

TOKYO 2020NE

CANADIAN
SPORT
INSTITUTE



INSTITUT
CANADIEN
DU SPORT

PACIFIC / PACIFIQUE

YEAR IN REVIEW

2020-2021



Letter from the CEO & Board Chair

What a year!

This past twelve months has been more unexpected and tumultuous than we could have ever imagined, with the global pandemic and the postponement of the Tokyo 2020 Olympics and Paralympics. The entire world was turned upside down and we went into uncharted territory as an organization.

The Institute and our staff rose to the challenge, both individually and collectively. The strength and resiliency of our staff and Canada's athletes and coaches was truly inspiring, with everyone continuing to focus on working towards the goal of getting athletes competing in Tokyo this year and Beijing next winter.

As an Institute, we remained focused on our purpose and experienced minimal business impact despite the pandemic, which is testament to the strength of our organization and business processes as a whole. Internally, we established a critical Covid Response Task Team that worked diligently to prepare our safety plan and protocols. Our staff created innovative solutions on how to work remotely with all registered athletes and in support of our incredible NSO and PSO partners. Training and competition were cancelled around the globe, requiring our staff to quickly adapt to working remotely far more often than ever before, yet we were able to keep our team intact and supporting Canada's athletes and coaches throughout this turbulent year.

Our valuable support and shared expertise kept the athletes on track to reach their athletic goals once they were able to return to training and competition. This long-term success was due to a combination of flexibility and hard work by our staff and diligent, creative thinking from our amazing I.T. team to make those ideas come to life. While clearly a difficult year, it has also been one I have been impressed with and proud of, to see our staff and Canada's athletes rise up in such challenging circumstances.

Now we head into one of our most exciting years in recent memory, with both a Summer and Winter Games on the horizon in the same fiscal year. To all our registered athletes, coaches and support staff heading to Tokyo 2020 and Beijing 2022, we say: You have prepared for this moment, the entire country is behind you, go shine on the international stage.

Go Canada Go!



Wendy Pattenden.

Wendy Pattenden,
CEO
Canadian Sport
Institute Pacific



Lance Macdonald.

Lance Macdonald,
Board Chair
Canadian Sport
Institute Pacific

Our National Sport Partners Training in BC



TRIATHLON
CANADA



Medical

It is not surprising that our Sports Medicine discipline was amongst our busiest in a year the world was hit with a global pandemic. An incredible effort spearheaded by our Chief Medical Officer, Dr. Paddy McCluskey, was made to ensure that all athletes, coaches and staff remained as safe and healthy as possible. Incredibly rigorous health protocols were devised and put into place by our medical team and no outbreaks occurred at any of our three campuses.

Starting in December 2020, our protocols included offering asymptomatic COVID-19 tests to our National Sport Organization (NSO) and Provincial Sport Organization (PSO) partners. This led to us organizing tests for more than 200 athletes, coaches and support staff in over 20 sports throughout the province.

Aside from work related to the pandemic, the team had a big year from an organizational perspective, too. They revamped CSI Pacific's medical model, structuring it to allow for increased sustainability and scalability. Two new physicians were hired, Dr. Sara Forsyth at our Whistler campus and Dr. Billy Longland in Victoria.

Improving efficiency and information management were other critical tasks for the Medical team this year. Ways in which these were improved include instituting a new Electronic Medical Record (EMR) system; adding third-party software to provide more medical support and versatility; and working with our Data Solutions team to maximize the capabilities of all this medical data throughout the Institute.



Mental Performance



In the 2020-2021 fiscal year, our biofeedback program was adopted by Rugby Canada's Women's rugby program. CSI Pacific has four Mental Performance Consultants (MPCs) – two staff members and two contractors – who are trained in biofeedback and offer this service to a variety of sports, including Cycling, Diving, Para Triathlon, Rowing and Swimming.

Like many of us, remote work became essential during the pandemic and our MPCs were no different, pivoting so they could provide service using electronic (e.g. Zoom) and tele-health platforms. Education workshops and programming for our NSO clients, as well as one-on-one sessions, were all delivered electronically in order to keep the athletes tracking towards Tokyo's Paralympics and Olympics.

CSI Pacific continues to employ the greatest number of MPCs across the COPSI Network. The consultants collaborate on initiatives nationwide. In 2020-21, this included work on projects regarding Heat Adaptation and Own The Podium's Gold Medal Profile for Sport Psychology, amongst others.

Game Plan



GAME PLAN
PLAN DE MATCH
Powered by | Parrainé par
Deloitte

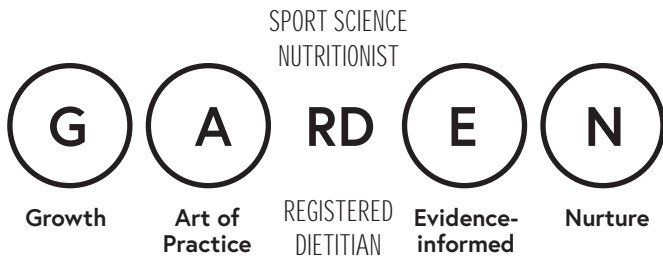
23%

increase in athlete
interactions

In the CSI Pacific region, Game Plan-eligible athletes were offered access to an inaugural five-part Career Series that was built and facilitated by CSI Pacific's Game Plan Advisor to introduce individuals to foundational career exploration. The purpose of this series is to support athletes in exploring their career interests and encourage proactive planning. The program serviced over 40 athletes. In addition, there was a 23% increase in athlete interactions (emails or meetings leading to a tangible outcome) for the Pacific Region.

Nutrition

The Nutrition team had a productive year, starting with the core task of refining their mission, vision and values for service provision.



The team also worked closely with Own The Podium (OTP) on a National Supplement Policy, being key contributors to this critical, nation-wide program. Continuing on the theme of collaboration, CSI Pacific's Nutrition team led a collaborative group across the Canadian Olympic and Paralympic Sport Institute (COPSI) Network in creating athlete and coach resources on topics including Relative energy deficiency in sport (RED-S), Iron & Injuries.

Working with one of our closest NSO partners, our Sodium Bicarbonate study conducted with the athletes at Rowing Canada was completed and accepted into the journal *Frontiers in Nutrition*.

Athlete Coach Services

Despite the challenges of the pandemic this past year, Athlete Coach Services was able to adapt and quickly transition Sport Education programming to be fully delivered online. Registration and program attendance numbers from athletes and coaches continued to rise this year. We had a 45% increase in Speaker Series on Demand views, and experienced a 5% increase in athlete registrations. In addition, there were 10 new partners added to the list of valuable services or products athletes and coaches can access either free, or at a discounted rate.

2559

Registered
Athletes

348

Registered
Coaches

327

Community
Partners



45%

increase in
Speaker
Series on
Demand
views



Back Office

While most staff were not coming into the office for much of the year, that didn't stop our Admin & HR team from making serious headway with a number of critical projects. Our Admin team reviewed and updated all of CSI Pacific's policies and included the adoption of the Universal Code of Conduct for Maltreatment in Sport.

We focused even more on equity than ever before. CSI Pacific worked together with Canadian Women in Sport Organization to review our equity policies and implementation of procedures. We founded our own internal Equity, Diversity, Inclusion & Accessibility (EDIA) committee. We also developed a new Employee Excellence Committee (EEC) to deepen staff recognition and engagement via a revamped staff rewards and recognition program.

On the HR front, we implemented a brand new Human Resource information system, BambooHR. This software will increase efficiencies throughout the organization through improvements in onboarding and offboarding processes, better access to staff information and enhanced document creation and data storage.

Our I.T. team were amongst our busiest and most innovative staff, working tirelessly through the pandemic to create entirely new systems to get all staff working from home with minimal business disruption.



Physiology

Physiology was one of our teams that managed to have seamless support of the sports throughout the shutdown, working closely and innovating with athletes and coaches to adapt training plans safely and appropriately. Very proudly for the whole Institute, ours was the first performance lab in Canada to re-open. We resumed in-person testing and monitoring in June and implemented testing, monitoring and heat adaptation protocols, as well as limited public testing - including occupational fitness testing (Police Officer Physical Ability Test, or POPAT) - all in compliance with Provincial Health Orders, and all without any positive tests or transmission.

In dealing with the pandemic, our staff pivoted to create and join the CSI Pacific's COVID Response Team, providing ongoing support to create protocols that complied with all PHO's. Our Physiology team also provided strong support for our Medical team's asymptomatic testing program.

Most importantly and excitingly, one of our Sport Physiologists, Wendy Pethick, was named Sport Scientist of the Year in October by Own The Podium at their annual SPort INnovation (SPIN) Summit.

24 national or international online presentations

13 publications

System Enhancement

UBC – Advanced Coach Education



a place of mind
THE UNIVERSITY OF BRITISH COLUMBIA
Faculty of Education

In collaboration with the University of British Columbia, the High Performance Coaching and Technical Leadership Graduate Program welcomed its 6th cohort marking 100 people enrolled. Since the inception of the program, 65 students have completed the one-year graduate certificate, with 20 students graduating with a Master's. 55% of those students completing the certificate also enrolled in the Advanced Coaching Diploma, dual designation, with an additional 14 UBC students graduating with the NCCP Advanced Coaching Diploma.



Canadian Sport School Victoria



CANADIAN
SPORT SCHOOL
VICTORIA

This year required some exceptional pivoting in the delivery of the Canadian Sport School (CSS), with pandemic training transitioned to virtual delivery to finish off the school year. With increasing demands and COVID protocols on CSI Pacific's High Performance Gym, CSS Victoria sought new training space this year to keep the popular Sport School model operational. With the pandemic continuing the reality of returning to CSI Pacific was limited, and therefore created an opportunity to transition CSS Victoria operations to the Pacific Institute for Sport Excellence (PISE) who will take over the delivery of CSS Victoria starting in the 2021-22 school year. CSI Pacific will continue to provide provincial leadership.



We continued our Imagine Canada Standards Accreditation, demonstrating our ongoing excellence in five areas of operations. These areas are: Board Governance, Financial Accountability and Transparency, Fundraising, Staff Management, Volunteer Involvement. CSI Pacific has been accredited with Imagine Canada since 2015.



Data Solutions

Our Data Solutions team completed numerous analytics projects with our sport partners this year, including Rugby Canada, Athletics Canada, Wheelchair Rugby Canada, Snowboard Canada, Canada Soccer and Freestyle Canada. Simultaneously, they completed a database project funded by Own The Podium regarding new ski technology.



Continuing our work with OTP, our Biomechanics & Performance Analysis Lead, Dr. Ming Chang Tsai, was the national lead in data science for Own The Podium, leading and creating educational resources, a national data management policy and data science engagement strategies that would be used across the country.

Data Solutions was also involved in a national initiative to regarding athlete injuries in a centralized database, shared with other members of the COPSI Network.

Innovation & Research

CSI Pacific has successfully completed OTP Innovation 4 Gold (I4G) grants in: Freestyle winter sports technology development; Wheelchair measurement technology; Para-hockey sled design and measurement technology; Cycling power-meter and timing development; and Rugby collision metrics. The total amount awarded for all of these grants is approximately 300K and supported practitioners working in the field with their sports as well as key collaborators to pursue innovation and research projects.

We are collaborating with UVic Vikes and UVic's School of Exercise Science, Physical & Health Education on an applied sport scientist practitioner pathway. This pathway is led by CSI Pacific Strength & Conditioning Coach Dana Agar-Newman and supported by our Innovation & Research Lead, Dr. Marc Klimstra.

CSI has 10 active graduate student practitioners, 4 of whom are supported through Mitacs scholarships.

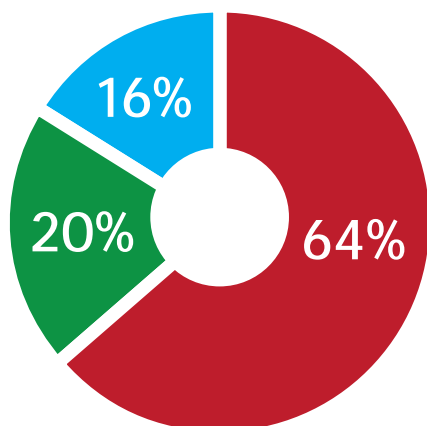


Strength & Conditioning

With facilities being shut down, Strength & Conditioning was one of our most impacted disciplines. That didn't stop our S&C Coaches from having individual achievements, however. Marie-Claire Geneau was accepted to a funded PhD through La Trobe University in Melbourne, Adam Kleeberger successfully defended his Master's thesis and Kayla Dodson was named to the Parasport - Practitioner Pathway Council as a member of Own The Podium's new High Performance Advisory Councils (HPAC).

Despite the challenges regarding facilities, training and competition, our S&C team still was able to work with a number of athletes who won World Championships in 2020-21, in a variety of sports.

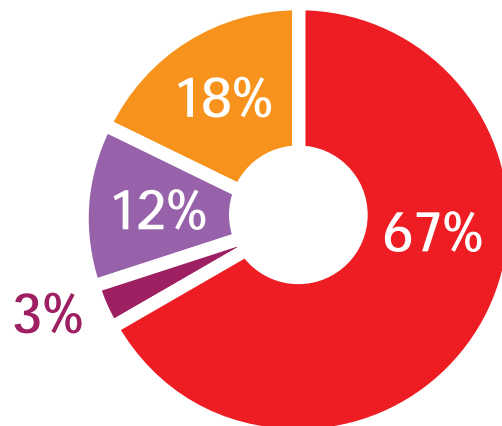
Funding



■ National Funding Partners:	\$5,113
■ Provincial Funding Partners:	\$1,635
■ Other Contributions, Fee for Service, Sponsorships & Misc:	\$1,279

TOTAL **\$8,026**

Expenditures



■ Performance Service:	\$4,555
■ Innovation & Research:	\$234
■ System Enhancement:	\$839
■ Business Operation:	\$1,198

TOTAL **\$6,826**

Canada



SPORT PARTNER



PERFORMANCE PARTNER



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