



CANADIAN OLYMPIC COMMITTEE
2012 ANNUAL REPORT





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MESSAGE FROM THE PRESIDENT

My dear friends in sport,

In 2012 we changed the game, together. We gave ourselves the chance to define the future of high performance sport in Canada.

This past year we worked together to build a foundation for success as a National Olympic Committee and as a business. Our highly-targeted financial growth strategy has sufficiently laid the framework for a truly sport-focused future. Today, we have the means to achieve more, and to experience more of the podium excellence that Canadians and we — as stewards of sport for our nation — have come to expect and enjoy.

We now have momentum and an essential focus on those at the centre of the Canadian Olympic Movement: our athletes and coaches. And our efforts are starting to pay dividends.

Thanks to our tireless work together with you our sport partners, Canadians will continue to be inspired by what our Team accomplished at the London 2012 Olympic Games. Our high-performing mission staff set the stage for historical moments, and provided unconditional support every step of the way.

This past spring during SportAccord, we hosted the world's sport leaders in Quebec City. We welcomed International Olympic Committee President Dr. Jacques Rogge and generated more than \$800,000 in proceeds for seven not-for-profit sport organizations across Canada.

In September, our Olympians returned home to open arms. They were celebrated in our streets and were stars in our three-day Celebration of Excellence which culminated in more than \$3 million dollars for the Canadian Olympic Foundation at the Hall of Fame Gala. This targeted funding was directed solely to sport development through Own the Podium.

In November, we delivered the first-ever Olympic Coaches Reward Program in Canada to celebrate the role coaches play in our sport system — heightening much-needed awareness and support for a critical part of Canadian Olympic success.

Throughout 2012 we all worked tirelessly together to show Canada the grassroots dedication it takes to create more champions in this country — and people are noticing. Never before has participation and support from municipal governments and media partners across the country been so extensive for the Canadian Olympic Team. We are making progress ... and the best is yet to come.

We have proven together that Canada has the building blocks of a world-leading sport nation. But the outcome of our work this past year is a starting point. We have laid the foundation. Today we can look to the future through a lens sharply focused on sport as we embark on a new chapter of promise.

We have done this together, through the emerging strength of the Canadian Olympic Movement. We have earned the opportunity to define a new future for sport in this country. I can't wait to get started.

Yours in sport,



Marcel Aubut



MESSAGE FROM THE CEO AND SECRETARY GENERAL

Dear friends,

Together we made considerable strides during 2012, positioning the business on a firm footing — financially and professionally — for the future. Today we are ready to execute a focused plan fuelled specifically by sport and inspired by the athletes and coaches who proudly wear our Maple Leaf on the Olympic stage. Thank you for all you've done to support our efforts.

This is just the beginning.

Our award-winning Canadian Olympic brand Give Your Everything / Tout Donner generated highly measurable results and tangible engagement on every platform. The result: A stronger bond with Canadians, a clear voice for our athletes and more impactful relationships with our National Sport Federations and Partners.

And we can be better.

Our support from the private sector has reached new heights. There is a new confidence in who we are and what we stand for. Our brand is on a new trajectory following Vancouver's success and we are building on that momentum.

And we can do more.

In November, we announced close to a \$100 million investment in Canadian high performance sport over the next quadrennial period, demonstrating a new level of commitment to the development and success of our athletes and coaches — the heart of our business and the core of what we stand for.

Our passion for change is real. Creativity, diligence and persistence have become the essence of our collective spirit and define our work. To say our young team is determined is to understate our intention. Their dedication to what we are all trying to achieve together is as inspiring to watch as it is humbling to lead.

We made great strides together this year — thank you for your incredible support. This year will present new opportunities. Together we can define our place today and in the future. Our athletes and coaches can only benefit.

The lead-up to Sochi will be a special time for everyone in our community, as we roll up our sleeves further to deliver on the focused plans in front of us. Our efforts working with all of you are serving to elevate sport in Canada to a place it has never enjoyed. I know you would all agree it is wonderfully rewarding work.

All of us at the COC willingly embrace the challenge and of course look forward to the positive result of our collective efforts.

Sincerely,



Christopher Overholt



GAMES

2012 OLYMPIC GAMES
LONDON, ENGLAND

FINAL PREPARATIONS

With a focus on ensuring the 2012 Canadian Olympic Mission Team was fully prepared to deliver best-in-class support in London, the COC's sport department led final-phase preparation initiatives for the Summer Games. This preparation included several operational site visits to London, simulation events with NSFs and participation in the LOCOG pre-delegation registration meeting.

There were 27 Team Orientation Sessions conducted in the lead-up to London, in which potential team members received an up-to-date overview of what to expect at the Games.

In addition, the Team Operations and Preparations Seminar (TOPS) was held in Montreal from April 13 -15, 2012, with NSF team leaders/team managers and members of the Mission Team coming together for the final time before the Games. During this seminar, participants received final information on LOCOG's Games plan and the COC's final operational and logistical preparations. The seminar also focused on Games-time processes, case scenarios and critical Games-time strategies.

CANADA ON THE OLYMPIC STAGE

From the moment the Canadian Olympic Team marched into the stadium for the Opening Ceremony of the Games of the XXX Olympiad, fans across our nation embraced the team through many memorable moments.

Canada's delegation of 584 strong (279 athletes, 95 coaches, 111 support staff and 99 mission team members) was led by Chef de Mission Mark Tewksbury and Assistant Chef de Mission Sylvie Bernier.

Olympic medallist (Sydney gold, Beijing silver) and four-time Olympian Simon Whitfield carried the flag into the stadium during the Opening Ceremony, while Football star and London 2012 bronze medallist Christine Sinclair was flagbearer at the Closing Ceremony.

Over the course of the Games, Canadian athletes delivered unforgettable performances. As the Olympic cauldron was extinguished in the Olympic Stadium, this country could reflect proudly on its Canadian Olympic Team's overall accomplishments.

Performance highlights at the 2012 Olympic Games included:

- Winning 18 medals and creating some of the most memorable Canadian Olympic moments in history.
- The bronze in women's soccer was the first Canadian medal in summer team sports since 1936.
- Canada won medals in 11 different sports, up from 10 sports in 2008. The London Games marked only the second time in 20 years in which Canada won medals in 11 sports -- previously doing the same in Sydney in 2000.
- Canada had 17 fourth and fifth-place finishes – up one from 2008. Our overall number of top-eight finishes has remained consistent in the last three Olympic Games (60 in 2004, 59 in 2008 and 59 in 2012).



CANADA

ON THE MEDAL TABLE

GOLD

Rosannagh MacLennan - Gymnastics (Trampoline)

SILVER

Ryan Cochrane - Swimming (1,500m Freestyle)

Adam van Koeverden - Canoe-Kayak Sprint (K-1 1,000m)

Tonya Verbeek - Wrestling (55kg)

Rowing (Women's 8 with Cox)

Ashley Brzozowicz

Krista Guloiu

Janine Hanson

Darcy Marquardt

Natalie Mastracci

Andréanne Morin

Lesley Thompson-Willie

Rachelle Viinberg

Lauren Wilkinson

Rowing (Men's 8 with Cox)

Gabriel Bergen

Jerehmiiah Brown

Andrew Byrnes

Will Crothers

Douglas Csima

Robert Gibson

Malcolm Howard

Conlin McCabe

Brian Price

BRONZE

Jennifer Abel/Émilie Heymans

- Diving (3m Synchronized)

Meaghan Benfeito/Roseline Filion

- Diving (10m Synchronized)

Derek Drouin - Athletics (High Jump)

Mark de Jonge - Canoe-Kayak Sprint (K-1 200m)

Christine Girard - Weightlifting (63kg)

Brent Hayden - Swimming (100m Freestyle)

Carol Huynh - Wrestling (48kg)

Mark Oldershaw - Canoe-Kayak sprint (C-1 1000m)

Antoine Valois-Fortier - Judo (- 81 kg)

Richard Weinberger - Swimming (10km Marathon)

Cycling (Women's Team Pursuit)

Gillian Carleton

Jasmin Glaesser

Tara Whitten

Football (Canadian Women's Team)

Melanie Booth

Candace Chapman

Jonelle Filigno

Robyn Gayle

Kaylyn Kyle

Karina LeBlanc

Diana Matheson

Erin McLeod

Carmelina Moscato

Marie- Ève Nault

Kelly Parker

Sophie Schmidt

Desiree Scott

Lauren Sesselmann

Christine Sinclair

Chelsea Stewart

Melissa Tancredi

Brittany Timko

Rhian Wilkinson

Emily Zurrer

Overall, Canadians were engaged with the Team's performance and its positive influence was clear for both the Olympic Movement in Canada as well as the COC's business and sport community partner relationships.



FAMILY AND FRIENDS

To support a distraction-free environment for athletes facing the pressures of competition at the Olympic Games, a series of Family and Friends information workshops were held in Montreal, Toronto, Calgary and Vancouver. These sessions helped athletes' Family and Friends understand the Olympic environment. Participants received information on COC's services and programs available to them at Canada Olympic House as well as advice and helpful tips to ensure they enjoyed their Olympic experience to the fullest without causing a distraction to the athletes.



GAMES

TEAM OPERATIONS

The COC delivered a 'best-in-class' approach to all of its on-site operations including Village Management and Services, Health and Science Services, Athlete and Coach Services, Team Services,

Sport Services, communications/Main Press Centre Services, Outfitting, Performance Centre Services and Canada Olympic House. For the first time, the COC also delivered an NSF services and sport partner program, which was well received.

2012 WINTER YOUTH OLYMPIC GAMES

Innsbruck, Austria - In January, Kamloops BC's Corryn Brown (Curling) carried our flag and led 51 of Canada's best young athletes into the first-ever Winter Youth Olympic Games held in Innsbruck, Austria. Olympic medallist, cross-country skier and 2012 Canadian Olympic Hall of Fame inductee Beckie Scott served as the Team's Chef de Mission.

Celebrated for her work ethic and tremendous sense of fair play, Beckie was an ideal role model for the team's young athletes. A marquee moment at these Games came when Calgary's Taylor Henrich became the first-ever woman to compete in an official Olympic-sanctioned Ski Jumping event. Canada returned home with 9 medals: 2 Gold, 1 Silver, and 6 Bronze. Our developing Olympians also returned home with invaluable experience in a major multi-sport Games environment.



FUTURE GAMES PREPARATION

2014 OLYMPIC WINTER GAMES SOCHI, RUSSIA

February 7, 2014 is circled on many calendars as the day the Olympic cauldron will be lit in Sochi, Russia at the Opening Ceremony of the XXII Olympic Winter Games. During the 2012 calendar year, the Canadian Olympic Committee continued its steadfast preparation.

On Feb. 10, 2012 at Calgary's Canada Olympic Park, it was announced that former "Crazy Canuck", Steve Podborski would be Chef de Mission for the Sochi 2014 Team. Podborski's energy, enthusiasm and competitive spirit will stand him in good stead as Canadian athletes march into Sochi looking to contend for top spot in total medals. The year's Sochi 2014 preparation activities included:

SITE VISITS

Site visits are a crucial element of ensuring that the competing athletes, their coaches, and the Games mission team are prepared to hit the ground running during the Olympic window. Given Sochi's relative remoteness and typical unfamiliarity by Canadians to Russian culture, language and environment, these visits were particularly important leading up to 2014.

In 2012, three official Canadian Olympic Committee site visits took place in February, September and October respectively. The COC's President, CEO, leadership team, sport staff and Canadian Embassy personnel all participated in one or more of these initiatives.

The objectives of these visits were: Familiarization with the Sochi environment on and off the field of play; building relationships with key individuals; and continuing to build plans for the Canadian Olympic Team's operational areas, including but not limited to: Outfitting and warehouse needs, procurement opportunities, ground transportation, sourcing retail outlets, accommodation needs and Canada Olympic House. The COC also supported several National Sport Federations during familiarization trips to Russia. A total of six 'Athlete Site Visits' took place in 2012.

OLYMPIC PREPARATION WORKSHOP II

The second Olympic Preparation Workshop was conducted in Calgary between May 8 and 10. Team Leaders, coaches, media attachés, health and science team members, mental performance consultants, and athletes were in attendance. The program included information sessions on Sochi Games environment, social media best-practices, pre-Olympic year simulations, Vancouver 2010 lessons-learned, athlete panel discussions and other pertinent topics to help prepare athletes for the upcoming Games.

2015 PAN AMERICAN GAMES

Toronto, Canada - The 2015 Pan American Games will be held in Toronto July 10-26, 2015 and provide an opportunity to showcase Canada's full range of exceptional Summer athletes, highlighting the city's capacity to successfully host a major sporting event. The Games will leave a legacy of new and updated sport venues including a new Aquatics Centre, Athletics Stadium, Velodrome, two additional Olympic-standard pools and the Canadian Sport Institute of Ontario.

Late in 2012, the COC announced that every Canadian athlete eligible to compete in the Toronto 2015 Pan American Games will be fully funded to participate in the Games, thanks to a record funding injection to National Sport Federations (NSFs). The one-time \$2.6 million investment represents an approximate doubling of COC support for the Canadian Team, which will be the largest Canadian team ever to be sent to a Pan Am Games.

In mid-December, the COC was the first National Olympic Committee to conduct an official site visit to Toronto 2015. The President, Sport and Executive Team conducted the visit to gain a better understanding of the venues, logistics and plans, as well as build stronger relationships with the Toronto 2015 organizing committee.

2016 OLYMPIC GAMES – RIO DE JANEIRO, BRAZIL

At more than 400 years old, Rio de Janeiro is the host city of the 2016 Olympic and Paralympic Games, and the first South American city to host a Games of the Olympiad. More than 10,500 athletes are expected to take part in the XXXI Olympic Games in Rio de Janeiro, Brazil, with the Opening Ceremony taking place on August 5th, 2016.

The COC's Sport Department staff carried out two site visits to Rio in 2012, one in January and the second in December. The first site visit was a great success with both new and renewed relations with Rio '16 staff. The second site visit took place during the inaugural "Rio Open Day" in which multiple National Olympic Committees gathered to gain an overview of the Games, see the progress made by the host organization, and offer inspection visits to competition and Olympic Village sites.



“FEBRUARY 7, 2014 IS CIRCLED ON MANY CALENDARS AS THE DAY THE OLYMPIC CAULDRON WILL BE LIT IN SOCHI, RUSSIA.”





OPTIMAL SPORT SYSTEM

OPTIMAL

SPORT SYSTEM

The key to creating an optimal sport system in Canada is a heightened concentration on partnership and alignment. This has been the focus for the COC sport department and the COC will continue to build sustainable win-win partnerships that benefit athletes, coaches and national sport federations. The following are the partnership initiatives addressed in 2012:

OWN THE PODIUM (OTP)

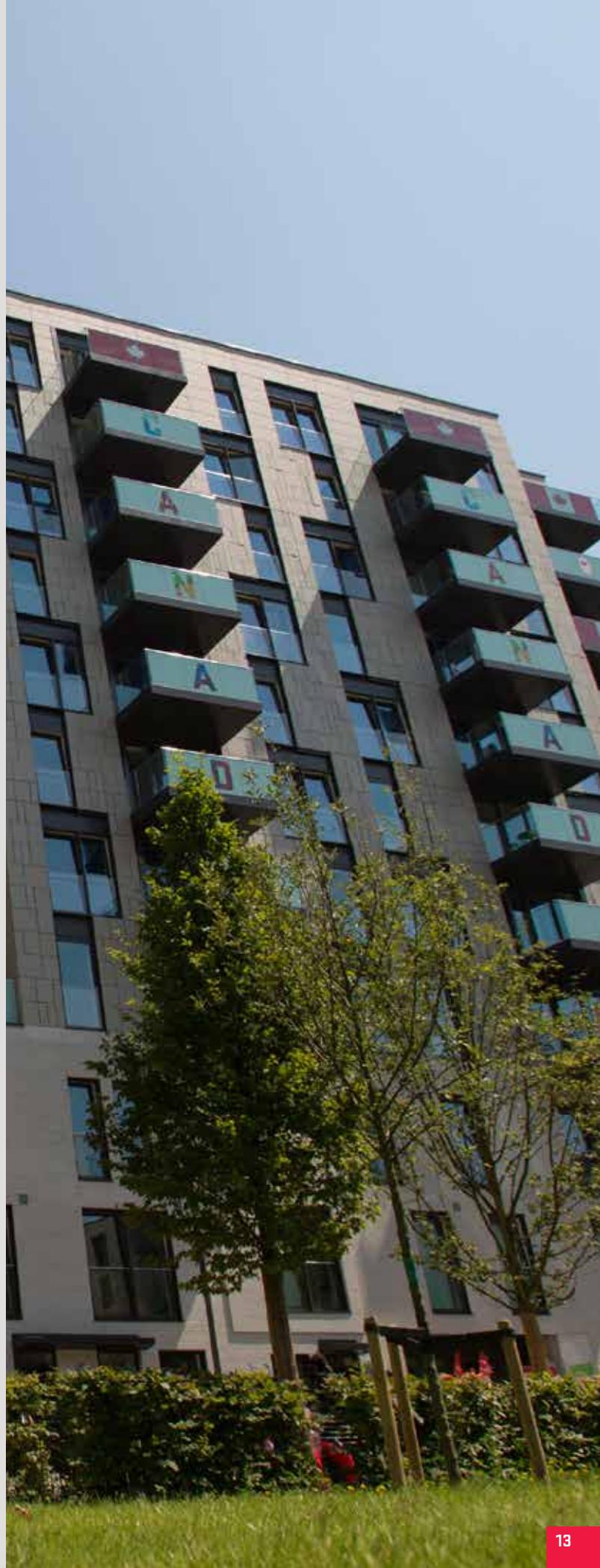
Both the COC and OTP are critically aware of the importance of establishing a seamless and effective partnership for the benefit of NSFs. There are regular meetings between COC and OTP Management and OTP has now been incorporated into the COC Board and Session meetings. In addition, the COC's CEO and Secretary General Christopher Overholt now sits as a member on the OTP Board of Directors. We look forward to continually analyzing how we can be the most effective with the least amount of overlap between our two organizations.

CANADIAN SPORT CENTRES

The relationship between the COC and the Canadian Sport Centres (CSCs) continues to flourish and is evolving into a true partnership. Among the numerous areas of collaboration is the important aspect of athlete services, which is providing better tools for athletes transitioning out of their sporting career.

COACHING ASSOCIATION OF CANADA (CAC)

The COC aligned its November 2012 Board and Session meetings with the CAC Sport Leadership Conference. This collaboration was conducted a second time following its initial success in November of 2011.



CANADIAN SPORT TOURISM ALLIANCE (CSTA)

In 2012, and as part of the COC's newly created Strategic Bidding & Hosting Strategy, the COC entered into a Memorandum of Understanding (MOU) with the Canadian Sport Tourism Alliance. The goal of the partnership is to proactively and strategically work with NSFs and Sport Canada to bring the right sporting events to Canada and match them with the right communities with the overall intent of furthering our collective high-performance sport goals. The partnership involves working in close collaboration with CSTA in the areas of sharing best practices and transfer of knowledge within the community of NSFs.

SPORT INFORMATION RESOURCE CENTRE (SIRC)

The COC is pleased to be working closely with SIRC and leveraging its expertise and knowledge of reach on several research and education initiatives. We believe that this partnership will continue to grow for the benefit of the entire sport community.

CANADIAN SPORT POLICY (CSP)

The Canadian Sport Policy is critical to high performance sport in Canada as it sets the framework for future policy and funding decisions. A draft Canadian Sport Policy 2.0 (CSP2.0) was released on Feb. 14, with the final proposed CSP2.0 being presented to the Federal/Provincial-Territorial Sport Ministers for approval in June. The COC's Sport Strategies Committee provided feedback on the CSP2.

2012 FEDERAL BUDGET

Despite working within a climate of significant fiscal austerity, the 2012 Federal Budget announced by the Harper Government contained no cuts to high performance sport or National Sport Federations. This good news was well-received and was due in no small part to the collective effort of the sport community.

ATHLETE SERVICES

Athletes are high performance sport's most engaging and credible ambassadors to the wider Canadian sport community. A key focus of the Athlete Services team has been to connect athletes with the multitude of COC and other events conducted over the course of the year. In 2012, hundreds of athletes were recruited for functions including professional sporting events, hospital and school outreach, Santa Claus Parades, various City Hall 2012 Recognition Events, Olympic Day and other activities.

Canadians are now talking louder and prouder about our athletes and with deeper meaning.

Overall in 2012, the Athlete Services team sourced 660 Olympians and Olympic hopefuls for 95 events, including 76 for the Jacques Rogge luncheon and 201 for Gold Medal Plates. Overall, the department averaged 7.92 events and 55 athletes per month. This included the 2012 Celebration of Excellence, in which 98 athletes attended a tribute on Parliament Hill and 133 athletes attended events in Toronto.

ATHLETE EXCELLENCE FUND

In 2012 the Athlete Excellence Fund dispersed a total of \$1,109,900 as a reward for outstanding performances at world championships or equivalent events. Fifty seven Summer athletes received \$15,000, \$10,000, and \$5,000 for gold, silver, and bronze medals won at the London 2012 Olympic Games. Ninety Winter athletes who finished in the Top-5 at the 2012 World Championships (or equivalent event) received \$5,000.

HOME SUITE HOME

Olympians Canada's Executive Board and Regional Chapter Presidents once again implemented the Home Suite Home (HSH) Program for London 2012. Created by Olympians Canada for Vancouver 2010, the HSH program provided the comforts of home in the lodgings of Canadian athletes in the Olympic village. Canadian Olympians were asked to donate and support the London 2012 Team for a similar program. Twenty seven Olympians contributed a total of \$5,154.

ATHLETES COMMISSION ELECTION

For the first time, video and digital profiles were used for an e-election to select members to the COC's Athletes Commission. There were 15 candidates vying for six spots and 167 of 338 London Olympians voted. Once again, the COC will have strong voices contributing valuable input on behalf of Olympians and Pan American athletes from across the country.

POES (POST-OLYMPIC EXCELLENCE SEMINAR)

Held in Toronto, 60 London athletes attended this one-day seminar designed to celebrate athletic accomplishments and prepare athletes for the next step in their careers.

OLYMPIANS CANADA CHAPTER ELECTIONS

During 2012, three candidates from Alberta, four from British Columbia, six from Ontario, candidates from Quebec, and one candidate from Atlantic were confirmed for the next election.

LONDON 2012 OLYMPIC GAMES

Athletes Commission member and Olympian Jason Myslicki (Nordic Combined) volunteered as an Athlete Services Officer in the Olympic Village, along with Olympian Gina Kingsbury (Hockey); AC member and Olympian Alexandra Orlando (Rhythmic Gymnastics) joined Isabelle Charest as the first-ever Athlete Ambassadors, supporting all Canadian Olympians at Canada Olympic House.

AREA LEADERS PROGRAM

To capture the valuable knowledge Athletes' Commission members possess and develop their leadership skills, the COC has created advisory roles called Athletes' Commission Leaders, to give members the opportunity to provide input, participate in activities, and recommend improvements to COC programs, services, events, and operations. The Leaders' primary role is to act as resource or sounding board, providing advice and expertise when called upon by COC staff. In 2012, this program was piloted in four areas, with two members assigned to each Olympic Preparation, Games Missions, Career Transition, and Athlete Services.

ELITE ATHLETE CAREER TRANSITION PROGRAM (EACTP)

The COC signed an MOU with the CSCs to support the Elite Athlete Career Transition Program strategically and financially (\$60,000 for 2012). AC member Jeff Christie sat on the EATP National Manager Hiring Committee on behalf of the COC.

COT BULLETIN

Introduced in November, the COT Bulletin (an email newsletter), was sent to all living Canadian Olympians, with the goal of engaging all Olympians and recognizing them for the contribution they have made to sport and the country, regardless of how recently they competed at Games, and to help them feel as though they are part of a larger Canadian Olympic Team.

NSF SALARY STUDY

The COC has facilitated a first 'collective' project: an NSF Salary Study conducted by Deloitte. This study has been a priority for NSFs for some time and will be the first comprehensive study of this kind within the NSF community in more than 25 years. Financial support for this undertaking has been provided by the COC, Sport Canada, OTP, CPC and all the NSFs involved.

'BEST PRACTICE' WEB PORTAL

The COC has teamed up with Sport Canada and SIRC to create a 'Best Practice' web portal for NSF management and operational matters (sirc.ca/governance/index.cfm). Focusing first on governance best practice (as a follow up from the NSF Leadership Summit in June 2011), this site will be continually developed to become a 'one-stop shop' of self-help tools for NSF leaders. This is a strong example of a new COC-Sport Canada partnership that can be beneficial for COC members, and the NSF community collectively.

NSF OUTREACH

The COC continues to be actively engaged with NSFs in areas of operational and management efficiencies. In conjunction with meeting NSF leaders individually, COC staff have also attended NSF Annual General Meetings where possible to glean a better understanding of the NSFs' culture. The Director of NSF Services worked on customized management projects with Archery, Alpine Ski, Biathlon, Snowboard, Squash, Karate, Rowing, Equine, Table Tennis and Volleyball.

NSF CEO CONFERENCE CALLS

Implemented with the aim of creating a direct line of contact between the NSF leadership and the COC leadership, the calls have been well received. On average, 45 NSF CEOs and Executive Directors participated in these calls.

NSF LEADERSHIP SUMMITS

The third NSF Leadership Summit was held in December 2012 in Montreal as part of the 2012 Petro-Canada Sport Leadership conference. For this event, the COC teamed up with Sport Canada, SIRC and the Coaching Association of Canada to deliver the NSF Leadership Summit as a full stream within this highly attended national conference. The theme for the 2012 Summit was 'Achieving Best Practice in NSF Business Development'.

COACHING RECOGNITION

In recognition of the critical role that coaches play in an athlete's Olympic success, the COC is working to enhance the frequency and quality by which coaches are supported in their contribution to sport.



OLYMPIC COACHES REWARD PROGRAM

In a watershed moment for the Canadian Sport System, the COC made its first-ever presentation of the Coaches Reward Program to the coaches of London 2012 medal winners. The awards were made during a widely publicized press conference held during the Montreal-based Petro-Canada Sport Leadership Conference in November 2012. A total of \$107,500 was awarded to 24 coaches who led their athletes to podium finishes at the 2012 Olympic Games.

This program, which began with the London 2012 Olympic Games, rewards the coach of Olympic medallists with \$10,000 per gold medal, \$7,500 per silver medal and \$5,000 per bronze medal, per sport discipline.





MARKETING AND SALES

BRAND MARKETING

Brand Campaign - A key role and responsibility of the Canadian Olympic Committee is to tell the stories of our athletes 24 hours a day, 7 days a week, 365 days of the year. In 2012, the Brand Marketing Team, under the leadership of Chief Marketing Officer, Derek Kent, delivered the largest brand marketing initiative in the COC's history — a fully integrated national brand campaign that would authentically document just what it takes to be a Canadian Olympian.

The Give your Everything / Tout Donner campaign was launched at separate media events in Montreal and Toronto on May 7, 2012, as well as cities across the country using a variety of mediums, utilizing a combined new digital strategy as part of the launch. The COC gave Canadians an early opportunity to engage with the brand at the official 'Canadian Olympic Team Block Party', held in Toronto on June 28, 2012 as a send-off for the country's London-bound athletes. It proved successful in establishing the new brand while adding key value to our marketing partners. With an integrated approach and effort from all departments, 12 corporate partners had the chance to execute on-site activations.

From here, the official Give your Everything / Tout Donner campaign gained momentum.

From a dominated Toronto subway station to a featured commercial slot during Hockey Night in Canada's NHL Playoff broadcast; from separate full-page advertisements in the Globe and Mail to featured displays in airports across the country; from a wrapped bus driving through the streets of Montreal to messages on public transit shelters and streetcars; by the time the campaign had run its course, almost one third of the country could recognize the campaign according to research results.

In November, the brand marketing team hosted a full-day conference in Montreal in partnership with NSF sport leaders to help them leverage marketing, partnership and communications strategies to grow their businesses and extend the power of their brands. In total, the campaign garnered a combined total of almost 600 million impressions, featuring more than 75 athletes and coaches spread across print and digital media, television and out of home executions.

The COC's efforts to develop a more complete articulation of our Canadian Olympic Team brand across the country have met with significant success and we fully expect to carry this momentum forward into 2013 as we begin to tell the story of our Winter athletes heading into Sochi 2014.

DIGITAL OLYMPIC.CA

The Canadian Olympic Committee's 2012 digital strategy was measurably impactful and engaging. An ongoing strategy of producing innovative and informative content, including human interest stories and appealing visuals helped to drive Canadians to Olympic.ca. During 2012, traffic to the COC's fully redesigned website included more than 900,000 visits and 650,000 unique visitors, almost three-times higher than 2011 figures.

TWITTER

A personal and professional approach combined with strategic timing and constant monitoring garnered a huge improvement for the COC's twitter presence, peaking at the London 2012 Summer Games with nearly 40,000 followers – a gain of about 30,000 followers, or 300%, from the previous year.

FACEBOOK

With a new, content-rich, more interactive approach to Facebook in 2012, the Canadian Olympic Committee boosted engagement with Canadian Olympic Team supporters, resulting in nearly 214,000 fans as of Dec 31 – a 60% increase over 2011. By aligning its Facebook strategy with both the COC's media outreach and Olympic Team news cycles, the COC's engaging Facebook content reached people more than 19 million times globally since the beginning of 2012. In 2011 the COC's Facebook page reached people just 1.75 million times.

YOUTUBE

Video content was a force for the COC's brand and communication departments during 2012. The Canadian Olympic Team's YouTube channel soared from about 400 lifetime video views as of Dec. 31 2011 to more than 350,000 views during the year. With this kind of engagement to the push for original content, (which includes digital documentaries, event videos, at-Games reactions and even celebrity-endorsed material) it is clear Canadians are responding to the COC's commitment to making video material a priority. The Give Your Everything 60 second digital short and the Adam van Koeverden documentary both well-surpassed 50,000 views at the close of the year.



MARKETING PARTNERSHIPS

In 2012, the focus of the Marketing Partnerships team was targeted to these key areas: Renewals/New Partnerships, Partner Activations/London 2012, Event integration and Commercial Rights Management.

RENEWALS/NEW PARTNERSHIPS

Building on the 2011 renewals of RBC and HBC that the Canadian Olympic Committee announced toward the end of that year, a number of returning and new partnerships were confirmed in 2012, including Bell (Premier National Partner), Suncor-Petro Canada (National Partner), Air Canada (National Partner), Teck (National Partner), General Mills (Official Supporter) and AMJ Campbell (Official Supplier).



PARTNER SERVICING/ACTIVATIONS

In 2012, the Marketing Partnerships team focused on developing and encouraging partner activations to ensure maximum engagement and growth of the Canadian Olympic Team brand by taking on the following initiatives:

PARTNER WORKSHOPS

The Canadian Olympic Committee believes that engaged and informed marketing partners are more satisfied marketing partners. This sentiment fuelled the Spring 2012 Partner Workshops, which took place in Toronto and Montreal in May -- focusing on the success of the Olympic Swimming Trials, the Brand Campaign launch, the website re-launch and the road to London 2012.

The Fall 2012 Partner Event took place in November and was the final gathering of the COC's 67 current partners – closing out the Vancouver and London quadrennial period with high engagement and inspiration from all key contacts from marketing partner organizations.

AT GAMES

The London 2012 Games provided a tremendous platform for strengthening relationships with existing marketing partners, as well as engaging with potential new partners. In particular, Canada Olympic House, located in the heart of iconic Trafalgar Square, was a model of marketing partner activations, seemingly effortlessly woven into the hospitable fabric of the venue.

In total, eight key partners hosted activation/sponsor spaces at COH: P&G, Suncor-Petro Canada, HBC, Bell, Molson, Deloitte, General Mills and the Globe and Mail. COH provided a terrific platform for branding, association, participation and experience for all guests. In addition, COC partners hosted a total of 11 client events at COH. A number of others provided product and gifting via the COC's Procurement and Family & Friends Programs. The flawless execution, welcoming atmosphere, effective product placement and significant media spotlight throughout COH also demonstrated the value of undertaking COH involvement to potential partners.

Each of the COC's active partners launched creative campaigns leading into London, with a number being engaged in NSF Team Nomination Announcements pre-Games.

The COC also delivered a "CEO Hosting Program", led by COC President Marcel Aubut and the executive team in the first wave of the Games. In addition, the National Partners were involved in Games' hospitality packages which were delivered in the second half of the Games.

Finally, through the Family & Friends (F&F) Officers stationed at COH, the F&F gifting program was maximized, and support was provided to those closest to our athletes leading up to and during the Games.

EVENT INTEGRATION

The COC's marketing partnerships team worked with the COC communications and events team on a number of initiatives, in areas such as marketing campaigns, sponsorship opportunities and sponsorship activation. This was particularly evident at the following marquee events: Brand Campaign launch, Dr. Rogge Luncheon, London 2012 Send Off Party (Block Party), NSF Nomination Announcements and the 2012 Celebration of Excellence (Heroes Parade and Hall of Fame Gala).

The first-ever official Canadian Olympic Trials event (held in Montreal in March/April) was a huge success thanks to a strong partnership with Swimming Canada, investment by RBC and a number of the COC's Olympic partners and superb national broadcast coverage by Rogers Sportsnet.

September's Celebration of Excellence was presented by Gold Partners Bombardier, Maple Leaf Sports & Entertainment, RBC, Teck and Thomson Reuters. This was a key focus for the COC, with the partnerships team developing assets, rights and benefits and corresponding pitch decks and working closely with the co-chairs to manage the sponsorship sales process.

WORLDWIDE OLYMPIC PARTNERS • PARTENAIRES OLYMPIQUES MONDIAUX



NATIONAL PARTNERS • PARTENAIRES NATIONAUX



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MILLENIUM MOLSON COORS NIKE OFFSETTERS ORACLE PORT METRO VANCOUVER PUROLATOR SAPUTO SLEEP COUNTRY CANADA SNC-LAVALIN STAGE AND SCREEN TICKETS.COM
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COMMERCIAL RIGHTS

The Canadian Olympic Committee holds the critical responsibility of protecting the integrity of the Olympic brand in Canada, including the Olympic Rings and the Canadian Olympic Team logo. It is our duty to guard their value against companies who attempt to make unauthorized commercial associations with the Canadian Olympic Team when they have not purchased the rights to do so.

Throughout 2012, the Commercial Rights Team (CRM) has worked to educate, engage, assess and take action within the marketplace to protect the valuable intellectual property of the Canadian Olympic Committee and the investments our marketing partners have made in them. The team was especially busy in the lead-up to and during London Games where they assessed and took action on a significant number of brand infringements.

The team's efforts in 2012 were principally focused on the following four key initiatives:



LONDON 2012 PLAN

This heavy planning phase included developing and executing a monitoring, education, advocacy and case management. Ambush marketing increases significantly around the Olympic Games window, and major efforts were expended to protect the COC's marketing partners. The team also invested time working with the NSF community to provide information regarding their right to use the Olympic brand.

NSF CLOTHING APPROVALS

The CRM team was responsible for all London competition clothing approvals, with all uniforms being approved before the Games with few if any issues arising during Games.



BRAND USE GUIDELINES

All revised guidelines (Public Use, NSF, Participant and Media) were complete and available in brief on Olympic.ca or in detail by requesting the complete documentation.

TORONTO 2015 SPONSOR GUIDELINES

The COC and TO2015 teams worked closely to develop guidelines that allow sponsors to maximize their investment into the Canadian Olympic Team and Toronto 2015 Games brands, respectively, while co-existing in the marketplace.





COMMUNICATIONS

One of the key responsibilities of the Canadian Olympic Committee is to share the stories of our outstanding Canadian Athletes. In 2012, efforts to accomplish this were kicked into high gear through the work of the strengthened Communications team. The team's main objectives in 2012 were to support the COC's NSF partners and to tell the story of the 2012 Canadian Olympic Team on all platforms. The following tactics and tools were used to accomplish these objectives:

LONDON 2012

PLANNING

In order to secure the most robust media coverage of our athletes during the Olympic Games, the Communications Team implemented the most ambitious Games Communication plan in the COC's history, incorporating media procedures, web strategy, media guide production and digital development.

TEAM ANNOUNCEMENTS

As part of the London 2012 Communications Plan, and with support of Events team, the COC delivered individual, visually compelling announcements for every Summer sport as they nominated their athletes to the 2012 Canadian Olympic Team. Events had enthusiastic participation by a number of the COC's marketing partners.

Research showed that each Canadian was impacted three times via media by a team nomination announcement. Once Canada's London 2012 Team was nominated, triathlete Simon Whitfield was revealed as Canada's flag bearer on the front steps of Parliament Hill. That extremely high-profile event was seen, heard and read by 19 million Canadians and was a fitting close to the first phase of the London 2012 Communications Plan.

Media Relations

In the lead up to the Games in London, there was a tremendous media relations push to ensure that our athletes, Chef de Mission and Assistant Chef de Mission received continuous media coverage. In the lead-up to the Games, there were more than 40 one-on-one interviews scheduled and the COC team had 37 athletes featured in 14 Canadian magazines over the summer months, including a feature fashion spread in the Globe & Mail.

The London 2012 media relations strategy during the Games ensured our athletes and their stories were always front and centre both with Canadian media in London and also with media back home in Canada. While protecting the athletes' performance was always the priority, media had access to athletes, their stories and photos thanks to designated 'windows of opportunity' built into daily schedules.

AT-GAMES DELIVERY

At Games, Canadians and media were kept informed of all the events via regular interviews, press releases, photo releases and audio releases, all of which helped to make our athletes household heroes. There was a constant flow of information from the field of play to our media stakeholders with the help of media attachés who worked very closely with the athletes. COC Communications hosted a daily briefing at the Main Press Centre, keeping our partners in the media updated on the news of the day. The Main Press Centre also hosted Canadian medallists for press conferences and availabilities.

CANADA OLYMPIC HOUSE

For the first time, Canada Olympic House had a permanent press room for media to use, named in honour of the much-beloved sport journalist, Randy Starkman. More than 30 Canadian and 10 international media visited Canada Olympic House on a regular basis to interview athletes and use the Randy Starkman Press Centre.

Canada Olympic House was home to almost nightly medal celebrations for each of Canada's 18 medallists, executed with critical support from the events team. These popular and emotional events included video highlights of the athletes' performances, and placed the parents and coaches of the athletes front and centre at each celebration. Our communications team ensured that all events were well-attended by media, and a number of the events were carried live so that Canadian fans back home could share in the celebration.

MEDIA MONITORING

To ensure the wider Canadian Olympic Mission Team were kept abreast of all emerging issues, an extensive media monitoring system was implemented, sharing real-time news reports via email.

2012 YOUTH WINTER OLYMPIC GAMES

The COC's communications plan for the first ever Winter Youth Olympic Games, held in Innsbruck in January 2012, was developed and approved in late 2011. The flag bearer for the Opening Ceremonies was unveiled at a well-attended media event in Kamloops. An Innsbruck 2012 micro site was created to inform fans and the media of events and results from the Games. Daily press releases were distributed to the media and posted online, listing every Canadian result and featuring quotes from any athletes finishing in the top 10. Media interviews were arranged with Canadian and international media on site and at home in Canada. COC social media channels (Facebook and Twitter) were used to promote medallists in real time and to recap the day's activities.

NSF SUPPORT

In addition to telling our athletes' stories through the Olympic lens, the team continued to support NSF communications efforts, through the distribution of NSF press releases, coordinated planning and the promotion of NSF events, as well as sharing results via the COC's social media platforms.

Furthermore, COC Communications supported efforts by Water Polo Canada, Basketball Canada, Volleyball Canada and Equine Canada to publicize their events and to support the creation of their Communications and Strategic plans. These services were offered to all NSFs and will be available on an ongoing basis. The response to date has been very positive and we anticipate providing such services to a growing number of NSFs.

SPORTACCORD CONFERENCE

COC Communications played a key role in planning and executing events surrounding the SportAccord conference with an intensified effort around the Dr. Jacques Rogge luncheon, the NSF/ISF luncheon and the Francophone NOC Association AGM.



GOVERNMENT RELATIONS

The COC expended significant efforts on its government relations plan, with representatives from the federal, provincial and municipal governments invited to all major events. For the London 2012 Team Announcements, government representatives were present at almost every event. This strategy is also helping to educate federal, provincial and municipal leaders about the importance of our athletes and sport to the wider Canadian community. The success of this has been evident in the significant number of municipalities and provinces that conducted “welcome home” ceremonies to recognize local athletes after the London 2012 Games.

Efforts will continue through 2013 to engage our key government partners in the COC’s activities and events.



GOVERNOR GENERAL OF CANADA PATRON OF THE COC

The Canadian Olympic Committee was pleased that His Excellency, the Right Honourable David Johnston accepted the role of Patron of the Canadian Olympic Committee. The COC looks forward to continuing to work with the Governor General and his office in furthering the Olympic Movement in Canada. The COC is honoured and humbled that His Excellency formally singled out our organization as one whose values work in tandem with the purpose of his office. With our mandate energized by this honour, we will continue to support and promote outstanding achievement and the pursuit of excellence by our Canadian athletes, and a stronger, prouder, healthier Canada.



ONGOING MEDIA RELATIONS INITIATIVES

In addition to responding to ongoing media requests for interviews, COC Communications was proactive as well, “pitching” ideas for media to promote athletes in non-traditional settings, such as cooking shows, entertainment shows, Santa Claus parades, and other non-traditional locations. Media were also served at all COC events, resulting in several one-on-one interviews with athletes, coaches and COC officials.

COC Communications hosted its first multicultural media reception in Toronto February 28th. This event allowed the COC to reach out to this group of journalists who are often under the mainstream communications radar and engage them in the COC’s story. NSFs and the Canadian Paralympic Committee were also invited to attend this reception which marked the beginning of a new relationship between the COC and multicultural media across Canada.





EVENTS

The Canadian Olympic Committee's Events team holds the critical role in delivering best-in-class experiences. In addition, the team provides expert advice to ensure a consistent COC 'look and feel' across all COC events. The following summarizes a few key areas of focus:



More than 20,000 guests visited COH throughout the Games window, including athletes celebrating their medal wins, dignitaries such as Prince Harry of Wales and the Governor of the Bank of Canada, as well as families and friends of the athletes. Outstanding musical guests, including Marie Mai and the Four Tenors sang to enthusiastic crowds and feedback on the venue has been tremendously positive. The team's work around COH included, but was not limited to: various site visits to London; sending out proposals on branding; working with designers; detailed logistics cabling, access and accreditation, activations; office space allocations and the selection of caterers.

By the conclusion of the Games, COH had hosted 35 separate events for NSFs, partners and the COC. It has been referred to as the most successful Canada Olympic House in the COC's history.

BOARD AND SESSION MEETINGS

(Toronto, Victoria, Québec, Montréal) - The Events Team looked after the coordination and logistics for all COC Board and Session meetings to ensure the meetings are professional and productive. Related activities included site visits, hotel negotiations (room and banquet services), venue logistics, signage needs and in some cases, 'sub-events' held to support the meetings themselves.

CANADIAN OLYMPIC SWIMMING TRIALS

The Events Team was very involved with the COC's 'look & feel' around the first-ever co-hosted (COC and NSF) Canadian Olympic Swimming Trials at the end of March. The event included not only the swimming qualification events, but also a number of London 2012 preparation meetings that took place following the races.

CELEBRATION OF EXCELLENCE

The events team was integral in the success of September's incredibly successful Celebration of Excellence which spanned from Ottawa to Toronto over three days and culminated with the massive undertaking of the COC's 2012 Hall of Fame - its annual signature fundraising event Friday, September 21, 2012 at the Air Canada Centre.

The Events department worked in a coordinating capacity with a number of different contractors in order to deliver the most ambitious and successful Hall of Fame Gala in Canadian Olympic Team history.

SPORTACCORD RELATED ACTIVITIES / JACQUES ROGGE LUNCHEON

The Events Team played an integral role in the gala luncheon hosting IOC President Dr. Jacques Rogge on May 22, 2012 including logistics, venue lay-out, signage and other coordinating activities. The President's visit was held in conjunction with the SportAccord International Convention, and the COC also used the opportunity to host a luncheon with International Federations. In addition, the COC hosted the Association of Francophone National Olympic Committees (AFCNO) on May 25, 2012.



AT-GAMES

This past year, a significant portion of the Event Team's time was dedicated to the planning and execution of COC events at the 2012 Olympic Games, as well as the set-up and operations of Canada Olympic House (COH).



EYCO

EDUCATION, YOUTH AND COMMUNITY OUTREACH

CANADIAN OLYMPIC SCHOOL PROGRAM

The 2012 Canadian Olympic School Program (COSP) was launched at Williamson Road Junior Public School in Toronto on Jan. 23, 2012. Three 2012 Olympians, Mary Spencer (Boxing), Martin Reader (Beach Volleyball) and Tobias Oriwol (Swimming) addressed close to 600 eager students in Grades Kindergarten through 6, teaching staff, parents, guests and media.

The new COSP resources, developed on annual basis since the program's inception in 1987, are available in both official languages. The themes for the 2012 resources include respect, leadership and healthy active living. Three Olympians are featured in the materials; Mary Spencer (Boxing), Jennifer Abel (Diving) and Simon Whitfield (Triathlon). At a click of a button, teachers can discover an abundance of supportive resources that focus on the Olympic values and the athletes' journeys while students and their families are encouraged to adopt and maintain healthy active lifestyles through the Canadian Olympic School Program Challenge.

New knowledge translation techniques are being explored to promote and engage the educators, students and community members. With the use of technology, a goal is to create more interactive means with targeted groups. Techniques being looked at include; webinars, speakers' series, E-book and the use of Skype.

NEW LOGIC MODEL

In an attempt to increase its outreach, the EYCO department developed a Logic Model that will provide a foundation for the department's national strategy over the next four years. Feedback for the development of this Model was solicited from COC team members including Marketing and Communications, Athlete Services, Team Services. Key outcomes expected are the enhancement of current EYCO activities and initiatives, building on relationships with existing key partners and stakeholders and the formation of new strategic partnerships that will contribute to ensuring the success of the proposed strategy.



NATIONAL AND SPORT CONFERENCES

The following conferences were identified by EYCO for participation as presenters or delegates:

- Ontario Public Supervisory Officials' Association (OPSOA) -Toronto, ON - April 26-27, 2012. Ontario Principals, Superintendants, District Leaders.

- Physical & Health Education Canada (PHE) - Halifax, NS - May 10-12, 2012. Physical Health and Education Teachers, Researchers and Post-Graduate students.

- Canadian Association of Principals (CAP) - Montreal, QC - May 24-26, 2012. Canadian Principals, Superintendants, District Leaders

International Olympic Academy (IOA) - The 2012 IOA sessions were:

- 11th Joint International Session for Presidents or Directors of National Olympic Academies and Officials of National Olympic Committees - May 24 - 31, 2012 attended by Monique Allain and Lisa Wallace.

- 52nd International Session for Young Participants (20-35 years old)

- June 16- 30, 2012 in Olympia Greece. Three young Canadians were selected to represent Canada at this conference; Kate Moorhouse (Toronto, ON) Marie Hélène Cayer (Ottawa, ON) and William Lindsay (Chatham, ON). This year's theme was: "The enhancement of the principles of democracy throughout the course of the Olympic Movement".

OLYMPIC DAY

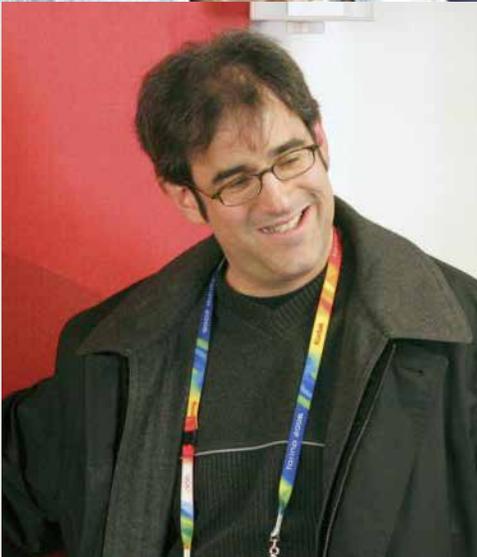
EYCO staff created an "Olympic tool kit" for community groups and clubs to use for Olympic Day activities. Discussions were held with the Boys and Girls Club of Canada, the YM/YWCA, the Girl Guides of Canada and Scouts Canada to explore opportunities to work collaboratively in creating and promoting the Tool Kit.

The COC's 2012 Olympic Day celebrations were held in Ottawa in conjunction with the CHEO Teddy Bears' Picnic. Over 8,000 participants attended the event at grounds of Rideau Hall, the home of Canada's Governor General. Sixteen Olympians participated, one YOG athlete and one National Coach. In addition, four NSF's and three EYCO committee members assisted with the event.

2012 HEROES TOUR

EYCO staff worked with the COC's marketing and communications personnel in the "Heroes Tour" activities that took place in Ottawa and Montreal. The primary focus was to engage Olympians with students, local coaches and sport clubs, hospitals and military personnel.

REMEMBERING OLYMPIC FAMILY



BARBARA ANN SCOTT: SKATING LEGEND

The only Canadian singles figure skater to win an Olympic gold medal, Barbara Ann Scott passed away on September 30, 2012 at her home in Amelia Island, Florida at age 84. Scott was born in Ottawa on May 9, 1928 and began skating at age seven. She earned her first national title when she was just 15. Three years later, in 1947, she captured her first European and World Championship titles.

It was in 1948 that Scott would reach the pinnacle of her career, skating in St. Moritz for the Olympic Winter Games where she earned her place in Olympic lore. She would go on to win her second straight World Championship title. A three-time winner of the Lou Marsh Trophy as Canada's athlete of the year (1945, 1947, 1948), Scott was inducted to Canada's Sports Hall of Fame in 1955. In 1991 she became an officer of the Order of Canada and was also inducted to the Canadian Figure Skating Hall of Fame.

SARAH BURKE: A PIONEER

On January 19th, 2012, one of Canada's most dynamic sporting treasures, freestyle skier Sarah Burke, tragically died because of injuries sustained while training on the slopes she loved several weeks earlier. Both a legend and a pioneer in the sport of half-pipe skiing, Sarah not only dominated the championship circuit during her career, she also was instrumental in bringing the women's halfpipe to Olympic competition. Mourned for her untimely passing, but celebrated for her indomitable spirit and passion, Sarah will be remembered for her energy, her excellence, and her smile that could warm even the coldest heart. On September 21st, 2012 she was posthumously inducted into the Canadian Olympic Hall of Fame in the category of "Builder", forever securing her legacy in the annals of Canadian Olympic history.

NIK ZORICIC: AN INSPIRATION

Tragedy once again struck the Canadian Sport community on March 10, 2012 when Canadian ski cross up-and-comer Nik Zoricic succumbed to head injuries sustained in a run during a World Cup event in Grindelwald, Switzerland.

Already carving out a reputation for excellence on the slopes at the young age of 29, Nik was an inspiration to athletes across Canada and around the world for his tenacity, energy and determination to succeed. Tenacious and driven, his greatest competitor on the slopes was his own determination to win. He will be sadly missed, and fondly remembered.

RANDY STARKMAN: A TRUE OLYMPIC FRIEND

On April 16th, 2012, Canada lost one of our nation's most-beloved amateur sport journalist and friend to our athletes. Randy Starkman, a longtime sportswriter and passionate Canadian Olympic advocate, passed away from pneumonia, leaving behind him a legacy of journalistic integrity and passion for sport that will resonate through Canadian sport for years to come.

His passing marked the end of an incredible portfolio of stories and highly valued opinions that spread over 12 Olympic Games and which so regularly glowed in the Toronto Star sports section. A tireless advocate for athletes, they knew him as one who treated them with respect and admiration.

DR. GORDON SLEIVERT: LEADER IN HIGH PERFORMANCE

Dr. Gordon Sleivert, Vice-President of the Canadian Sport Centre Pacific, died on April 2, 2012 in Montreal where he had been attending the 2012 Canadian Olympic and Paralympic Swimming Trials. He was 48 years old and is survived by his wife Kari and their three children Ben, Brianne and Lachlan.

Sleivert had joined CSC Pacific in November 2003 where he helped to establish and build the centre's performance services team. Among his career highlights at CSC Pacific was being part of the Athens 2004 and Beijing 2008 Olympic Games. Sleivert had completed his PhD as an Exercise Physiologist at the University of Victoria in 1994. He returned to Victoria to join CSC Pacific after working at the University of Otago in New Zealand and at the University of New Brunswick.

YVAN PATRY: CONTRIBUTOR TO SPORT

Yvan Patry, a dedicated volunteer to the sport of Speed Skating, died tragically on May 28, 2012 at age 49. Patry was killed in his Drummondville, QC home along with his wife, Valérie Fortin. Patry had been a member of Speed Skating Canada's Officials Development Committee and contributed to the sport at all levels, from grassroots to club to provincial as well as nationally and internationally.



COMITÉ
INTERNATIONAL
OLYMPIQUE



INTERNATIONAL OLYMPIC COMMITTEE

DR. JACQUES ROGGE IN CANADA

On May 22, 2012, Canada was honoured by the presence of the President of the International Olympic Committee during the prestigious SportAccord Convention in Quebec City. During his visit, Dr. Jacques Rogge was the keynote speaker at a historic fundraiser that raised more than \$800,000 for Canadian athletes.

As a prelude to his presentation, Dr. Rogge showed a video prepared by the IOC, highlighting Canada's rich history within the Olympic movement. The President noted that Canada is a member of what he calls the "Sport G-6", which includes the only six countries to have each hosted Olympic Games three times before London 2012 (USA, Japan, Italy, France and Germany, and of course, Canada.) Dr. Rogge concluded his remarks with an IOC video celebrating the 2010 Olympic Winter Games in Vancouver.

OLYMPIC ORDER FOR BOBSLEIGH'S ROBERT STOREY

On November 14, 2012, Robert (Bob) Storey was honoured by the IOC with the Olympic Order, the highest award that the organization presents to individuals. IOC President Dr. Jacques Rogge presented Mr. Storey with the Olympic Order at the IOC headquarters in Lausanne, Switzerland. During the presentation, Dr. Rogge acknowledged Mr. Storey's distinguished career as an Olympic athlete, his service as President of National and International Sport Federations, and his work on IOC Committees and the Canadian Olympic Committee during his 45 years of commitment to sport. A native of Collingwood, ON, Mr. Storey competed for Canada at two Olympic Games and represented his country as a coach at a third.





CANADIAN OLYMPIC FOUNDATION

CANADIAN OLYMPIC FOUNDATION

This past year was one of transition and rebuilding in the Foundation. In April, the COF welcomed Valerie McMurtry as its new Chief Executive Officer. Three new directors joined the Board and recruitment for additional members is ongoing. The Foundation continues to build on its early efforts with the objective of becoming Canada's leading philanthropic organization for high performance athletes. In 2012, the COF will grant a total of \$6.6 million to the COC to fund three significant programs: Own the Podium, Games Preparation & Podium Performance and the Athlete Excellence Fund.

Own the Podium is an independent organization which determines the funding allocations for Canada's national sports organizations, prioritizing those with a higher potential for podium results.

Games Preparation & Podium Performance is a group of programs that provide the Canadian Olympic Team with critical support in the final months leading up to the Games and ensure there is a world class at-Games environment to maximize an athlete's performance. The Athlete Excellence fund provides Olympic athletes, across all sports, with financial rewards for achieving podium success.

Since its inception, the COF has raised more than \$37 million and granted more than \$25 million to the COC to support its highest priorities. To date, the majority of the COF's fundraising revenues have been derived from corporate partner donations, royalties from the Hudson Bay Company's Red Mitten sales, third party events such as Gold Medal Plates and the COC's Olympic Hall of Fame Gala, and an individual giving program.

Gold Medal Plates celebrated and honoured our Olympians by hosting a very successful series of dinners in 11 Canadian cities and featuring Canada's most talented chefs. The funds raised (\$1M) at the events will go to the COF to support Own the Podium.



BOARD OF DIRECTORS



President, Canadian Olympic Committee: Marcel Aubut

Marcel Aubut has been deeply involved in high performance sport for more than three decades. In 2000, he became a member of the Canadian Olympic Committee (COC), elected to the Board of Directors and Executive Committee in 2005. Mr. Aubut was voted president-elect of the COC in March 2009, becoming president in April 2010. In March 2011, Mr. Aubut was appointed to the International Olympic Committee's International Relations Commission.



Vice-President, Canadian Olympic Committee: Tricia Smith

Tricia Smith, an attorney based in Vancouver, has had successful and varied experiences in Canadian sport. A four-time Olympian in rowing, Smith captured a silver medal at the Los Angeles 1984 Olympic Games. She has also won seven world championship medals as well as a gold medal at the 1986 Commonwealth Games. In March 2009, Smith was elected as one of two COC vice-presidents.



Treasurer, Board of Directors: Wayne Russell

Wayne Russell was elected as treasurer for the Canadian Olympic Committee in 2005 and in April 2009 was acclaimed to a second term. He has been a COC board member since 1997. A former chairman of Hockey Canada, Russell also previously served as chief executive officer of the Own the Podium program. He is the founding chair of the Canadian Hockey Foundation, the fundraising arm of Hockey Canada. Immediate Past President,



Immediate Past President, Board of Directors: Michael Chambers

Michael A. Chambers was elected president of the Canadian Olympic Committee in 2001. In 2005, he was re-elected to a four-year term that extended through the 2010 Olympic Winter Games. Chambers was a vice-chair of the Vancouver 2010 Bid Committee and sat on the board of directors of the Vancouver 2010 Organizing Committee. In 2012, he was awarded the Canadian Olympic Order for his significant contribution to Canada's Olympic Movement.



Vice-President, Board of Directors: Gordon Peterson

Gordon Peterson is a corporate lawyer, based in London, Ont., who has been a COC member for more than 15 years. A member of the COC board of directors since 1998, he served as a member of the Executive Committee from 2005 to 2009 as well as on various COC Committees and Task Forces, including as a member of the Audit Committee and Compensation Committee, as chair of the Team Selection Committee and By-laws Committee and as a member of COC mission staff for both the 2004 and 2008 Olympic Games. In March 2009, Peterson was elected as one of two COC vice-presidents.



Member, Board of Directors: Therese Brisson

Therese Brisson was one of eight non-officer members voted to the COC's board of directors in March 2009. She is one of Canada's best-ever women's hockey players. She helped lead Team Canada to a gold medal at the Salt Lake City 2002 Olympic Winter Games and a silver medal four years earlier in Nagano. A member of Canada's national women's hockey team from 1993 to 2005 – team captain for three seasons – Brisson has won the World Championships six times.



Member, Board of Directors: Charmaine Crooks

Olympic silver medallist Charmaine Crooks represented Canada in Athletics for close to two decades and was the first Canadian woman to run the 800 metres in under two minutes. In 1996, she was named Canada's flag bearer at the Opening Ceremony of the 1996 Centennial Olympic Games. After competing that year in Atlanta – her fifth consecutive Olympic Games – Crooks was elected as a member of the International Olympic Committee's (IOC) Athletes' Commission. Crooks, who remains an IOC member, played an important role in developing the IOC's Code of Ethics. In 2006, she was presented with the IOC Women and Sport Trophy for the Americas in recognition of her efforts towards supporting gender equity in high-performance sport.



Member, Board of Directors: Martha Deacon

An athlete, a coach and a builder, Martha Deacon has a long history of involvement in badminton, high performance sport and the Olympic Movement. She has served Team Canada at a multitude of major Games, a perennial member of the country's mission staff. For the sport of badminton, Deacon was team leader for both the Sydney 2000 and Athens 2004 Olympic Games. She was apprentice coach for the 1994 Commonwealth Games, served during the 1999 Pan American Games in Winnipeg and had a variety of roles as team leader at the 1998 and 2002 Commonwealth Games.



Athletes' Commission, Board of Directors: Deidra Dionne

Deidra Dionne was Chair of the COC's Athletes' Commission until October 2012 after joining in 2006. She is currently Vice-Chair. Dionne, an Olympic bronze medallist, spent 10 years with the national freestyle ski team. At her first Olympic Winter Games in 2002 in Salt Lake City, she captured a bronze medal in aerials. After suffering a neck injury in September 2005 and undergoing spinal surgery, Dionne was still able to compete for the Canadian Olympic Team at the Turin 2006 Olympic Winter Games.



Member, Board of Directors: Tony Eames

Anthony G. Eames served as the President and Chief Executive Officer of Coca-Cola Ltd., the Canadian subsidiary of the Coca-Cola Company, from 1987 to 2001. He joined Coca-Cola in 1966 in Sydney, Australia after graduating with first class honors from the University of Sydney. Mr. Eames held a variety of senior marketing and general management positions with Coca-Cola in Jakarta, Singapore, Hong Kong, Manila and Atlanta, Georgia, prior to his move to Toronto in 1987.



Member, Board of Directors: Gene Edworthy

Gene Edworthy is a Calgary-based optometrist with deep sport and community involvement. Since 2001, when he joined the COC Board of Directors, Edworthy has held multiple roles. He has been chair of the Olympic Legacy Coaching Fund since 2001 and from 2007 to 2008 sat on the Governance Committee and Awards Nomination Committee while chairing the 2008 Olympic Hall of Fame Committee. Edworthy competed for Canada in luge in the mid-1980s, as well as in 10 national luge championships up until 2000. He was Canadian doubles champion in 1991.



Member, Board of Directors: William Hallett

William Hallett was one of eight non-officer members voted to the COC's board of directors in March 2009 and was re-elected in 2011 for a further four-year term. A dedicated volunteer to sport in Canada, he has been a member of the COC for more than 10 years. The current chairman of the COC Audit Committee, Hallett is also a member of the Finance Committee. He is well-entrenched in the sport of triathlon in Canada. Once a member of the national triathlon team, Hallett was president of Triathlon Canada, in a voluntary capacity, from 1996 to 2005.



Athletes' Commission, Board of Directors: Adam Kreek

(Term Expired October 27, 2012)

Adam Kreek was an executive member of the COC's Athletes' Commission since the Beijing 2008 Olympic Games. In 2010 he became Vice-Chair of the Athletes' Commission and a member of the COC Board of Directors. An Olympic gold medallist and a self-described "positive realist," Adam has spoken to more than 100,000 people across North America on topics of leadership, teamwork and change management.



Athletes' Commission, Board of Directors: Adam van Koeverden

(Elected October, 2012)

Beginning his kayaking career at age 13, Adam van Koeverden is now a four-time Olympic medallist and was one of the most recognizable faces of the Canadian Olympic Team at the 2012 Olympic Games. In London, he captured a silver medal in the K-1 1000m one year after winning gold in the same event at the World Championships. He was Canada's flag bearer at the Opening Ceremony of the 2008 Olympic Games in Beijing, where he won a silver medal in the K-1 500 metres. Four years earlier in Athens, van Koeverden captured gold in that event as well as bronze in the K-1 1000 metres and was chosen to carry our flag at the Closing Ceremony. His two medals in Athens earned him the Lou Marsh Award as Canada's Male Athlete of the Year. He has served on the COC Athletes' Commission since 2009, all the while being a strong, experienced advocate for Canadian athletes. Elected as Athletes' Commission chair in 2012, he now sits as a COC Board Member.



Coaches Representative, Board of Directors: Peter Lawless

Peter has been involved in High Performance sport for over 20 years in the sports of sailing, athletics and cycling. A two time winner of a Petro Canada Coaching Excellence Award most recently Peter has been a staff coach with Team Canada at the UCI Paracycling World Championships and several World Cups. He has also been a staff coach with Athletics Canada at various events including IPC Athletics World Championships. IOC Member, Board of Directors: Richard Pound

Richard Pound is one of Canada's most-recognized figures in international sport. In his distinguished career, the native of St. Catharines, Ontario was a two-time vice-president of the International Olympic Committee (IOC) and was responsible for all Olympic television negotiations, marketing and sponsorships, up to and including the 2008 Olympic Games in Beijing.



IOC Member, Board of Directors: Richard Pound

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IOC Member, Board of Directors: Beckie Scott

Two-time Olympic medallist Beckie Scott proved herself as one of Canada's best cross-country skiers ever. In Salt Lake City at the 2002 Winter Games her gold medal in pursuit was the first cross-country skiing Olympic medal of any colour for a North American woman. During the 2006 Olympic Winter Games, Scott was elected to the IOC Athletes' Commission for an eight-year term. She is also a member of the IOC's Coordination for the Sochi 2014 Olympic Winter Games – as well as the Coordination of the first Winter Youth Olympic Games in Innsbruck, Austria in 2012. In September 2012, she was inducted into the Canadian Olympic Hall of Fame in the "Athlete" category.



Member, Board of Directors: Walter Sieber

A world-renown expert in the organization of major sport events, Walter Sieber was vice-president of the COC from 1985 to 2009. As director general of sports for the Montreal 1976 Olympic Games, Sieber led the overall organization, venues, sport competitions, and the Opening and Closing Ceremonies. He also sat on the board of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games.



Member, Board of Directors: Larry Smith

(Term Expired September 13, 2012)

Senator Larry Smith was president and chief executive officer of the Montreal Alouettes of the Canadian Football League (CFL) and is a great and vocal proponent of the game. He held that position for a previous span, 1997 to 2001, before entering the newspaper industry as president and publisher of The Gazette (Montreal). In April 2004, Smith returned to lead the Alouettes.

COMMITTEES

Athletes' Commission - Chair: Adam van Koeverden

Audit - Chair: William Hallett

Awards and Recognition - Chair: Charmaine Crooks

Education and Youth Outreach - Chair: Martha Deacon

Finance - Chair: Wayne Russell

Games Advisory - Chair: Mark Tewksbury

Governance and Ethics - Chair: Gord Peterson

Human Resources - Chair: Marcel Aubut

International Relations - Chair: Walter Sieber

Investment - Chair: Tony Eames

Revenue Generation and Marketing - Chair: Gene Edworthy

Sport Strategies - Chair: Therese Brisson

Sport Partners Relations - Chair: Tricia Smith

Team Selection - Chair: Tricia Smith

Women in Sport - Chair: Martha Deacon

Nominating Commission - Chair: Margot Blight

Task Force - Awards Processes - Chair: Richard Pound

Task Force - Coaches Committee - Chair: Peter Lawless



FINANCIAL STATEMENTS

STATEMENT OF FINANCIAL POSITION AS AT DECEMBER 31, 2012
(in thousands of dollars)

	2012 \$	2011 \$
	-----	-----
ASSETS		
Current Assets		
Cash and cash equivalents	16,988	14,726
Receivables and deposits	6,566	5,191
	-----	-----
	23,554	19,917
	-----	-----
Investments	129,082	124,987
Capital assets	809	401
	-----	-----
Total assets	153,445	145,305
LIABILITIES		
Current Liabilities		
Accounts payable and accrued liabilities	11,411	4,148
Deferred revenue	181	2,034
Current portion of lease inducement	56	30
	-----	-----
	11,648	6,212
Lease inducement	56	59
	-----	-----
	56	59
	-----	-----
Total liabilities	11,704	6,271
FUND BALANCES		
Externally restricted		
Petro-Canada Olympic Torch Scholarship Fund	7,657	7,565
Olympic Legacy Coaching Fund	9,708	9,370
Own The Podium Fund	-	1,345
	-----	-----
	17,365	18,280
General Fund		
Internally restricted		
Canadian Olympic Family Fund	113,049	108,473
Invested in capital assets	809	401
Unrestricted	10,518	11,880
	-----	-----
	124,376	120,754
	-----	-----
Total fund balances	141,741	139,034
	-----	-----
Total liabilities and fund balances	153,445	145,305

The accompanying notes are an integral part of the statements.

STATEMENT OF OPERATIONS

All funds for the year ended December 31, 2012

(in thousands of dollars)

	2012	2011
	\$	\$

Revenues		
Partner and marketing revenues	23,402	22,314
Interest	1,303	1,615
Dividends	3,443	2,471
Investments gain (loss)	6,177	(4,527)
Grants, donations and other	12,986	7,608

Total Revenues	47,311	29,481

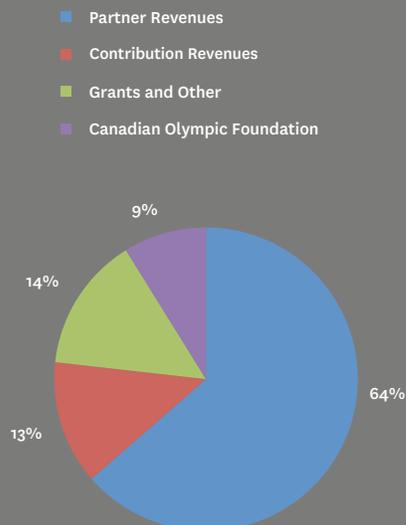
Expenses		
Program and operating expenses	41,407	27,421
Grants and related expenses	870	848
Investment management fees	544	459

Total Expenses	42,821	28,728

Excess of revenues over expenses	4,490	753

2009-2012 QUADRENNIAL PERIOD UNRESTRICTED GENERAL FUND

Revenues



Expenses

