



CSI Strategy Refresh

Final Strategic Planning Committee

OCTOBER 17, 2023



We have completed our three core deliverables

- 1 Strategic framework**
Including revised **vision** and **strategic pillars with detailed KPIs** in support of today's mission and values
- 2 Defined priority set**
Priorities with quantification of **potential revenues and costs**, and qualitative assessment of associated **practitioner and administrative capabilities** to deliver
- 3 Financial forecast model**
Enabling forward looking “**normalized**” revenue and costs to be considered beside impact of selected **incremental priorities**

Executive summary

Since June, BCG has been working with CSI to review and refresh their strategy which has included an **assessment of historical financial performance, 20+ interviews with internal and external stakeholders** (practitioners, athletes, coaches, NSOs), site visit and numerous working sessions with staff

Internal and external stakeholder interviews identified a **highly positive view of CSI services and capabilities**, and that both employees and customers were eager to maintain/expand services with athletes

- Customers were highly satisfied with CSI staff, culture, facility and services, and **eagerly wanted more/broader services and more support** for developing athletes while maintaining the high-quality staff and facility
- CSI employees are very positive about recent growth and **open to new revenue opportunities, provided they align with existing CSI mission & values**

The initial financial baseline analysis uncovered that CSI has made **significant progress in improving the financial stability of the organization since 2020** (11% CAGR revenue growth '20-23 vs. -5% CAGR decline '15-20)

- That said, after accounting for one-off revenues (e.g., Covid subsidies) the normalized historical net income showed that CSI was improving but **not yet fully prepared to absorb the incoming WinSport lease cost** and maintain a surplus (FY2023 net income of \$136k is insufficient to fund expected lease cost of \$306k)

As a result of the baseline, it's clear that CSI provides services and a facility that are highly valued by customers and that staff recognize and support efforts to **increase financial stability to maintain & expand its offering to existing and new customers**

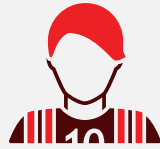
As a result of this conclusion, CSI undertook four activities to identify new profit generating initiatives that align with CSI's vision and value

1. **Iterate on strategic framework** to ensure that the vision, mission, values and strategic pillars were well defined and provided criteria for future strategic priorities to be measured against
2. **Define strategic priorities** based on input from the entire organization and then prioritized based on their alignment with CSI strategic pillars & ability to contribute to financial stability (net income)
3. **Assess execution readiness** of the strategic priorities to understand the capability gaps (if any) that need to be closed prior to pursuing the identified opportunities
4. **Build roadmap & financial forecast** of strategic priorities based on the current capability gaps and expected financial impacts of each strategic priority to serve as a guide for executing and tracking progress of the new priorities

Based on the strategic roadmap and financial forecast, **CSI has identified several strategic priorities that could add \$1.9M of new ancillary revenues by 2026 resulting in a net income surplus of \$0.5M (2026)** while also considering the added cost of the WinSport lease (\$0.3M)

- To support the execution of these strategic priorities, CSI can use the **provided KPIs and tracking tool to monitor progress** of performance & strategic objectives
- Additionally, as new strategic opportunities arise, **CSI can re-use the included strategic framework, prioritization and executional readiness assessment tools** to evaluate priorities and determine whether they are worth pursuing and how to pursue them

The proposed strategic initiatives are intended to capture the following five outcomes



Increase intake of partner & developmental athletes (PSOs)



Offer broader range of services that support athletes & their development



Provide a differentiated offering that best supports athletes compared to alternatives



Maintain a sustainable margin with minimal capital contribution & risk

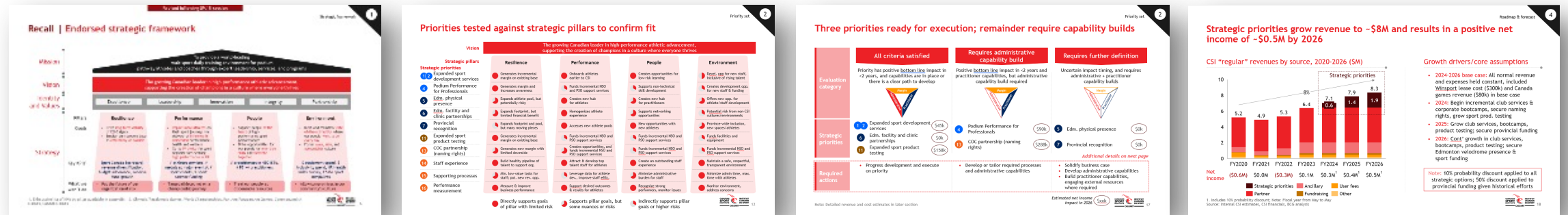


Enhance corporate relationships and potential donor partners

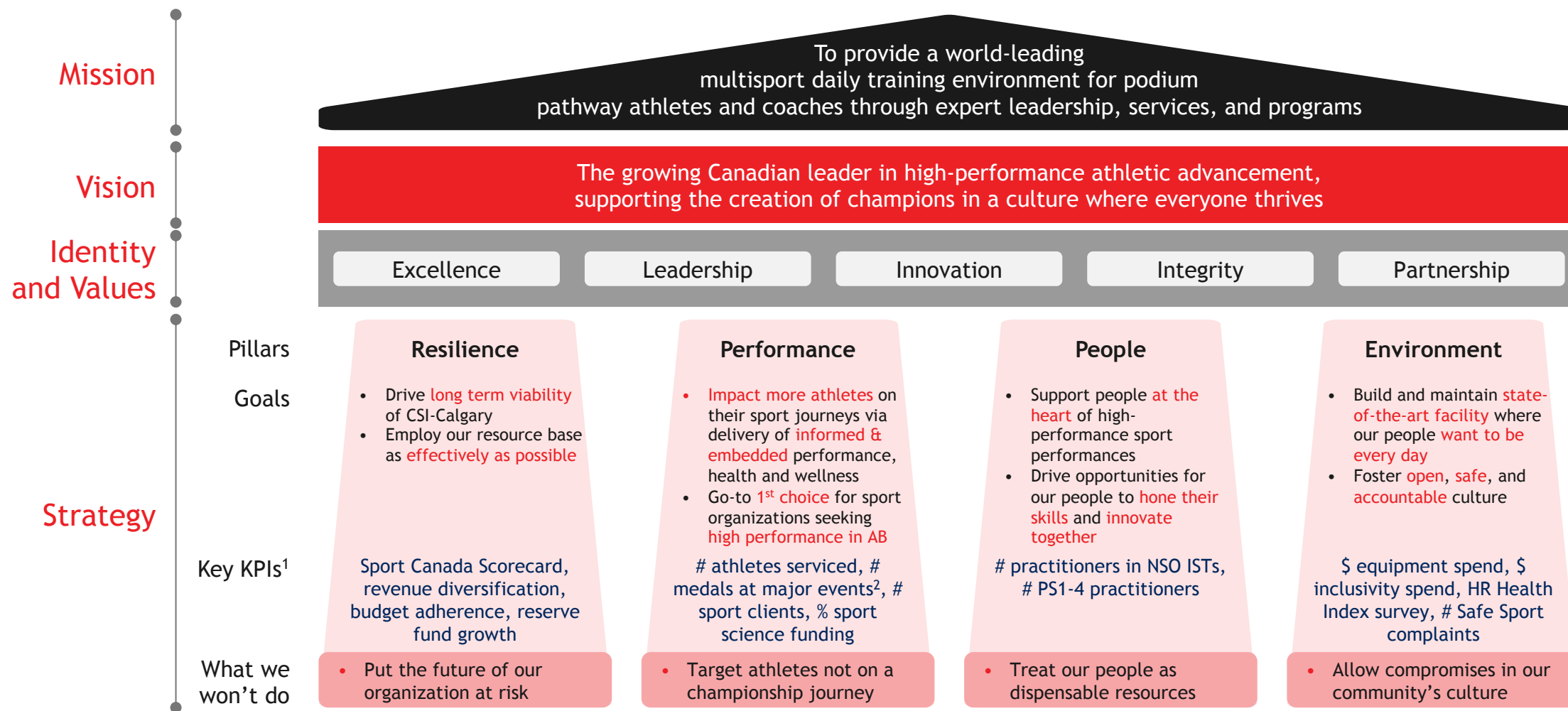
Progress | Team has progressed across four key activities to define strategic priorities and build a future roadmap & forecast

- 1 Iterate on strategic framework
- 2 Define strategic priorities
- 3 Assess executional readiness
- 4 Build roadmap & financial forecast

- Refine vision and strategy considering prior input
 - Socialize framework with CSI leadership
 - Define additional KPIs
- Determine potential revenue, costs, and timing associated with each strategic priority
 - Identify administrative and practitioner considerations
- Evaluate strategic priority's fit with margin impact along with CSI's current capability to execute
 - If required, identify capability gaps to be addressed to enable execution
- Build out priority roadmap based on executional readiness gaps
 - Consolidate base financials with option set in scenario model

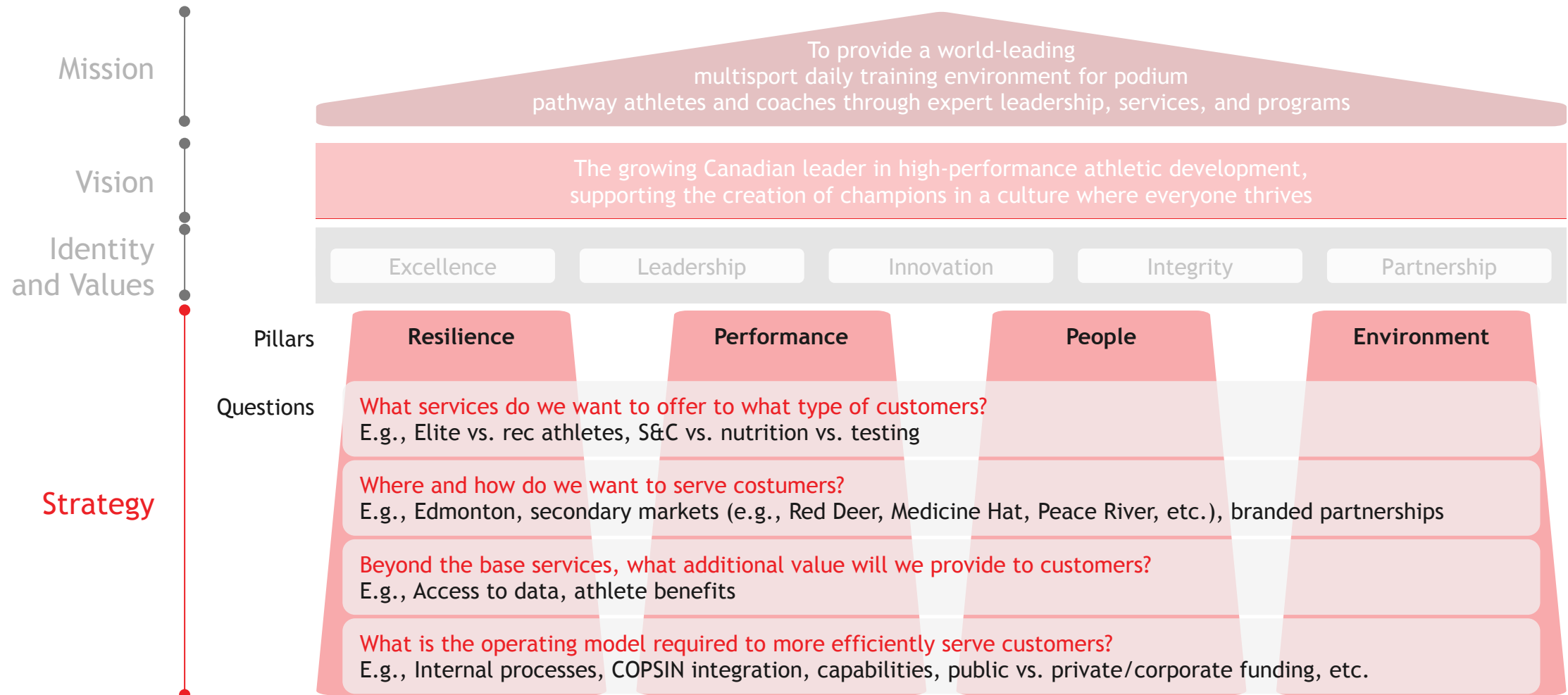


The strategic framework was revised and used to assess strategic priorities



1. Exhaustive list of KPIs by pillar available in appendix; 2. Olympic/Paralympic Games and World Championships

Recall | Four fundamental questions guided our assessment of strategic priorities, all with the potential to realize impact across strategic pillars



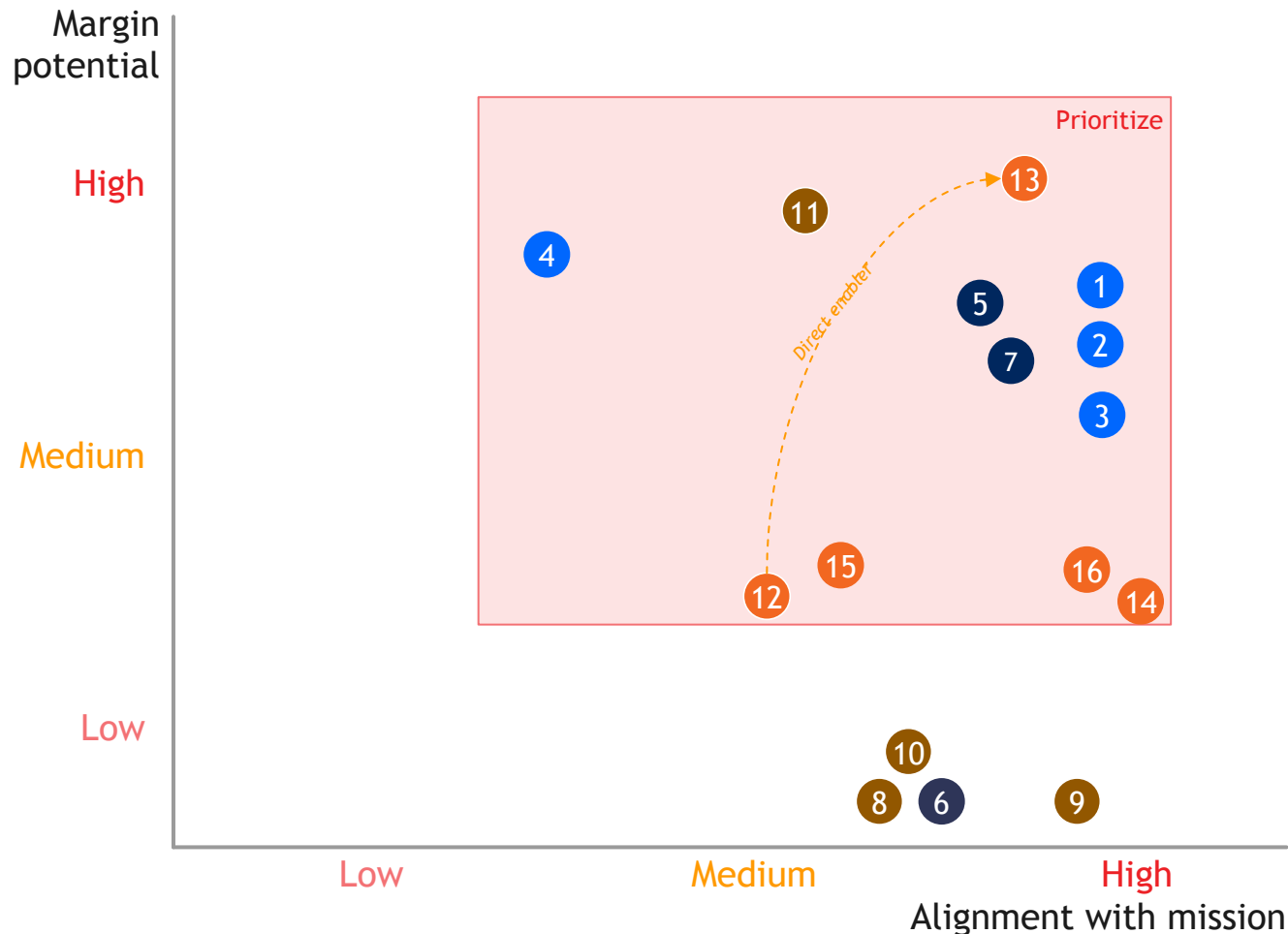
Recall | 16 strategic priorities were identified out of those critical questions

Question	Priorities	Description
What services do we want to offer to what type of customers?	1 Developmental level athlete testing	Provide expanded intermittent testing services (e.g., combines) to develop.-level athletes
	2 Developmental level S&C training	Provide expanded ongoing strength and conditioning services to develop.-level athletes
	3 Developmental level non-S&C services	Provide expanded ongoing support (e.g., mental performance) to develop.-level athletes
	4 Podium Performance for Professionals	Provide athletic experiences to corporate clients
Where and how do we want to serve costumers?	5 New physical presence in Edmonton or secondary market(s)	Establish new brick-and-mortar presence with similar service offering level as Calgary in Edmonton, or secondary market(s)
	6 New facility & clinic partnership(s) in Edmonton or secondary market(s)	Provide services under CSI-C banner through established offices in Edmonton, or secondary market(s)
	7 Provincial recognition	Provide services under CSI-C banner in secondary market(s) replacing former sport development centers
Beyond the base services, what additional value will we provide to customers?	8 Consolidated athlete platform	Provide instant access to athlete data (e.g., biometrics, performance, medical history) on singular platform spanning CSIs
	9 Equipment upgrades	Focused effort to revitalize core equipment (e.g., weight area, heart rate sensors, etc.)
	10 No/low cost programming	Increased effort to provide no/low cost value-add services (e.g., speaker series, reference materials) to organizations
	11 Expanded sport product testing	Increase partnership level with leading athletic brands
What is the operating model required to more efficiently serve customers?	12 COPSIN network integration	Increase collaboration with other CSIs in areas of performance innovation, athlete data sharing, standardized protocols and procedures
	13 COC partnership (naming rights)	Market naming rights to corporate partner
	14 Staff experience	Build on current culture and growth mindset to further support employee value proposition
	15 Supporting processes	Continue to drive improvements across process life cycle
	16 Performance measurement	Invest in formal performance measurement system with high visibility and organizational buy-in to drive continuous improvement

Drive access to new customers

Improve experience of current customers

Recall | Top priorities were selected based on a framework that considered qualitative revenue potential and strategic fit



Customer-service types

- 1 Developmental level athlete testing
- 2 Developmental level S&C training
- 3 Developmental level non-S&C services¹(e.g., nutrition)
- 4 Podium Performance for Professionals

Service location and model

- 5 Edmonton physical presence
- 6 Edmonton facility & clinic partnerships
- 7 Provincial recognition

Customer value

- 8 Consolidated athlete platform
- 9 Equipment upgrades
- 10 Expansion of no/low-cost programming²
- 11 Expanded sport product testing

Operating model

- 12 COPSIN network integration
- 13 COC partnership (naming rights)
- 14 Staff experience
- 15 Supporting processes
- 16 Performance measurement

1. E.g., nutrition, mental performance, etc.; 2. E.g., speaker series, seminars, tutorials, etc.;

The strategic priorities were tested against strategic pillars to confirm fit

Vision

The growing Canadian leader in high-performance athletic advancement, supporting the creation of champions in a culture where everyone thrives

Strategic pillars

Strategic priorities

- 1 Expanded sport development services
- 2
- 3
- 4 Podium Performance for Professionals
- 5 Edm. physical presence
- 6 Edm. facility and clinic partnerships
- 7 Provincial recognition
- 11 Expanded sport product testing
- 12 COC partnership (via integrated COPSIN)
- 13
- 14 Staff experience
- 15 Supporting processes
- 16 Performance measurement

Resilience

-  Generates incremental margin on existing base
-  Generates margin and increases awareness
-  Expands athlete pool, but potentially risky
-  Expands footprint, but limited financial benefit
-  Expands footprint and pool, but many moving pieces
-  Generates incremental margin on existing base
-  Generates new margin with limited downside
-  Build healthy pipeline of talent to support org.
-  Min. low-value tasks for staff; pot. new rev. opp.
-  Measure & improve business performance

Performance

-  Onboards athletes earlier to CSI
-  Funds incremental NSO and PSO support services
-  Creates new hub for athletes
-  Homogenizes athlete experience
-  Accesses new athlete pools
-  Funds incremental NSO and PSO support services
-  Creates opportunities, and funds incremental NSO and PSO support services
-  Attract & develop top talent staff for athletes
-  Leverage data for athlete dev., improve staff effc.
-  Support desired outcomes & results for athletes

People

-  Creates opportunities for low-risk learning
-  Supports non-technical skill development
-  Creates new hub for practitioners
-  Supports networking opportunities
-  New opportunities with new athletes
-  Funds incremental NSO and PSO support services
-  Funds incremental NSO and PSO support services
-  Create an outstanding staff experience
-  Minimize administrative burden for staff
-  Recognize strong performers, monitor issues

Environment

-  Devel. opp for new staff, inclusive of rising talent
-  Creates development opp. for new staff & funding
-  Offers new opp. for athlete/staff development
-  Potential risk from non-CSI cultures/environments
-  Province-wide inclusion, new spaces/athletes
-  Funds facilities and equipment
-  Funds incremental NSO and PSO support services
-  Maintain a safe, respectful, transparent environment
-  Minimize admin time, max. time with athletes
-  Monitor environment, address concerns

 Directly supports goals of pillar with limited risk

 Supports pillar goals, but some nuances or risks

 Indirectly supports pillar goals or higher risks

Beyond strategic priorities, 3 foundational enablers were highlighted in order to support the full organization and Environment pillar

Added since previous meeting

14



Staff experience

Build on current **culture** and **growth mindset** to further support **employee value proposition**

- Align organization with **vision and strategic pillars** to solidify "one team, one goal" mindset
- Clearly articulate **available opportunities** and **associated incentives or rewards**
- Identify and communicate where there is, and isn't, **flexibility for staff**
- Define and formalize **expectations for employees vs. contractors**

15



Supporting processes

Continue to **drive improvements** across process life cycle

- Ensure adequate **support and attention** is given to Ignite Data Fluency project
- Consider **long term scalability** as new processes are developed
- Identify short list of **"go-fix" processes** and assign resources against them

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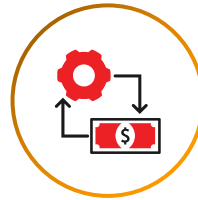
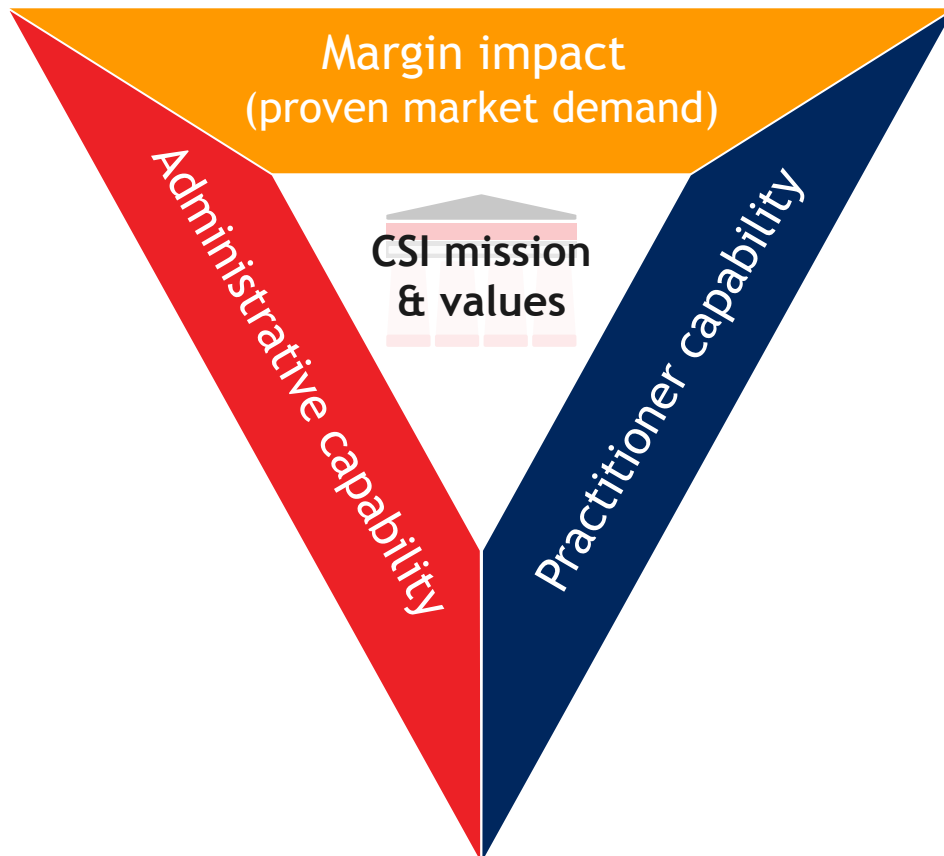
Performance measurement

Invest in formal **performance measurement system** with high visibility and organizational buy-in to **drive continuous improvement**

- Refresh and baseline **core KPIs** for full organization
- Work with teams to define more granular **supporting KPIs** to embed within specific teams
- Create scorecards to **track against KPIs** and **steward** at defined intervals
- Develop **feedback loop** to ensure action is taken **drive improvement** against metrics

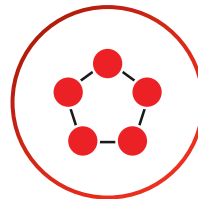
Strategic priorities were evaluated against three executional readiness criteria to understand CSI's ability to pursue these opportunities

Executional readiness criteria



Margin impact (*proven market demand*)

What is the potential bottom-line impact and timing considering revenue and associated costs?



Administrative capability

What processes are required to deliver the priority sustainably and how are they developed?



Practitioner capability

What is the impact on our people's capacity and do they have the skills required?

Evaluation of priorities identified areas of strength and ones requiring additional capabilities and focus

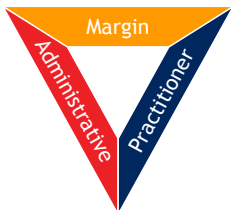
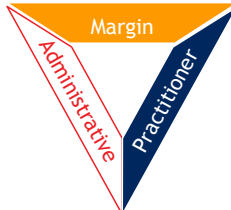
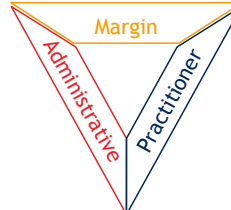
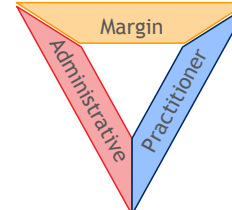
Strategic priorities	 Absolute margin impact Bottom-line impact considering timing, revenue, and costs	 Administrative capability Development of required processes	 Practitioner capability Capacity and skills
1 Expanded sport development services	 Double current biz. via WinSport contract absorption + organic growth	 Need to refine client-focused offerings and support processes	 Required capacity and skills available in market to grow with business
2 3 Podium Performance for Professionals	 High margin and strong demand	 Need to modify/establish new structure	 Will need to adapt to clientele; potential for cultural fit concerns
4 Edm. physical presence	 Potential OTP funding from cycling + triathlon in 2026+	 Need to improve scalability of current athlete management processes	 Will need structured development plan
5 Edm. facility & clinic partnerships	 Neutral / modestly positive	 Onboard partners to existing	 Onboard partners to our standards
6 Provincial recognition	 Potential funding for development centers in 2025+	 TBD - varies by funding level and agreed scope	 Will need structured development plan
7 Expanded sport product testing	 New equipment unlocks new revenue streams	 In place	 In place
11 COC partnership (via integrated COPSIN)	 High potential for no-cost revenue and cost offsets	 TBD - varies by sponsorship activation commitments	 In place
12 13 Staff experience	<i>Foundational elements that enable and support strategic vision and priorities</i>		
14 Supporting processes			
15 Performance measurement			
16			

Legend  Positive impact in <2 years
 Margin neutral; 2+ years out

 Processes well established and scalable
 Processes need improvement
 Processes will need to be developed

 Skills and capacity available
 Skills will have to be adapted
 Will need to develop

Four priorities have all required capabilities in place while the remainder require additional effort

Evaluation category	All criteria satisfied	Requires administrative capability build	Requires further definition	Foundational enablers
Strategic priorities	Positive bottom line impact in <2 yrs; capabilities are in place or there is a clear path to develop  1 Expanded sport development services (\$45k) 2 3 6 Edm. facility and clinic partnerships (\$0k) 11 Expanded sport product testing (\$158k)	Positive bottom line impact in <2 years and existing practitioner capabilities; administrative capabilities required  4 Podium Performance for Professionals (\$90k) 12 13 COC partnership (via integrated COPSIN) (\$288k)	Uncertain impact timing, and requires administrative & practitioner capability builds  5 Edm. physical presence (\$0k) 7 Provincial recognition (\$0k)	Indirect positive impact on margin and capabilities; requires capability development and continuous support  14 Staff experience (N/A) 15 Supporting processes (N/A) 16 Performance measurement (N/A)
Required actions	Progress development and execute on priority	Develop or tailor required processes and administrative capabilities	- Solidify business case - Develop administrative capabilities - Build practitioner capabilities, engaging external resources where required	- Maintain positive staff experience - Improve processes to enhance customer/staff experience - Build formal performance measurement and embed in all levels of organisation <i>Additional details on next page</i>

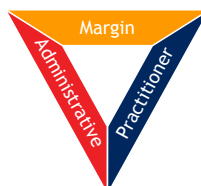
Note: Detailed revenue and cost estimates in later section

Estimated net income impact in 2026 (\$xxk)

Priority-specific capability builds complimented by foundational elements

Highest certainty;
clearly defined

All criteria
satisfied
Define scope
and detail
roadmaps



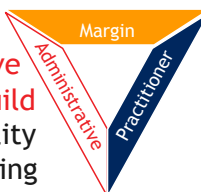
Execute in near term
(<6 months)

1 2 3 Expanded sport development services

6 Edm. facility and clinic partnerships

11 Expanded sport product testing

Requires
administrative
capability build
Build capability
while beginning
planning



Execute in medium
term (6-18 months)

4 Podium
Performance for
Professionals

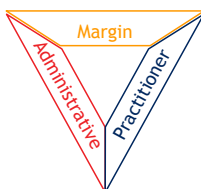
Administrative capabilities

- Develop customer outreach materials and process, and back-end support (e.g., billing, scheduling, etc.)

12 13 COC partnership (via
integrated COPSIN)

- Develop partner activation processes (scope TBD based on agreement)

Requires
further
definition
Continue to
evaluate and
define priority



Execute in longer term
(18+ months)

5 Edm. physical
presence

7 Provincial
recognition

Administrative capabilities

- Develop scalable target operating model (org structure, decision rights, R&Rs)
- Improve scalability of athlete and partner management processes (intake, billing, record keeping)

Practitioner capabilities

- Identify and recruit local experts; supplement with temporary assignments from Calgary where required
- Develop structured development pathways and plan to support practitioner excellence

Foundational elements across strategic priorities *Ongoing execution*

14

Enhance staff experience

Build on current culture and growth mindset to further support employee value proposition

15

Supporting process improvement

Continue to drive improvements across process life cycle

16

Advance performance measurement

Invest in formal performance measurement system with high visibility and organizational buy-in to drive continuous improvement

Most uncertain;
requires refinement

Execute Build

Strategic priorities can potentially grow 2026 net income by \$0.5M, unlocking add'l investment for employees, facilities & athletes

Recall: Starting point for projections is 2023 normalized profitability analysis from phase 1

- **Normalized revenues: \$6.4M** (Excludes COVID testing & wage subsidies, lottery revenues, Canada games)
- **Normalized costs: \$6.2M** (Excludes COVID testing, lottery revenues, Canada games)
- **Anticipated forward-looking costs and revenues: (\$0.2M)** (Winsport lease + recurring Canada games benefit)



“Base case/do nothing” scenario for 2024: \$6.4M revenue, (\$0.1M) net loss

Strategic priorities can generate an incremental \$1.5-2M in revenues by 2026, est. 25% increase vs. '23 normalized revenues

How this plan breaks down:

- **Self-generated, margin-positive initiatives: est. \$1.2M revenue, \$0.5M¹ profit** (Sport product testing, developmental-level services, corporate bootcamps, CSI naming rights)
- **Additional government/NSO funding: est. \$0.7M revenues, \$0 margin** (funding dedicated to athletes)

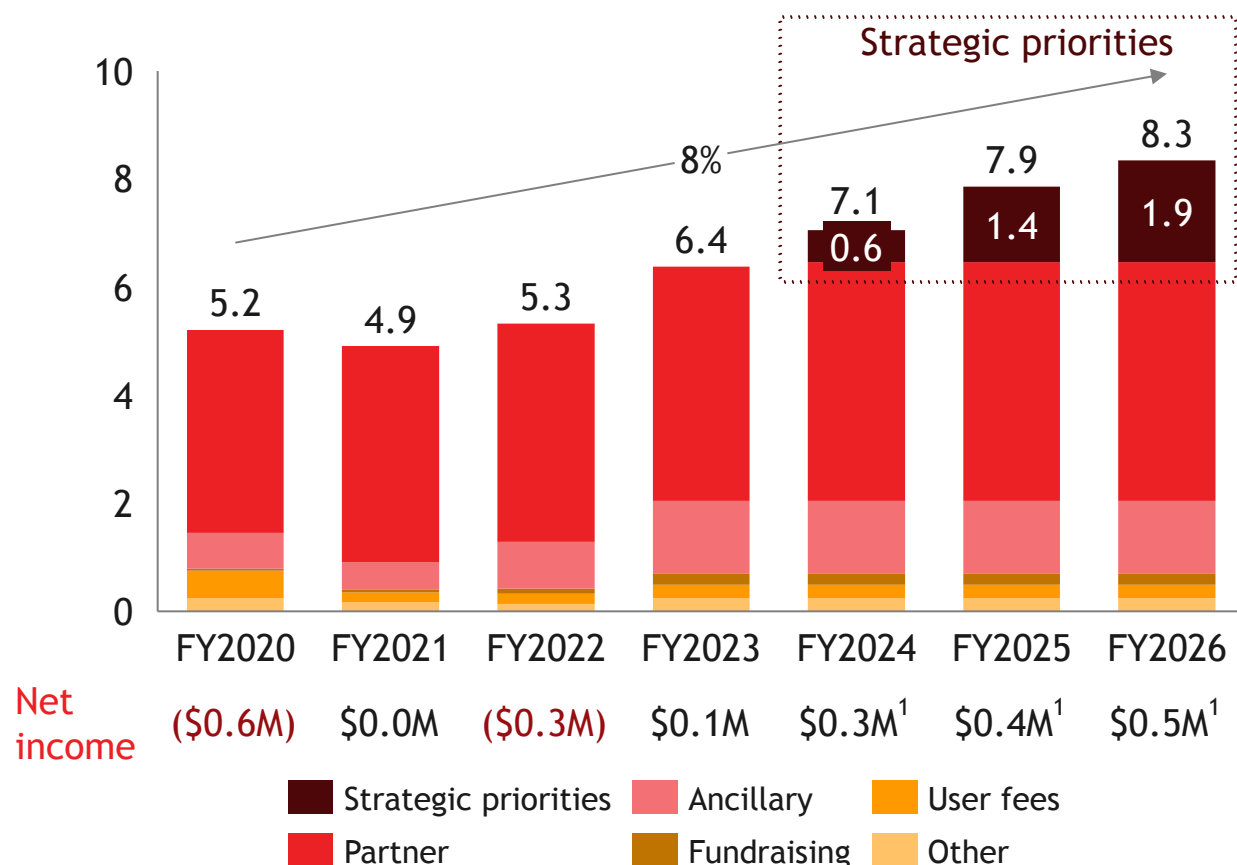


2026 projections: \$8.2M revenue, \$0.5M¹ net income

1. Includes 10% probability discount; Source: Internal CSI estimates, BCG analysis

Strategic priorities can grow revenue to ~\$8M and result in a positive net income of ~\$0.5M by 2026

CSI “normalized” revenues by source, 2020-2026 (\$M)



1. Includes 10% probability discount; Note: Fiscal year from May to May
Source: Internal CSI estimates, CSI financials, BCG analysis

Growth drivers/core assumptions

- **2024-2026 base case:** All normal revenue and expenses held constant, included Winsport lease cost (\$300k) and Canada games revenue (\$80k) in base case
- **2024:** Begin incremental developmental-level services & corporate bootcamps, secure naming rights, grow sport prod. testing
- **2025:** Grow developmental-level services, bootcamps, product testing; secure provincial funding
- **2026:** Cont' growth in developmental-level services, bootcamps, product testing; secure Edmonton velodrome presence & sport funding

Note: 10% probability discount applied to all strategic priorities; 50% discount applied to provincial funding given historical efforts

Detail on prioritized strategic priorities

Incremental growth above base

All figures in \$k

Proj. revenues

Proj. costs

Proj. net income

Strategic priorities	2024	2025	2026	2024	2025	2026	2024	2025	2026	Notes
1 2 Expanded sport development services	\$50	\$99	\$149	\$35	\$69	\$104	\$15	\$30	\$45	• Absorbing Winsport contracts, 30% margin
4 Podium Performance for Professionals	\$90	\$135	\$180	\$45	\$68	\$90	\$45	\$68	\$90	• \$100k in 2024 growing to \$200k by 2026, 50% margin
5 Edmonton velodrome presence	\$0	\$0	\$180	\$0	\$0	\$180	\$0	\$0	\$0	• \$200k starting in 2026 from OTP funding. Cost neutral
7 Provincial recognition	\$0	\$500	\$500	\$0	\$500	\$500	\$0	\$0	\$0	• \$1,000K in 2025, low/med. probability, cost neutral
11 Incr. sport product testing	\$210	\$420	\$630	\$158	\$315	\$473	\$53	\$105	\$158	• \$800k in 2023, Grows to \$1,500k by 2026. 25% margin
13 Naming rights-cost savings	\$0	\$0	\$0	-\$45	-\$45	-\$45	\$45	\$45	\$45	• High likelihood on known elements/discussions
Naming rights-digital	\$243	\$243	\$243	\$0	\$0	\$0	\$243	\$243	\$243	• High likelihood on known elements/discussions
Total	\$593	\$1,397	\$1,882	\$192	\$907	\$1,301	\$400	\$490	\$580	

Note: 10% probability discount applied to all strategic priorities; 50% discount applied to provincial funding given historical efforts

Note: Strategic priorities 6. Edmonton facility and clinic partnerships is currently estimated as net zero impact on income; 14. Staff experience, 15. Supporting processes, 16. Performance measurement omitted due to negligible new costs; Source: Internal CSI estimates, CSI financials, BCG analysis

Proposed next steps for CSI

Immediate actions

- Develop change management and communication plan to onboard broader CSI team with new strategic framework including vision and pillars
- Assign owners, allocate capacity, and finalize scope, detail roadmaps, and define tactical plans for near term priorities
- Start tracking & reporting all strategic KPIs on a regular basis including the financial targets related to the identified strategic priorities

Longer term enablement

- Continue to pursue and evaluate new strategic opportunities (e.g., concussion equipment testing/development, athlete data monetization, grant funding for indigenous athletes) using the strategic framework, execution criteria and financial forecast tools handed over to CSI
- Support capability builds to enable medium- and longer-term strategic priorities through ratable plan and longer-term capacity view

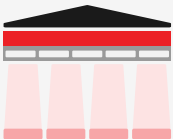
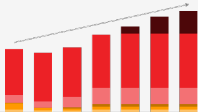


Tools for handover

- As new strategic opportunities arise, CSI can use the same methodology here to evaluate and determine whether these new opportunities are worth pursuing
- To help CSI track progress against their refreshed strategy and key initiatives, we have provided a KPI framework as well as a performance tracking aid for handover

Tools for handover | The strategic framework and supporting tools can be used to evaluate new opportunities as they arise going forward

For discussion

Strategic tools	Strategic question	How it is used	Owner	Frequency
 Strategic framework	Does this opportunity fit with CSI's strategy?	Test opportunity against goals of strategic pillars , and identity & values - How does opportunity directly or indirectly support one or more of the pillars? What are the associated risks? - Does opportunity contradict one or more of the pillars? - Does opportunity support or erode our identity and values?	Gary & senior leaders	Quarterly (as needed)
 Execution criteria	What does CSI need to execute this opportunity?	Evaluate opportunity on its potential margin impact , and the required administrative and practitioner capabilities required to deliver What is the investment (in dollars or time) required to , pursue this opportunity? Will the potential margin benefit (either direct or indirect) justify the investment?	Senior leaders & directors	Quarterly (as needed)
 Financial forecast	What is the long-term financial forecast considering all opportunities?	Add opportunity, along with all others, to detailed financial forecast buildup to understand holistic view of CSI performance Track progress against financial and non-financial KPIs to evaluate progress and where further support is required	Senior leaders & Sean	Annually (quarterly updates)
 Performance tracker	How are we tracking against our performance targets?	Report and track monthly performance (pending data availability) of all key performance indicators under each strategic pillar - Identify areas that require additional attention to improve performance - Allocate resources to drive improvements in underperforming areas	Jason, senior leaders & directors	Quarterly (pending data availability)

Performance tracker | CSI-Calgary KPI Dashboard allows leadership to monitor progress and address concerns

Excel based KPI dashboard and tracking system also shared

To provide a world-leading multisport daily training environment for podium pathway athletes and coaches through expert leadership, services, and programs

The growing Canadian leader in high-performance athletic advancement, supporting the creation of champions in a culture where everyone thrives

Excellence

Leadership

Innovation

Integrity

Partnership

Resilience

- Drive **long term viability** of CSI-Calgary
- Employ our resource base as **effectively as possible**

KPI	Unit	Current	Last
Sport Canada	\$, LTM		
Self generated revenue	\$, %, LTM		
Total expenses	\$, LTM		
Total net income	\$, LTM		
Reserve fund growth	\$, LTM		

Performance

- **Impact more athletes** on their sport journeys via delivery of **informed & embedded** performance, health & wellness
- Go-to **1st choice** for sport organizations seeking **high performance** in AB

KPI	Unit	Current	Last
Athletes serviced (Oly / Para)	#, LTM		
Research participation	#, LTM		
Medals at major events	#, LTM		
Game Plan interactions	#, LTM		
Signat. athlete intake	#, LTM		

People

- Support people **at the heart** of high-performance sport performances
- Drive opportunities for our people to **hone their skills** and **innovate together**

KPI	Unit	Current	Last
# of practitioners	#, LTM		
Client satisfaction survey	#, LTM		
# in prof. dev. events	#, LTM		

Environment

- Build and maintain **state-of-the-art facility** where our people **want to be every day**
- Foster **open, safe,** and **accountable** culture

KPI	Unit	Current	Last
\$ in equipment, accessibility	\$, LTM		
Wellness survey results	#, LTM		
# of safe sport complaints	#, LTM		
Vacation usage	%, LTM		

1. Olympic/Paralympic Games, World Championships
LTM = Last twelve months Note: List of KPI's not exhaustive, see KPI tracker for full list

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Performance tracker | Additional KPIs identified across strategic pillars

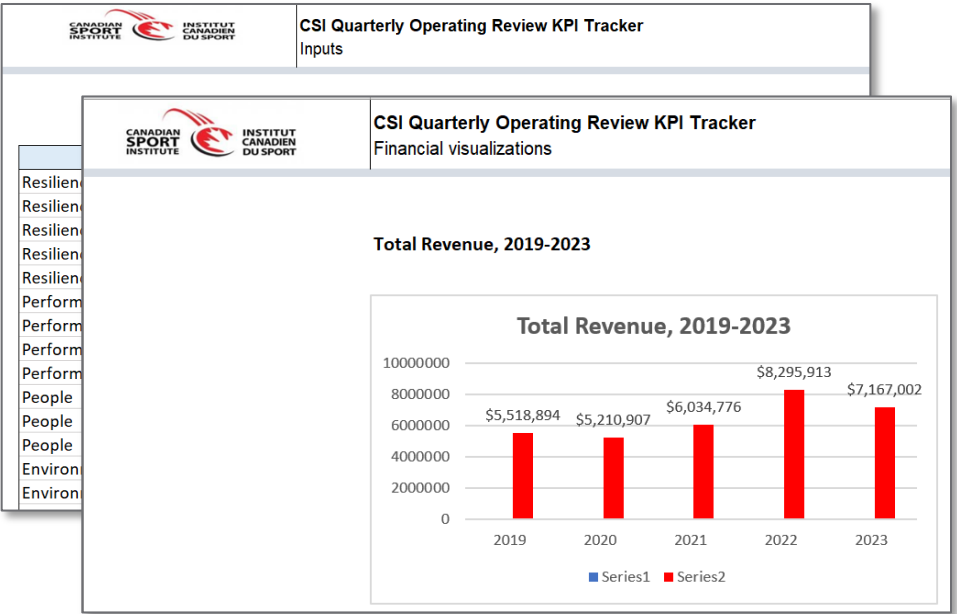
	Resilience	Performance	People	Environment
Goals	- Drive long term viability of CSI-Calgary - Employ our resource base as effectively as possible	- Impact more athletes on their sport journeys via delivery of informed & embedded performance, health and wellness - Go-to 1st choice for sport organizations seeking high performance in AB	- Support people at the heart of high-performance sport performances - Drive opportunities for our people to hone their skills and innovate together	- Build and maintain state-of-the-art facility where our people want to be every day - Foster open, safe, and accountable culture
Key KPIs	- Sport Canada Scorecard - Revenue diversification - Budget adherence - Reserve fund growth	# athletes serviced (breakdown by para/non) # medals at major events¹ # sport clients (breakdown b/w NSO, PSO, professional, Usport, clubs) % sport science funding	# practitioners in NSO ISTs # PS1-4 practitioners	\$ equipment spend \$ inclusivity spend - HR Health Index survey # Safe Sport complaints
Additional KPIs	Financial - Cost growth - Total revenue, costs \$ raised through grants, sponsorships, events Non-financial - Practitioner utilization - Staff turnover - Social media followers	# Athletes participating in research projects # Signature Athlete Intakes # Game Plan Athlete interactions - Retention rate of sport clients # Podium results at major events % Athlete retention % Athletes w/ personal bests # PSO athletes & coaches # athlete/coach attending CSI educational opportunities	- Client satisfaction survey - ACD registration \$ professional development spend % Internal professional development participation % Certified/accredited # professional development opportunities # Publications # External awards # National presentations	% vacation days used % completion of performance reviews \$ mental health spend # Incidents, concussion, injuries/illness # concussion baselines - Rate of return to sport from injury/illness - Concussion management compliance - Mental health support intake & utilization # Audits and findings

Performance tracker | KPI reporting tool will centralize KPI tracking and simplify regular reporting

Dashboard provides single location to track & report KPI's

CANADIAN SPORT INSTITUTE / INSTITUT CANADIEN DU SPORT				CSI Quarterly Operating Review KPI Tracker		
Executive Dashboard						
Quarter:	Q2 2024					
	KPI Group	Criteria	Unit	Rolling 12 months		
				Previous Year	This year	% Change
	Resilience					
	Resilience	Total revenue	\$			
	Resilience	Self-generated revenue	\$			
	Resilience	% Self-generated revenue	%			
	Resilience	Total Costs	\$			
	Resilience	Total Net Income	\$			
	Performance					
	Performance	Athletes serviced	#			
	Performance	Medals at major events	#			
	Performance	Game plan interactions	#			
	Performance	Signature athlete intake	#			
	People					
	People	# of practitioners	#			
	People	Client satisfaction survey	#			
	People	# enrolled in profession dev. Events	#			

Also creates visualizations for key financial metrics



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DU SPORT**

CALGARY

We have spoken
with over 20 key
stakeholders to
inform our
perspectives



Internal interviews

- **Jason Poole:** Sr Director Performance Services
- **Sean Foote:** Sr Director Finance & Administration
- **Annie Gagnon:** Director Marketing & Comms
- **Maura Hooper:** Lab Manager
- **Jason Sjostrom:** Director, Coaching Services
- **Pro Stergiou:** Business Development Manager
- **Kelly Quipp:** Lead Exercise Physiologist
- **Anna Aylwin:** Lead S&C Coach
- **Frank van den Berg:** Lead Mental Performance
- **Shayne Hutchins:** Director Health & Performance
- **Kelly Drager:** Lead Sport Nutrition
- **Erik Groves:** Director Research & Innovation
- **Scott Maw:** Director Sport Science
- **Gary Davies:** President & CEO



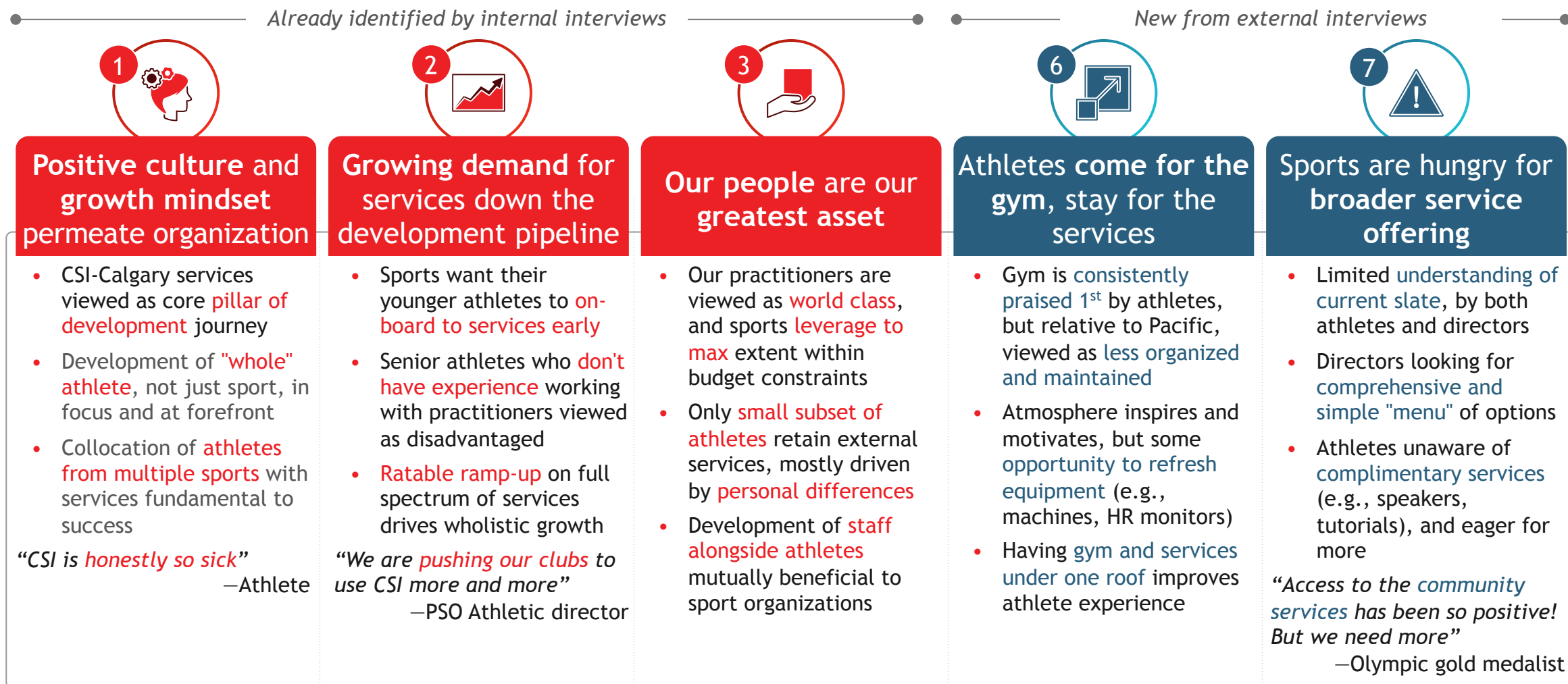
External interviews

- **Cassidy Gray:** Athlete, Alpine
- **Jeremy Cooper:** Director of Sport, Alberta Freestyle
- **Josh Benge:** Athletic Director, Alpine Alberta
- **Amy Fraser:** Athlete, Freestyle Ski Halfpipe
- **Zach Lavin:** Athlete, Para-Hockey
- **Mark Wild:** High Performance Director, Speed Skating Canada
- **Cara Thibault:** High Performance Advisor, Winter Sport, Own the Podium
- **Kasia Gruchalla-Wesierski:** Athlete, Rowing
- **Adrian King:** Director Sport Science/Medicine, Freestyle Ski Halfpipe

Interviews with internal staff identified five key themes

				
Positive culture and growth mindset permeate organization	Growing demand for services down the development pipeline	Our people are our greatest asset	Growth must be linked to our mission	Previous geographic expansion met with challenges
Recent successes (e.g., sport product testing, general finances) have reinvigorated staff and set stage for new endeavors <i>“The most beautiful change over the last 3 years has been that the CSI has become a place of hope. More positive, more communication, and openness to ideas”</i> —CSI Lead	Provincial and high-performance developmental-level athletes viewed as “good fit” for CSI support, and efforts to capture ongoing - While demand for services for youth grows, “<i>Performance nutrition for an 8-year-old doesn’t make sense</i>” —CSI Lead	Leaders in their fields, our trainers, coaches, and professional practitioners attract and retain high performance athletes and teams - A ratable development pipeline is key to continued strength and success of CSI	Initial concerns around profits vs. medals have been assuaged through continued commitment to performance athletes, but some concerns remain <i>“Financials used to be balanced; now we have profits. Where does performance services sit in hierarchy of revenue vs. medals?”</i> —CSI Director	Physical presence in Canmore challenged by communication channels, leadership structure, administrative processes, and staffing - Current staff weary of future opportunities without learning from past mistakes

External interviews reinforced 3 internal themes and provided perspective on 2 new ones. Additional interviews to be conducted



Source: BCG interviews with external partners (3x directors, 3x athletes)