



## A MESSAGE FROM THE CHAIR & CEO

The 2013-14 fiscal year was full of anticipation, excitement, and celebration as final preparations for the 2014 Sochi Olympic and Paralympic Games took place. British Columbia was well represented on Canada's Olympic and Paralympic teams, accounting for 19 per cent of the Canadian Olympic team and 24 per cent of the Canadian Paralympic team.

Athletes affiliated with British Columbia came home from the Olympic Games with eight medals, winning 32 per cent of the Canadian Olympic Team's total medal haul with two gold, five silver, and one bronze. Success for British-Columbians continued at the Paralympics with BC-based athletes bringing home seven of Canada's 16 medals - two gold, one silver, and four bronze, comprising 44 per cent of Canada's total medal haul. Congratulations to all of the athletes, coaches, IST members, officials, and other support staff who contributed to these monumental accomplishments! We feel very privileged to work with our sport partners who are continuously striving for excellence, and we look forward to powering podium performances for many years to come.

Over the past three years, Canadian Sport Institute Pacific has worked fervently to meet the facility and staffing needs required to provide BC-based athletes and coaches with a 'better than world class' daily training environment. Our focus now turns to the future as we look to formalize an Innovation and Research strategy, sustain our operations, and work with our sport partners to develop the next generation of champions.

In order to gain a true competitive advantage, Canada needs a coordinated approach to Innovation and Research. With the development of the Innovation and Research Lead position, we will be exploring opportunities to finalize a strategic alliance with post-secondary institutions in BC.

Without a doubt our greatest strength is in our people. We believe we have recruited world-class experts in their fields and we will refine our retention strategy to ensure we continue to "Help Canada Win More Medals". Over the past several years we have focused on recruiting the best people to develop the programs, processes, and places required to build a world-class daily training environment. Our focus will now shift to putting a long-term strategy in place to sustain these operations.





Canadian National Snowboard Team (credit: Canadian Olympic Committee)

This year attention was focused on the work being done by our back office, the Business Operations team. All Institutes and Centres from within the National network participated in a study conducted by Deloitte that assessed strengths and highlighted weaknesses and areas for further collaboration across the network. We were assessed as 'Best In Class' in Governance, Policies & Procedures; Financial Management & Internal Controls; Financial Planning & Budgeting; Culture Alignment; and Performance Management. Through the review process we identified Strategy Execution, Facilities & Infrastructure, Partnerships & Sponsorships and Fundraising and Risk Management as the top five priority improvement opportunities. We look forward to collaborating with our colleagues from across the network on creating continued efficiencies where possible.

Finally, we are very proud of and excited about the work that is happening within the Talent Development team. Planning for the future by identifying and developing athletes who will represent Canada in 2020 is what we believe is necessary to ensure continued success for Canada on the international stage. Through great partnerships with our NSO and PSO partners we are refining the practice of athlete identification and streamlining the process for talent transfer (athletes to transfer from their current sport to the sport that they are physiologically designed to excel in). We believe the impact our Talent Development Programs will have on Canada's future podium performances is limitless.

As the Chair and CEO, we would like to commend the team for their dedication to excellence and to express our appreciation and gratitude to our partners for their incredible support.

*M. Hope*

Mark Hope  
BOARD CHAIR, CANADIAN SPORT INSTITUTE

*Wendy Pattenden*

Wendy Pattenden  
CEO, CANADIAN SPORT INSTITUTE

## 2014 SOCHI OLYMPIC & PARALYMPIC WINTER GAMES

### FIGURE SKATING

Kevin Reynolds

Team Event

SILVER

### HALFPIPE

Mike Riddle

SILVER

### MEN'S ICE HOCKEY

Jamie Benn, Dan Hamhuis, Duncan Keith,  
Roberto Luongo, Carey Price, Shea Weber

GOLD

### SHORT TRACK SPEED SKATING

Jessica Hewitt

3000m Relay

SILVER

### SKI CROSS

Marielle Thompson

GOLD

Kelsey Serwa

SILVER

### SPEED SKATING

Denny Morrison

1000m

SILVER

Denny Morrison

1500m

BRONZE

### PARA-ALPINE SKIING

Josh Dueck

Super Combined

GOLD

Josh Dueck

Downhill

SILVER

Caleb Brosseau

Super G

BRONZE

Nick Bush

Slalom

BRONZE

Kimberly Joines

Slalom

BRONZE

### SLEDGE HOCKEY

James Gemmell

BRONZE

### WHEELCHAIR CURLING

Jim Armstrong, Sonja Gaudet,  
Ina Forrest

GOLD

**TOTAL: 15**

**GOLD - 4**

**SILVER - 6**

**BRONZE - 5**

## PARTNERS IN POWERING PODIUM PERFORMANCES

The Canadian Sport Institute Pacific is a world class Olympic and Paralympic training environment. Through the support of our national and provincial partners, our team of sport scientists and medical experts provide programs and services to athletes and coaches to ensure they have every advantage to win medals for Canada.

Canadian Sport Institute Pacific is an independent, not-for-profit organization proud to deliver on the sport excellence policies of Sport Canada, Own the Podium, ViaSport and the Province of BC. Together we are creating a stronger system for the development of athletes, coaches, integrated support teams and sport performance facilities across the province.

Programs and services are delivered at our three locations in Victoria, Vancouver and Whistler with support from our facility partners.

The Canadian Sport Institute Pacific is a member of the Provincial Network of PacificSport Centres, which has eight locations throughout British Columbia. The Canadian Sport Institute Pacific is also a member of the National network of Canadian Sport Institutes, which has seven locations throughout Canada.

### FEDERAL FUNDING PARTNERS



### PROVINCIAL FUNDING PARTNERS



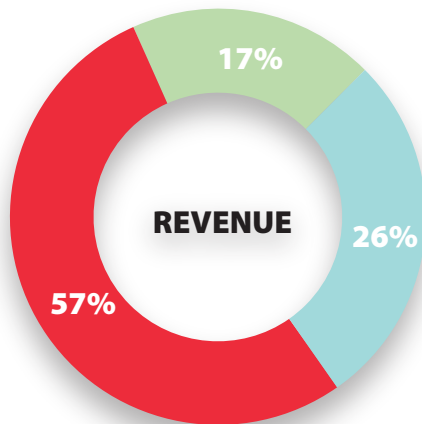
### PERFORMANCE PARTNERS



# FINANCIAL SUMMARY

During the fiscal year ending March 31, 2014, a total of \$6.3 Million (2013 – \$6.0 Million) of Canadian Sport Institute Pacific's operating expenditures relate directly to the delivery of services and funding to sports, athletes and coaches. Approximately \$5.4 Million was spent on the development and delivery of High Performance Sport Services to provincial and national level athletes. \$0.9 Million was spent on sport system initiatives such as the Canadian Sport for Life project – the development of generic and sport specific long term athlete development models in partnership with Canada's National Sport Organizations. 17% of the Institute's total expenditures relate to operational support costs.

At fiscal year end the Institute was in a healthy net asset position of \$2.1 Million in 2014 (2013 – \$2.1 Million), of which the Institute's Board of Directors has internally restricted \$500,000 as an operating reserve to ensure uninterrupted operations. There was an overall surplus of \$38,801 (2014) in operations (2013 – \$50,690 surplus). Due to the timing of funding received to execute projects and programs, it is not out of the ordinary for the Institute to recognize a surplus in one year and a deficit in the subsequent year. Our objective is to allocate all available resources in carrying out our mission of providing a world-class, multi-sport daily training environment for athletes and coaches, through expert leadership, services, and programs.



## TOTAL REVENUE (in thousands)

|  |                |
|--|----------------|
| Sponsorship, Fee for Service and Other Contributions | \$1,308        |
| ViaSport   | \$2,000        |
| Sport Canada   | \$4,353        |
|  | <b>\$7,661</b> |

## PERFORMANCE SERVICES

### Performance Preparation

Taking care of an athlete's preparation requires focused attention on their Physiological make up, Strength and Conditioning regime, and optimal Nutrition plan to give them the extra push onto the podium.

### Performance Readiness

Fine tuning competition preparation, the Institute's Readiness team addresses Mental Performance, Medical Service needs and support, and Life Services for life-sport balance on and off the field of play.

### Performance Analysis

The Analysis team supports the technique improvement process and competition scouting through the application of Biomechanics and Notational Analysis, as well as the development of Sport Innovation and Technology to give athletes an edge on their competition.

## TALENT DEVELOPMENT

The Talent Development business unit supports athlete and coach development through education, planning and periodization, Advanced Coaching Diploma courses, and through programs like the IGNITE Athlete Development Program, Podium Search Athlete Identification Camp and the Canadian Sport School. In addition, five sport-specific Talent Development Programs operate in Victoria and Whistler, bridging the gap for athletes transitioning from provincial to national teams.

## SYSTEM DEVELOPMENT

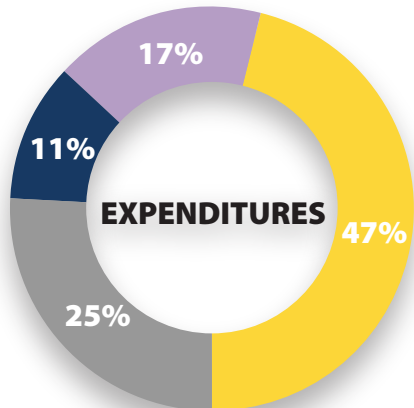
Canadian Sport Institute Pacific supports numerous Provincial and National sport system projects including the Canadian Sport for Life project, the regional network of PacificSport Centres and Team BC initiatives.

## BUSINESS OPERATIONS

In support of the Institute's Performance Services team, Talent Development Team and System Development projects, the Business Operations team includes the areas of finance and administration, human resources, information technology, communications, facilities and operating costs.

## TOTAL EXPENDITURES (in thousands)

|                      |                |
|----------------------|----------------|
| System Development   | \$859          |
| Business Operations  | \$1,329        |
| Talent Development   | \$1,890        |
| Performance Services | \$3,544        |
|                      | <b>\$7,622</b> |







National Rower Steven Van Knotsenburg at our Victoria campus (credit: Emma Allen)





Ski Cross champions, Kelsey Serwa and Marielle Thompson at the 2014 Sochi Olympic Winter Games (credit: AP Photo/Andy Wong)

## 2013 - 2014 BOARD OF DIRECTORS

**Mark Hope**  
*Chair*

**Chris Cameron**  
*Treasurer/Finance &  
Audit Committee Chair*

**David Graham**  
*Secretary*

**Margaret Mason**  
*Governance Committee Chair*

**Giuseppe Liberatore**  
*Corporate Development Task Team Lead*

**Lisa Coltart**  
*Director*

**Bob Gurney**  
*Director*

**Jack Miller**  
*Director*

**Janine North**  
*Director*

**Joan Swain**  
*Director*

**David Weicker**  
*Director*

**Blair Whitmarsh**  
*Director*

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Cover photos (clockwise from left): Ryan Cochrane (credit: Manu Fernandez, Associated Press), National Wheelchair Curling Team (credit: Matthew Murnaghan, CPC), Denny Morrison (credit: Getty Images Europe), Sarah Black, Natalie Mastracci, Christine Roper, Cristy Nurse (credit: Rowing Canada), Josh Dueck (credit: Getty Images Europe), Marielle Thompson (credit: Shamil Zhumatov)