









## FRIENDS IN SPORT,



In 2014, the Canadian Olympic Committee took further steps to enhance its mission of transforming our country through the power of sport. Now is the time for our entire sport community to become one Team in this effort.

And the work has already begun. Collectively, we have placed a larger emphasis on collaborating with the federal government, our provinces, corporate Canada and our sport partners. Doing this has helped build tremendous momentum among Canada's national sport federations – the foundation of our country's sport system.

Through examples like the NSF Enhancement Initiative and the Sochi Coaches Reward Program, we made important first steps to ensure success in the future. The past 12 months have made our trajectory much clearer and it is with confidence that we travel on this path, together, and continue to establish an even brighter future for sport in our country.

Leading up to the Sochi 2014 Games, we did the most as an organization to facilitate optimal performances on and off the field of play. To compete against the world's best we need all of us working in unison because when we do that, the nation wins.

And, as the world watched, Canada's 224 Sochi Olympians delivered marvellously. Overall, Canada finished near the top of the overall medal count with 25 medals – 10 gold, 10 silver

and 5 bronze – making it Canada's best ever Olympic Games result outside of North America. Together, we have re-enforced the concept of 'winning' in Canadian culture, as opposed to just 'participating'.

Once we returned home, our entire organization turned our attention to celebrating our successes by gathering in six cities including Calgary for the Celebration of Excellence and Olympic Hall of Fame Gala. Through the contributions of many Canadian Olympic supporters, we were able to honour Canada's Olympic achievements – both current and past – and in doing so, we raised more than \$2 million net for the Canadian Olympic Foundation.

Even beyond the field of play, we are not standing still. In fact, we are getting stronger by continuing to work together on numerous long-term strategic goals.

Over the past year, efforts continued to ensure Canada's national sport federations are best in class. We have carved out more opportunities for us to work together to strengthen all areas of their business, including the ability to generate more revenue and promote their sport.

Indeed 2014 was another banner year for the Canadian Olympic Movement. As we forge on into 2015 – the Year of Sport – our previous triumphs will continue to anchor our efforts in bettering this country's sport system.

Together, with all levels of government, our corporate and sport partners, and the media, the Canadian Olympic Movement continues to build the momentum needed to reach new heights in our collective history.

Yours in sport,

Marcel Aubut





## FRIENDS AND PARTNERS,



We have come a long way together over these past few years and 2014 might have been our biggest and boldest step yet. Our shared success in recent time is helping us to realize a new potential for all of us, both together and within our own mandates for the organizations we serve. Indeed these are exciting times.

The Canadian Sport System is enjoying momentum like never before. This momentum is changing our very nature and emboldening our resolve as a community. And it continues to build. More than this, it is now clear to us that it is sustainable.

Corporate Canada has never been so supportive and so willing to invest in the Canadian Olympic Movement. Well beyond the afterglow of Vancouver, many of our corporate partners have come to recognize the value and the power of sport. There is a prevailing 'long view' of the potential in the Olympic Movement and of the impact and meaning sport can have on corporate brands and more broadly on their market reputation.

Government too has come to recognize this great potential of sport to transform our country. Prime Minister Harper has personally led the call. Under his leadership, the Federal Government has continued to support our athletes and our broader sport system. This government has continued to support Own the Podium, our National Sport Federations and our Olympic and Paralympic Sport Institutes in an effort to start to shape the potential of our system. And it's clear they see a new future for sport in Canada. Recently, Minister for Sport, the Honorable Bal Gosal called on the broader sport community to move our collective vision forward together and

not to rest or be satisfied. Rather he is urging us all to continue to find ways, as we have these recent years, to align our purpose and to work together with the private sector to redefine the potential of future generations of athletes and coaches.

Support like we in sport have all enjoyed from the private sector and government alike has allowed us to address our challenges head-on. Today the Canadian Olympic Committee invests more than \$100 million dollars in High Performance Sport in Canada. We are developing new programs for our athletes and coaches, and supporting our training facilities in co-operative partnerships to engender and develop the next generation of Olympians. We are working in close partnership and co-operatively with our National Sport Federations to strengthen and support their daily missions in an effort to enhance their marketing, leadership and technical capacity from within. And we are starting to work in partnership with the Provinces to find alignment and shared purpose in one, long-term High Performance Plan for the nation.

A future that is bright and appears optimistic strengthens resolve and inspires stakeholders to partner for new solutions. In the coming months and with the support of our National Sport Federations and Sport Institutes, we expect to begin to stare down issues that have been plaguing our system and those within it for years. Continued support for our LGBTQ community is first and will soon be followed with efforts to address issues of mental health and wellness of our athletes and coaches. Moreover, we will continue to work in addressing the challenges of athlete transition out of sport and into the next chapter of their lives. These are solutions for a new

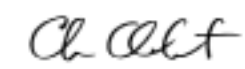
future, made possible by a shared vision that sport can play an important role in transforming a nation.

There is a growing feeling within our community today that we can achieve most anything together. And so it is clear we have the momentum we have always imagined could be possible. Already we have seen the impact this momentum can have on our country. In the months and weeks ahead we will again be witness to the power of sport to change lives. The Toronto 2015 PanAm Games will be a great reminder of what sport and all that it inspires in each of us can mean for a city, a province and a nation. No doubt, there will be new opportunities presented to us ... opportunities that can benefit Canada in ways we could not have perhaps imagined before Vancouver 2010.

Our collective body of work in 2014 speaks for itself in the truest sense. With a sharper focus on our established shared objectives, we will surely continue to find ways together to elevate Canada's sport community to new heights.

It's no longer just 'a new day'... it is indeed a new future. Let's continue to embrace the possibilities together.

Yours and together in sport,

  
Chris Overholt

## WHAT WE ACCOMPLISHED ... TOGETHER

2

Games delivered: Sochi 2014 and Nanjing 2014

5

Active Games cities in which staff were working:  
Toronto, Sochi, Nanjing, Rio, PyeongChang

25

Olympic medals earned

27

National and international marketing awards

224

Athletes who wore the Maple Leaf  
at Sochi 2014

CANADA OLYMPIC HOUSE

15

Partner activations at Canada Olympic House

15,000

Visitors to Canada  
Olympic House

DIGITAL

3.5M

Media impressions garnered from HBC's  
#RedMittens campaign

19M

Website page views

2.8B

Digital earned media impressions





## WHAT WE ACCOMPLISHED ... TOGETHER

# 30

Partnerships and initiatives established with school boards

# 200

Attendees at the Rio 2016 Olympic Preparation Workshop II

# 292

Public events: 26% increase from 2013

# 1,371

Athlete appearances: 47% increase from 2013

# 1,040

New donors to the Canadian Olympic Foundation

# 326,685

Students engaged in the Canadian Olympic School Program

# \$2M

Raised at Olympic Hall of Fame Gala

# \$2.4M

Invested to support the enhancement of 18 national sport federations

# \$9M

Raised by the Canadian Olympic Foundation





# PERFORMANCE ON DEMAND

Canada's success at the Sochi 2014 Olympic Winter Games can be measured in many ways. Undeniably, much of this success is because of the Canadian Olympic Committee's (COC) fully integrated and collaborative effort among each department and sport federations. This was expressed on the field of play and especially in Canadian hearts and minds before, during and after the Games.

### READY TO TAKE ON THE WORLD

With an athlete team size of 224 and with five years of planning we were ready for Sochi, bringing new initiatives and services, overcoming any challenges. The Mission Team – led by our great Chef de Mission Steve Podborski and Assistant Chefs de Mission Jean-Luc Brassard and France St. Louis – helped deliver as a performance partner to each of our winter National Sport Federations. The Team followed flag bearer Hayley Wickenheiser into the Opening Ceremony and the COC put forth a tightly executed and highly integrated onsite Sport and Team Services plan. This elite level of service extended to our corporate partners, the youth community and our fans on a day-to-day basis and continued to, long after bobsledders Kaillie Humphries and Heather Moyse carried the nation's flag at the Closing Ceremony.

### TEAM UNITY

Never before has the Canadian Olympic Team been more unified in knowledge, purpose and performance planning. This showed in a well-executed, integrated, on-site Sport and Team Services plan in Sochi. More importantly the Team Services group put actionable emphasis on not only sharing high-performance knowledge in a multi-sport environment but also resources and structure. This work proved fruitful in Canada's results from the field of play in Sochi, but it also showed in the overwhelming reception and feedback among performance partners to continue embracing a complete One Team strategy for even bolder results in the future.

### OUR PARTNER'S BEST PARTNER

Each of the COC's 33 corporate partners created and executed activations around the Sochi 2014 Canadian Olympic Team. Some key activations included national consumer promotions, brand

campaigns, hosting programs, employee engagement efforts and public relations efforts, most integrating marquee athletes and especially at Canada Olympic House.

### CONNECTING WITH CANADIANS

Digital content was paramount in Sochi and we led a best-in-class experience for Canadian fans delivering the experience of being at the Games through medal-moment executions, a live blog covering all sports, in-venue content coverage and the Bell Lens photo experience. In fact, our Twitter engagement was higher than any other National Olympic Committee.

### SOCHI ONLINE

1M	Email newsletter engagements
15.8M	Website page views: 773% increase over London 2012
2.3B	Overall media impressions earned

### MAKING OUR MESSAGE MATTER

The Canadian Olympic story during Sochi 2014 touched the global population in unprecedented ways thanks to the steadfast work of national and international media. This was because of the diligent planning, execution, crises management and relationships the COC put forth — hand in hand with each National Sport Federation.

During the Sochi Games, our athletes' stories were shared in Canada and worldwide by way of more than 40 press conferences, media availabilities and 13 Olympic medal celebrations, supported by our internationally lauded media guide. The medal celebrations, held at Canada Olympic House (COH), were communicated with the help of 37 international media outlets. Thanks to our official Sochi 2014 media partner, CBC/Radio-Canada, more than 33.35 million Canadians viewed at least some

Sochi 2014 content in English or in French across all platforms.

### CANADA OLYMPIC HOUSE

With specific vision and planning, COH provided a collective sense of 'home' for our Olympic family. More than 15,000 people visited over the course of Games as we played host to 36 events in its space in celebration of Canada's Olympic athletes and coaches. Working with the local organizing committee and multiple vendors to manage the location, design, build, maintenance and tear-down of the House, our Events team led the project from ideation to execution. In particular, COH was an ideal backdrop for a total of 15 Partner activations as well as hosting inside the Olympic environment, facilitating critical services, product and funding for our athletes' friends and family.

Connectivity   Bell
Team Canada Apparel   HBC
Concierge services   Hilton
Food & beverage   Molson, General Mills
Family room   Canadian Tire

### COLLABORATIVE HOSTS

A space of this magnitude and appeal happens only through honest collaboration. It's safe to say every department within the COC played a role in making the House as successful as it was. From the look and feel of its brand to facilitating digital content, media availabilities, intricate IT connectivity, staffing VIPs, international relations, food services and to volunteer management, it was truly a group effort.

### SUPPORTING THE NEXT GENERATION

The Canadian Olympic School Program brought the Games directly to classrooms through the GO CANADA bulletin board and My Podium Pages, as well as the Destination Sochi resources. Engagement with schools, clubs and families through the GO CANADA live photo blog helped not only promote the Movement but also offer a tangible understanding of the Olympic Values in real time.

Because the Canadian Olympic Foundation's mission is to financially support Olympians, future Olympians and the country's sport system, Sochi 2014 provided a perfect platform for new levels of measurable engagement — leading to more financial backing from donors.

### ALWAYS IMPROVING

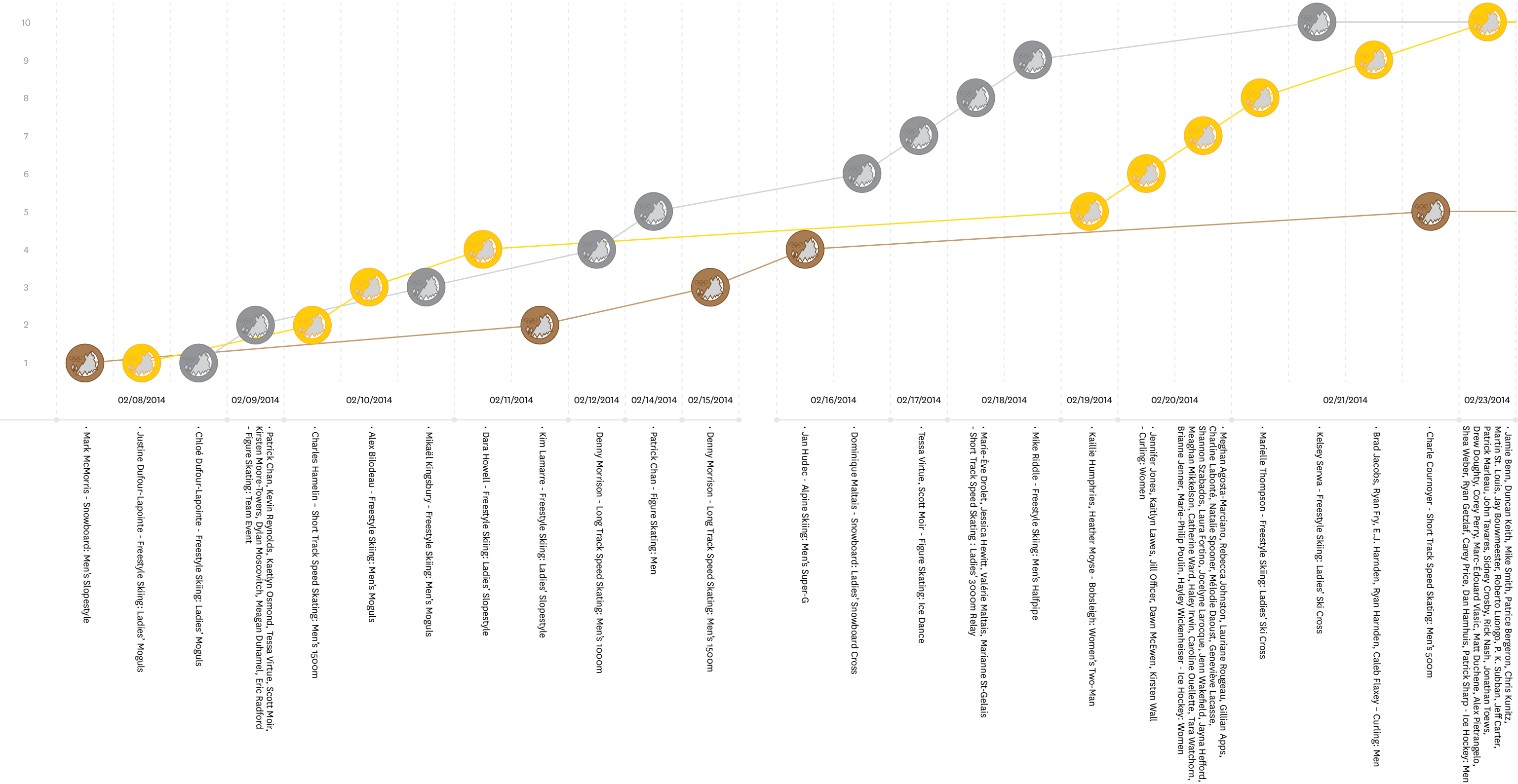
To complete the Sochi 2014 project, the COC debriefed nearly 900 people with surveys and a series of one-on-one sessions with athletes, coaches, NSF high performance directors, area leads and Own The Podium. This discussion continued with focus groups, partners and specialists through surveys. The extensive debrief surfaced key information for us to increase our services in assisting the athletes and coaches who represent Canada at any Games.

“The time for dreaming is over, and now it's time to be great.”

- Steve Podborski



# CANADA ON THE MEDAL TABLE





## OWNING THE SEASON

On the first day of 2014, the Canadian Olympic Committee put into market the most robust and interactive Olympic campaign this country has ever seen. In the end #WEAREWINTER garnered international reach and accolades, including a prestigious Clio award. Its message left a bold mark on the country that resulted in very similar campaigns in the sport marketing community. Most importantly, however, it inspired performance among our athletes and coaches.

### DIGITAL DELIVERY

Though #WEAREWINTER was a fully integrated project among all departments, its enormous reach and influence was a result of digital strength. Social media operated as the linchpin to its success both before and during the Sochi 2014 Games, directly connecting Olympic athletes and their stories to more Canadian fans than ever before. In fact, during the Games #WeAreWinter was the most used hashtag across the globe after #Sochi2014.

### WINNING WINTER

Overall the success of the campaign exceeded all objectives by driving brand awareness and equity measures, spearheading engagement via digital, generating PR buzz, adding partner value, and ultimately elevating the sport community via athlete recognition and interest. This included promotion to students and schools through the Social Media Study resource of the Canadian Olympic School Program and at the grassroots level during athlete appearances.



### AT A GLANCE

- 7 TV spots; 8 digital documentaries; 12 print ads; 13 out-of-home ads.
- 19 athletes featured: 12 English, 7 French; 9 women, 10 men; 10 sports; 3 cities.
- \$15.1M in donated media.
- New media partners signed including Cineplex, Twitter, and Cieslok.
- 1.7B #WEAREWINTER media impressions, 29% of which were driven by fans.
- More than 1 million Canadian fans crafted tweets with the hashtag #WeAreWinter.
- 38.5M traditional earned media (PR) impressions.
- Full corporate partner engagement.
- Winner of 27 awards including a (global) Silver Sport Clio for integrated campaign and a Canadian Marketing Award bronze.
- The campaign garnered 30% awareness (vs. 21% for #GiveYourEverything), with 35% of Canadians perceiving the campaign as 'extremely unique' (vs. 25% for #GiveYourEverything).
- The #WeAreWinter brand launch was covered by more than 60 national and international media outlets.

"Spreading the power of sport and uniting all Canadians is truly what this (campaign) is all about."

- Charles Hamelin









“Getting to connect with all of our fans on such a grassroots level ... This is what sport is all about.”

- Jennifer Jones, Curling



## IT TAKES A VILLAGE

The 2014 Celebration of Excellence (COE) in June was our chance to bring the Olympic Movement to life for Canadians at home. Led by the Events team, the fully integrated project was both grand in scope and expectations which involved more than 200 Olympians, Paralympians and coaches. The event delivered on all fronts, including a nationwide Heroes Tour, a downtown Calgary parade and an elegant Hall of Fame Gala and live auction that garnered more than \$2M for athletes and coaches through the Canadian Olympic Foundation and legacy coach fund in Calgary. Our Gala hosted 1268 attendees who sat at the 108 tables sold.

### BRINGING THE GAMES HOME

Promotion and communications were key in delivering the COE story both locally and across the country. A sizable effort was put in place, including tapping all possible Calgary outlets for free media comprising TV, print, radio, digital screens, pole banners, two press conferences, eight press releases and 13 interviews with Sochi 2014 Olympians. Many creative elements were also designed and produced for both promotion and execution. In the end, the event generated 84 news articles and a total of 11,435,482 earned media impressions signifying its magnitude and importance to Canadians and Canadian media.

Digitally, the event generated 131 million media impressions through invented content activations before and during COE, including a Facebook Q&A and Twitter takeovers from marquee athletes. Pre-promotion of COE included an RBC Super Fan Experience Contest that received 2.3 million earned media impressions. During the Hall of Fame Gala, a backstage ‘Twitter mirror’ activation generated 3.4M media impressions. Video was also key in COE delivery with documentary vignettes produced for each Hall of Fame inductee as well as a ‘Happy’ music video that launched on Olympic Day and received more than 100,000 views.

### CANADIAN OLYMPIC HALL OF FAME 2014 INDUCTEES

Artistic gymnast Kyle Shewfelt  
Long track speed skater Cindy Klassen  
2008 men's eight rowing team  
Speed skating coach Marcel Lacroix  
Former Alberta premier Ralph Klein  
(posthumous)  
Ice hockey coach Pat Quinn  
Sports journalist Richard Garneau  
(posthumous)

### SCHOOL OF OLYMPIC THOUGHT

The 2014 version of our Celebration of Excellence was a springboard for our Canadian Olympic School Program — which leveraged the event to directly reach an unprecedented number of students in a meaningful way over just a two-day period. This included the creation of the Celebration of Excellence supporting educational resource and full logistical planning and execution of the Heroes Tour.

### HEROES TOUR AT A GLANCE

1 Olympic Fair  
2 Tour days  
2 Hospitals  
3 Ronald McDonald Houses  
21 Communities  
175 Schools  
200 Athletes and coaches attended  
75,000 Students reached

### PROVIDING A PARTNER STAGE

Not only were the majority of COC Partners present during COE, many were invested incrementally and became heavily involved including presenting partner RBC; Coca-Cola; Canadian Tire/SportChek; Suncor and BMW Group. Other COC Partners participated either by sending ambassadors to walk in the parade or purchasing a table at the Hall of Fame Gala.



# AN OPTIMAL SYSTEM

This past year saw a changed landscape for Canada's sport system. By building on our recent progress as a performance partner to each National Sport Federation, results both on and off the field of play – especially during the Sochi 2014 Olympic Winter Games – proved a stronger and more collaborative foundation is now in place. This high-performing culture was expressed in measurable and exciting ways over the course of the year.

## GAMES

The story of 2014 was a tale of two parts for the Games function of our organization. The first half of the Year focused on Sochi 2014 [Pg 12] and COE [Pg 20] and the second half on future Games Planning. Based on Sochi learning we expanded the scope of our Games Leads team to include all areas of the business.

### NANJING 2014

The second edition of the Summer Youth Olympic Games (YOG) was held in Nanjing, China from August 16 to 28, showcasing the official Olympic program — including new sports rugby sevens and golf. Team Canada was led by Olympian Chef de Mission Sandra Levy accompanied by Dillon Richardson, our nation's Young Ambassador. Our flag bearer for the Opening Ceremony was Dylan French (fencing) and Philippe Gagné (diving) at Closing. The team experienced a truly 'Olympic' environment and many athletes and coaches earned critical high-performing experience at their first international multi-sport event.

### YOG AT A GLANCE

75	athletes
41	support staff
4	silver
3	bronze
2.3M earned media impressions	

### TORONTO 2015

Working closely with both our National Sport Federations and the host organizing committee, planning for TO2015 was also a focus this past year, putting communications systems and processes in place, while establishing a top-two performance objective for Team Canada. The Games team sat on various partner and planning committees with TO2015 as a partner,

including co-ordinating committees, protocol working group and domestic dignitaries working group — aiming for a lasting legacy in Toronto.

### RIO 2016

With 2014 being a key planning year in the Olympic cycle, the Rio 2016 Organizing Committee showed the world what it is capable of doing by helping deliver a hugely successful 2014 FIFA World Cup. The feedback from the World Cup was that it provided great facilities and a wonderful spectator experience. The Games Team continued to work closely with NSF high performance directors, coaches and OTP to move forward on areas such as familiarization and finding accommodation. In late 2014, the COC was pleased to announce the appointment of Chef de Mission Jean-Luc Brassard.

### PYEONGCHANG 2018

In 2014, the Games team undertook two visits to PyeongChang which focused on identifying local contractors and examining hotel inventories, understanding the local area and marking logistical challenges and opportunities.

### BUILDING ON EXPERIENCE

Building on the extensive Sochi debrief, the Games Team has integrated this feedback into its operations for Toronto and Rio. As we strive to find an extra edge for our athletes, building on the learning from previous Games help us deliver a best-in-class performance environment at Games.

### SUMMER SUCCESS

During the summer and fall months of 2014 approximately 159 athletes funded by PASO (Pan American Sport Organization) competed in 19 different sports. In total, Canada earned a total of 108 medals, the fourth most behind

Mexico, Brazil and Cuba, and 20 of which were gold.

## TEAM SERVICES

The relationship between Own the Podium (OTP) and the COC became measurably improved in 2014 and consequently helped to shift the landscape with all our sport partners to better service our athletes and coaches to perform on demand. Commitment was renewed among NSFs and Canadian Sport Institutes to work collaboratively with the COC, emphasizing us as performance partners far beyond the necessary logistical work.

Specifically, the Team Services group identified areas of collaboration with OTP partners in the areas of sport science, results analysis, NSF capacity and team building. This was implemented through a systematic series of meetings. For example, a visit to PyeongChang included team leaders and sport representatives as well as OTP — a first for a pre-Games site visit.

### SHARED VISION

For the first time, Olympic Preparation Workshop (OPW) 1 incorporated the Pan Am into the overall session training for RIO 2016. Approximately 60 team leaders and partners included OTP and Sport Canada representatives.

This was followed by approximately 200 athletes, coaches, team leaders and other team members coming together for three days in Gatineau to continue preparing athletes and staff mentally, working on early planning and instilling the One Team philosophy at OPW2.



“It’s not only about a single result, it’s about the entire process ...”

- Jean-Luc Brassard





UNITING THE TEAM

A significant change in 2014 from our work in Team Services is the emotional and measurable connection among different sports under the umbrella of our One Team concept. This grew from combining the delivery of logistical service with a tangible, team-building attitude that is exclusive to our multi-sport environment. On the winter side, the results of this attitude were overwhelmingly felt by the Team Services group, which was embraced by NSFs both on the ground in Sochi and during the Games lead-up.

The COC continues to look at ways to raise the profile, recognition and importance of coaches and the coaching process in the Olympic journey was indeed elevated in 2014 by encouraging opportunities for knowledge sharing and recognizing our coaches in everything we do. New in 2014, the COC designed and awarded an exclusive lapel pin to the 2014 Olympic coaches, signifying their official status as a Canadian Olympic Team Coach.

SYSTEM EXCELLENCE

System Excellence is the foundation for achieving performance excellence, building the pool and creating a supportive environment for athletes and coaches to excel. This past year saw sharp focus on introducing alignment and fostering a culture of collaboration in the sport system.

NSF ENHANCEMENT

The NSF Enhancement Initiative transitioned from the Assessment Phase of 2013 to the Implementation Phase in 2014. In 2014 more than \$2M was earmarked for NSFs to advance their marketing and revenue generating needs, to support their leadership development and align by sharing tools and resources. In addition, the COC introduced system-wide initiatives to advance the four priority areas that apply across all NSFs. These activities included the launch of a Marketing Webinar Series, the recruitment of a pool of corporate directors for NSF Board, the NSF Leadership Summit, negotiating preferred rates for NSFs from a variety of suppliers, and the development of a suite of human resource management tools. We continued to share best-practices with our NSF partners, and provide in-house consultation and problem solving assistance and referrals.

The Montreal office opened its doors to the sport community and launched the NSF Incubator Initiative (Your Second Home). The meeting and hospitality space was designed to enable NSFs to allocate more time to their core business

rather than on operations, and to enrich their current work environment with professional support and a supportive collaborative environment.

SPORT PARTNERSHIP

The COC met with more than 25 provincial and national sport partners and governments across the country to address a keen interest in advancing discussions on areas of collaboration leading to, amongst other things, vertical system alignment.

Along with backing from OTP, we are also grateful for the financial and overall support of the federal government.

The COC is proud to have entered into an agreement with the Canadian Centre for Ethics in Sport (CCES). This first-of-its-kind agreement captures both organizations' desire to ensure that the fight against doping in sport remains a priority for all high performance stakeholders. The collaboration between the COC, COF and the Canadian Sport Institute Network has been excellent and we are very pleased to have signed an MOU under the umbrella identified as the Canadian Olympic and Paralympic Sport Institute Network.

ATHLETE LEADERSHIP

Hayley Wickenheiser was elected to the IOC Athlete Commission in 2014. It's important to acknowledge the vast contribution of Beckie Scott over the last eight years in this position and she will no doubt continue to provide a strong athlete voice over the years to come. The Post Olympic Excellence Series (POES) took place in Mont-Tremblant, Quebec in June, where 62 Sochi Olympians participated in nine plenaries and workshops. Leadership initiatives continued as Athlete Services moved the development phase forward in the Deloitte Total Athlete Wellness initiative. A successful public speaking workshop was launched in the fall of 2014, drawing 98 applications from the Olympian community and 14 athletes were selected.

2014 AT A GLANCE

584	athletes participated in 292 public events
\$814,590	was provided to athletes in appearance honoraria
\$2.4M	was invested to support 18 NSFs in their Enhancement Initiatives
1 NSF	participated in the Incubator Initiative



# OUR STORY, AMPLIFIED

Each day sport gets better in this country because of the work we did as marketers over the course of 2014. As a team we can look back on the year and not only be hugely proud of our accomplishments in the marketing space, but we can now take these successes and measurably harness the potential for what is to come.

## BRAND

It's safe to say 2014 was a marquee year for the brand group. Beyond launching a hugely successful and integrated campaign in support of the Canadian Olympic Team destined for Sochi 2014 [Pg 16], we also supported a significant number of corporate initiatives and as a result our brand metrics are stronger than they've ever been. The health of our Canadian Olympic Team Brand is outstanding across all measures and exemplified in 27 national and international marketing awards.

Public awareness of the Canadian Olympic Team is up to 97%, an impressive mark when compared to the mid 80% range at which awareness had been hovering for the past several years. We see lifts across all age groups and many regions, including a significant jump in Quebec (98% compared to 81% before Sochi 2014 and 71% before London 2012).

## LOVE AT FIRST SIGHT

Interest in and impression of the team is climbing rapidly. Thirty four per cent of Canadians claim they are 'very interested' in the Team (compared to 28% after London 2012). Thirty nine percent of Canadians say their impression of the Team is excellent (compared to 16% after London). The impression figure is particularly encouraging as it's growing across all age demographics and all regions.

Domestic recognition of our Team mark (logo) also saw a huge increase in 2014.

## DIGITAL

This past year was banner for Digital, in all its forms. Outside of operating as the linchpin to the ground-breaking success of the #WeAreWinter campaign in Sochi, the COC's social and digital media work connected athletes and their

stories directly to more Canadian fans than at any time in our country's history. Ongoing fan engagement continues to feed the growth of our channels, propelling them to record heights, and in many cases eclipsing other National Olympic Teams with a much larger population/fan base. With our NSF and commercial partners, this highly measurable success prepares our organization to reach even more Canadians before, during and after Rio 2016.

## IMPRESSIVE METRICS

2.8B earned media impressions throughout the entire year on Olympic.ca/Olympique.ca and our big three social channels (Facebook, Twitter and YouTube). (Our sponsors, athletes and NSFs were included and benefitted from large portions of this earned media.)  
900+% growth in 2014 over 2013 on Olympic.ca /Olympique.ca  
250+% average social channel growth

## CHANNEL STRENGTH

Olympic.ca and Olympique.ca: 19 million page views  
Facebook: 686K+ fans  
Twitter: 355K+ (English), 15K+ (French) followers  
YouTube: 5K+ subscribers  
Instagram: 46K followers  
Olympic ID: 58.5K new registrants  
93K e-mail newsletter registrations

By re-launching Olympic.ca before Sochi we ensured that our brand was set up to be the official 'home' of the Canadian Olympic Team throughout the Games in Russia. Olympic.ca received the distinction of honouree from the Webby Awards, alongside the NBA. Full social and digital support for all partner-related activations was highlighted by HBC's most successful Team clothing launch on record. The growth of our digital channels has been the cornerstone of our entire brand strategy.

## CORPORATE COMMUNICATIONS

This past year, the Communications Team fulfilled its mandate of telling Canadian athlete and coach stories 24/7/365. The team not only ensured a record amount of media coverage during Sochi 2014, but it also ignited important social conversations across Canada and among the international athlete community.

## EYEING SOCHI

A total of 16 individual team announcements were held prior to Sochi 2014, engaging Canadians in communities from coast-to-coast-to-coast. The preparation and execution of these announcements were incredibly successful, garnering more than 686 million media impressions in total. This culminated in the announcement of our Sochi 2014 flag bearer, Hayley Wickenheiser, which was held on Parliament Hill in Ottawa and earned nearly 2 million media impressions.

## EXTENDING THE STORY

Beyond the magnitude of Sochi 2014, the Communications team also led great media coverage for the second Youth Olympic Games at Nanjing 2014. In collaboration with the Education, Youth and Community Outreach department, our team successfully launched the #OneTeam LGBTQ initiative in Toronto which generated more than 13 million media impressions. For the second year in a row, we led athlete appearances at Pride Parades across the country, highlighting our organization's commitment to equality in sport. From a Public Affairs perspective, Canada's presence on the international scene has seen significant growth in the past 12 months. Our President has been elected to the ANOC Executive Council, garnering the highest number of votes among all candidates.



## TARGETING TO2015

The Communications Team produced a comprehensive communications plan for TORONTO 2015 including objectives, key messages, targeted audiences, at-Games media protocol and more. The Communications Team will use best practices learned from TORONTO 2015 to produce an ambitious and fully-integrated communications plan for Rio 2016.

## MARKETING PARTNERSHIPS

It was an incredibly active, intense year for Partnerships, beginning with activating 33 Partner programs around the Sochi 2014 Canadian Olympic Team, continuing on to integrate numerous Partners in this year's triumphant Celebration of Excellence, and ending with targeted preparations for 2015 Partner renewal efforts. In fact, incremental investment by Partners in Canada Olympic House and events such as Celebration of Excellence eclipsed \$1 million.

## PARTNER ACTIVATION

Sochi 2014 activation programs included athlete endorsements, COH, Team Send-Off Block Party, Olympic Day, and Celebration of Excellence. In addition, two Partner workshops were held during the year, in May and November, to recap Sochi success – around the Team, the Brand/Campaign and our Partners' activations – and to lay the groundwork for our collective Road to Rio – around TORONTO 2015 and planning for Rio 2016.

## RED MITTENS

On September 4 Hudson's Bay, along with Olympians and official Red Mitten ambassadors Justine, Chloé and Maxime Dufour-Lapointe, launched the sixth edition of its Red Mitten, including a cross-country media tour to promote the product. The COC and Hudson's Bay teams were fully integrated in supporting the program launch. In total, 27 media outlets covered the story garnering 3,576,186 total media impressions and the hashtag #RedMittens garnered 9.5 million Twitter impressions.

## LICENSING

Our Licensing business had a record year in 2014. Revenue from our apparel (HBC), footwear (Adidas) and eyewear (Oakley) partners continued to exceed expectations, generating significant revenue for the Canadian Olympic Team. Additional revenues came from our other licensees including Canadian Tire, Petro-Canada, Mustang, and the Pin People. The store within





“It’s easy to see the strides the COC (has) made in marketing.”

- Susan Krashinsky, Globe and Mail

Canada Olympic House in Sochi was also extremely popular, selling out of many items due to high demand.

#### COMMERCIAL RIGHTS MANAGEMENT

The Commercial Rights Management (CRM) team is dedicated to ensuring that the commercial assets of the COC and Marketing Partner investments are protected and managed within a fair and holistic framework. Pre-Sochi, the CRM team took an educational approach by meeting with stakeholders (athletes, agents, NSFs and the business community) to review the COC’s Brand Use Guidelines. Leading into and during the Games, the CRM team managed 119 brand infringement cases, 27% more than during the London 2012 Games, which can be attributed to an influx of social-media based cases.

#### EVENTS

The Canadian Olympic Committee’s Events team is truly a beacon for collaboration in the organization as it tangibly brings our brand to life. Beyond its two major projects in 2014 (Canada Olympic House - Pg 12 and Celebration of Excellence - Pg 20) the team developed a refined template for all COC events, including press conferences and Board & Session meetings proving world-class planning, execution and consistency.

#### BRAND EXPERIENCES

In the lead-up to Sochi, the Events team played a critical role in the execution of all Sochi 2014 individual team announcements. Among other high-impact events, like the Molson Canadian Block Party held in Banff to honour of the Sochi 2014 team, integration was critical to continue creating experiences that breathe energy into the brand.

Planning continued in order to successfully execute the first-ever Canada House for a Pan American Games during TORONTO 2015, as well as building on the success of the 2013 Golf Invitational (partner hospitality) with a premium quality event in 2015. As focused work continues for upcoming Games, the Events groups also looks to ensure marquee preparation experiences for athletes, coaches, Mission Team and support teams through TOPS (TORONTO 2015), OPW1 (PyeongChang 2018) and OES (Rio 2016).

#### EDUCATION, YOUTH AND COMMUNITY OUTREACH

The Canadian Olympic Movement is further embedded into school curriculums, lessons and

overall sentiment for teachers in Canada thanks to new precedents set by the award-winning Education, Youth & Community Outreach team in 2014.

#### BY THE NUMBERS

306 separate Olympians participated in education/community outreach events in 2014  
395,000 children, youth and adults across the country attended community outreach events in 2014

326,685 students were engaged in the 2014 edition of the Canadian Olympic School Program (COSP)

30 school boards saw partnerships and initiatives established with the COC

#### TEACHER TOOLS

The creation and promotion of new Canadian Olympic School Program (COSP) resources were key for the Education, Youth and Community Outreach (EYCO) team in promoting the Olympic Movement, Olympic values and Canadian Olympic Team athletes and coaches to students and educators across the country. The 2014-15 edition leveraged memorable stories from Sochi 2014 to illustrate the importance of determination, friendship, excellence, fair play, teamwork and mental fitness.

#### TOP OF THE CLASS

To harness key learnings, EYCO conducted a thorough survey in the summer of 2014 with COSP users to determine how the resource is being received by educators and students. The results spoke for themselves, highlighted by a 90% return rating of ‘excellent’ or ‘very good’ and 95% of respondents thought ‘very much so’ or ‘somewhat’ that the lesson plans helped raise student awareness about the Olympic Movement.

The team’s digital presence set a new watermark in 2014 as the recipient of a Silver W3 Award within the category of ‘School / University’ for the work done on the Olympic.ca/education website and saw 183,497 downloads of its resources.

#### OLYMPIC DAY

In celebration of Olympic Day, the EYCO team had planned two events. Building off the success of 2012 and 2013, the team once again worked with the Children’s Hospital of Eastern Ontario (CHEO) to host an ‘Olympic Day Fair’ in conjunction with the CHEO Teddy Bear’s picnic held annually on the grounds of Rideau Hall.

It is estimated the picnic attracted upwards of 8,000 visitors. We worked closely with Kid-sport, various NSFs and other sport partners to celebrate sport and emphasize the benefits of sport to children, youth and families.

#### LGBTQ OUTREACH PROGRAM

In December, leaders from the sport, political and LGBTQ communities convened at the 519 Community Centre in Toronto, home of PrideHouseTO for the 2015 Pan Am Games, to announce an historic LGBTQ initiative led by the COC. This included a formal partnership between the COC, the You Can Play Project and Egale Canada Human Rights Trust. The initiative includes the creation of an athlete ambassador program, wherein participating Canadian Olympians will tour schools across the country, drawing on their personal experiences to spread the message of inclusion and acceptance consistent with the Olympic Movement and values. To date, 25 athletes have signed on to participate in the programming, including Canadian sport legend Mark Tewksbury.



# CANADIAN OLYMPIC FOUNDATION

The Canadian Olympic Foundation (COF) saw major growth and development during 2014. With the focus on the 'next generation Olympian', the COF was able to raise funds and showcase impact through storytelling and grant more money to programs.

Salient points from the year included hosting donors at the Sochi 2014 Olympic Winter Games, successful Gold Medal Plates (GMP) events across the country, growth of the Future Olympians Fund, initial work with our Sport Partners, a successful transition to the new Not-For-Profit Act and our inaugural symbolic giving campaign, Help Build an Olympian.

### TARGETING GAMES-TIME

During Sochi 2014, 12 donors to the Foundation were hosted in Sochi. Programs with Marketing Partners included HBC Red Mittens and Pins, RBC limited edition Team Canada credit card, Mondelez - Pride & Joy App and BMW's Drive for Team Canada promotion. The Foundation was also the beneficiary of Cadillac Fairview and CBC's 'Olympic viewing lounge' activation at malls across Canada (18 malls, estimated over 4 million impressions at Toronto Eaton Centre alone). Promotions were also made online during the Games and the Sochi story was also the mainstay of our Strive newsletter and Direct Mail program.

### MONEY MATTERS

The COF raised an estimated \$9 million in 2014, bringing the team's total to more than \$61 million since the organization's inception in 2007. The mid-level giving program (donors who give \$500 or more annually) saw significant growth, jumping to more than 148%, while the Foundation's recurring monthly donor revenue increased by \$19,856. More than 1,000 new donors were gained in 2014 and the Foundation now distributes its quarterly e-newsletter to more than 3,200 recipients.

### GOLD MEDAL PLATES

With 11 regional events hosted across the country, Gold Medal Plates continued to be a key fundraiser for our organization in 2014 raising

\$1.3 million. The COF established a greater presence at the events by setting up a booth to inform and steward donors about the Future Olympians Fund and the Rio 2016 hospitality program.

### FUTURE OLYMPIANS FUND

The Future Olympians Fund was created to invest in athletes who are five-to-eight years away from Olympic participation. This \$4 million campaign will provide unprecedented support for our next generation of athletes. This will make a significant impact by funding coaching development and training facilities where athletes have access to the best medical and psychological support. To date, more than \$2.2 million has been realized and pledged.

### SPORT PARTNER ENDOWMENT

The COF launched SEED (Sport Endowment for Excellence and Development) during 2014. This fund, co-managed with the COC's investments, allows the COF, NSFs and Sport Partners to invest their funds together, yielding greater returns with lower fees. The intent of SEED is for the COF to strengthen and support our NSFs and sport parnters by assuming the burden of administration, investment management, as well as CRA reporting and compliance. The funds invested will provide stable, long-term predictable funding each year, not subject to government funding models or podium performance.

### COMMUNITY GIVING - ANNUAL PROGRAMS

The COF's direct mail program was taken in-house in 2014 to increase cost efficiency and the cost-per-dollar-raised moved from \$0.35 to \$0.16. The mid-level giving program also grew significantly in 2014. Launched in the fall of 2013, this pool of donors grew by 148% in the last year. In 2014, the annual monthly giving

program grew by nearly \$20,000, bringing in more than \$65,000 for the year. The COF plans to further grow these programs in 2015 by investing in donor acquisition.

### HELP BUILD AN OLYMPIAN

The COF launched its inaugural holiday symbolic giving program in December 2014. Help Build an Olympian was generously matched by corporate donor partners HBC Foundation, Petro Canada, a Suncor business and Canadian Tire Corporation. Including the generous partner match the campaign earned more than \$78,000 in its first month. It also yielded a nearly 300% increase in web traffic and produced 28 new donors. Help Build an Olympian will continue to be the COF's primary online fundraising strategy into 2015.







## AT THE CENTRE OF IT ALL

There was no question we had ambitious goals for 2014. Expectations soared to deliver world-class results both at the Olympic Games and here at home. The Operations team enabled the organization to exceed these expectations.

### OUR PEOPLE

The Human Resources (HR) team took great learning from 2014. The first full year with an additional HR-dedicated resource made a big impact in the level of service delivery in both Montreal and Toronto. We used the past year to anchor the HR function as a business partner to the organization, while setting up our first HR Strategy. These new People objectives will target the way we execute our performance management, training and development, recruitment, onboarding and wellness programs. The organization as a whole also benefited from huge improvement through Information Technology (IT) as a number of key projects and initiatives were put in place.

### ALWAYS LEARNING

The feedback gathered, along with the planning and preparation conducted in 2014 for our HR Strategy roll-out will have a huge impact on the COC. The next two years promise to be game-changing for the HR function and for the business it serves. Four critical pathways have been identified to ensure sustained high performance – Recruitment & Retention, Learning & Development, Performance Management, and Wellness.

### INFORMATION TECHNOLOGY

The Information Technology team proved highly nimble and reliable during Sochi 2014 Games, planning for and delivering real-time services to the Team at all its housing and work spaces.

Beyond the Games, our IT team made huge improvements to our organization’s internet usability by working with our corporate partner Bell to increase connection speed by 15 times. Also to service the organization, intensive planning began on a new document management system to be launched in 2015. Discussions also began to better integrate with the Sport department and a mobile event management solution got underway.

“Behind every Olympic moment, there are great people doing incredible work.”

- Chris Overholt

## BOARD OF DIRECTORS



**MARCEL AUBUT**  
PRESIDENT



**GORDON PETERSON**  
VICE PRESIDENT



**TRICIA SMITH**  
VICE PRESIDENT



**WAYNE RUSSELL**  
TREASURER



**RICHARD W. POUND**  
IOC MEMBER



**HAYLEY WICKENHEISER**  
IOC MEMBER



**THERESE BRISSON**



**JEFF CHRISTIE**



**CHARMAINE CROOKS**



**MARTHA DEACON**



**TONY EAMES**



**GENE A. EDWORTHY**



**KEVIN GILMORE**



**WILLIAM HALLETT**



**PETER R. LAWLESS**



**WALTER SIEBER**



**ADAM VAN KOEVERDEN**



# FINANCIAL STATEMENTS

## Statement of Financial Position as of December 31, 2014 [in thousands of dollars]

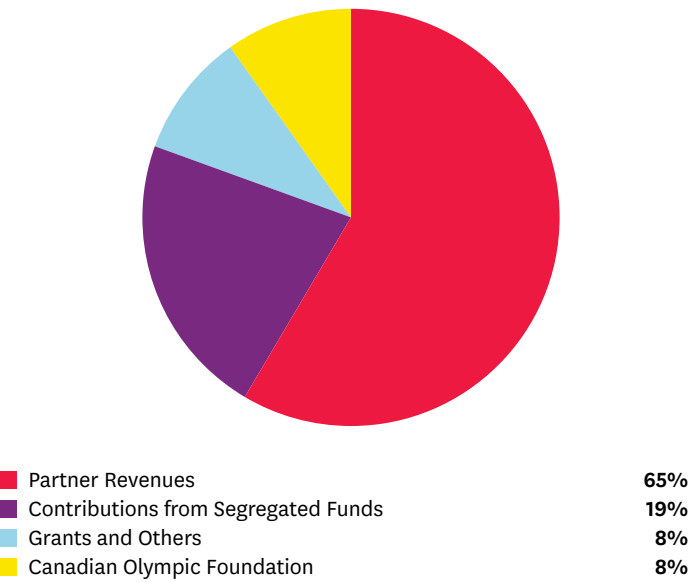
	2014	2013
	\$	\$
<strong>ASSETS</strong>		
<strong>Current assets</strong>		
Cash and cash equivalents	18,358	11,573
Receivables and deposits	5,174	13,433
	<u>23,532</u>	<u>25,006</u>
Investments	160,482	147,318
Capital assets	2,835	3,241
<strong>Total assets</strong>	<u>186,849</u>	<u>175,565</u>
<strong>LIABILITIES</strong>		
<strong>Current liabilities</strong>		
Accounts payable and accrued liabilities	5,311	5,075
Deferred revenue	6,066	7,526
Current portion of lease inducement	-	56
<strong>Total liabilities</strong>	<u>11,377</u>	<u>12,657</u>
<strong>FUND BALANCES</strong>		
<strong>Externally restricted</strong>		
Petro-Canada Olympic Torch Scholarship Fund	8,977	8,470
Olympic Legacy Coaching Fund	11,747	10,936
	<u>20,724</u>	<u>19,406</u>
<strong>General Fund</strong>		
Internally restricted		
Canadian Olympic Family Fund	140,203	129,616
Invested in capital assets	2,835	3,241
Unrestricted	11,710	10,645
	<u>154,748</u>	<u>143,502</u>
<strong>Total fund balances</strong>	<u>175,472</u>	<u>162,908</u>
<strong>Total liabilities and fund balances</strong>	<u>186,849</u>	<u>175,565</u>

## Statement of Operations for the year ended December 31, 2014 [in thousands of dollars]

	2014	2013
	\$	\$
<strong>Revenues</strong>		
Partner and marketing revenues	38,069	31,365
Interest	2,218	1,824
Dividends	4,368	3,675
Investment gain	11,310	18,533
Grants, donations and other	7,453	6,722
<strong>Total Revenues</strong>	<u>63,418</u>	<u>62,119</u>
<strong>Expenses</strong>		
Program and operating expenses	49,338	39,383
Grants and related expenses	839	870
Investment management fees	677	699
<strong>Total Expenses</strong>	<u>50,854</u>	<u>40,952</u>
<strong>Excess of revenues over expenses</strong>	<u>12,564</u>	<u>21,167</u>

## 2013 - 2016 Quadriennial plan Unrestricted general fund

### Revenues



### Expenses

