



2015: THE YEAR OF SPORT

CANADIAN OLYMPIC COMMITTEE ANNUAL REPORT





2015: THE YEAR OF SPORT

CANADIAN OLYMPIC COMMITTEE ANNUAL REPORT





CONNECTING CANADA

Throughout 2015, Canadians were united by the power of sport. It is during this time the Canadian Olympic Committee strived to amplify these moments, uniting the nation along its Olympic journey.





**“WHEN THE KIDS TELL YOU:
'I WANT TO BE LIKE HIM ONE DAY,'
IT'S JUST AN AMAZING FEELING.”**

Gavin Smellie, Team Canada, Athletics



“IT’S A PRIVILEGE TO WEAR THE MAPLE LEAF AND IT’S A PRIVILEGE TO BE BORN IN CANADA.”

Michelle Russell, Team Canada. Canoe/Kayak





“THE GAMES’ LEGACY HAS REACHED BEYOND SPORT ...”

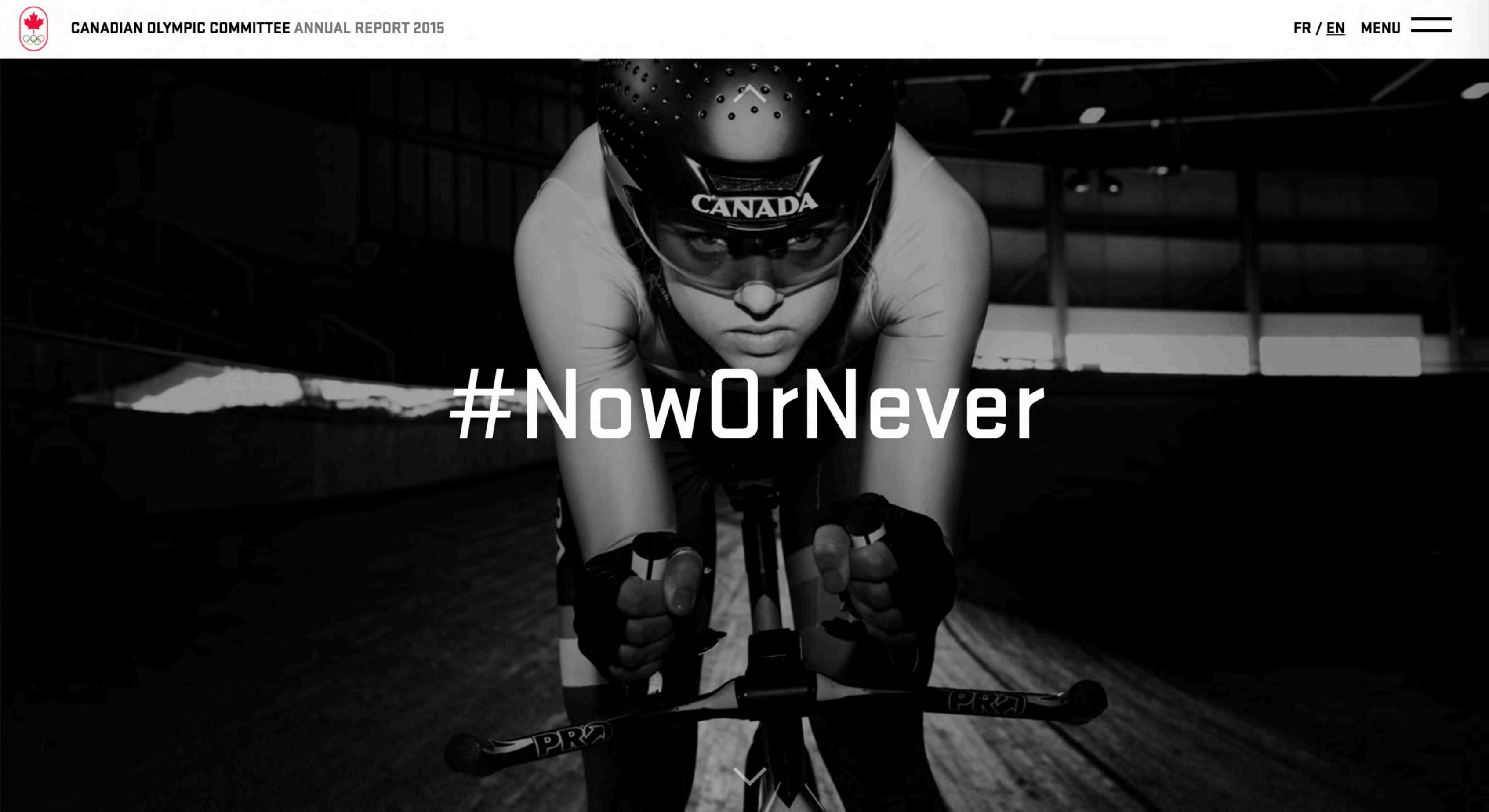
John Tory, mayor of Toronto





2015 MILESTONES

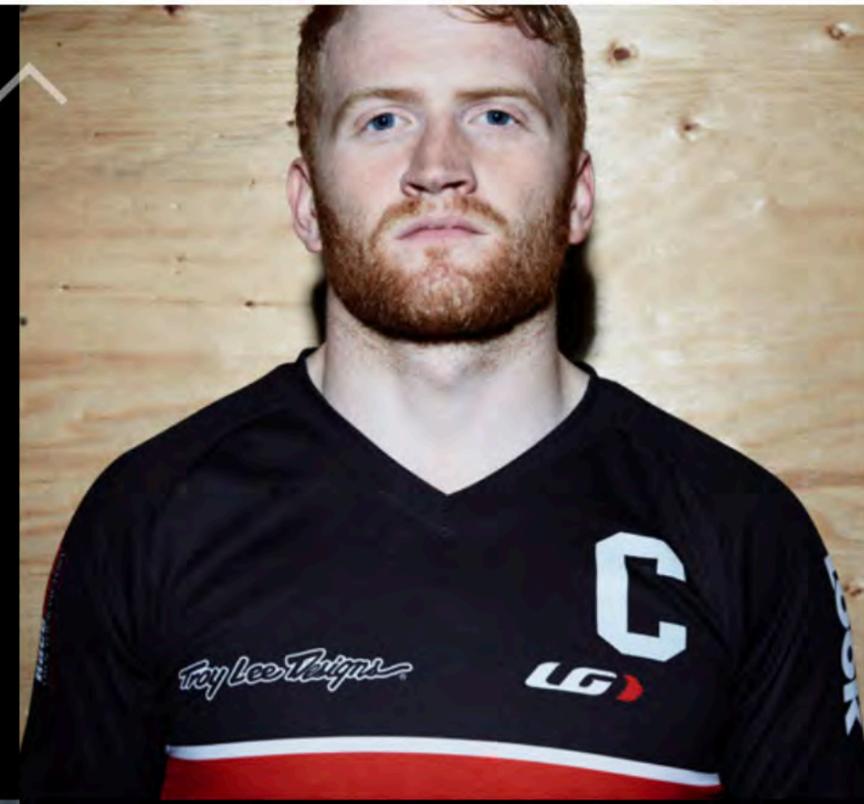
There were four key landmarks along Canada's sporting journey in 2015. These collaborative initiatives brought Canadians closer to the Olympic Movement, helping to build a stronger nation through sport.

A black and white photograph of a cyclist in a time trial position. The cyclist is wearing a helmet with 'CANADA' written on the front, goggles, and a white jersey. They are leaning forward, gripping the handlebars, which have 'PR2' written on them. The background is a blurred indoor cycling track.

#NowOrNever



On April 22 the first fully integrated marketing campaign, #NowOrNever, was executed for a Pan Am Games and launched Canada's elite summer athletes into the hearts and minds of Canadians right at home.



The COC worked closely with the TO2015 Marketing Team to create unprecedented exposure for Canada's Pan Am athletes, garnering six million media impressions, 700 million total impressions generated through digital executions and engagement, 250,000 video views and 55,000 tweets with the #NowOrNever hashtag.

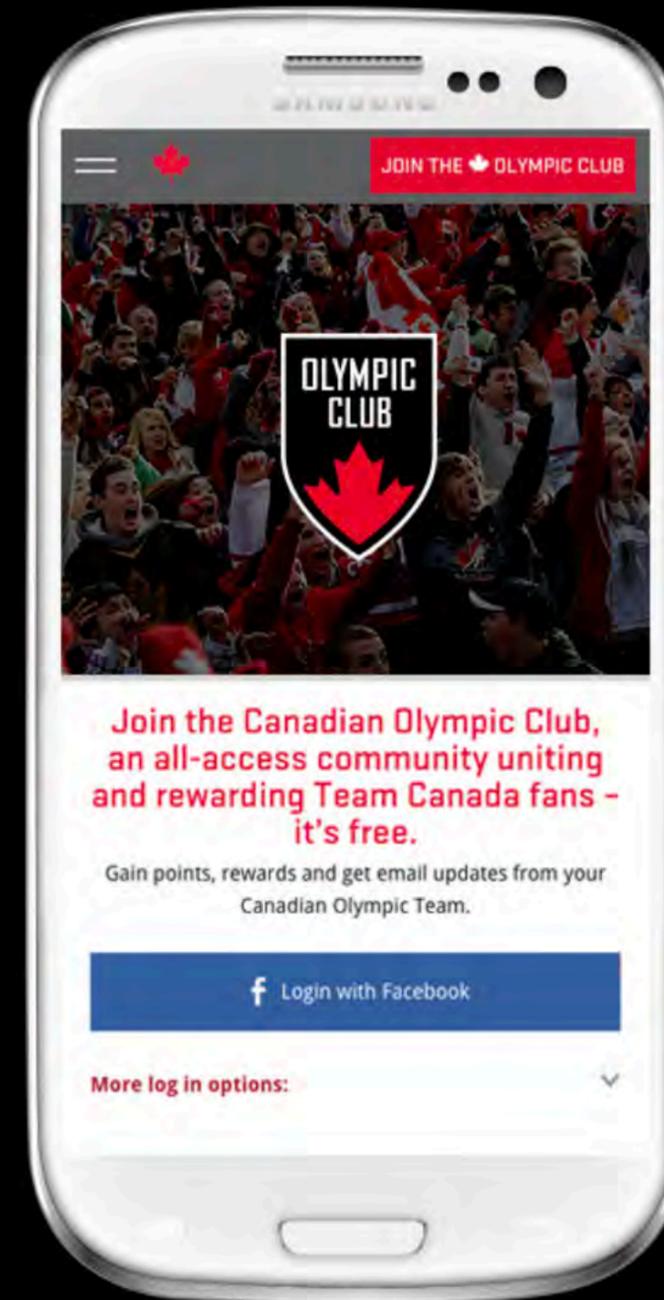


**“I LOVE THIS CAMPAIGN
CALL TO ACTION AND
IT WAS GREAT TO BE A
PART OF IT.”**

Mark Oldershaw, Team Canada Flagbearer, Canoe/Kayak



The campaign was fully integrated into the COC's digital 'Olympic Club' initiative designed to generate engagement and rewards for fans.





Friends and family were also immersed in the athlete imagery, which helped bring the campaign to life as an integral part of the look and feel of Canada House during TORONTO 2015.

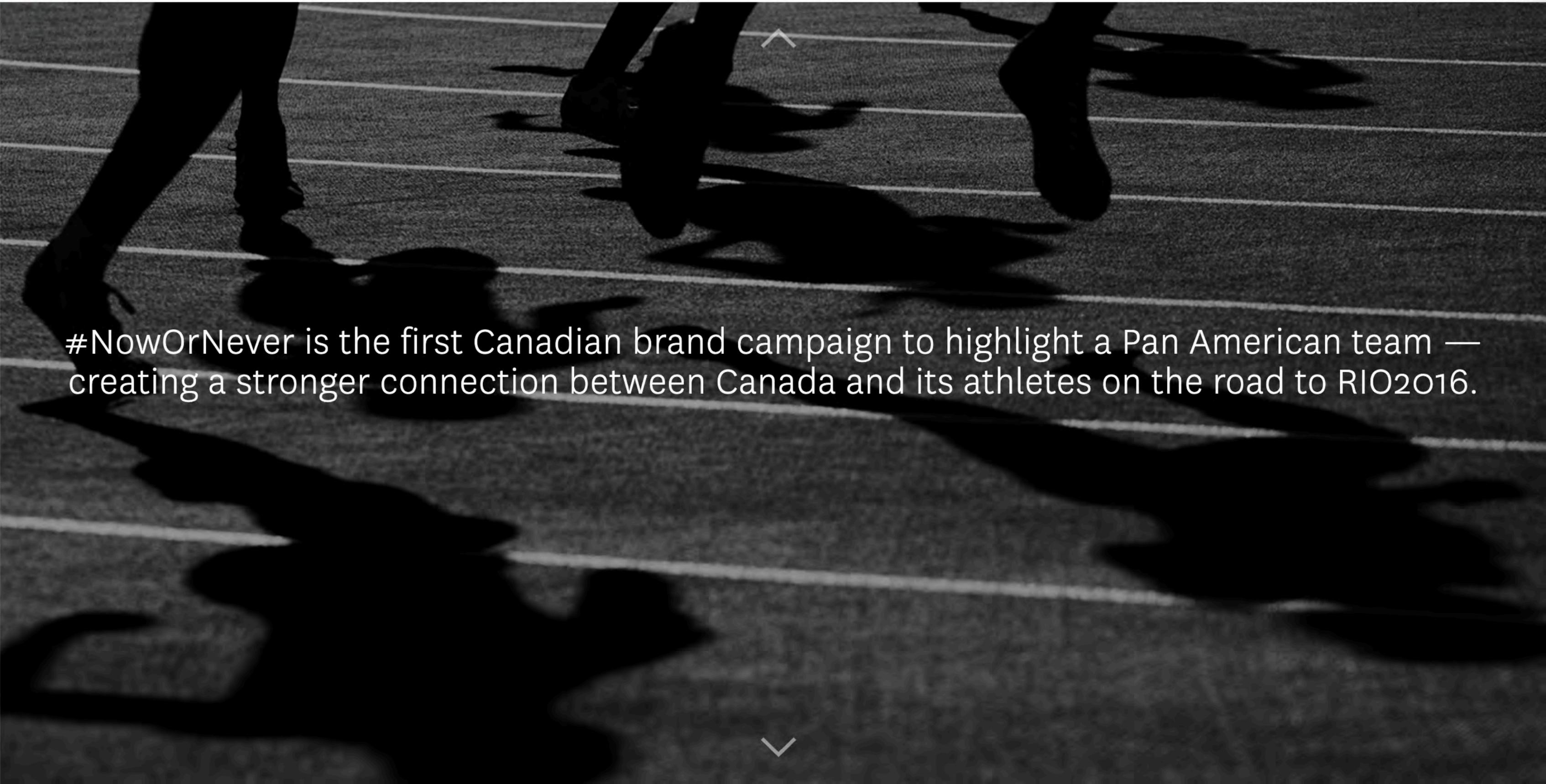




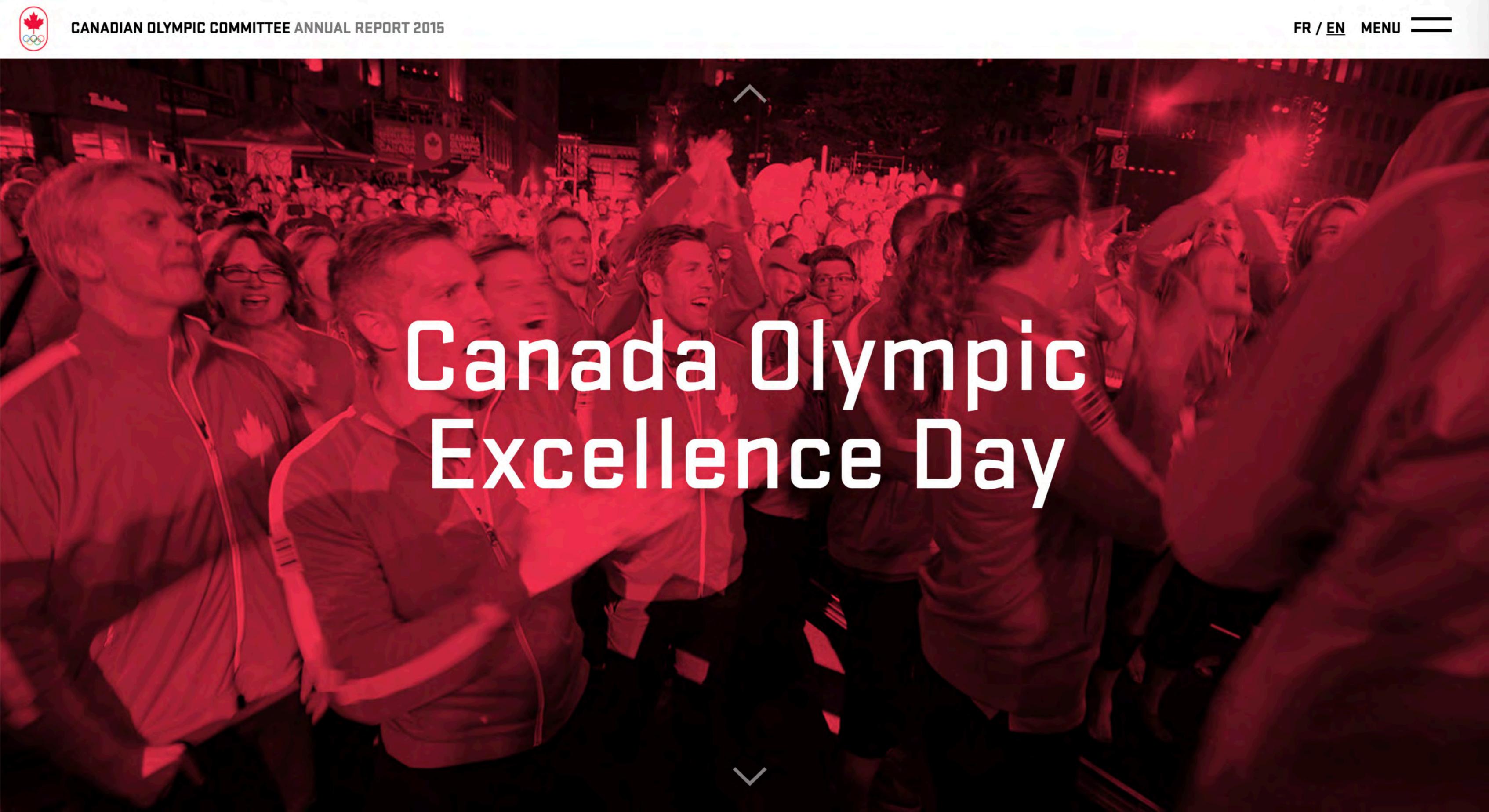
#NowOrNever marked the first-ever collaborative campaign with the Canadian Olympic Foundation, in which costs, resources, and assets were fully shared.

With a focus on 'the athlete's journey' from playground to podium, the COF's iteration of the work was put in motion with a clear call to action to support Canada's aspiring Olympians through donations.





#NowOrNever is the first Canadian brand campaign to highlight a Pan American team — creating a stronger connection between Canada and its athletes on the road to RIO2016.



Canada Olympic Excellence Day



On July 9th, 2015 in Montreal, the Olympic Movement surged in this country. With the support of all levels of government, Canada Olympic Excellence Day (COED) mobilized top international leaders to celebrate the official opening of the Canadian Olympic House in downtown Montreal.



The event hosted International Olympic Committee (IOC) President Thomas Bach, 140 next-generation athletes, nearly 267 Olympians, 350 volunteers and more than 10,000 fans.

The impact of Canada Olympic Excellence Day stretched far beyond Montreal, with Canadians from across the country and around the world joining in. The event generated more than 200 million media impressions, including 50 million on the day of the event.

“THE CANADIAN OLYMPIC HOUSE WILL CERTAINLY INSPIRE A NEW GENERATION OF OLYMPIANS AND GREATLY CONTRIBUTE TO THE DEVELOPMENT OF SPORT IN CANADA.”

Justine Dufour-Lapointe, Sochi 2014 Gold Medallist, Freestyle Skiing





The Canadian Olympic Foundation was the official charitable beneficiary of the World Sport Luncheon, in which \$1.5 million was raised to support the development of Canada's next-generation athletes.

Along with corporate support, federal, provincial and municipal government partners backed this project for regional and economic development, infrastructure, education and tourism.

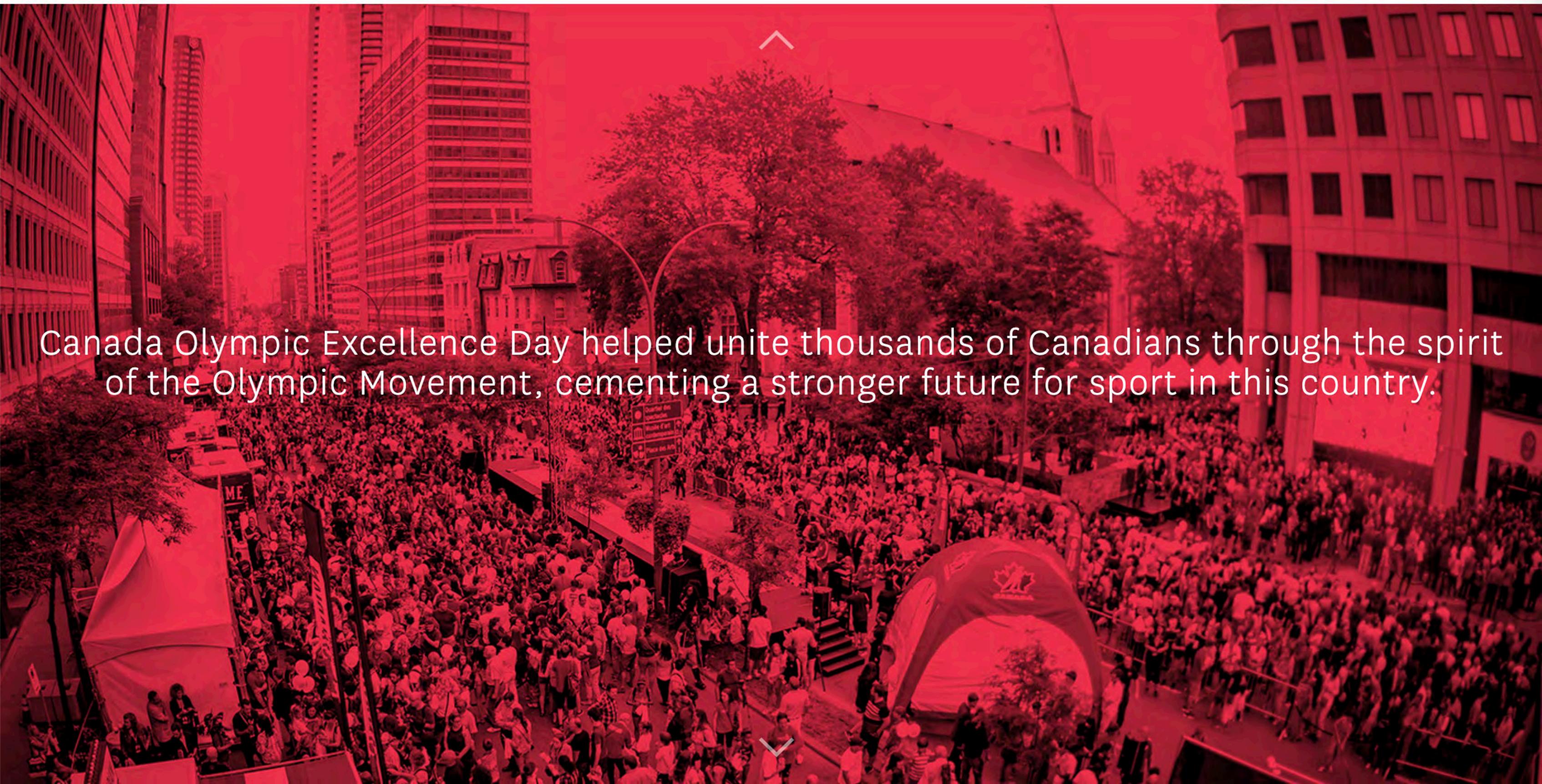


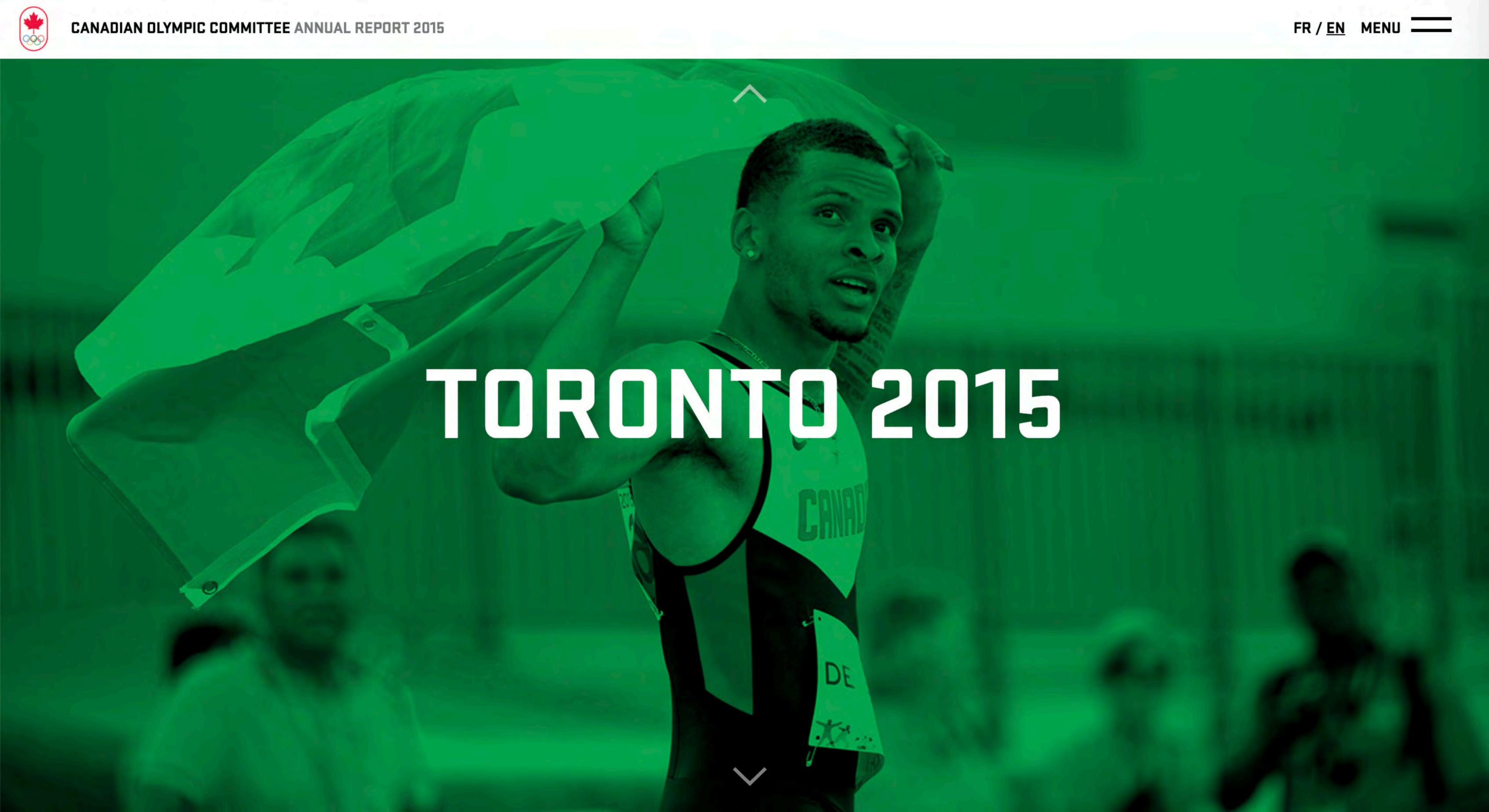


In addition to housing COC Montreal staff, three National Sport Federations – Boxing Canada, Karate Canada, Triathlon Canada (Montreal Triathlon) – all use the office, and the Lausanne room, daily.



Canada Olympic Excellence Day helped unite thousands of Canadians through the spirit of the Olympic Movement, cementing a stronger future for sport in this country.



A photograph of a male athlete, likely a sprinter, celebrating a victory. He is wearing a black singlet with 'CANADA' and 'DE' visible. He is holding a large Canadian flag over his shoulders. The image is overlaid with a semi-transparent green filter. There are white chevron arrows pointing up and down in the center of the image.

TORONTO 2015



The TORONTO 2015 Pan American Games represents a landmark moment in this country's sporting history. As host, Canada re-actualized its potential to deliver outstanding multi-sport events on home soil — while achieving our best-ever performance with 219 medals and placing inside our articulated target by finishing second overall.



With a goal of improving Canada's performance, the COC increased its investment into the Games, which was supplemented by the Federal Government's first-time contribution.



It was the largest Canadian team ever assembled for a multi-sport Games with 715 athletes.



This group united to set 12 Pan Am records, and earn nine gold-silver finishes.





Engagement was so successful that 600 million earned media impressions were generated through Team Canada's digital channels.

The Hudson's Bay kit launch helped kick-off the Pan Am conversation and garnered more than 22.8 million total impressions, including eight million media impressions, 4.9 million digital impressions, and 9.9 million in #NowOrNever fan engagement.

With so much rich conversation, Team Canada's web and social channels became the go-to place for Canadians during the Games.

During this time, unprecedented sport coverage was achieved, as 36 sports and 48 disciplines were covered by COC content producers who provided Canadian fans with the experience of being at the Games, with athletes at the centre of the conversation.





Patriotism was stronger than ever in downtown Toronto, centralized around the first-ever Canada House at a Pan American Games.



Canada House not only served as the primary site for hosting athletes, their families and friends, but also provided a welcoming atmosphere for the broader Canadian Team throughout the Games. This home away from home for the athletes grew into a key media site for Team Canada, hosting daily athlete medal celebrations, media briefings, and interview opportunities.

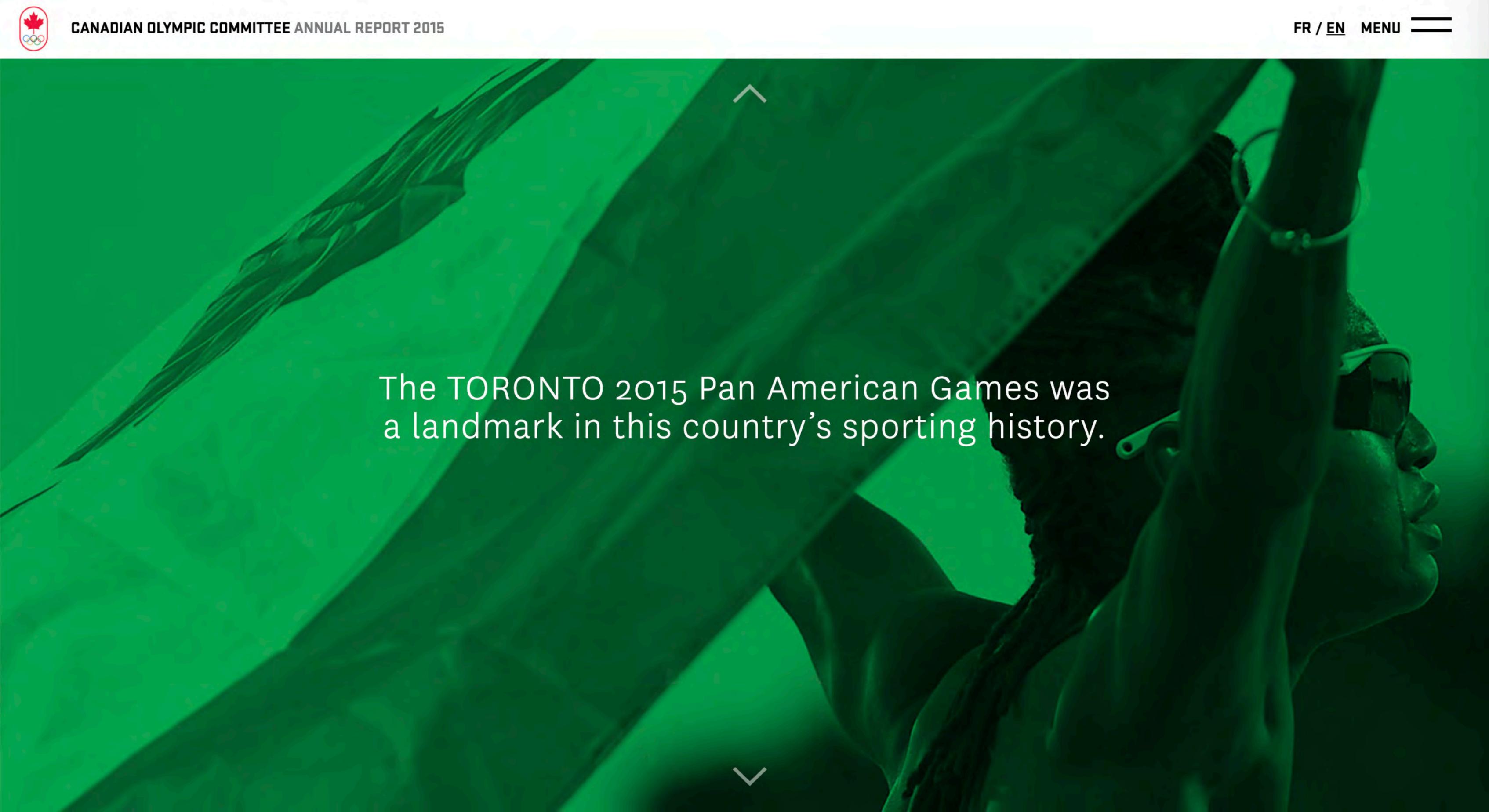
These efforts are but a small example of how the Communications team was able to deliver more than 100 million media impressions during the Games – leveraged by a first-ever digital-only media guide mobile app, targeting journalists specifically to better share Team Canada's story.

Corporate Partners contributed to the success of Canada House by providing critical services and product to support our athletes' friends and families and with a fierce commercial rights framework in place, had their interests protected at unprecedented levels.

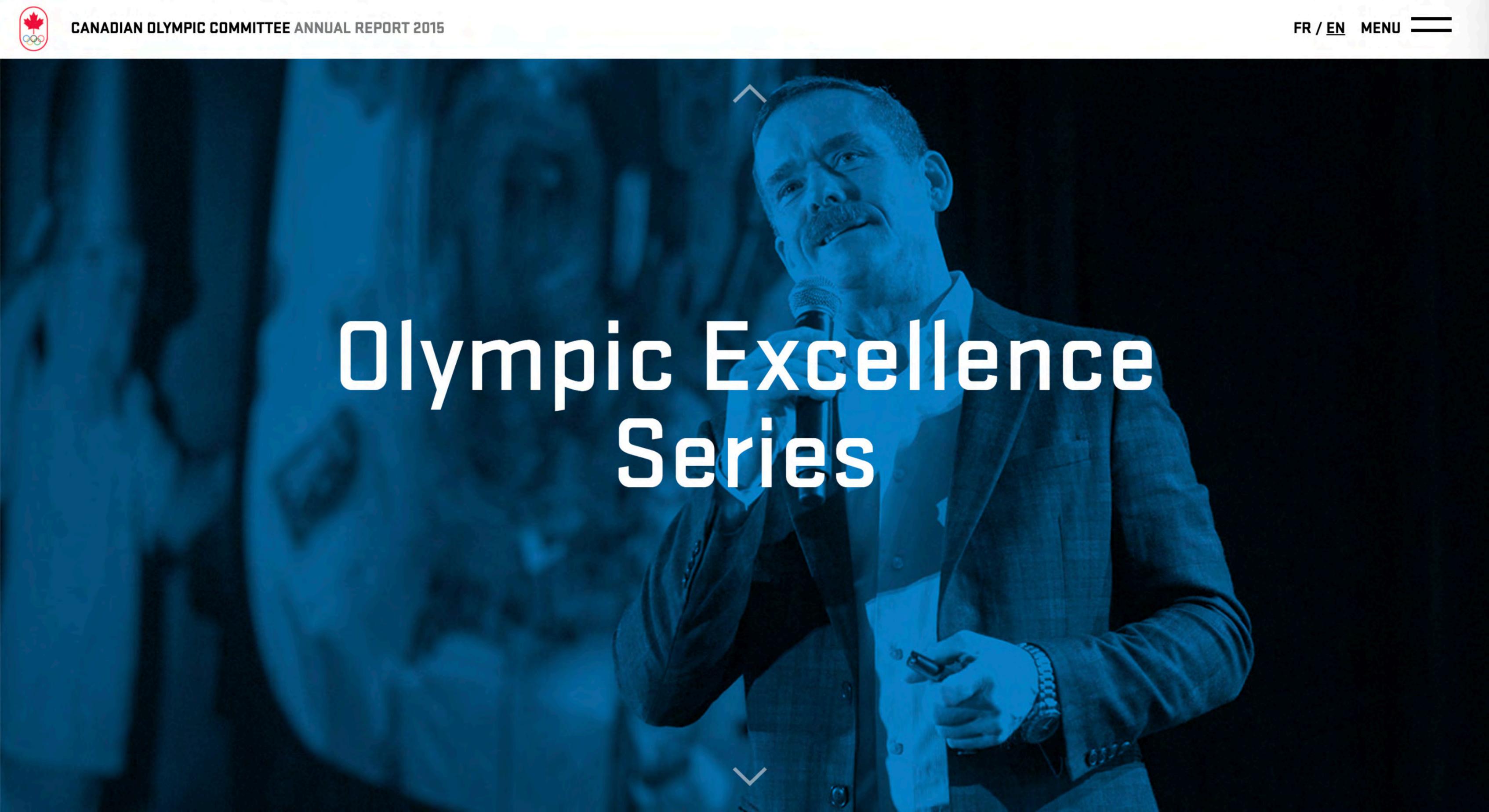
The Canadian Olympic Foundation leveraged TORONTO 2015 through every available channel and hosted more than 150 donors at 20 donor events. These efforts resulted in more than 800 new donors.

A post-Games survey showed 98.5 per cent of staff thought they contributed to the Team's success in a meaningful way. The Information Technology team kept each group operating smoothly, providing design, installation, configuration and support on all of the technology infrastructure and applications during the Games.



A full-page background image with a green tint. It shows a close-up of an athlete's face in profile, wearing sunglasses and a medal around their neck. A flag is draped across the top of the frame. Two white chevron arrows, one pointing up and one pointing down, are positioned above and below the text respectively.

The TORONTO 2015 Pan American Games was a landmark in this country's sporting history.

A man with a mustache, wearing a suit and tie, is speaking into a microphone at a podium. The image is overlaid with a blue tint and white navigation arrows (up and down) on the left side.

Olympic Excellence Series



The Olympic Excellence series in 2015 Olympic Excellence Series (OES) and Media Summit helped pave Team Canada's road to RIO2016 in unprecedented ways.



The goal of OES for sport is threefold; unite and inspire Team Canada ahead of RIO2016; share strategies to perform on demand; and present the most up-to-date information from the organizing committee and the different COC programs.



The project team which came together to make OES a reality is a true example of inter-departmental collaboration, spanning across the COC.

Working closely with our official broadcast partner CBC, the Communications team delivered an outstanding media summit at which 21 media outlets and 61 athletes worked together with the COC staff to produce a total of 695 segments in one day. The initiative provided full media access to better tell Team Canada's stories. This strategy ensures minimal press distractions for athletes during their training for RIO2016.



Integrated content and thoughtful brand representation across Sport, Communications, Digital and Marketing Partnerships were marquee in making this happen, while IT implemented efficient tools for the creation, tracking and completion of tasks related to the delivery of OES.

The Canadian Olympic Foundation (COF) participated in the Olympic Excellence Series Marketplace by educating athletes on the COF's mandate and facilitating participation in the HBC Athlete Bursary.

COC staff provided athletes an engaging, informative tutorial on how to best manage their personal brands leading up to and during the Games – including communications planning, media management, social media maximization, and partner integration in the world of Rule 40.



The Marketplace environment was also created to educate athletes on a number of partner initiatives that provide direct benefit to athletes, including: Bell Athlete's Connect, Air Canada Altitude Program, Game Plan, Petro Canada Athlete Friends and Family, Hilton discounts and Canadian Tire's Home Suite Home.



AIR CANADA

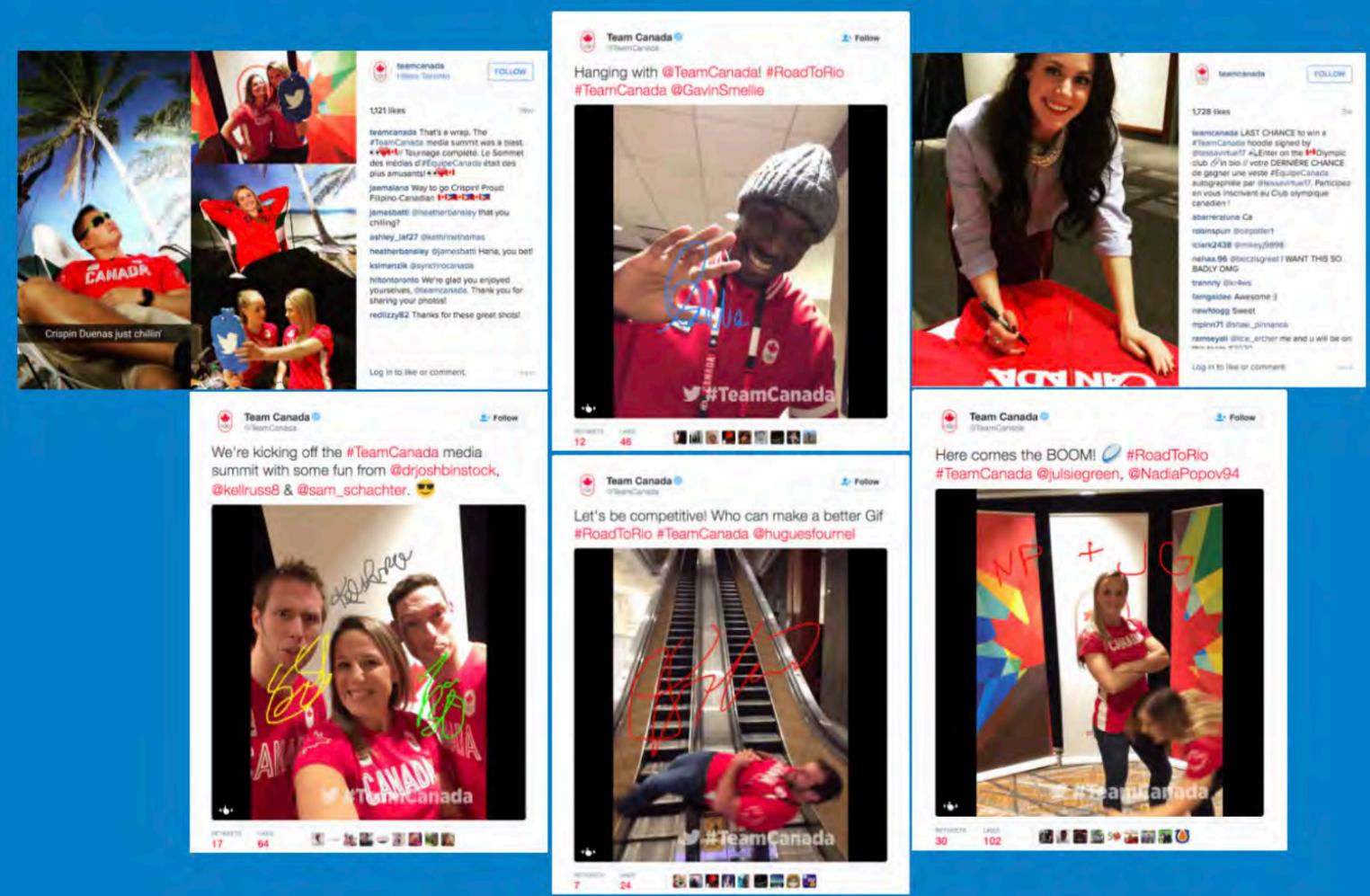
GAME PLAN
PLAN DE MATCH

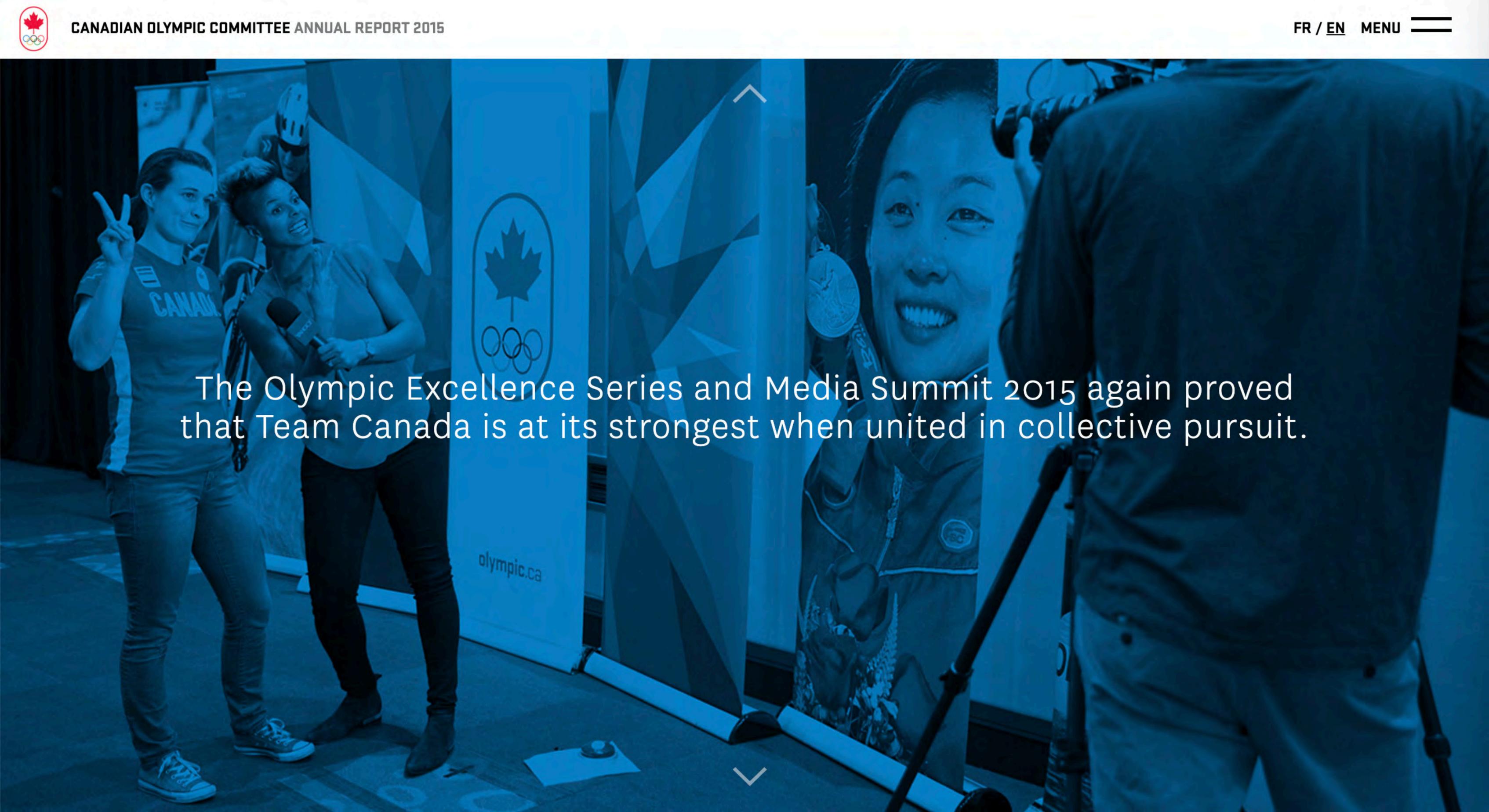
PRESENTED BY | PRÉSENTÉ PAR

Deloitte.
HILTON
HHONORS



Digitally, the Olympic Excellence Series and Media Summit evolved, including participation from all Digital team members who earned 28 million media impressions through invented activations.



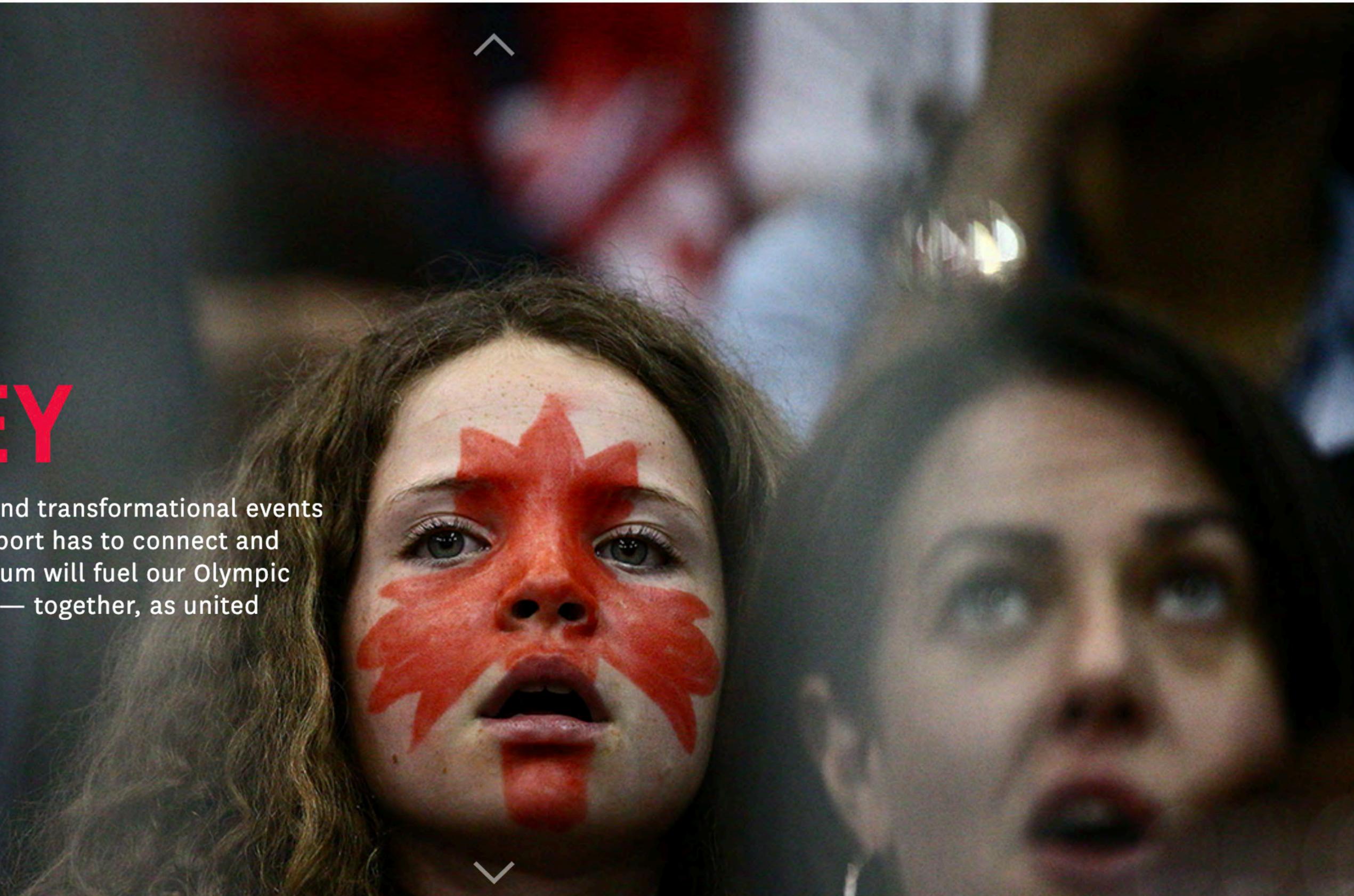
A blue-tinted photograph of athletes and media at an event. On the left, two women are standing; one is making a peace sign and the other is holding a microphone. In the center, a woman is smiling and holding a medal. On the right, the back of a person's head and shoulders is visible, with a camera on a tripod in front of them. The background features banners with the Canadian Olympic logo and the website 'olympic.ca'.

The Olympic Excellence Series and Media Summit 2015 again proved that Team Canada is at its strongest when united in collective pursuit.



UNITED IN THE JOURNEY

The huge moments, hard work and transformational events during 2015 proved the power sport has to connect and inspire our nation. This momentum will fuel our Olympic journey to RIO2016 and beyond — together, as united Canadians.





OLYMPIC.CA

MESSAGE FROM THE PRESIDENT

This past year, the Governor General proclaimed the overarching theme of 2015: Year of Sport to be “Canada: A Leading Sport Nation.”



Underpinning that aspiration, the Canadian Olympic Committee and the broader sport community established as its mission the creation of a stronger sport system across the country. Such like-mindedness not only resulted in significant success, but also set the groundwork for the spirit of collaboration the COC intends to redefine going forward.

We are all better working with others, and as one team, we will be more efficient, more effective and more focused.

Evidence of the progress we have made is perhaps most notably the Pan Am Games and our results both on and off the field. Team Canada delivered its best-ever performance in Pan Am Games history at TORONTO 2015, delivering a record 219 medals, 12 Pan Am records, and nine gold-silver finishes. As well, Canada’s hosting of the Americas in Toronto was internationally applauded by visitors, press and athletes alike, proving once again that by any standard, Canada is a top world sporting nation.

Our success on the field of play didn't end with the Pan Am Games.

In upcoming Olympic events on the world championship circuit, our athletes won 18 medals in summer sports and 24 in winter sports. By the end of 2015, Rio Olympic berths were also secured in 19 sports – all in all, an impressive showing, of which we are all very proud.

Inside the COC, however, serious challenges to the well-being of our staff and the health of our workplace environment began to surface.

By the end of the year, we found ourselves at odds with the values we espouse as an organization; values of excellence, respect and integrity; values without which our athletes, the COC, and the broader sport community would not be in a position to achieve our Olympic ambitions. Moreover, without these values, the COC would not embody the spirit of Olympism that we serve to uphold: a philosophy based on the interaction of the qualities of the body, will and mind. Indeed, more than just winning medals.

And so, as an organization we have heard, felt and forever internalized the critical and foundational learnings of this last year in humility and openness. And we will redouble our spirit of Olympism in the many ways we will recover and repair. We are determined to secure and elevate our workplace philosophy and its execution until we are assured that all parts of our sport community are safe, healthy and strong. As President of the COC, I have committed to leading those changes with respect and integrity for all, and in all that we do.

As for the upcoming Rio Games, all of our planning at the COC is on track and given the passion, dedication, and strength of the people who work here, I am confident that we will deliver a memorable Games for Canada. We are committed, as always, to going above and beyond to support Team Canada's performances in Rio. I know you will all join me in wishing the best of luck to all our athletes as they prepare for the upcoming Games.

In closing, I wish to thank all of you for your continued and unfailing commitment to the Olympic Movement in Canada. As Canadians, you are an important part of the Team.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tricia Smith', written in a cursive style.

Tricia Smith

MESSAGE FROM THE CEO

It is fair to say that over the past several years our Canadian Sport System has developed a certain strength and posture.



We have made significant strides together. Our core funding for high performance sport has improved and is now more predictable and consistent. While not perfect, we are working better together in a number of areas and generally beginning to find alignment in certain spaces where perhaps previously we were unable. We are doing more with our money together and in partnership, with and for our National Sport Federations, collaboratively with Sport Canada and Own The Podium and by extension for our Sport Federations' athletes and coaches, delivering a broader set of services and opportunities than ever before.

And there is no denying we, together with our broader sport family, faced some major challenges in 2015.

We will be better. It is natural that we should at this time find occasion to take stock of what we have accomplished together and assess how we might be more efficient, strategic

and effectively smart with the money, and resources we have available to us. In every crisis comes incredible opportunity and I know with your support we will make the most of all the learning we have garnered in recent months for our collective benefit today and for many years to come.

Through it all, each of you - our COC staff, marketing partners and sport partner stakeholders - have been incredible. With your support and guidance we have all persevered - thank you. Now together we will make the changes necessary to ensuring that we all uphold the values of the Canadian Olympic Movement. Your support was critical and is a testament to your passionate dedication, commitment and support for the Olympic Movement. We will never be able to thank you enough for your openness, candor and support over this past year. It has never meant more to our organization.

Of course, there were also many moments to be proud of this past year.

The largest Canadian team ever assembled delivered a best-ever performance this past summer as host nation at the TORONTO 2015 Pan Am Games, re-affirming Canada is a force on the international sport stage. During this time, Pan Am athletes were launched into an unprecedented spotlight and their stories rallied Canadians across the country. There is no denying these home Games helped shine a light on the power of sport in our country.

And we continue to work to harness this momentum to leverage our work beyond the field of play.

In 2015 we advanced the #OneTeam program by bringing together international sport, corporate, government and academic leaders to discuss specific issues impacting LGBTQ athletes at all levels of competition. The best performances come from those who are outwardly empowered to be themselves.

In the fall of this past year we announced the launch of Game Plan, a high-performance wellness and transition program designed to give Canadian athletes new tools to pursue excellence during and beyond competition. Athletes have been in need of a program like this for a long time and Game Plan gives them the power to take control, build their own path to the podium and plan their exit strategy after their athletic careers.

It is through these shared successes that our Canadian Olympic Team is fuelled on the road to Rio. With the continued support of our government and marketing partners, and underpinned by your incredible work to develop Canada's world-class athletes, we can now turn our sights to Rio 2016, ready to realize our nation's potential. It will be for all of us, we know, an incredible journey.

We look forward to celebrating our mutual success with each of you in the year ahead.

Yours truly,

A handwritten signature in black ink, appearing to read "Chris Overholt". The signature is written in a cursive, flowing style with some loops and flourishes.

Chris Overholt

SPORT

DESIGNING SUCCESS - TOGETHER

The whole is greater than the sum of its parts. —
Aristotle



SYSTEM EXCELLENCE

PARTNERSHIP & ALIGNMENT — The COC has elevated its level of engagement with its 68 partner organizations over this past year. These include: National Sport Federations (NSFs); Government of Canada; Own the Podium (OTP); Canadian Olympic & Paralympic Sport Institute (COPSI) Network; Canadian Paralympic Committee (CPC); Canadian Centre for Ethics in Sport (CCES); WinSport; Canada Games Council (CGC); Coaching Association of Canada (CAC) and B2Ten. Much progress has also been made in the COC's collaborative work with various provincial governments.

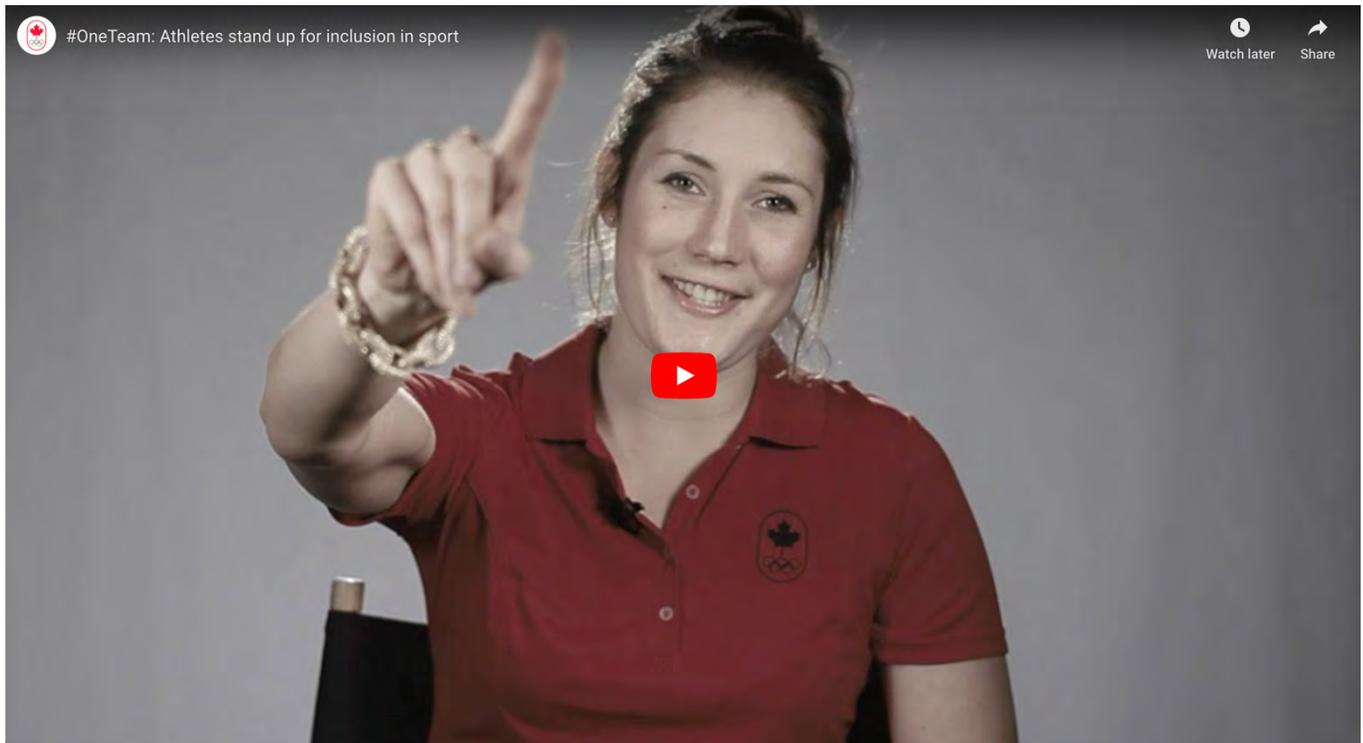
SPORT RELATIONS — NSFs are the foundation of Canada’s sport system. The COC sees itself as a performance partner as well as an investor and has been collaborating with the sport community on operations, marketing, branding and fundraising efforts. Through the NSF Enhancement Initiative, the COC has supported 82 NSF projects under the four strategic priorities: revenue generation/cost savings, leadership, specialized tools and alignment. In 2015, the COC was happy to welcome Boxing Canada, Karate Canada and Triathlon Canada, who are all leveraging the Montreal office as part of the NSF Incubation Initiative.

ATHLETE & COACH LEADERSHIP — The COC is extremely proud to have launched Game Plan, a high-performance athlete wellness and transition program designed to give Canadian athletes new tools to pursue excellence during and beyond their sporting careers. This was done in collaboration with the COC’s partners including the CPC, the COPSI Network and the Federal Government. In 2015, there were a total of 1834 athlete appearances that included 825 active athletes and 956 retired Olympians at 336 events, compared to 1371 athlete appearances in 2014. The COC continues to look at ways to raise the profile and recognition of coaches and in partnership with OTP and CAC, embarked on the Coaching Enhancement Program with targeted NSFs.



EDUCATION, YOUTH AND COMMUNITY OUTREACH (EYCO) — One of the most significant changes to the COC’s programs in 2015 was the Education, Youth and Community Outreach (EYCO) team’s move to the Sport team. The EYCO team undertook a number of key

initiatives this year as part of the Canadian Olympic School Program including: the Canadian Olympic Activity Challenge and Heroes at Play under the Active at School program, in conjunction with Canadian Tire; the #OneTeam initiative in partnership with Egale and You Can Play; and the "Jouez gagnant!" initiative in partnership with the Institut national du sport du Québec. This year's Olympic Day celebrations were held in Montreal, Richmond and Corner Brook and saw the engagement of more than 7500 youth in the three events.



GAMES - PERFORMANCE EXCELLENCE

LILLEHAMMER 2016 — Planning for the Winter Youth Olympic Games (February 2016) was extensive this past year. Three-time Olympian and Olympic medallist Isabelle Charest was selected to be the Chef de Mission while Vancouver 2010 Olympian Eric Mitchell was named the Young Ambassador. Three-time Olympian and two-time Olympic medallist Christine Nesbitt was nominated by the ISU and IOC as an Athlete Role Model.

RIO 2016 — Canada's goal is to place in the top-12 countries in total medals at the Rio 2016 Olympic Games. To help with this, the COC signed an M.O.U with the Brazilian Olympic Committee in which both parties would work toward common goals for success during the Games. Carol Huynh was named as the Assistant Chef de Mission to support Jean-Luc

Brassard as the team's Chef de Mission, a role that will undoubtedly see her deliver outstanding support and guidance to the team. Canada anticipates sending a team of more than 300 athletes to Rio 2016, making it one of the largest Canadian teams to compete at an Olympic Games.

PYEONGCHANG 2018 — The COC enjoys strong relationships with the Organizing Committee and others in Korea, including the KOC, Canadian Embassy, and Canadian Chamber of Commerce. Fans can also look forward to new events in the Olympic program for 2018, with curling mixed doubles, long track speed skating mass start, snowboard big air and alpine skiing team event being added.

MARKETING

MOMENTS IN THE MAKING

Momentum means so much to Canada's athletes and coaches. By sharing their stories we show how powerful that momentum can be.



CORPORATE COMMUNICATIONS

The Communications department had the opportunity to tell the story of Canada's largest team ever assembled. As the team came to fruition – and ultimately excelled – it was the Communications department that ensured this story remained steadfast long before and long after the Games.

After a successful launch of Team Canada's #NowOrNever campaign, the Communications group publicly announced more than 40 individual Pan Am Team nominations from

National Sport Federations (NSFs). This was a huge undertaking that resulted in widespread coverage for each NSF.



The Communications team delivered excellent results during TORONTO 2015, where morning press availabilities every day garnered more than 100 million media impressions. Medal results and Games-related news and information was delivered through targeted communications products with great success.

@TEAMCANADAPR:

2.54 million Twitter impressions

2293 new followers

MEDIA GUIDE MOBILE APP:

5000+ users (**256** books printed for Sochi)

The Communications team rode the success of the Pan Am Games to execute a comprehensive Toronto 2024 Bid communications plan. This included a significant number of op-eds and interviews featured across multiple outlets.

Next to TORONTO 2015, Game Plan was the biggest initiative executed by the COC in 2015, garnering 20,396,614 media impressions.

In preparation for Rio 2016, the Communications team delivered an outstanding media summit, where 21 media outlets and 61 athletes worked together with the COC staff to produce a total of 695 segments.

BRAND



Fully integrated development and delivery was the lead goal for the Brand team during 2015. And with marquee efforts focused on the #NowOrNever campaign we can look back on a year that leveraged all elements of the COC's marketing mix. Launched on April 22, 2015, the aptly titled campaign delivered on its three main goals:

1. Create awareness of Canadian athletes and coaches
2. Help drive successful Toronto 2015 ticket sales
3. Amplify every pan am games moment

As a constant across all of the COC's campaigns, the organization strove for broad sport and athlete inclusion. #NowOrNever was no exception with seven disciplines and 14 athletes represented as follows: diving (Meaghan Benfeito, Roseline Filion), artistic gymnastics (Victoria Moors, Kevin Lytwyn), athletics (Christabel Netley, Brittany Crew), water ski (Whitney McClintock), track cycling (Allison Beveridge, Annie Foreman-Mackey, Kirsti Lay, Stephanie Roorda), archery (Crispin Duenas), canoe sprint (Mark Oldershaw), and BMX (Jim Brown).

Media assets produced included 15, 30 and 60 second TV/pre-roll video spots, original photography (action, portraits, behind-the-scenes and out-of-home), and digital banner ads.

EVENTS



Working in collaboration with nearly every department at the COC, the Events team executed Board and Session meetings, partner workshops, press announcements and hospitality events throughout the year.

With an eye for continuous improvement, the events team maintains a catalogue of dynamic documents that serve to streamline all processes in regards to the ideation, logistics and execution of COC events. From requests for proposals to critical paths, checklists and master production schedules, these documents have added a level of consistency to the planning process.

The service-oriented nature of the Events team means that it creates the external face of many key initiatives:

- Board and Session meetings throughout the year;
- Executing the medal ceremony in Kamloops, British Columbia at which Dylan Armstrong was presented with his Beijing 2008 Olympic Games bronze medal;

- Two partner workshops;
- Team announcements leading up to the TORONTO 2015 Pan American Games;
- Olympic preparation workshops and events related to TORONTO 2015, Rio 2016 and PyeongChang 2018;
- The 2015 Golf Invitational, hosting key representatives from our partner organizations;
- The official launch of the Game Plan program, as well as supporting the inaugural Game Plan Summit.

Through all of these very different projects, the events team worked closely with various other COC departments to understand and fulfill their unique needs while maintaining brand excellence and a superior guest experience.

MARKETING PARTNERSHIPS



The Partnerships team was focused on delivering across five key initiatives in 2015:

1. RENEWALS AND NEW BUSINESS — As Partnerships neared the end of its quadrennial cycle, key focus was put on renewals and financial stability. Marquee partners – such as Canadian Tire and Hudson’s Bay – are already signed through 2020 and the team announced the renewal of Deloitte to an unprecedented 16-year commitment. Two new partners – Morneau Shepell and Rock-It Cargo – joined the ranks as well. Great progress was made with other partners regarding their continued investment in Team Canada.

2. TORONTO 2015 — Partner engagement was strong during the Pan Am Games, via COC-led learning, hosting and activation initiatives. The Partner Learning Program provided senior leaders from key partners a tailored tutorial and a behind-the-scenes look at the COC's core business in action. For many, this was their first true context around the COC's work, and they left having a finer appreciation for how their investments support high-performance athletes leading up to and during the Games. COC Marketing Partners also contributed to the success of Canada House, providing critical services and products to support athletes' friends and families.

Leading up to the Games, the COC and TO2015 worked together closely to develop a respectful commercial rights framework that allowed appropriate activation of partners' marketing rights, and enabled the amplification of mutual partner programming online throughout the Games-time window. Extensive stakeholder education leading into TORONTO 2015 resulted in minimal incidences of brand infringement in the marketplace.

3. RIO 2016 — Marketing Partners continued to show their support and commitment to sport and athletes in Canada through their 2015 programs, including: Bell Let's Talk Day, HBC Red Mittens, Game Plan, adidas #runmore event, Petro Canada FACE program, HBC Bursary program and Air Canada Athlete of the Year.

Workshops, 1:1 proactive planning sessions and a Rio familiarization trip helped partners solidify their plans for Rio 2016 COT activation, including integration into Canada Olympic House.

4. LICENSING — With a full team now in licensing, the partnerships group is actively pursuing business development opportunities across its four strategic growth pillars in preparation for Rio and beyond:

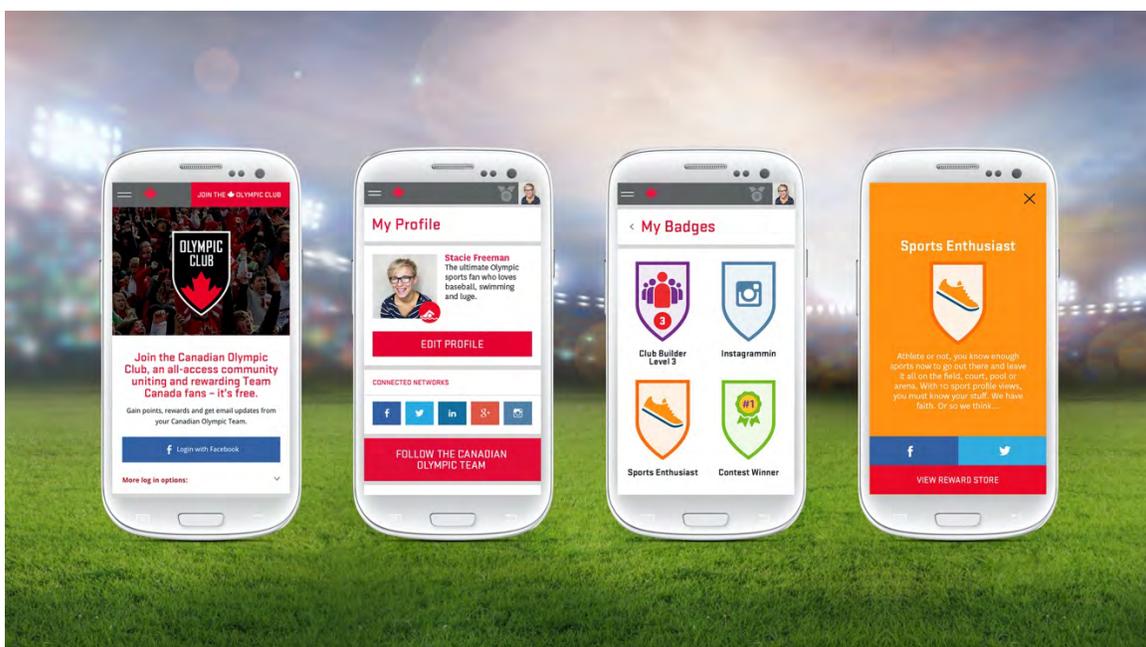
1. Develop existing categories and partnerships – progress being made
2. Add new categories and licensees – new official licensee in the plush category
3. Expand distribution channels - looking into best-in-class eCommerce solution
4. Explore growth through the Olympic Family – new heritage collection with the IOC
5. Strategic Partnerships — The team finalized agreements and implemented sponsorship models in collaboration with several strategic partners, including: The Richmond Olympic Experience (ROX), the Olympic and Paralympic Sport Institute (COPSI) Network, Game Plan and NSF Olympic Trials partnerships. Also, an educational campaign was undertaken with NSFs in the commercial areas of Rules 40 and 50 leading into Rio 2016. Relationships were also refreshed with two critical partners: the IOC and the CBC, Canada's Olympic Broadcaster through 2024 with whom the COC looks forward to working to foster the Olympic values in Canada and tell more Canadian athlete stories today and well into the future.

5. STRATEGIC PARTNERSHIPS — The team finalized agreements and implemented sponsorship models in collaboration with several strategic partners, including: The Richmond Olympic Experience (ROX), the Olympic and Paralympic Sport Institute (COPSI) Network, Game Plan and NSF Olympic Trials partnerships. Also, an educational campaign was undertaken with NSFs in the commercial areas of Rules 40 and 50 leading into Rio 2016. Relationships were also refreshed with two critical partners: the IOC and the CBC, Canada’s Olympic Broadcaster through 2024 with whom the COC looks forward to working to foster the Olympic values in Canada and tell more Canadian athlete stories today and well into the future.

DIGITAL

The COC Digital team’s metric-driven success was amplified in 2015 by a growing fan base and corporate Canada’s interest. This is the result of cutting-edge strategy and world-leading initiatives:

CANADIAN OLYMPIC CLUB — The Canadian Olympic Club, launched on July 1, 2015 allows the team to connect in a meaningful way to athletes, sports, and fans year-round. It’s an all-access community that unites and rewards passionate fans across the country, 24/7/365. The ‘digital stadium’, a next generation social/mobile/digital fan club driven by social media and gamification, is the first of its kind for any National Olympic Committee and is industry-leading by any pro sport standard, featuring physical prizes, social rewards, one-click contest entry, and exclusive content.



It's the first official fan club of Team Canada and has seen the following success:

- More than 126 thousand total users;
- 5.8 million points have been accrued by fans who gain points by taking actions on Olympic.ca, proving a massive increase in engagement on our owned platform;
- Since its launch on July 1, 43 partner rewards have received +30 million impressions, 162 thousand entries and 366 thousand page views.

PLATFORM END-OF-2015 TOTALS — As a media leader, the COC Digital team has the ability to tell athlete and sport stories in its own way.

- Olympic.ca and Olympique.ca: 3.8M (English) + 700k (French) = 4.5M total page views;
- Facebook: 747k fans;
- Twitter: 517k (English), 17k (French) = 534k total followers (exceeded target two-fold);
- YouTube: 7.5k Subscribers;
- Instagram: 73k followers;
- Snapchat: 1k followers;
- Olympic Club: +126k;
- Email Newsletter Registrations: 316k (across eight lists with overlap).

Team Canada's established social platforms (Facebook and Twitter) have provided access to online communities that other NOCs and even media organizations can envy. Team Canada's total followers on Twitter are on par with TSN and larger than Sportsnet and CBC Sports, showing the strength and power of the COC brand.

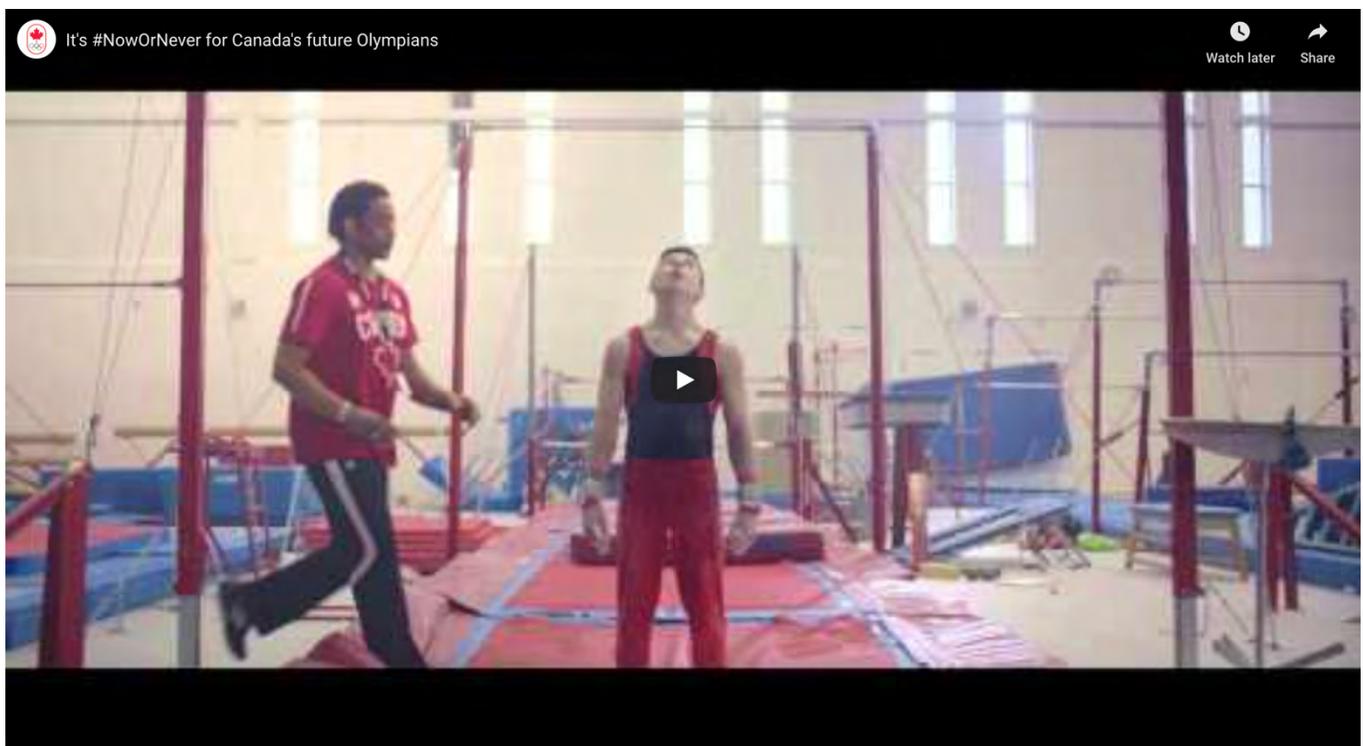
KEY PARTNER DIGITAL ACTIVATIONS — As our platforms grow, the COC's activations reach more Canadian sports fans for its partners. Some notable digital partner programs include:

- 12 Days of Komak (invented holiday activation): 8.8 million impressions garnered by Team Canada;
- Red Mittens launch: 18.7 million total impressions around #RedMittens and #Mitainesrouges;
- Hudson's Bay kit launch: 4.9 million total impressions on Team Canada content;
- Bell Let's Talk Day: 19 million impressions on Team Canada content;
- BMW Advanced Driver Training contest: 1300 targeted and relevant people with purchasing power, entered the contest;
- The Molson Beer Fridge campaign run mid-Pan Am Games received 22 thousand entries.

FOUNDATION

SHAPING THE STORY OF A NEW GENERATION

Supporting Olympic success is about more than giving money - it's about understanding the journey.



Marketing and brand awareness was paramount for the Canadian Olympic Foundation (COF) in 2015. Beyond launching a successful and fully integrated brand campaign in conjunction with the TORONTO 2015 Pan American Games, the COF also leveraged the Games as an important and unprecedented opportunity to speak to Canadians across multiple channels. These efforts resulted in more than 6.2 million earned media impressions, a 200 per cent increase in web traffic, and more than 800 new donors. Of the 800 new donors, 178 give monthly and will yield an additional \$30,000 annually.

Third party events continued to be key to the COF's success in 2015. FANFIT, Canada's Olympic Fitness Challenge, kicked off the COF's event calendar in March. More than 350

participants showed up at the Canada Games Centre in Halifax to test their skills against Olympians and high-performance athletes. The event, led by Olympian Andrew Russell, raised more than \$30,000 for Canadian athletes. Due to its success in Atlantic Canada, FANFIT has grown and will take place in both Halifax and Toronto in 2016.

Gold Medal Plates celebrated its 10-year anniversary in 2015. Through 10 regional events, Gold Medal Plates raised more than \$1 million and provided invaluable stewardship and prospecting opportunities for the COF's donors.

Relationships with marketing partners flourished throughout 2015. Established partner programs such as the Hudson's Bay Red Mittens, BMW Motorrad test-drive program and holiday campaign matching partners (Hudson's Bay, Petro-Canada and Canadian Tire Corporation) were mainstays, while the COF activated with adidas for the first time through their adidas #runmore 10K event. The inaugural run saw 600 participants turn out, raising nearly \$21,000.

OPERATIONS

PUSHING AHEAD

Our most important success comes from empowering our good people to do great things.

HUMAN RESOURCES

A harassment complaint filed against the former president revealed weaknesses and failures in the COC's Human Resources function. After the president's resignation, the Board retained leading employment law experts from Rubin Thomlinson to conduct a thorough workplace review to provide a clear path for improvement. The reviewers conducted over 100 interviews and rendered a tough assessment of the COC's HR practices. Their Summary Report prescribed widespread changes to significantly strengthen workplace policies, procedures and governance. The Board unanimously accepted all recommendations and implementation began immediately. The new president publicly disclosed the Summary Report and apologized to staff for the COC's shortcomings.

Decisions were made to elevate HR expertise within the organization by launching the search for a senior HR executive who would oversee all necessary changes. These changes included the strengthening of HR policies and record keeping processes, mandatory training for all on matters related to harassment, the implementation of a whistleblower policy and a mechanism for people to lodge anonymous complaints.

A further step was taken with respect to accountability and a governance review was commissioned. Experts at Watson Inc. concluded that a more fulsome governance review was required and the Board accepted their recommendations to hire a full-time corporate secretary to provide expertise and pursue a full governance review. The Board members also accepted recommendations to address their oversight in the Human Resources function and come up with a framework to further clarify their individual roles versus the role of the president, ensuring balance of power is kept.

In other areas, an employee engagement survey was conducted in the summer, 2015 and the survey results will also be used to develop additional action plans to improve the COC's

HR policies, programs and processes in 2016. There has also been a resurgence of PULSE over the course of 2015. Led by HR, the objective of the group is to help shape and strengthen a healthy workplace culture. It has also become a confidential forum to share ideas, discuss options, and make proposals to the Management Team regarding topics that matter to the staff.

As part of our #OneTeam program, the HR team delivered LGBTQ inclusivity training to all staff at both offices. With the help of inclusivity partner Egale Canada, the sessions were informative and encouraged open conversation between all participants and facilitators. The sessions covered everything from terminology and the current climate for LGBTQ athletes in Canada to ways everyone can endeavor to make their work more open and inclusive to all.

FINANCIALS

Non-consolidated Statement of Financial Position
as of December 31, 2015
(in thousands of dollars)

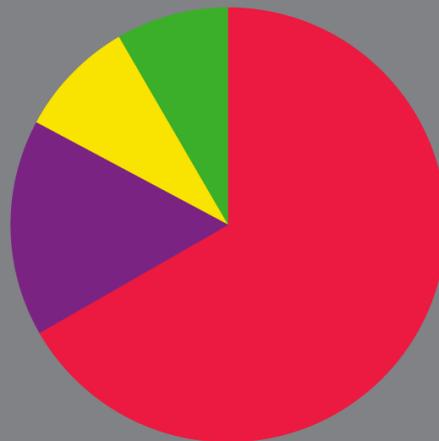
	2015	2014
	\$	\$
ASSETS		
Current assets		
Cash and cash equivalents	19,963	18,358
Receivables and deposits	9,424	5,174
	<hr/>	<hr/>
	29,387	23,532
Investments	165,803	160,482
Capital assets	3,272	2,835
	<hr/>	<hr/>
Total assets	198,462	186,849
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	9,160	5,311
Deferred revenue	6,313	6,066
	<hr/>	<hr/>
Total liabilities	15,473	11,377
FUND BALANCES		
Externally restricted		
Petro-Canada Olympic Torch Scholarship Fund	9,123	8,977
Olympic Legacy Coaching Fund	12,277	11,747
	<hr/>	<hr/>
	21,400	20,724
General Fund		
Internally restricted		
Canadian Olympic Family Fund	143,526	140,203
Invested in capital assets	3,272	2,835
Unrestricted	14,791	11,710
	<hr/>	<hr/>
	161,589	154,748
	<hr/>	<hr/>
Total fund balances	182,989	175,472
	<hr/>	<hr/>
Total liabilities and fund balances	198,462	186,849

Statement of Operations
All funds for the year ended December 31, 2015
(in thousands of dollars)

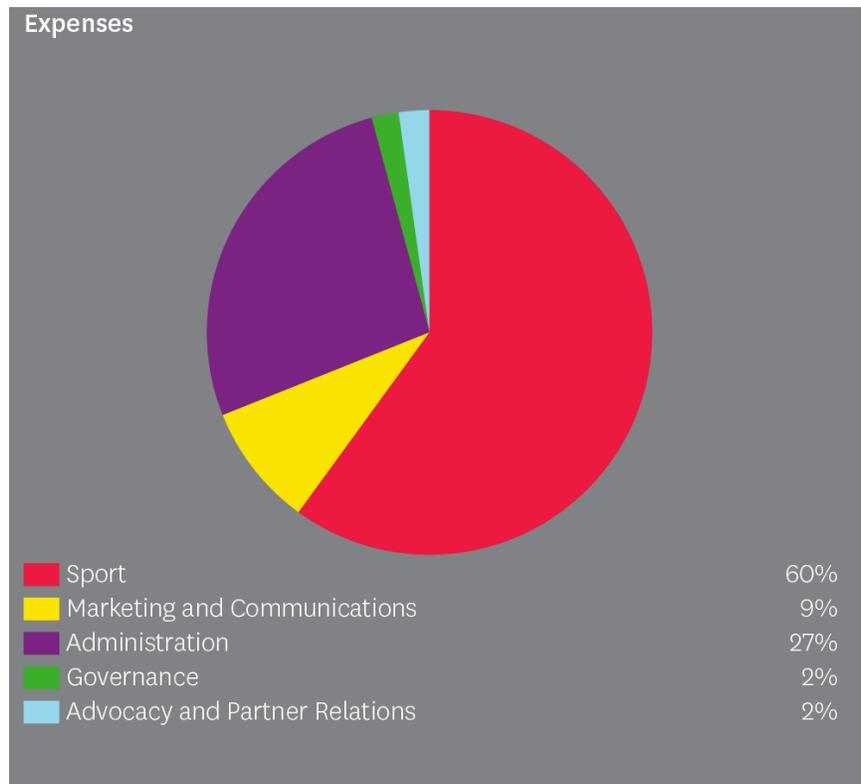
	2015	2014
	\$	\$
Partner and marketing revenues	40,244	38,069
Investment revenue	14,185	17,896
Grants, donations and other	7,074	7,453
Total Revenues	<u>61,503</u>	<u>63,418</u>
Expenses		
Program and operating expenses	52,228	49,338
Grants and related expenses	990	839
Investment management fees	768	677
Total Expenses	<u>53,986</u>	<u>50,854</u>
Excess of revenues over expenses	<u>7,517</u>	<u>12,564</u>

2013-2016 Quadrennial Plan (Estimated)

Revenues



■ Partner Revenues	66%
■ Contributions from Segregated Funds	16%
■ Grants and Other	9%
■ Canadian Olympic Foundation	8%



INFORMATION TECHNOLOGY

The Information Technology (IT) team excelled in 2015, enhancing the systems that govern the workings of the organization.

In doing so, the team completed a detailed security audit and vulnerability assessment on all of its technology assets. By doing this, IT was able to confirm that there were no significant exposures or vulnerabilities.

The IT team also began development on the COC's portal to facilitate the collection and communication of all relevant logistical data and information for athletes and coaches. This is a great step forward for IT as the system launched for use at the Lillehammer 2016 Winter Youth Olympic Games.

BOARD OF DIRECTORS



Tricia Smith
President



Peter R. Lawless
Vice President



Wayne Russell
Treasurer



Therese Brisson
Director



Jeff Christie
Athletes Commission Representative



Charmaine Crooks
Director



Martha Deacon
Director



Kevin Gilmore
Director



Stephen Podborski
Director



Anthony Eames
Director



Adam Van Koeverden
Athletes Commission Representative



Gordon Peterson
Director



Richard W. Pound
IOC Member



Walter Sieber
Director



Hayley Wickenheiser
IOC Member