



2017: ANNUAL REPORT

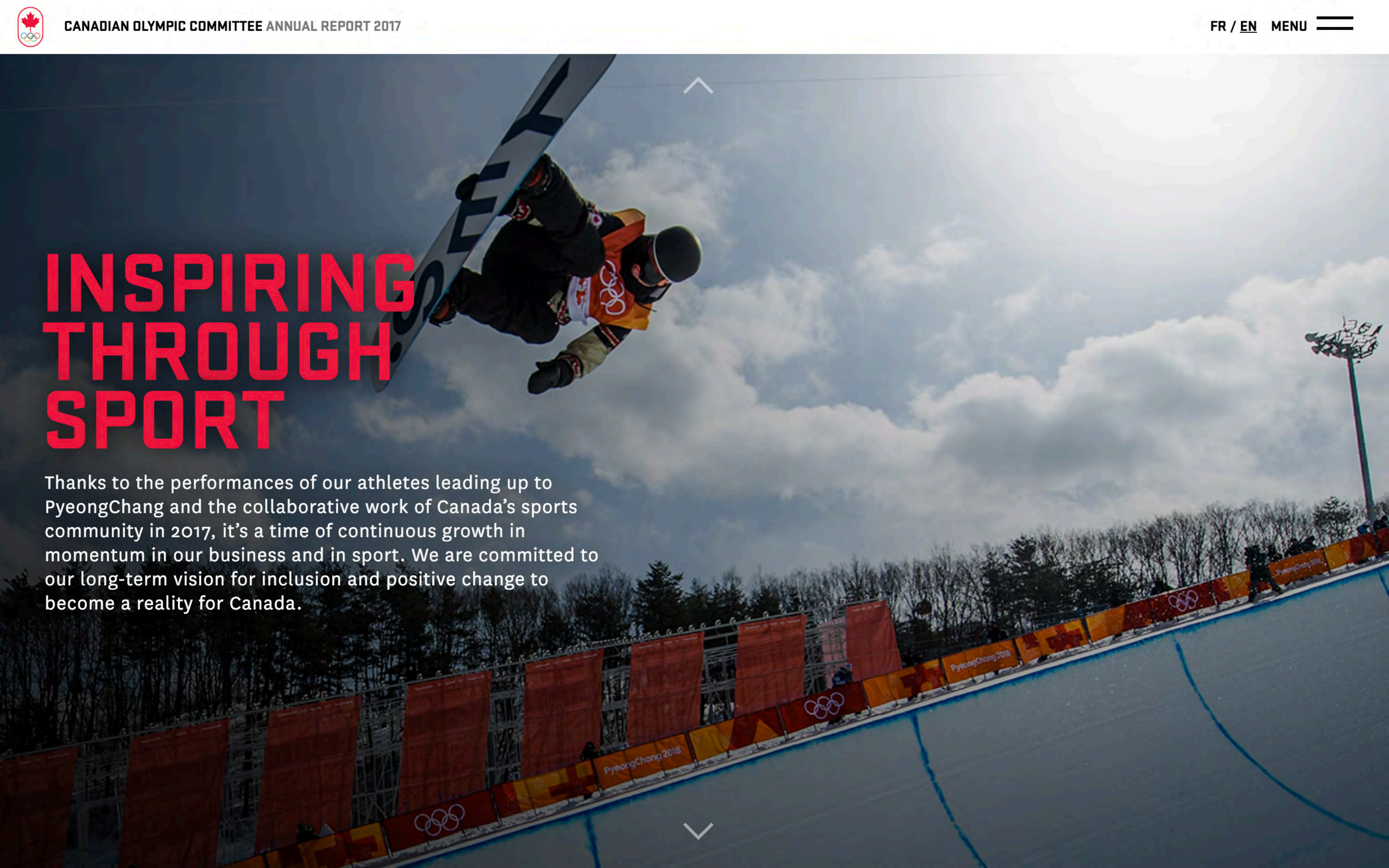
CANADIAN OLYMPIC COMMITTEE





INSPIRING THROUGH SPORT

Thanks to the performances of our athletes leading up to PyeongChang and the collaborative work of Canada's sports community in 2017, it's a time of continuous growth in momentum in our business and in sport. We are committed to our long-term vision for inclusion and positive change to become a reality for Canada.





OUR VALUES:

BE ACCOUNTABLE

BE EXCELLENT

BE FUN

BE RESPECTFUL

BE BRAVE





2017 LANDMARK MOMENTS

Three significant achievements from this past year proved how our integrated work is establishing a future of promise in Canadian sport.



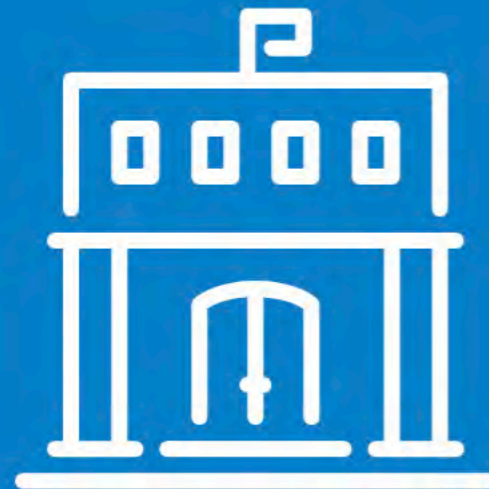


NEXTGEN FUNDING

On July 21, the Canadian Government announced funding for the next generation of Olympic and Paralympic athletes. \$5 million from the Government of Canada, \$4 million from the Canadian Olympic Committee and \$1 million from the Canadian Paralympic Committee will support Olympic and Paralympic athletes.



The funding will support Olympic and Paralympic athletes who have demonstrated medal potential for the subsequent Olympic and Paralympic Games.



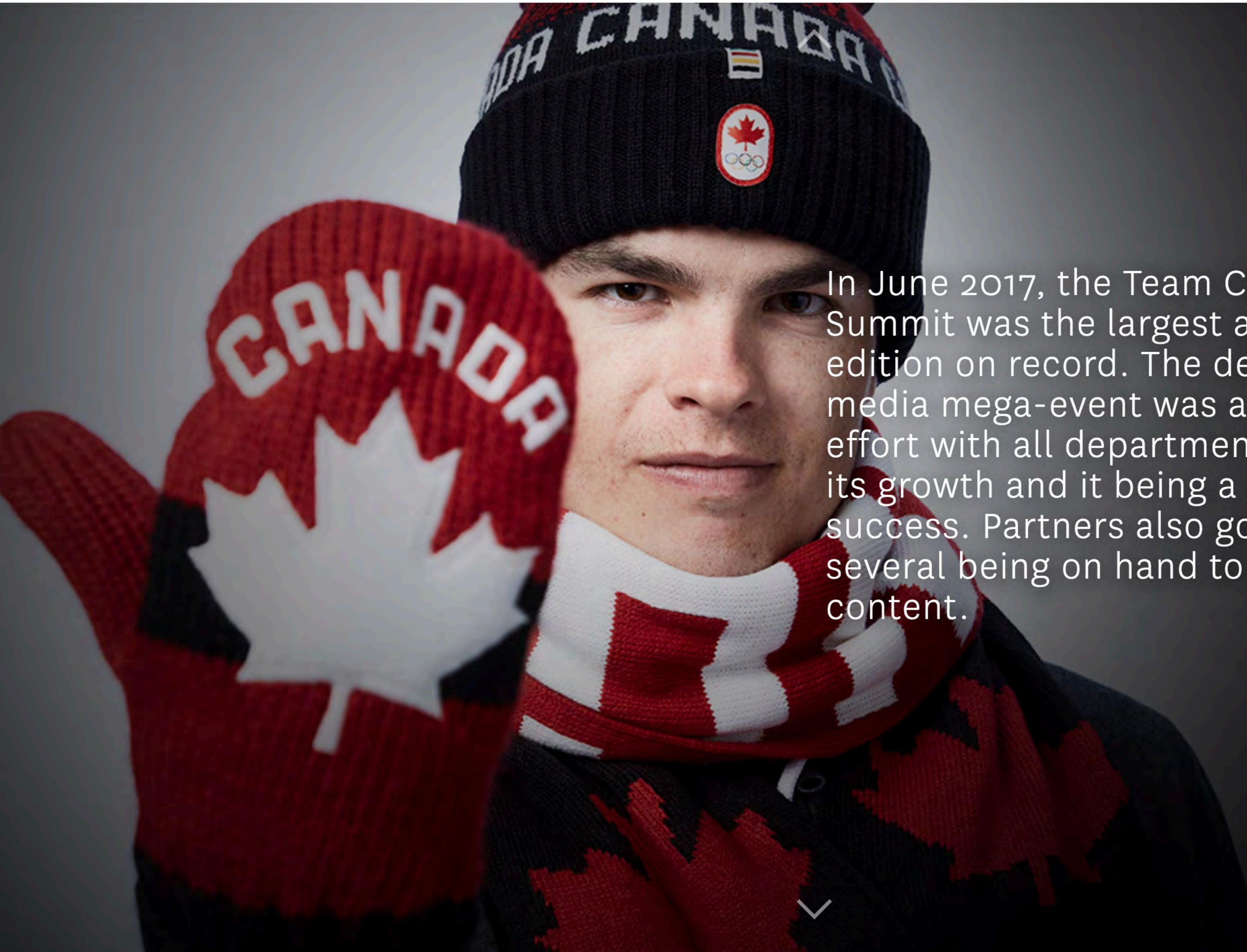
WHAT THIS MEANS TO NEXTGEN ATHLETES:

- ✓ Financial support
- ✓ Access to quality coaching
- ✓ Better training facilities
- ✓ Improved training regimens
- ✓ Investment in sports science and medicine





OLYMPIC LAB / MEDIA SUMMIT



In June 2017, the Team Canada Media Summit was the largest and most engaged edition on record. The delivery of this media mega-event was a complete team effort with all departments contributing to its growth and it being a resounding success. Partners also got involved with several being on hand to produce their own content.





MEDIA SUMMIT BY THE NUMBERS:

2 days
1,700 content sessions
97 athletes
40 stations





For the first time, representatives from Facebook, Instagram, Snapchat and Twitter met with all athletes to educate them on best practices and verify their accounts.





The Olympic Lab and Media Summit also played key roles in preparing Canadian athletes in the lead-up to PyeongChang, as the Games Environment and other important details were passed on.





NATIONAL PARTNER
PARTENAIRE NATIONAL

PARTNERSHIPS





 AIR CANADA

Teck

Mondelēz
International

In 2017, the COC Team also secured several important partnership renewals, speaking to the strong relationships that are the hallmark of our overall sponsorship strategy.





Now a celebrated tradition after each Olympic Games, the official commemorative rings presented to all Olympic athletes will continue to be made possible through the generosity of COC partner Teck, who renewed their agreement through 2020.



Air Canada will remain synonymous with Team Canada, as the nation's leading airline extended its relationship as the official airline of the Canadian Olympic Team. A COC partner since 2006, Air Canada will continue in its support of the Olympic Movement in Canada through to 2020.



PYEONGCHANG AND BEYOND

With high hopes and a record number of athletes heading to PyeongChang 2018, the efforts of this past year had Canada ready to lead and make a difference on the world stage in every sense of the word. As always, preparations are already underway for Tokyo 2020, where our system will spawn and inspire our Canadian heroes of tomorrow.





OLYMPIC.CA

MESSAGE FROM THE PRESIDENT

In 2017, Canada's sport community proved it can empower and be a catalyst for positive change.



As we build off the momentum from Rio 2016 in preparation for PyeongChang 2018, Team Canada is increasingly recognized as a positive force in this country - one that unites and inspires Canadians - and organizations are coming together to support sport and the athletes.

I am so grateful to all our partners.

Corporate Canada is joining our efforts by not only investing generously into the system, but also by working with our world-class Marketing Team to develop ground-breaking programs to elevate the sport system.

Support, from grassroots and next generation developmental initiatives, like RBC Training Ground working with our NSFs to discover the next Olympic heroes, to innovative ways to

help athletes prepare their transition to their professional lives through education and work opportunities like the Game Plan program, and the Smith School of Business partnership, continue to raise the bar.

I am as inspired by what we accomplished in 2017 as I am excited by what our future holds through PyeongChang and beyond.

As we rightfully celebrate our success of our athletes and sports, we also have the opportunity to collectively look more broadly at how we can continue to use sport as a force for positive change in Canadian society.

Canadians believe in equal opportunity for all, and sport is uniquely positioned to champion that cause.

Sport can be a great equalizer, bringing people together by providing a place where individual differences can be set aside, by providing a platform we can all relate to: the struggle, the physical and spiritual journeys, the discipline, the hard work endured for a higher reward, the team work, the fun.

Sport has the power to connect people and shape the lives of those who take part. It empowers them.

These are all reasons why we must work harder to ensure sport is also a place of inclusion where all those who participate feel welcome and can thrive free of discrimination, bullying and harassment.

Our national sport system mirrors Canada's place in the world as a leading voice for integrity, inclusion, openness and social equality, at a time when societies around the globe need such inspiration the most.

It is a responsibility and a privilege we are fortunate to hold.

Sincerely,

A handwritten signature in black ink, appearing to read "Tricia Smith". The signature is fluid and cursive, with a large initial "T" and "S".

Tricia Smith

MESSAGE FROM THE CEO

In 2017, we teased Canadians to think what it means to “Be Olympic.”



To some this may appear to a mere tagline as part of our new COC campaign created by our marketing team, but it is so much more than that. While the powerful symbolism of the Olympic Movement has long guided all that we do at the COC, never before has it been so simply and perfectly defined.

With those two words defining our position moving forward, I wanted to thank you for all you do each day in helping make our vision of Canada as a world leader in sport a reality. We are all as a nation inspired and united by the passion and performance of the Canadian Olympic Team.

Our athletes use their platform for positive change. And just as Canadians demonstrate everyday across this great country, they take pride in their purpose and not their status.

Consistently they demonstrate a quiet confidence that is emblematic of what Canada's reputation has grown to be the world over.

While Olympic years are special, I've always appreciated the buildup and tireless work that defines the 12 months leading into the Olympic Games, and 2017 was no different. With PyeongChang 2018 on the horizon, you again demonstrated your trademark dedication and determination in leaving no stone unturned in preparing our team for success.

The support our athletes receive does not end there. This past year saw our corporate partners continue to raise the bar all in the name of the Olympic Movement in Canada and pride in our country. Another testament to the type of relationships we seek to build with our partners is seeing them renew and continue their journey with us. We were also pleased to grow our partnership family in 2017.

“Integrity in sport demands that we are inclusive in our pursuit of excellence.”

Together, we can remind the world what it means to “Be Olympic.” Embodied by the virtue and values of our athletes, the Canada of today, is a nation rooted in a culture of diversity and inclusion unrivaled in the world. The wonderfully positive impact of sport and its stories that so often inspire nations across the globe to celebrate demonstrates what it means to aspire to be better.

The Olympic rings stand for so much more in the world than just for sport, they are what we believe that sport has the potential to transform our nation. It is the world's great cultural unifier. And together we should do all we can to put the power of sport to work for our nation and for the generations of children who stand to be impacted by all it represents.

Canadians look to our athletes as leaders and to the Olympic values in many ways as a source of pride for a nation. Our athletes have a role to play in how we move this country to its next level. They possess an ability to ignite a generation and call them to action. The inspiration they provide over the course of their journey shines brighter than any gold medal ever could.

Yours truly,

A handwritten signature in black ink, appearing to read "Chris Overholt". The signature is fluid and cursive, with the first name "Chris" and last name "Overholt" clearly distinguishable.

Chris Overholt

SPORT

STRENGTH IN NUMBERS

With the robust growth of our sport system comes more opportunities for our athletes.



SYSTEM EXCELLENCE

GAME PLAN — First launched in 2015, the COC’s groundbreaking Game Plan program is a total athlete wellness initiative to help Olympians have a stronger likelihood of success both during and after sport.

Through extensive consultation the importance of mental health, financial insight and post-athletic careers have been highlighted as areas of concern for those who represent Canada on the global stage. Using Game Plan, Olympians, Paralympians and National Team athletes through the power of Deloitte – can access resources dealing with career management, mental health, education, skill development and a mentor network.

“The Game Plan program acknowledges that athletes are people. Real people with the same fears, life challenges as everyone else.”

—Hayley Wickenheiser, Four-time Olympic Champion

With 2017 marking the third year of this program, we continued to spread awareness and reach out to as many athletes both past and present as possible. This was done through initiatives such as a booth at Olympic Lab where we recruited athletes to register on the Game Plan website while also raising awareness.

We also started three new programs under the Game Plan umbrella in 2017: Game Plan Champions (6 athletes), La Maison des Champions (11 athletes) and the Mentorship program (8 athletes and 8 Alumni). These all touch upon the different spheres of an athlete's life and have athletes helping fellow athletes to build a stronger sport community and beyond.

We are constantly optimizing and nurturing our relationships with Game Plan partners, finding activations that help athletes and keep partners engaged. Game Plan's activities show athletes and our partners how much the COC cares about athletes. Game Plan Day in Canada slated for June 5, 2018 with Deloitte, RBC Financial Simulation program (launch in 2018), Smith School of Business Networking event (Feb 2018), Morneau Shepell welcome cocktail (Summit 2018) are examples of events scheduled for 2018.

2017 GAME PLAN HIGHLIGHTS

EVENT/GOAL	MEASUREMENT
Employer network growth	44 athletes placed in job or career development opportunities 75 companies added to employer network.
Host regional networking, workshops, skill development events at COPSINs	66 events with more than 750 athletes
Build Game Plan awareness	667 athletes registered on mygameplan.ca Average of 30% increase in followers across all social media platforms
Increase educational opportunities for athletes	18 universities have signed on to the Game Plan education network
Athletes in Smith School of Business	35 enrolled or accepted into Smith programs 95 athletes in pipeline (inquiring or applying)

Mentorship program

8 current athletes & 8 Alumni

Game Plan Champions

6 athletes acted as Game Plan Ambassadors

2017 ATHLETE MARKETING ACTIVITY — Through athlete marketing initiatives in 2017, excluding personal endorsements deals, NSF appearances or anything external to the COC, more than \$1 million went directly into the hands of athletes. Marquee efforts came via new corporate partner athlete activations such as Cadillac Fairview and SAS.

SYSTEM EXCELLENCE BY THE NUMBERS — NSF Services and Leadership

- **\$3.9 MILLION** investment as part of NSF Enhancement Initiative 2.0
- Across **70** projects
- Affecting **41** NSFs from 2017-2020
- **2** sports became COC recognized NSFs in 2017 (Canada Skateboard and CSA Surf Canada)

OLYMPIC SOLIDARITY — Projects Supporting Podium Performance

- **\$220K** provided as part of Olympic Solidarity funding
- Across **21** NSF projects for PyeongChang 2018 preparation
- **4** athletes to receive a scholarship of \$500/month over three years to support Tokyo 2020 preparation (Program began in Sept. 2017)
- **\$100K USD** received by the Canadian Women's National Hockey Team as part of the Winter Team Support Grant from Olympic Solidarity in preparation for PyeongChang 2018.

PODIUM PLUS PROJECTS

- **\$250K** grant from Pan Am Sports Olympic Solidarity to be used to support improved infrastructure at the new COC Toronto Office
- **15** different CEOs took part in the CEO Co-op Program (Started in June 2017)

GAMES - PERFORMANCE EXCELLENCE

The sport services team works closely with the foundation and marketing partnerships team in helping to identify programming that meets the needs of the National Sport Federations and is informed by our overall performance objectives. This past year, the sport services team worked to align the marketing partner application processes to find efficiency in the way that we solicit, track and allocate requests for marketing partnership funding program dollars.

The Games operations team supported the successful delivery of the Olympic Lab and Media Summit, managing the logistical and registration elements of the event. In addition, we presented to the group about the PyeongChang 2018 Games environment and what they might expect to experience.

2017 was a year that set us up for the 2018 Games, with activities building towards a final phase delivery in 2018. The following are stats that help tell our 2017 story:

- **4:** Number of official preparation site visits in 2017 (does not include multiple “unofficial” trips from COC staff that did not engage the organizing committee)
- **2:** Number of team operations and preparation seminar events held
- **210:** Number of TOPS participants across both events
- **14:** Number of containers of cargo sent to PyeongChang in December 2017
- **1:** of 4 NOCs invited to partake in the IOC Coordination Commission in September 2017
- **40+:** The number of new initiatives in our planning and operations that were implemented throughout 2017 in preparation for the 2018 Games
- **1,513:** Number of long listed team members registered with the PyeongChang Organizing Committee
- **168:** Number of Canadian athletes in PyeongChang for test events in 2017
- **194:** Number of athletes that were awarded a total of \$895,000 for World Championship (or equivalent) top-5 performances (summer) and top-4 performances (winter)

PYEONGCHANG 2018 — Our Games team sought to be more active internationally. Staff in our Montreal office hosted the USOC, and NOC Sweden in 2017. We also took part in the IOC coordination commission meeting in August, one of the four NOCs invited to join. We hosted two team operations and preparation seminars in October to help our mission team and team leaders prepare for the Games. For the first time, these events were separated to allow for more tailored content for each group.

We implemented a planning process that involved over 40 innovations to help us deliver our operations successfully in PyeongChang. We successfully undertook a pre-registration

of our team with the organizing committee in December 2017 and returned home with over 1,000 pre-validated accreditation cards for our PyeongChang team members.

In February 2017, the Canadian Olympic Committee named three-time Olympian and three-time Olympic medallist, Isabelle Charest, as Team Canada's PyeongChang 2018 Chef de Mission. She was elected to serve as spokesperson for Team Canada, mentor athletes, coaches and staff and create an environment conducive to optimal performance at Games. In May, we selected our 2018 Mission Team after significant background work with our COC staff. As part of this process, a record 18 Olympians were selected to the 2018 Mission Team.

LIMA 2019 — Our Games team also undertook our first site visit to Lima, Peru in advance of 2019 Pan Am Games. For the first time, the COC made a joint site visit with another NOC, undertaking the visit with the USOC. Also in 2017, we did significant work on our summer internal nomination procedures. After much background effort and research, the Lima 2019 team selection policy was approved, Buenos Aires 2018 was implemented, and significant consultation with Sports regarding Tokyo was done.

GAMES: OLYMPIC PERFORMANCE

In 2017, the Olympic performance department was created to help build high performing teams via numerous offerings. The Olympic Lab – a must-attend event central to this strategy – was themed around the concept of Organic Chemistry where keynote speaker Jon Herdman inspired 209 athletes, coaches and team leaders.

We talked a lot about reactions at this year's Lab, while trying to understand the process of how to react with our external environments to achieve a balanced performance; and how we get better and evolve as a team.

Organic chemistry is the study of structure, properties, composition, reactions, and preparation of natural compounds, which made it the perfect theme for the 2017 edition of the lab. We created a custom formula for these elements — to combine the best-possible circumstances with the best-possible reactions and equal the best-possible results in PyeongChang. It was organic chemistry in action, Team Canada style. Speakers included: Philippa Bond, Isabelle Charest, Ashton Eaton, John Herdman, Vince Poscente, Penny Werthner, Rosie MacLennan, and Peter Jensen.

OLYMPIC PERFORMANCE MANAGER — The Olympic Performance Manager is the critical link with National Sport Federation (NSF) partners to understand their performance requirements, to ensure an optimal environment exists for athletes and teams to realize

their full performance potential at the Olympic Games; while embracing Team Canada's performance management philosophy of whole athlete wellness.

The Olympic Performance Manager leads the COC's engagement and relationship with the NSF High Performance Director (HPD) and Team Leader to ensure that they are supported by appropriate specialized expertise and services throughout the Olympic Games cycle. The role oversees the strategic NSF Olympic planning for assigned NSFs and will also be responsible for providing performance support services onsite during the Games, for Olympic Winter, Pan American and Olympic Summer sports.



OLYMPIC CO-OP — The Co-op peer learning network was established to provide opportunity for this country's best sport leaders to collaborate, share knowledge and achieve the strategic outcomes they need by working together as peers. These offerings were created to prepare teams to arrive at the Games in an optimal state of organizational and team performance readiness.

By empowering Canada's sport leaders with co-operative resources to achieve their goals, Team Canada can arrive at any Olympic Games with the highest-possible performance mindset.

We also connect a familiar network of peers to solve problems, strategize and share knowledge in our pursuit to redefine what is humanly possible.

The PyeongChang team orientation sessions and Engineer your Team program prepared all sports on what to expect at the Games through intensive team building work implemented

to improve team cohesion, conflict management, resilience, role clarity and communication.

TEAM ENGAGEMENT AND PREPARATION

Winter Teams met: **100%**

Distance travelled visiting teams: **Over 150,000 km**

Preparation visits to PyeongChang test events: **12 visits**

99% of Olympic Lab participants recommend the Lab to future teammates

Vast majority of athletes, coaches and staff declared COC preparation events very valuable or critical to their success

Average peer-to-peer Co-op calls per month: **5**

Total number of sports connected via Co-op program: **33 sports**

Number of problems solved, solutions found and new ideas created: **unlimited**

MARKETING

BECOMING OUR MESSAGE

COC strengthened its position as an athlete-driven brand that inspires.



BRAND MARKETING

A newly reimagined brand marketing team was established in 2017 with a number of team members joining in newly-scoped roles in August. The group also had both a renewed focus and a fresh mandate.

The team developed “Be Olympic,” a new brand platform that will serve as the foundation for marketing activities moving forward. The “Be Olympic” platform is at the core of a new

brand strategy for years to come and will enable a more consistent and defined identity for the COC brand moving forward.

“We wanted to shine a light on the moments in our athletes’ stories that showcase the best of us – values that define what it means to be Canadian and to ‘Be Olympic’.”

—Derek Kent, COC Chief Marketing Officer

A new creative process was also put in place to both provide creative services to the entire organization and also ensure brand consistency and quality. The core brand team undertook over 70 projects from ideation through production, providing a service previously not made available to the organization as a whole.

The team developed a new strategy for cornerstone fan-facing events and experiences with a new emphasis on experiential marketing. This new thinking and working model was applied to the planning of key 2018 events including: Team Send Off, Canada Olympic House, and future Hall of Fame initiatives.

Brand marketing also continued to provide event planning and delivery excellence for corporate, sport and internal stakeholder groups, playing a key consultant role to event owners.

Other priority projects in 2017 included laying the foundation for a new market research and insights approach, taking a more holistic view of interest and fandom in the Canadian Olympic Team. The work completed in 2017 laid the groundwork for a new brand marketing strategy which will be executed in large part in 2018 and beyond.

DIGITAL

The overarching marketing objective of the COC’s digital team continued to be to strengthen brand equity via earned media. By telling athlete and sport stories in a way that garners results, Team Canada not only achieves this objective, but continues to expand its reach and impact across all platforms. As a media leader, we are able to share athlete and sport stories our way, cementing our place as an emotional, well-loved, passionate brand. Our established Team Canada social platforms have given us communities other NOC’s and even media organizations covet and we continue to serve this community which has a growing appetite for amateur sports content.

BY THE NUMBERS:

- **966M** earned media **impressions** in 2017
 - **3.5M** total fan **engagements** in 2017
 - Our total channel size (Facebook, Twitter and Instagram) is **5%** higher than in 2016
 - **235k** Canadian Olympic Club members by EOY (17k net new)
 - **+180k** Canadian Olympic Club contest entries in 2017
 - Competitive analysis: compared with all other NOCs (in an analysis from Jan-May 2017), Team Canada had the **biggest channel size per capita** and we were the **2nd most engaged per capita**.
-

2017 DIGITAL ACHIEVEMENTS:

MEDIA SUMMIT — In 2017, the Media Summit evolved to include all digital team members and representatives from Facebook, Twitter and Snapchat to meet with every athlete on hand to educate them on best social media practices and to verify their accounts, which was very well received.

Research conducted with all athletes allowed us to verify their bios and acquire quotes for feature articles leading up to, and during, PyeongChang 2018. Video content shot with athletes resulted in five video categories and over 50 total videos produced for Team Canada digital channels. Social media content was captured with all athletes, including some exclusive content for our channels.

CANADIAN OLYMPIC CLUB, BROUGHT TO YOU BY BELL — The Canadian Olympic Club, officially launched on July 1, 2015, allows us to connect with our athletes, sports and fans in a meaningful way, year-round. We do this through activities on olympic.ca, mini-games, trivia, badges, email newsletters, rewards and contests featuring autographed merchandise and product/experiences from our partners.

In 2017, these activities were received positively by more than **235k Canadian Olympic Club fans**, with contests receiving **27 million impressions**, **166k engagements** and, **180k contest entries**. Our user base allows us to create new audience research and subsequent actionable insights.

TEAM CANADA SOCIAL PLATFORMS:

FACEBOOK: We continue to leverage video content to boost favourability in algorithm. Facebook Live is used at team announcements to give fans an exclusive point-of-view while preparing them for live content produced at PyeongChang 2018.

INSTAGRAM: Our Instagram channel received over **1.7M engagements** in 2017. For the size of the channel, this is by far our most engaged social network. As the consumption of visual content continues to rise, our web and social channels showcase this shift with a massive increase in short, sharp and entertaining videos, fully incorporated the platform's stories feature to drive club acquisition, and increase traffic to olympic.ca

TWITTER: Our French handle, @Equipe_Canada became one of the largest French sports channels in the country. Twitter representatives attended the Media Summit to capture PyeongChang 2018 content and to verify all athlete channels.

SNAPCHAT: Engagement on this platform brought a behind-the-scenes and in-venue experience Canadian Olympic team announcement and international competition to fans.

KEY PARTNER DIGITAL ACTIVATIONS – As our platforms grow, our activations reach more Canadian sports fans for our partners. Some notable digital partner programs include:

- Bell Let's Talk Day: 14M earned media impressions on Team Canada content.
- Hudson's Bay Kit Launch: Team Canada drove over 2.7M interactions resulting in engagement value of \$114k.

CORPORATE COMMUNICATIONS

This year, the Communications Team built on the successes of Rio 2016 and continued to grow the media profile of Team Canada in the lead-up to PyeongChang 2018. Tools for media were further streamlined, most notably the launch of the new olympic.ca/press site, to ensure our media partners the best-possible access to Team Canada information the moment it is issued.

Driving media attention to the five partnership renewal announcements was another major success of the communications team in 2017. The five events resulted in 239 media mentions, over \$230,000 of earned media value, and over 113 million media impressions. Most notably, the announcement of SAS as the Official Analytics Partner of the COC, a first of its kind partnership, resulted in over 74 million media impressions.

The communications department's efforts led to the NextGen funding announcement attracting some of the highest profile names in Canadian sports journalism, including Postmedia's Scott Stinson and Sean Fitz-Gerald, managing editor of The Athletic. The extensive coverage the announcement generated in 135 pieces of coverage, \$117,045 of earned media value, and over 59.5 million media impressions.

The 2017 Team Canada Media Summit was our best-ever in terms of officially being the largest and most engaged to date. The event saw an estimated 1,700 content sessions held over two days of shepherding 97 athletes across 40 stations. The Summit featured many firsts including hosting Snapchat, Facebook, Instagram, Twitter on-site. There was social content generated with every athlete who attended and as well as dramatic photography captured. There were also confirmed bios of every athlete and the event even had corporate and government partners were on hand to capture content.

Overview of 2017

- The COC issued **49 releases, advisories, and statements**
- Media were invited to **16 events** organized by the Canadian Olympic Committee
- Press events generated **1,916 pieces** of content about Team Canada, resulting in **\$2,122,145** in earned media value and **677,075,257 media impressions**

MARKETING AND STRATEGIC PARTNERSHIPS

In what would be a significant year for the Partnerships Team, 2017 saw both important renewals of existing partners and the successful solicitation of new partners and creation of new categories for the COC. The group played a key role in renewing existing relationships with Teck, Mondelez and at the end of the year with Air Canada. These partners are critical to the success of the sponsorship program, executing a number of marketing campaigns, and being integrated into key COC programs (i.e. Olympian rings provided by Teck, Air Canada Altitude Program, etc.)

In 2017, there were also a number of new partners that joined the COC family. This included the arrival of SAS as the Official Data Analytics partner, Cadillac Fairview as the Home of Team Canada and Under Armour as the Official High-Performance partner. The team spent time onboarding these partners and preparing them on the road to PyeongChang.

Building on what was begun in 2016, the focus remained on partner programs and integration. Here is an overview of how our growing number of partnership programs excelled in 2017:

RBC Training Ground hosted 29 qualifiers and five regional finals. Year 2 of the program tested over 2,100 athletes aged 14-25, collaborating with 11 NSFs and identifying 30 athletes who will receive support from the RBC Future Olympians Program.

HBC Bursary Program continued commitment to support 50 athletes through direct-to-athlete funding for a combined total of \$500,000 in 2017.

First-ever, public-facing **HBC Kit Launch**, earned over 120M impressions. Also, HBC's iconic mittens generated over \$1M to the Canadian Olympic Foundation in 2017 alone.

Deloitte Game Plan Program continued to grow with more athletes accessing partner programming, seeing the first contingent of athletes graduate from Smith School of Business as the COC provides unprecedented support of athletes in their transition to their professional lives.

Petro-Canada Fuelling Athlete & Coaching Excellence (FACE) Program continued to afford support to the sport system, generating a total of \$550,000 in funding and impacting 55 athletes and coaches.

Team Canada Jumpstart Games were held for the first time, taking place in Collingwood, ON in September 2017. The one-day event provided an opportunity for 300 students to learn Olympic and Paralympic sports from athletes in a joint effort with Canadian Tire Jumpstart Charities.

Air Canada's Altitude Podium Program provided over 300 travel upgrades to Canadian athletes.

Bell Athletes Connect Program now counts over 1,200 Canadian national athletes to generously help them stay in touch with their families cost-free while training and competing.

The Teck Coaching Series was hosted in Sparwood, BC in October 2017, providing local youth hockey players and coaches with a chance to learn from Olympians. This was the fourth annual Teck Coaching Series.

FOUNDATION

NEW LEADERSHIP. NEW VISION.

Aiming boldly to change sport philanthropy forever.



We are aiming to get gold on the podium of fund development, to aim at the best and overtake them. We have a big vision to invest in sport for the next decade. Leveraging success stories like Harvard that raise more than \$1B a year while having a \$40B endowment, and the COC brand as one of the most powerful in the country. In the last 12 months, the Foundation provided more funding (\$9.3M) to sport than ever before, including grants to more than 40 NSFs. A new Board Chair, Perry Dellelce and CEO, Paul McIntyre Royston began to chart this bold new course for the Foundation.

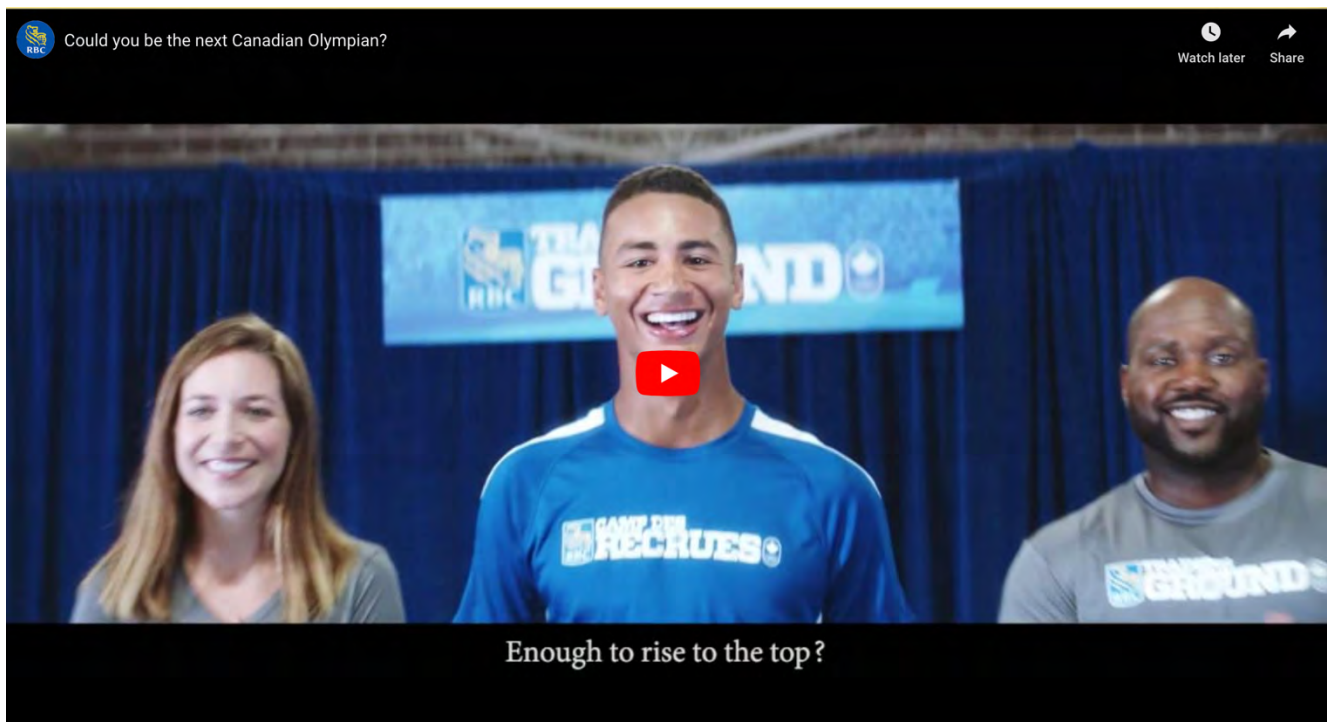
“Sport changes lives. It created a framework that enables individuals to thrive and get access to opportunities they would never have otherwise. Giving to the cause builds those opportunities.”

— Paul McIntyre Royston, CEO, Canadian Olympic Foundation

IMPACT GIVING — An acquisition impact campaign conducted in the fall of 2017 yielded the best acquisition results in Foundation history – more than triple the industry standard. The Foundation welcomed over 1,000 new donors to the Olympic Family. And we now have over 300 monthly donors.

RBC TRAINING GROUND — RBC Training Ground, a series of sport combines designed to identify athletes with high performance potential and create talent transfer opportunities within the Canadian sport system. Year 2 of this program began in January as athletes between the ages of 14 and 25 were invited to attend an RBC Training Ground qualifying event to measure their speed, power, strength and endurance.

Once the Training Ground events come to an end, the program continues under the title RBC Future Olympians, a group of athletes from regional finals are identified for additional testing with various NSOs to see if they have the potential to compete at a higher level. Those who are identified to train with the NSOs become part of the RBC Future Olympians program and receive additional assistance provided by the NSO such as funding, resources, coaching and/or mentorship through a grant from the Foundation and RBC.



The top athlete from each regional final also received a trip to the 2018 Olympic Winter Games in PyeongChang, South Korea to help prepare and encourage the athletes to follow their Olympic dreams. CBC Sports broadcasted their experiences at the Games to introduce Canadians to the athletes discovered by RBC Training Ground events across the country.

HBC BURSARY PROGRAM — For the second consecutive year, the Foundation joined forces with the HBC Foundation for the HBC Bursary Program which sees 50 athletes receive a \$10,000 annual award. The \$2.5 million investment provides selected athletes with sustainable funding for activities and support that will benefit them in their respective sport for five years.

OPERATIONS

LEADING WITH INTEGRITY

Canadians can be proud of the environment we are creating.



HUMAN RESOURCES

After focusing much of its efforts in 2016 on implementing recommendations from a thorough workplace review by employment law experts Rubin Tomlinson and sourced recommendations from feedback received from employees, the human resources department built on that momentum to reach new heights in 2017.

Actions speak louder than words.

The 2017 objectives to support the “People as a Competitive Advantage” pillar of the 2017 – 2020 Strategic Plan centered around organizational culture, attracting, developing and retaining top talent with key skills and identifying and developing current and future leaders.

Key HR accomplishments included:

Values that were developed and communicated in late 2016 came to life in 2017 and are now embedded in all HR processes, including recruitment and selection as well as performance management. They are also now aligned with our new “Be Olympic” brand. Our original values of Accountability, Excellence, Fun, Respect and Bravery were modified to become a more active and dynamic philosophy of **Be Accountable, Be Excellent, Be Respectful, Be Fun** and **Be Brave**.

Employee Engagement initiatives were implemented in 2017 to support the Priorities for Action identified from the 2016 employee engagement check-in process. An employee engagement survey was completed in early October with solid participation from our staff who indicated there was a 13% improvement across all engagement drivers since the 2016 survey and an 18% increase in their “Overall Experience” at the COC.

Total Rewards Framework communication, training and the new compensation structure that had been approved in late 2016 were implemented in the first quarter of 2017. Benefit program training and a benefits survey were implemented in the second quarter to obtain valued feedback from employees on the program.

Performance Management Framework was successfully rolled out in 2017 to ensure the objectives of our employees are aligned with and support the objectives for the COC. The new annual performance management cycle supports the new pay for performance philosophy and provides all employees the opportunity to establish and achieve their personal and professional development plans.

Succession Plan Framework and a development program to support our current and future leaders were created. The development program is designed to optimize the programs available through our partners, including Olympic Solidarity, Queen’s University Smith School of Business and Morneau Shepell. All employees in management positions participated in a “Coaching for High Performance” program through our partnership with the Smith School of Business, for example.

Talent Acquisition kept the HR team busy in 2017 with 13 permanent and seven short term contract positions filled, including a new Chief Financial Officer. There were also 29 intern positions across three cohorts filled – providing students from several post-secondary institutions the opportunity to fulfill the mandatory work experience component of their program and a valuable learning opportunity and work experience with the COC.

Whistleblowing Policy Statement was updated in 2017 to support the revised Policy Statement on Conduct that was approved in late 2016, to ensure COC participants are

encouraged and enabled to raise any concerns about behaviour and to report any prohibited behaviour or breach, or potential or suspected breach of the Conduct Policy without fear of reprisal. The policy also provides anonymous reporting and the COC launched a 3rd party service to enable this reporting via a web-based, telephonic or mail-in service that is managed by the Chairs of the Governance and Ethics Committee and the Finance Audit and Risk Management Committee of Board of Directors.

HR Policy work continued in 2017, including performance management, health and safety, and background checks for all staff. A new accessibility policy and a multi-year plan for further accessibility initiatives were also developed in 2017 and will be communicated with training next year.

Total permanent COC staff as of December 31, 2017 was 89 plus five open positions for a total approved workforce plan of 94.

FINANCIALS

FINANCIALS

Non-consolidated Statement of Financial Position as of December 31, 2017 (in thousands of dollars)

	2017 (\$)	2016 (\$)
ASSETS		
Current assets		
Cash and cash equivalents	22,055	14,362
Receivables and deposits	8,701	8,098
Total	30,756	22,460
Investments		
Capital assets	172,149	169,187
Total assets	4,909	3,009
	207,814	194,656

LIABILITIES

Current liabilities

Accounts payable and accrued liabilities	8,595	10,527
Deferred revenue	5,705	1,259
Deferred capital contributions	3,025	806
Total	17,325	12,592

FUND BALANCES

Externally restricted

Petro-Canada Olympic Torch Scholarship Fund	9,405	9,159
Olympic Legacy Coaching Fund	13,465	12,736
Total	22,870	21,895

General Fund

Internally restricted

Canadian Olympic Family Fund	149,694	144,452
Invested in capital assets	1,884	2,203
Unrestricted	16,041	13,514
Total	167,619	160,169

Total fund balances	190,489	182,064
Total liabilities and fund balances	207,814	194,656

Non-consolidated Statement of Operations

All funds of the year ended December 31, 2017

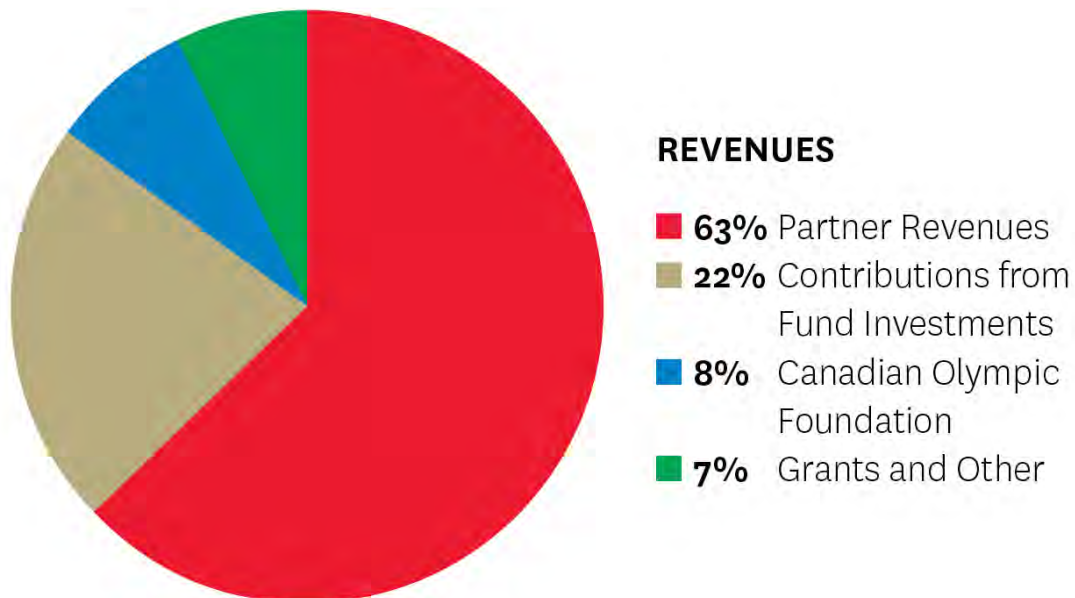
(in thousands of dollars)

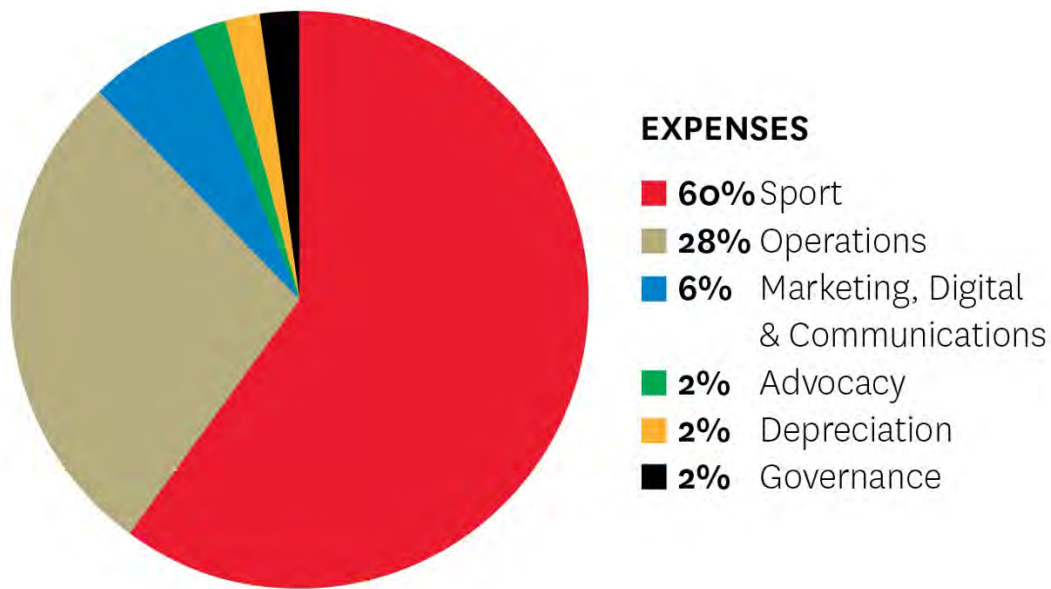
	2017 (\$)	2016 (\$)
Partner and marketing revenues	29,285	37,776
Investment revenues	15,599	12,267

Grants, donations and other	5,421	8,448
Total Revenues	50,305	58,491
Expenses		
Program and operating expenses	40,194	57,773
Grants and related expenses	1,018	995
Investment management fees	668	648
Total Expenses	41,880	59,416
(Deficiency) excess of revenues over expenses	8,425	(925)

2017-2020 BOD APPROVED PLAN APRIL 2018

(Unaudited)





The above information has been extracted from the audited financial statements for the year ended December 31, 2017.

INFORMATION TECHNOLOGY

Based on feedback from the Mission Team,

The IT Team partnered closely with the respective areas of the business in 2017 to ensure planned technology improvements drove our effectiveness and efficiency further across the organization. Looking ahead, we have a blueprint for the successful delivery of enterprise-wide projects.

Leading up to PyeongChang 2018, collaboration continued to be key to our success.

Overall, through strong planning and collaboration, the IT Team was ready to ensure a successful Olympic Winter Games for the COC by being thoroughly prepared to support and service operations in the Olympic Village, the Main Press Centre, the Performance Centre and at Canada Olympic House.

Further, our security posture will continue to be a focus and priority moving forward as we engaged in a security audit in 2017, which was completed in early 2018.

Finally, we will continue to provide support excellence to our colleagues across Canada with the resources and security needed to run a successful operation.

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