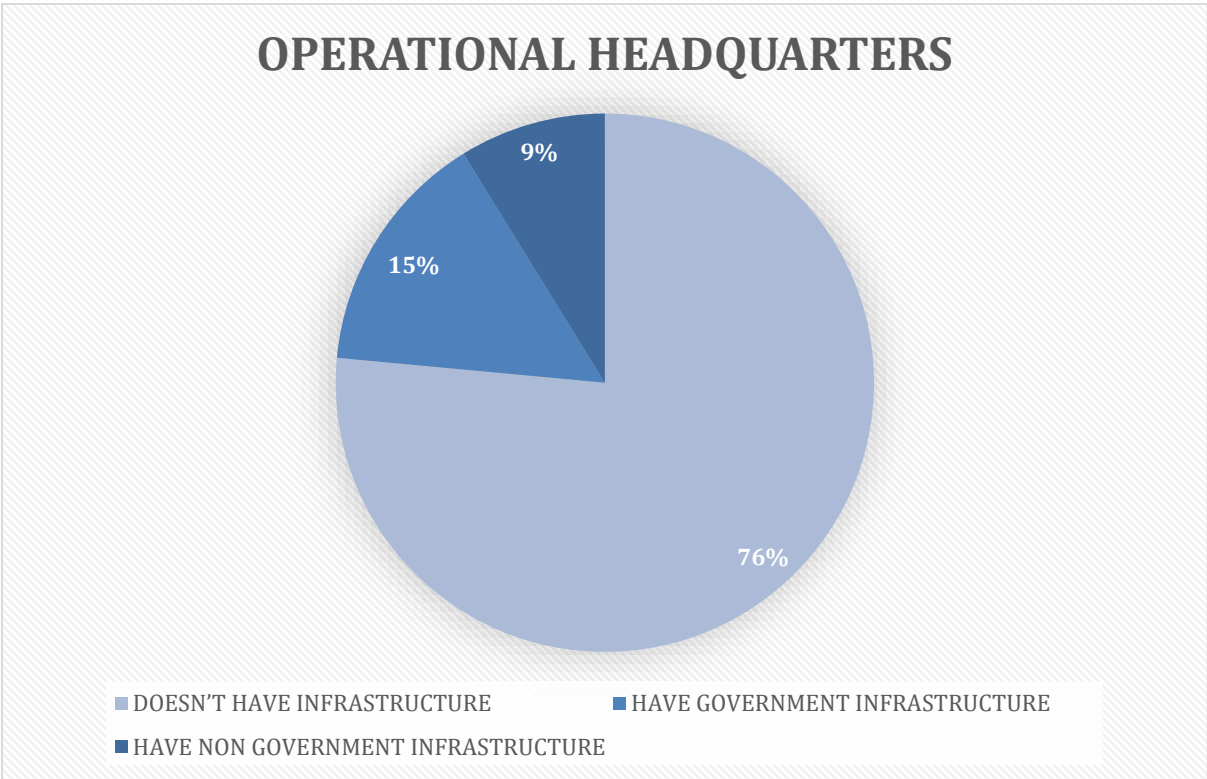
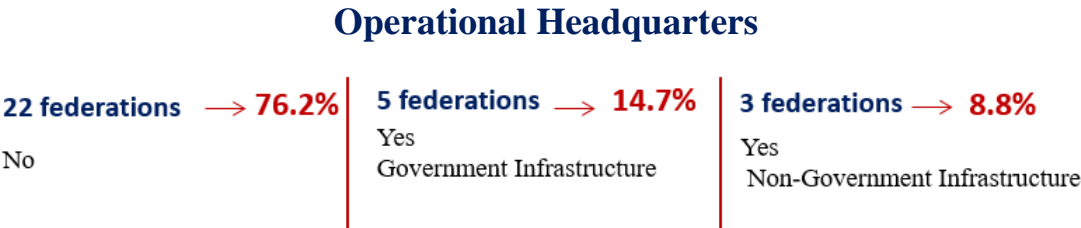
This allowed me to know the conditions of the high-performance centers, other services provided, sports practiced, forms of management or administration, and others.

CHAPTER FIVE. INTERPRETATION AND ANALYSIS

1. ANALYSIS OF CURRENT SITUATION

In 2020 The Olympic Committee of Panamá published a document called “Governance in Panamanian Sports Federations”. The objective of the investigation was to diagnose the status of governance in the national sports federations affiliated to the Olympic Committee of Panamá. The study was made on 34 federations and was focused on seven principles. The seventh one was about: harmonious relations with governments without losing autonomy.

The items analyzed are the following:





22 National Federations do not have operational headquarters, which implies a problem of both the autonomy of the organizations and a problem in their development in terms of training and stability of their athletes. The rest have infrastructure, however five are government infrastructures and only two federations in Panama have their own infrastructure.

### Facility available for training and for sports events

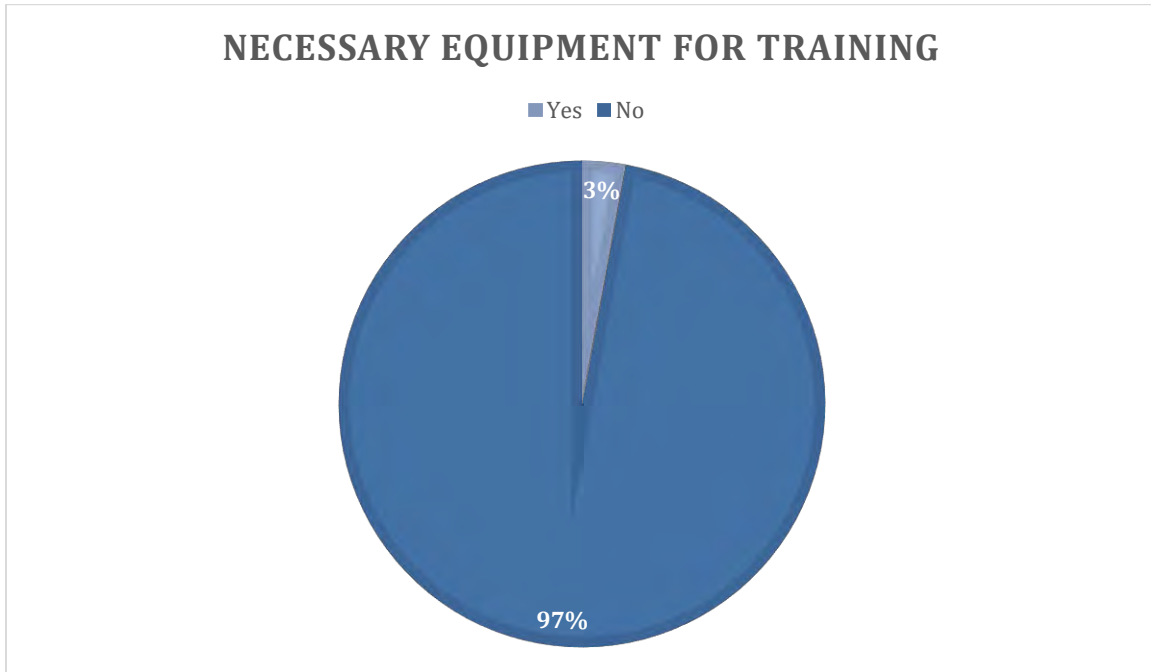
30 federations	→ 88.2%	4 federations	→ 11.8%
No		Yes	



88.2% of the federations do not have infrastructure available to train or to hold a sports competition., that means 30 of the 34 Panamanian federations do not have a facility for training, this greatly limits athlete recruitment, development, and high-performance training.

### Necessary Equipment for training

**33 federations → 97.1%** | **1 federations → 2.9%**  
No | Yes



In the same way, Panamanian sports organizations are limited in the equipment that is required for their training, since only one (1) of the organizations surveyed considers that it does have the necessary equipment for their training.

In Panama, most of the investments in sports structures are made in small and mostly single-sport facilities, at the service of the community, but the lack of sports facilities in good condition and at the service of the federations is worrying. If the situation continues, it is very unlikely that better sporting results will be achieved. Most sports federations do not have infrastructure for their training and those that do mostly use a government-borrowed structure.

Lately, many investments are also being made at the private level, focused on sports that are "fashionable" and that are exclusively to generate income; however, this indicates that there is a market of people willing to have sports facilities to train, as high performance or for leisure.

On the other hand, it is important to mention that Panama hosted the Central American and Caribbean Games in 1938 and 1970. In 2017 Panama was chosen to host the third Central American and Caribbean Games to be held in our country, in the year 2022. In September 2019, the national government promised the construction of 7 new sports arenas in the country. In June 2020 *“After 12 weeks and more than 150 hours of work, the Board of Directors of the Organizing Committee of the XXIV Central American and Caribbean Games Panama 2022 approved the study of potential legacies to positively transform the Panamanian Sports System”* («Se aprueba el estudio de legados de Panamá 2022», 2020)

In July 2020, Panama withdrew from the 2022 Central American and Caribbean Games and many hopes of legacies and benefits for the country were lost. However, the study’s analysis is very beneficial for the project, since it analyzes the perception of 12 stakeholders and 4 approaches or questions were asked:

- What are the 3 biggest deficiencies of the national sport?
- How can the Panama 2022 games contribute to improving or solving these 3 deficiencies?
- What are the three priorities that Copan 2022 should take into consideration and attend to?
- What would make the XXIV Central American and Caribbean games successful?

Although the answers were diverse, the answers that refer directly to sports infrastructure have been extracted.

	<b>What are the 3 biggest deficiencies of the national sport?</b>	<b>How can the Panama 2022 games contribute to improve or solve these 3 deficiencies?</b>	<b>What are the three priorities that Copan 2022 should take into consideration and attend to?</b>	<b>What would make the XXIV Central American and Caribbean games successful?</b>
<b>Athletes</b>	Lack of infrastructure, suitable and inadequate sports equipment or little professional multidisciplinary support dedicated to the preparation of the athlete	Facilitate the construction of sports infrastructure, provide sports equipment to athletes, train Panamanian professionals in sciences applied to sports	Ensure that the infrastructure is ready beforehand so that Panamanian athletes can use it	That after the games, the infrastructures are well managed and that they have the necessary facilities and that they are clean and suitable for use
<b>Former athletes</b>	Lack of infrastructure, suitable and inadequate sports equipment or little professional multidisciplinary support dedicated to the preparation of the athlete	Provide infrastructure/sports equipment that is not currently available and that is urgently needed	Ensure that the sports infrastructure has subsequent governance plans	No direct comment
<b>Coaches</b>	Lack of infrastructure, suitable and inadequate sports equipment or little professional multidisciplinary support dedicated to the preparation of the athlete	Guarantee that athletes have the infrastructure and sports equipment necessary for their proper training hand in hand with the multidisciplinary support they require	That the sports infrastructures are built in accordance with the technical regulations of the IFs and that they have a maintenance and sustainability plan	No direct comment
<b>federated leaders</b>	Lack of infrastructure, inadequate suitable sports equipment or little professional	Provide dedicated infrastructures for certain sports such as their respective governance plans, sports equipment, and the high-performance center	Finish the infrastructures on time, that all have their governance plans and provision of sports equipment	Serve as the basis for transforming the country's sports system in all the following aspects: governance of the

	multidisciplinary support dedicated to the preparation of the athlete.			infrastructure, model of preparation and training of athletes, process of granting subsidies and economic incentives, management model sports administration
<b>sports science professors</b>	Inexistence or little specialized medical intervention (nutrition, physiotherapists, etc.) prior to competition, coupled with the fact that most athletes do not have the resources to pay for them	That the sciences applied to sports with suitable personnel are included in an ordinary way, by suitable personnel in the process of training and sports preparation	Ensure that a high-performance sports center is built, equipped, and staffed with the right professionals before the games are held  Adequate infrastructure that has its governance plan that guarantees its sustainability and that fulfills its purpose for the sports development of the country	That the effective integration of science professionals applied to sports be guaranteed in the process of training and sports preparation of Panamanian athletes before games, during games and post games  That we effectively have a high-performance center, with a properly equipped governance plan, and that it has duly trained professionals to serve athletes
<b>authorities</b>	Lack of tax incentives that stimulate private collaboration to participate in the economic development of sport	Direct investment in infrastructure that complies with the respective sports regulations with their respective governance pillars that guarantee long-term self-sustainability that promotes the adequate sports development of the country	Ensure tangible legacies in terms of the sustainability of the infrastructure behind its adequate governance plans.	Leave 7 new infrastructures that comply with international regulations with long-term sustainability and governance plans

<b>community leaders</b>	Lack of infrastructure: there is not enough or almost non-existent infrastructure to be able to do physical activity in the communities and this reality is even worse in the provinces. sports infrastructures do not comply with international technical regulations.	Sports infrastructure (new/remodeling) with governance plans	Finish infrastructures on time (new/refurbished). Ensure that they have a governance plan	No direct comment
<b>non-sports journalists</b>	Lack of adequate and properly equipped sports facilities or infrastructure and that they resemble as much as possible the reality of sports infrastructure that athletes will find when they go out to compete	Construction of infrastructures, well done, well equipped, with their respective governance and sustainability plans	That the infrastructures destined for the media that will cover the games have the minimum conditions necessary to be able to adequately carry out the work of disseminating the games	That the infrastructures have a governance plan that guarantees their long-term sustainability, serving the purpose for which they were built in the long term
<b>sports journalists</b>	Lack of sports facilities and adequate equipment. In addition, they do not have governance plans that allow self-sustainability over time of said sports structures.	Invest in the necessary infrastructure and sports equipment, even beyond the games and ensure that they have governance plans that allow long-term self-sustainability and functionality	Properly built infrastructure that has its governance plan that allows guaranteeing its sustainability and that it fulfills its purpose for the country's sports development and guarantees to have the necessary budgets and funds for its subsequent operation.	Have a sports infrastructure that complies with international regulations and that the respective governance plans exist

<b>Universities</b>	Lack or inexistence in most sports disciplines of sports infrastructure and the few that exist do not have a governance plan that allows their adequate, self-sustaining and adequate operation	Could provide much-needed sports infrastructure given the general lack in the country	Sports infrastructures that have a governance plan that guarantees their sustainability and that fulfills its purpose for the sports development of the country	No direct comment
<b>Non-profit organizations society</b>	Lack of sports facilities (infrastructure and sports equipment) at the public sector level, if your parents do not have the money to pay for the private sector offer.	Sports infrastructures and their governance plan that allows their self-sustainability and their correct post-game operation	Adequate infrastructure that has its governance plan that guarantees its sustainability and that fulfills its purpose for the sports development of the country is special in the long term	No direct comment
<b>businessmen</b>	Lack of accessible infrastructure in all strata, regardless of the type of discipline and in the cases that exist, the vast majority are in poor condition for both athletes and spectators. All this affects the development of high-performance sport and sport for all	Improvement of existing sports infrastructure and new construction. That the high-performance center and sports infrastructures have a dedicated and permanently guaranteed budget granted without political criteria or purposes, that they have governance plans. Create a complementary project to the games for training in administration and maintenance of structures, adequately training the personnel who will oversee these infrastructures, who are not door openers, to guarantee the long-term sustainability of the infrastructures	Ensure the construction and/or remodeling in accordance with the international regulations of the international federations of sports infrastructures with governance plans	No direct comment

This study is very complete and covers the information of the following stakeholders: Athletes, former athletes, coaches, federated leaders, sports science professors, authorities, community leaders, non-sports journalists, sports journalists, universities, non-profit organizations, and society. Although I see that none of the questions is addressed to sports infrastructure and equipment, but all the stakeholders indicated it in some or all their responses.

I consider that the answers to the analysis can be systematized as follows:

**What are the 3 biggest deficiencies of the national sport? This shows us the weaknesses of our country.**

- Lack of suitable infrastructure
- Inadequate sports equipment
- Little professional multidisciplinary support dedicated to the preparation of the athlete.
- Lack of tax incentives that stimulate private collaboration to participate in the economic development of sport.
- Infrastructures do not have governance plans that allow self-sustainability over time of said sports structures.
- Lack of accessible infrastructure in all strata.

**How can the Panama 2022 games contribute to improving or solving these 3 deficiencies? Opportunities.**

- provide infrastructure/sports equipment
- governance plans for infrastructure
- that the sciences applied to sports with suitable personnel are included in the process of training and sports preparation

**What are the three priorities that Copan 2022 should take into consideration and attend to? Threats**

- that the sports infrastructures are built in accordance with the technical regulations of the IFs and that they have a maintenance and sustainability plan
- Ensure the construction and/or remodeling in accordance with the international regulations of the international federations

**What would make the XXIV Central American and Caribbean games successful? Strength of the games if they succeed.**

- infrastructures are well managed; they have the necessary facilities, and they are clean and suitable for use



- guaranteed effective integration of science professionals applied to sports in the process of training and sports preparation of Panamanians

The above information allows us to carry out a SWOT analysis in attention to the aspects of infrastructure and equipment in case the games in reference had been carried out.



#### **Streng (Strength of the games if they succeed).**

- The infrastructures are well managed; they have the necessary facilities, and they are clean and suitable for use
- Guaranteed effective integration of science professionals applied to sports in the process of training and sports preparation of Panamanians



#### **Weaknesses**

- Lack of suitable infrastructure
- Inadequate sports equipment
- Little professional multidisciplinary support dedicated to the preparation of the athlete.
- Lack of tax incentives that stimulate private collaboration to participate in the economic development of sport.
- Infrastructures do not have governance plans that allow self-sustainability over time of said sports structures.
- Lack of accessible infrastructure in all strata.



#### **Opportunities**

- Provide infrastructure/sports equipment
- Governance plans for infrastructure
- That the sciences applied to sports with suitable personnel are included in the process of training and sports preparation



#### **Threats**

- That the sports infrastructures are built in accordance with the technical regulations of the IFs and that they have a maintenance and sustainability plan
- Ensure the construction and/or remodeling in accordance with the international regulations of the international federations

## 2. REQUIREMENTS OF A HIGH SPORT CENTER

### a. Sport centers general data

I proceeded to compare the data from 8 high-performance centers, using as reference the information published in the web page of the Association of Sport Performance Centers. I decided to use as a reference those that are in our continent; however, the association is made up of a total of 96 high-performance centers, of which 18 are in the American continent.

I analyzed the data and compiled in record tables the characteristics of other sports centers. All the information is in the web page: <https://sportperformancecentres.org/>

The high-performance centers analyzed were the following:

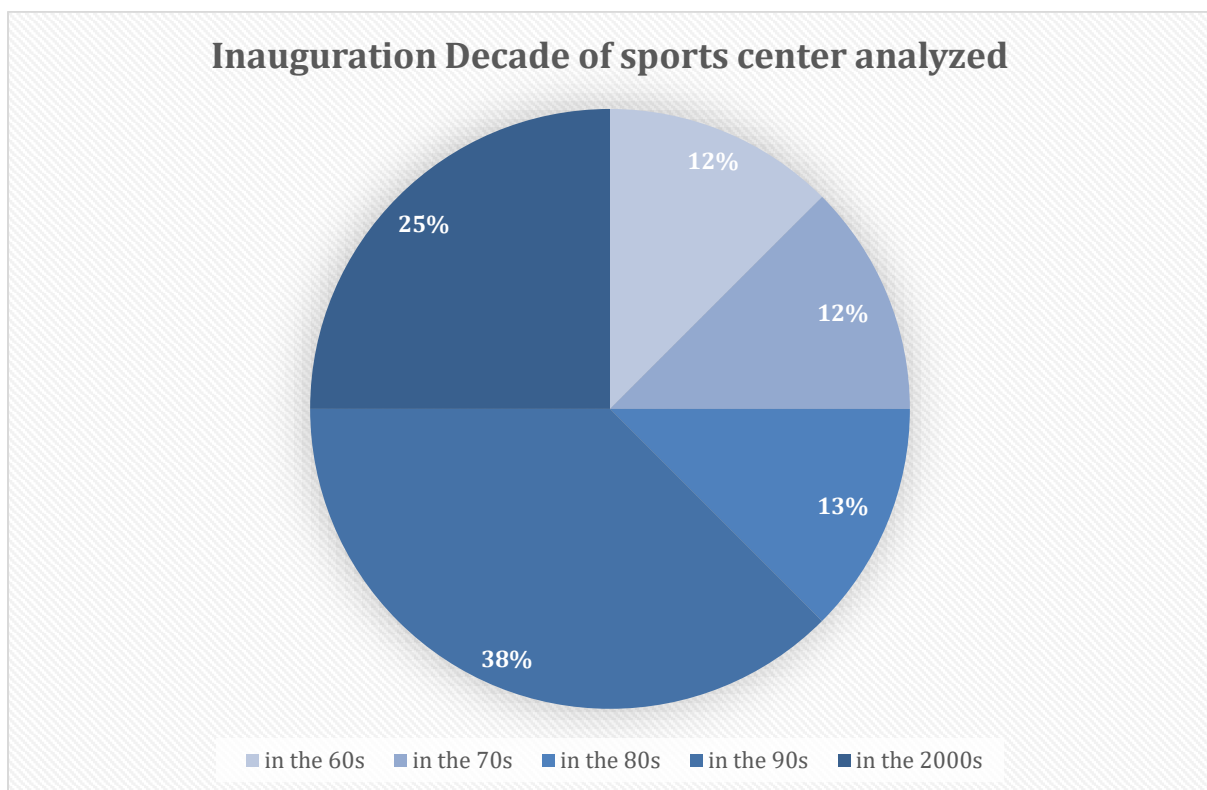
### Comparative table of high-performance centers

#	NAME	CITY	INAUGURATION DATE	WEB
1	Centro de Alto Rendimiento de Min deporte	Bogota, Colombia	1998	<a href="http://www.coldeportes.gov.co">www.coldeportes.gov.co</a>
2	Centro de Acondicionamiento Deportivo zona 9	Guatemala Guatemala	2020	<a href="https://cdag.com.gt/">https://cdag.com.gt/</a>
3	Comisión de Deporte del Estado de Guanajuato	Guanajuato, México	2015	not available
4	Canadian Sport Institute Calgary	Calgary, Canada	1994	<a href="http://www.csicalgary.ca">www.csicalgary.ca</a>
5	Creps des Antilles et de la Guyane	ABYMES CEDEX Guadeloupe	1965	<a href="http://www.creps-antilles-guyane.fr/">http://www.creps-antilles-guyane.fr/</a>
6	Colorado Springs Olympic Training Center	Colorado, United States	1977	<a href="http://www.cob.org.br">www.cob.org.br</a>
7	Albergue olímpico de Puerto Rico	Salinas, Puerto Rico	1985	<a href="http://www.albergueolimpico.com">www.albergueolimpico.com</a>
8	Institut national du sport du Québec	Montreal, Canada	1997	<a href="http://www.insquebec.org">www.insquebec.org</a>

Among the general data of the high-performance centers, it is worth highlighting the year in which they were inaugurated. So, the distribution is as follows:

### Inauguration Decade of sports center analyzed

In the 60s → 1  
In the 70s → 1  
In the 80s → 1  
In the 90s → 3  
In the 2000s → 2



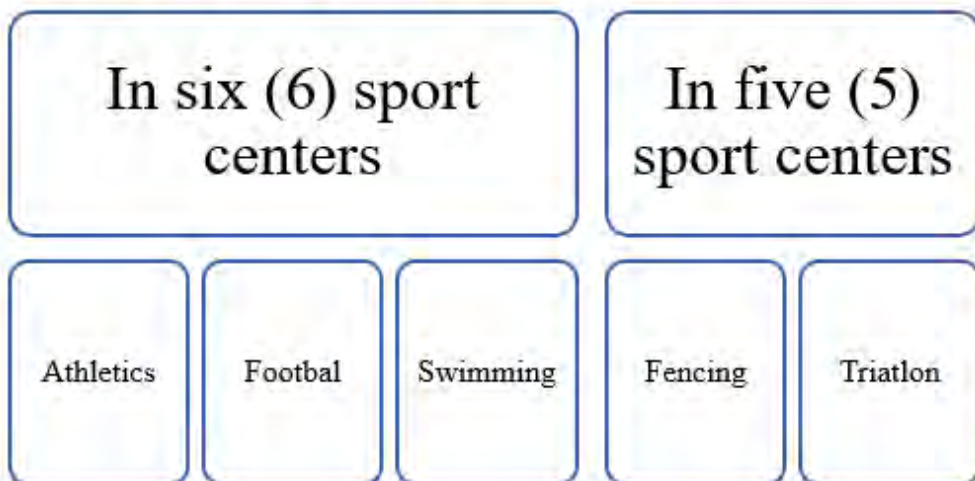
This draws my attention because the facilities that I investigated are not recent, since only two of them are from the last 20 years. This also indicates that many countries maintain and take advantage of their installations starting many years ago and are trying to adapt them to new trends.

**b. Sports practiced**

I reviewed the different sports disciplines that are offered by the eight (8) high-performance centers studied. An average of 18 disciplines were offered, of which the minimum number of disciplines are nine (9) and the maximum number are 29.



**Sports disciplines practiced in more high-sport centers**





# Comparative table of high performance centers

## SPORT DISCIPLINES PRACTICED

#	SPORT DISCIPLINES	Bogotá, Colombia	Guatemala, Guatemala	Guarajato, México	Calgary, Canada	ABYMES CEDEX Guadeloupe	Colorado, United States	Salinas, Puerto Rico	Montreal, Canada	TOTAL
1	Archery	X		X				X		3
2	Athletics	X		X		X	X	X	X	6
3	Alpine skiing				X					1
4	Badminton		X	X				X		3
5	Baseball							X		1
6	Basketball	X		X		X		X		4
7	Beach volleyball	X		X					X	3
8	Billiard		X							1
9	Boxing	X				X		X	X	4
10	Bowling		X							1
11	Biathlon				X				X	2
12	Bobsleigh				X		X			2
13	Canoe Sprint					X			X	2
14	Cross Country skiing				X					1
15	Cycling Mountain Bike							X		1
16	Cycling BMX					X				1
17	Cycling Track				X	X			X	3
18	Cycling Road						X		X	2
19	Diving			X	X			X	X	4
20	Equestrian / Jumping					X				1
21	Fencing	X				X	X	X	X	5
22	Football	X	X	X		X		X	X	6
23	Figure skating				X				X	2
24	Freestyle Skiing				X				X	2
25	Handball			X				X		2
26	Golf	X				X				2
27	Gymnastics Artistic	X					X	X	X	4
28	Gymnastics Rhythmic	X								1
29	Ice Hockey				X					1
30	Judo	X				X		X	X	4
31	Luge				X					1
32	Modern Pentathlon		X				X			2
33	Rugby	X	X			X				3
34	Rowing								X	1
35	Sailing					X				1
36	Skeleton				X		X			2
37	Short Track Speed Skating								X	1
38	Softball		X					X		2
39	Squash		X	X						2
40	Swimming	X		X		X	X	X	X	6
41	Skateboard							X		1
42	Shooting			X			X	X		3
43	Speed skating			X	X			X	X	4
44	Sky jumping				X					1
45	Synchronized Swimming			X				X	X	3
46	Table Tennis	X						X	X	3
47	Karate			X				X		2
48	Taekwondo	X		X				X		3
49	Tennis	X				X		X	X	4
50	Trampoline	X							X	2
51	Triathlon		X			X	X	X	X	5
52	Volleyball	X		X				X	X	4
53	Water Polo			X	X			X	X	4
54	Windsurf					X				1
55	Weightlifting	X					X	X		3
56	Wrestling Freestyle	X			X		X	X		4
57	Wrestling Greco-Roman	X						X		2
TOTAL		21	9	17	15	17	12	29	25	

Reference: Data collected from <http://sportperformancecentres.org/>

### c. Support services

I proceeded to analyze the support services of high-performance centers, because I have seen the importance they have for the improvement of a high-performance athlete, and it is a fundamental requirement to consider when creating a center.

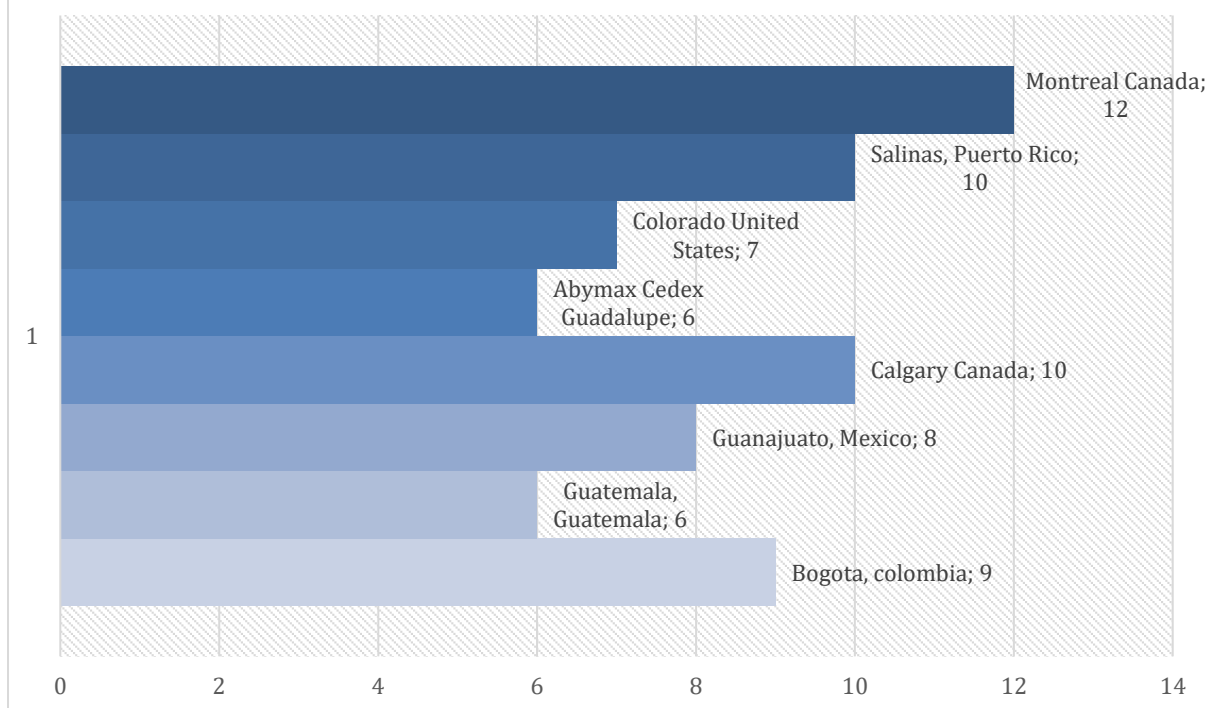
### Comparative table of high-performance centers

#### Support services offered

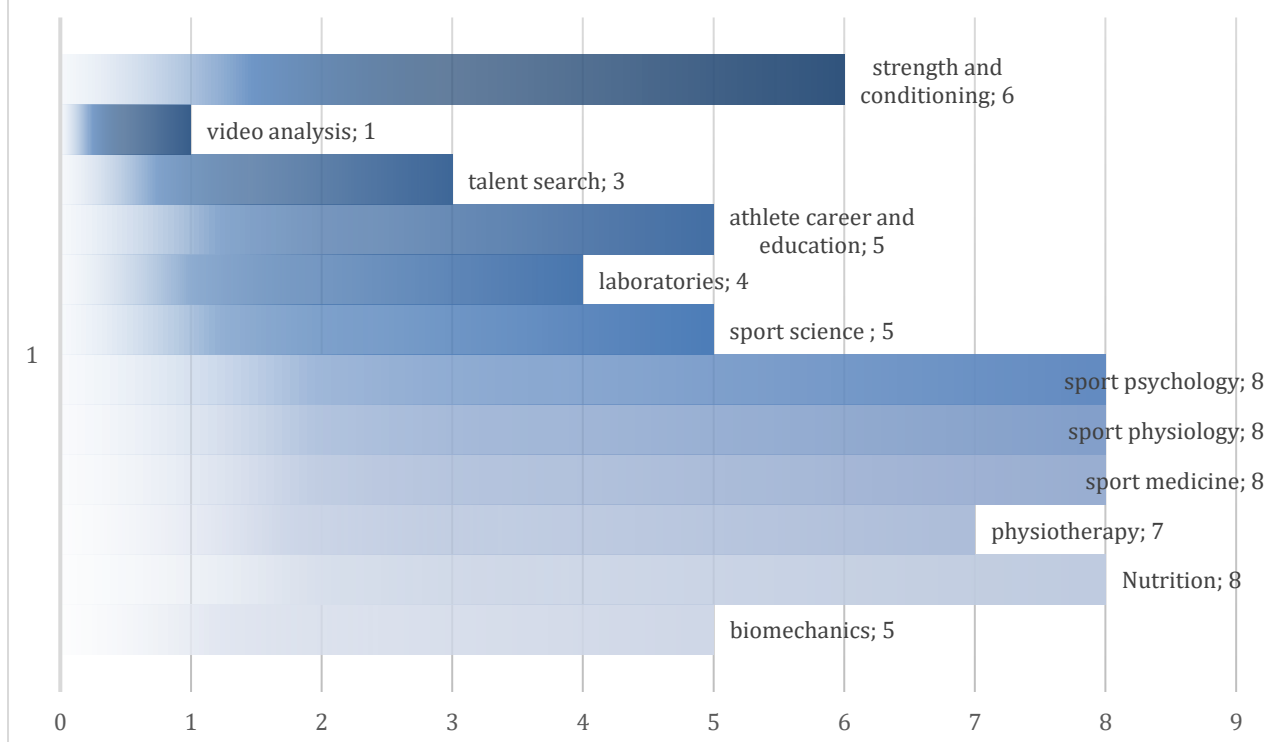
#	SUPPORT SERVICES	Bogota, colombia	Guatemala, Guatemala	Guanajuato, Mexico	Calgary Canada	Abymax Cedex Guadalupe	Colorado United States	Salinas, Puerto Rico	Montreal Canada	TOTAL
1	biomechanics	X	X		X		X		X	5
2	Nutrition	X	X	X	X	X	X	X	X	8
3	physiotherapy	X		X	X	X	X	X	X	7
4	sport medicine	X	X	X	X	X	X	X	X	8
5	sport physiology	X	X	X	X	X	X	X	X	8
6	sport psychology	X	X	X	X	X	X	X	X	8
7	sport science	X			X		X	X	X	5
8	laboratories	X			X			X	X	4
9	athlete career and education			X	X	X		X	X	5
10	talent search			X				X	X	3
11	video analysis								X	1
12	strength and conditioning	X	X	X	X			X	X	6
	<b>TOTAL</b>	<b>9</b>	<b>6</b>	<b>8</b>	<b>10</b>	<b>6</b>	<b>7</b>	<b>10</b>	<b>12</b>	

When analyzing the support services found in the 8 high-performance centers studied, I located a total of 12 support services, of which 12 are offered only in one high-performance center, two offers 10 support services, one offers 9 support services, one offer 8, one offers 7 and two centers offer 6, which leads to an average of 8.5 services offered.

### Qty of support services per Sport Centre



### Quantity according to type of support service offered



I carried out this analysis to know which of the services offered was considered most important or fundamental in a high-performance center. I discovered that 4 services are offered by all the high-performance centers studied. These services are:

- Sport Psychology
- Sport Physiology
- Sport Medicine
- Nutrition

#### **d. Types of administration**

I consider it opportune to analyze the types of administration that are used in the different high-performance centers studied, to know what options could be applicable and beneficial in Panama. This topic was very complex, because each country has its very particular characteristics.

CENTER	ADMINISTRATION	TYPE	USERS
Centro de Alto Rendimiento de Mindeporte Bogota, Colombia	COLDEPORTES	Public	Elite International and national Olympic and paralympic
Centro de Acondicionamiento Deportivo zona 9 "Guatemala Guatemala"	Autonomous Sports Confederation of Guatemala	Public	Elite and non-elite International and national Olympic and paralympic
Comisión de Deporte del Estado de Guanajuato	Sports Commission of the State of Guanajuato	Public	Community Elite and non-elite International and national Olympic and paralympic sport for all
Canadian Sport Institute Calgary Calgary, Canada	Canadian Sport Institute	Public	Elite National Olympic and paralympic
Creps des Antilles et de la Guyane"ABYMES CEDEX Guadalupe	Ministère chargé des sports	Public	Community Elite and non-elite International and national Olympic and paralympic sport for all
Colorado Springs Olympic Training Center	United States Olympic and	Olympic Committee	Elite International and national



Colorado, United States	paralympic Committee		Olympic and paralympic
Albergue olímpico de Puerto Rico Salinas, Puerto Rico	Permanent Fund for the Administration of Assets Destined for Sport and Olympism	foundation	Community Elite and non-elite International and national Olympic and paralympic sport for all
Institut national du sport du Québec Montreal, Canada	Institut national du sport du Québec	private, not-for-profit organization	Elite International and national Olympic and paralympic

I consider it's interesting to comment in more depth on some of the high-performance centers reviewed, because one of the main deficiencies that the stakeholders have pointed out in Panama is that the current infrastructures do not have a maintenance or governance plan, and this is the biggest challenge when thinking about the construction of a sports infrastructure. The previous analysis allows us to know other different types of government administration, foundations, Olympic committee or others and I have also seen other styles or self-management activities.

#### **Albergue olímpico de Puerto Rico Salinas, Puerto Rico.**

**<https://albergueolimpico.com>**

They offer free high-performance training services to athletes affiliated with the National Federations and the Puerto Rico Olympic Committee. They have also created alliances for the benefit of these athletes, for example with the University of Puerto Rico to have sports medicine and sports science services through the Center for Sports Health and Exercise Sciences. They also have self-management services; they have many parks to promote their own fiscal resources and to promote healthy family recreation.

#### **Institut national du sport du Québec Montreal, Canada**

**<https://www.insquebec.org>**

The Institut national du sport du Québec is a private, not-for-profit organization that supports all athletes involved in Olympic or Paralympic sports and high-performance coaches in Québec. It's interesting and positive that the institute receives support from the Ministère de l'Éducation, Sport Canada, Own the Podium, the Canadian Olympic Committee, the Canadian

Olympic Foundation, the Canadian Paralympic Committee, and the Coaching Association of Canada, in addition to private partners, such as Sports Experts, CISCO, Bell, B2dix and Mondo. It is important to note that this center is exclusively for high-performance athletes and not for sport for everyone or for community use.

## CHAPTER SIX. CONCLUSIONS

I consider that I should present my conclusions in the same order in which I carry out the research questions and therefore the objectives.

### 1. CURRENT SITUATION

As I have been able to state, Panama is a country that within the region has a good economic level, but this economic level is not reflected in its facilities or in its sports results. Panama has sports facilities dating back to the year 1970. These facilities have been adjusted over the years, but these adjustments include improving their structure, expanding, or fixing it, but not converting them into high-performance centers, so I can conclude that Panama does not have high-performance centers with the requirements and conditions that these types of facilities should have, but rather they are sport facilities. Therefore, most sports federations in Panama are economically dependent on the government and the Olympic Committee and their level of self-management is very low, so they do not have the capacity to manage offices, much less high-performance centers and usually their athletes train in private clubs that are members of the federations and that do not have the conditions required for a high-performance athlete.

The result of the investigation regarding the legacies of the 2022 Central American and Caribbean sports games that were going to be held in Panama and that were ultimately canceled, was important because it was the perception of 12 stakeholders and 4 approaches or questions asked. The first thing that I must conclude after analyzing what was expressed by the different stakeholders is that although I only focused on the responses that directly spoke of infrastructure, many other problems mentioned are also the product of not having an infrastructure for training or for education and organization of sporting events. I consider that I can summarize the answers as follows:

- **Lack of infrastructure:** It is a fact that there is no adequate sports infrastructure in Panama, neither for training nor for hosting sporting events.
- **Inadequate sport equipment:** there is no sports equipment and much less one that complies with the regulations of international federations
- **Inexistence other sciences applied to sports:** No support of nutrition, physiotherapists, or any other sciences applied to sports.

- **Need of a Governance Plan for infrastructure:** There is much doubt about the sustainability of the infrastructure once it has been built.

## 2. REQUIREMENTS OF A HIGH SPORT CENTER

Of the 8 high-performance centers analyzed, the most practiced sports disciplines are:

- 3 sport disciplines (Athletics, Football and Swimming) are practiced in 6 centers.
- 2 sport disciplines (Fencing and triathlon) are practiced in 5 centers.
- 10 sport disciplines (Basketball, Boxing, Diving, Gymnastics Artistic, Judo, Speed skating, Tennis, Volleyball, Water Polo, and Freestyle Wrestling) are practiced in 4 centers.
- 10 sport disciplines (Archery, Badminton, Beach volleyball, Cycling Track, Rugby, Shooting, Synchronized Swimming, Table Tennis, Taekwondo and Weightlifting) are practiced in 3 centers.
- 15 sport disciplines (Biathlon, Bobsleigh, Canoe Sprint, Cycling Road, Figure skating, Freestyle Skiing, Handball, Golf, Modern Pentathlon, Skeleton, Softball, Squash, Karate, Trampoline and Greco-Roman Wrestling) are practiced in 2 centers.
- 17 sport disciplines (Alpine skiing, Baseball, Billiard, Bowling, Cross Country skiing, Cycling Mountain Bike, Cycling BMX, Equestrian / Jumping, Gymnastics Rhythmic, Ice Hockey, Luge, Rowing, Sailing, Short Track Speed Skating, Skateboard, Sky jumping, Windsurf) are practiced in 1 center each one.

Once analyzed, it is obvious that the sports practiced in each high-performance center will depend on the culture of that country, the sports practiced in it, and even the ease of having facilities related to certain sports could be decisive. The result is that of the 8 centers studied, the minimum number of sports served is nine.

Furthermore, I prove that having a high-performance center is not enough to have an infrastructure for training and hosting sporting events, but there are additional services that are required for the athlete to develop in an optimal way. In the 8 centers studied, I found a total of 12 support services offered, 4 of them being offered in the 8 centers, which is why I consider them to be fundamental: Nutrition, sport medicine, sport psychology and sport physiology. The other support services offered are physiotherapy (7), strength and conditioning (6),

biomechanics, sport science, athlete career and education (5), laboratories (4) talent search (3) video analysis (1).

It can be difficult for a high-performance center to offer these kinds of services; however, there are centers as the “Albergue olimpico” of Puerto Rico that created alliances for the benefit of athletes, for example with the University of Puerto Rico to have sports medicine and sports science services through the Center for Sports Health and Exercise Sciences. Consequently, I think that this is a good option to have a greater offer of services to athletes when resources are limited.

### **3. TYPES OF ADMINISTRATION**

In the study of legacies of the Central American and Caribbean Games Panama 2022, which were not carried out as previously indicated, one of the recurrent approaches among the stakeholders was: the need of a Governance Plan for infrastructure, because there is much doubt about the sustainability of the infrastructure once it has been built.

Because of our history in relation to neglect in sports facilities it is very difficult to have a high-performance center managed and administered by the government since it could suffer the same fate as the rest of the sport facilities. Knowing this, it was very important in our research to find other types of administrations.

Of the 8 high-performance centers studied, 5 of them are administered by the national or local government; however, three of them had a different form of administration.

The USA center is managed by the Olympic committee foundation. The second is The Institut national du sport du Québec and is a private, not-for-profit organization and it receives support from government institutions and from important companies. This institute offers support just for high performance athletes. The third one is The *Albergue olímpico* of Puerto Rico. It is managed by a foundation named: Permanent Fund for the Administration of Assets Destined for Sport and Olympism. This center offers free high-performance training services to athletes affiliated with the National Federations and the Puerto Rico Olympic Committee, but also have self-management services; they have many parks to promote their own fiscal resources and to promote healthy family recreation.

## CHAPTER SEVEN RECOMMENDATIONS

I started with three premises, first it was important to know the situation of our country to be able to determine the base on which I must work upon, on the other hand it is also important to know the national needs and finally I carried out a comparative analysis of high-performance centers in countries of the region. From this study I can point out the following recommendations:

The Panamanian sports infrastructure dates from 1970 and its renovation has not been satisfactory, for this reason it is a clamor from the different stakeholders that the Panamanians have a sports infrastructure that allows us to be at least at the level of the countries of the region. Having a high-performance center is no longer a plus but rather a necessity.

1. My first recommendation seems to be obvious. The **construction of a high-performance center** at the service of athletes in Panama is urgently required, since future generations must continue training without the minimum conditions required.
2. The requirements of the high-performance center cannot be limited to the construction of a sports infrastructure as it happens today, but as I have seen in the analysis of the information, it must meet the **minimum requirements demanded by international sports federations** for the realization of a sporting event.
3. The high-performance center **should not be focused on a few sports**, but at least on most of the sports in Panama (Olympic and non-Olympic), with a view to the possibility of practicing other sports not traditionally practiced.
4. As I have seen, a high-performance center is not only an infrastructure for sports, but also requires a series of **auxiliary services for athletes**, and as I have seen in our comparative analysis of high-performance centers in the region, there is minimally: Sport Psychology, Sport Physiology, Sports Medicine, and Nutrition.
5. In our results I have seen that one of the biggest comments from stakeholders is the need for a maintenance plan and a governance plan.
6. I must approach this situation from two perspectives. On the one hand, the population considers that the current infrastructures are not well maintained, because although remodeling is carried out periodically, in a few months they are no longer in good condition. Having said this, distrust is generated on the sustainability of sports facilities. On the other hand, because of the above, distrust is generated considering that sport

facilities can't be managed by the State, this can even result in issues when attracting investors. Having said this, **I believe that the high-performance center should not be administered directly by the government**, since this would put the population's confidence at risk. Also, a high-performance center with 100% investment by the State is very complex to achieve at a time when the national budget is suffering a series of cuts because of both national and international situations. That said, I recommend that the **Panama High Performance Center be managed by a foundation or by the Panama Olympic Committee**.

7. To guarantee the sustainability of the facilities, **I recommend to carry out collaborative activities and other self-management activities that are perfectly viable in our country and that will contribute to the self-management of the high-performance center, such as:** Hosting national and international events, create alliances with universities to have their services in nutrition, medicine, and others, seek the support of private companies and sponsors not only for the creation of the center but for its sustainability, links to high schools, colleges and/or universities for athlete education support, create alliances with embassies related to sports, which can support with sports equipment, promote, and host private sporting events, promote, in collaboration with foundations, events that serve the community.

RECOMMENDATIONS Action Plan							
P R I O R I T Y	RECOMMENDATION	ACTIONS	LEAD	RESOURCES	TIMESCALES		CRITICAL SUCCESS FACTORS
1	Determine the administrative structure that should manage the high-performance center	1. Evaluate the legal options that allow the administration of the center 2. Present them to stakeholders to validate the options 3. Choose the administrative structure to be able to present to possible investors	Legal Committee	• Time	October 2022	November 2022	that stakeholders delay in validating the proposal
2	Identify the places in Panama where the construction of a high-performance center can be viable	1. Look for areas with the possibility of construction or adaptation for the high-performance center 2. Evaluate costs and forms of acquisition 3. Present them to the board of directors	Treasurer	• Time Transportation costs	October 2022	November 2022	few options on the market options outside the city center high costs
4	Prioritize which are the sports that will be included in the high-performance center	1. Confirm with the federations what their infrastructure and equipment requirements are 2. Analyze the sports that can be included according to their infrastructure needs	Director of liaison with federations	• Time food costs for meetings	October 2022	November 2022	reticence on the part of sports that cannot be included
3	Seek investors to finance the construction and equipping of the high-performance center	1. Coordinate approach meetings with investment companies for infrastructure 2. Meetings with the federations to coordinate investors for the equipment of each sport.	President	• Time food costs for meetings cost of informative material of the project	December 2022	January 2023	That potential investors do not trust the project



5	Determine which are the activities that allow achieving the self-management	1. Analyze the possibilities of renting premises such as sports stores, food stores, among others 2. Determine international sports activities that can generate income for the center such as sports camps. 3. Analyze family sports activities that can be offered to the community and that can generate income for the center	Board of Directors	<ul style="list-style-type: none"> <li>Time Transportation costs</li> </ul>	January 2023	March 2023	That the possible income is not enough to achieve self-management of the center
6	Establish what are the auxiliary services that will be provided in the high-performance center for the service of all sports	1. Raise all the support services that are required by sports 2. Evaluate the possibility of entering into agreements with universities or medical institutions to provide these services	Director of liaison with federations	<ul style="list-style-type: none"> <li>Time food costs for meetings cost of informative material of the project</li> </ul>	January 2023	March 2023	delays in responses by the federations  Difficulty in finding strategic allies

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