CANADIAN OLYMPIC COMMITTEE ANNUAL REPORT 2011



"From an athlete's perspective, "Give Your Everything" means that whatever happens, I can live with the result because I knew I had done every single thing possible to be my best when it counted. These athletes are stars for the real hard work they put in and it's grounded in some incredible substance. I think the athletes deserve it."

Canadian Olympic Team Chef de Mission, Mark Tewksbury

RELENTLESS WORLD CLASS UNBREAKABL





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MESSAGE FROM THE PRESIDENT

My dear friends in sport, 2011 was an outstanding year for the Canadian Olympic Committee.

Coming off an Olympic year, it was very important to continue the momentum from Vancouver and to build on it.

The power of the Olympic rings transcends sport and the COC has begun to leverage that power to build a better Canada. 2011 has been a year where we have begun to share a common vision and come together as a unified community. This is how we can be a best-inclass organization.

There has been a fundamental shift in the focus of the COC. The focus of the entire organization is on the athletes. They are at the very core of our business. They give their everything to succeed on the greatest stage in the world: the Olympic Games.

These Olympic heroes are what makes the Canadian Olympic Team brand so emotional, inspiring and engaging, because our Team represents all of us.

It is very important that we continue to work together to facilitate the athletes' journey from the playground to the Olympic podium. That is why the COC has taken steps towards a more integrated and cohesive Canadian sport system, bringing all Canada's high performance sport stakeholders together – and we are going to do more.

We are working with National Sport Federations and Canadian Sport Centres to put athletes in leadership positions. We are leveraging all our partnerships to ensure that athletes and their coaches are taken care of along the entire sport continuum. We continue to secure sustainable funding for sport with our marketing partners. We are promoting an integrated and cohesive sport system in Canada.

All this hard work goes to support our collective vision of a better sport system for Canadian athletes.

This coming year, we will see the fruits of our labour in London. Our goal for the Games is Top 12 in 2012. This result will not be easy, but excellence never is. We will follow our athletes' example and give our everything to achieve our ambitious goals.



Marcel Aubut

MESSAGE FROM THE CEO AND SECRETARY-GENERAL

It's incredible how quickly 2011 came and went. It was a year for new initiatives; for setting new standards to which to aspire; and for establishing new expectations for ourselves and what can be possible together.

Of course, our Canadian athletes live in this place with us. They each give their everything, pushing themselves to reach a new level. This focus on continuous improvement is necessary to reach their goals and their dreams — the pinnacle of sport competition: the Olympic Games.

We must hold our organization accountable to the same level of commitment as the athletes we serve. It is only through this shared vision of excellence that we can be positioned to assist Canadian athletes, coaches and national sport federations to achieve their goals.

Over the past year, we have taken steps to strengthen our business. We have done so with a focus on four key areas: People; Partnerships; Brand; and Operations.

People are the difference. It is our deeply-held belief that people are the only sustainable form of competitive advantage. Throughout 2011, the COC has worked to attract and retain the kind of dynamic and driven staff who can deliver at the highest level for our athletes and sport partners.

Partnerships are central to our approach. The COC is uniquely positioned within Canada's sport movement. We strive to be helpful architects in the strengthening of Canada's sport community. Together with our athletes and coaches, national sport federations, corporate partners, Sport Canada, and Own the Podium, we are working to forge stronger collaborative partnerships. This will ensure we are representing the interests of all of our stakeholders while speaking with one voice in support of our athletes.

A strong brand makes for a strong business. Sport is the core of our business, and Canadian athletes are at the heart of all that we do. Together, each day we strive to strengthen the Canadian Olympic Team brand. We are delivering stronger market value for our corporate partners, which in turn results in stronger, more sustained, and more confident investments in the Canadian Olympic Team. We are just starting to see the results of our good work together in the private sector.

We are strengthening our approach from within our business. Fundamental to this is ensuring one's own house is in order. Placing the COC on firm financial footing will help to ensure that our core within the organization's day-to-day functions are smooth, efficient and able to keep pace with the aspirations of the business. From improved process around our Human Resources, to upgrading our capabilities within the three regional offices, we are continuing to implement new initiatives that will ensure the COC can be a stronger and better business for all of you, today and in the future.

2011 has been a critical building year for the future of the organization and we are just getting started. Based on the foundation of positive change achieved this past year, we have begun our journey to becoming a best-in-class National Olympic Committee. And by continuing to work together, I am confident the best is yet to come. I look forward to sharing with you in our collective success in the months and years to come.



Chris Overholt



GAMES

Guadal aj ara 2011

One of the largest sporting events in the world, the Pan American Games are a major, multi-sport festival with athletes from 41 nations competing. In 2011, the COC undertook a number of pre-Games preparation activities, such as:

- Team Orientation and Preparation Seminar (TOPS) held in Toronto in June 2011, with approximately 150 Team Leaders/Managers taking part.
- The COC celebrated the "100 Days to Go" mark in collaboration with the Mexican Consulate in Montreal.
- Flag Bearer Announcement: The Opening Ceremonies Flag Bearer selection took place on Monday, September 19th and Canadian Soccer Team Captain Christine Sinclair was introduced as such at a press conference in Toronto on October 4th. For the Closing Ceremonies, gold medallist Mary Spencer from Boxing was selected as the Flag Bearer for the Canadian Team.

Guadalajara 2011 played host to 36 sport disciplines.

For several Canadian athletes, Olympic qualification was on the line. Sports with 2012 Olympic qualification ramifications included: Athletics, Canoe/Kayak, Diving, Field Hockey, Equestrian, Handball, Judo, Modern Pentathlon, Shooting, Swimming, Synchronized Swimming, Table Tennis, Tennis, Triathlon and Water Polo. For non-Olympic sports, such as Baseball, Bowling, Karate, Racquetball, Roller Sports, Softball, Squash and Water Ski, the Pan American Games are the largest multi-sport Games at which their sport competes.

The 2011 Pan American Games represented the largest sport delegation sent by the COC to any multi-sport Games (with the exception of the 1999 Pan American Games held in Winnipeg), with a total of 486 athletes and 297 support team members. The Team won a total of 119 medals (30 gold, 40 silver, 49 bronze).







Highlights from the 2011 Games included:

- Olympic qualifications in eight events;
- Gold medal for the men's baseball team – the first gold for any senior Canadian baseball squad;
- Gold medal for the women's soccer team – their first ever Pan American Games championship;
- Gold in both men's and women's Trampoline on the same night;
- Synchronized Swimming gold in both the team and duet events, qualifying Canada for the 2012 Olympic Games in both events;
- Mary Spencer winning Canada's first ever Pan American Games gold medal in women's boxing;
- Gold medal and Pan American Games record in the women's Cycling team pursuit;
- Richard Weinberger winning the men's open water Swimming competition by 0.7 seconds, after nearly two hours of racing.



London 2012

On July 27, 2012, thousands of athletes will gather in the British capital for the Opening Ceremonies of the Games of the XXX Olympiad. This will mark the third time London has hosted the Olympic Games, having previously staged the Games in 1908 and 1948.

Canada is planning a strong presence at the London Games and the COC team has been working to help ensure flawless logistical and operational delivery. Members of the COC team first visited London in May 2007, and there have been regular operational visits since that time, including throughout 2011. This includes visits to the London 2012 Olympic Village, sport venues and to Langdon Park School, venue for the Canadian Olympic Team outfitting operations.

In addition to regular operational visits, several executive team visits occurred during the summer of 2011. In July, the COC's Executive team made a complete site visit, which also included establishing the parameters surrounding Canada Olympic House. COC President Marcel Aubut, CEO and Secretary General Chris Overholt, and Chief Sport Officer Caroline Assalian also met with the British Olympic Association to sign a Memorandum of Understanding in conjunction with the COC's participation at the Canada Day celebration at Trafalgar Square.

The month of August saw participation in LOCOG's Chef de Mission seminar by Chef de Mission Mark Tewksbury, Chief Sport Officer Caroline Assalian, and Director of Team Operations for London 2012 Betty Dermer-Norris." The program, designed to assist with planning of logistics, operations and sport for the Canadian Olympic Team, included presentations by various LOCOG functional areas, sport venue tours, a tour of the Olympic Village, one-on-one meetings with NOC Relations and other key LOCOG staff.

Throughout 2011, sports and teams conducted 46 trips to London to participate in their London 2012 test events, and to ensure familiarity and preparedness when it comes time to compete at the Olympic Games. COC team members consistently participated in these trips, and involvement focused on ensuring Games-Time readiness, given the unique aspects of working and competing in the London Olympic Games environment.

Back in Canada, the **Olympic Excellence Series and Media Summit** was held in Toronto between November 16-22, 2011, and involved Team Leaders, Coaches, Athletes, Media Attachés, Mental Performance Consultants, and members of the Health Science Team. This was a key event to continue to build a unified Canadian Olympic Team.





2012 Winter Youth Olympic Games

During 2011, preparations were in full swing for the upcoming inaugural Winter Youth Olympic Games, scheduled for January 2012 in Innsbruck, Austria.

COC Sport Services and Operations teams worked throughout 2011 to prepare logistics and liaise with National Sport Federations who would send young Canadian athletes to participate. In early May, 2011, the COC Lead Roger Archambault conducted a preliminary site visit in order familiarize with the Host Organizing Committee, sport venues and other key locations to be used during the Games period.

In addition, Canada's Chef de Mission, Beckie Scott, participated in the Chef de Mission seminar between September 1-4, 2011. The program included presentations by various functional areas, sport venue tours, a YOG Village tour, meetings with NOC Relations and other key IYOGOC staff. Later that month, the Mission Team gathered in Montreal for the four-day Team Orientation Preparation Session (TOPS) for the 2012 Winter Youth Olympic Games.







Steve Podborski 2014 Chef de Mission

Sochi 2014

With the 2014 Sochi Olympic Winter Games only three years away, the COC worked throughout 2011 to help ensure that the Canadian Olympic Team is on the right trajectory to be the most prepared National Olympic Team in the world.

The first Team Leader Olympic Preparation Series Event took place in Calgary on September 14-15, 2011. The objectives of the workshop included providing and reviewing the COC's Team Leader Planning Guide, delivering an overview of the Sochi 2014 Games planning process, highlighting key COC and Sochi 2014 milestones, familiarization with the Sochi environment, and providing the most up to date information on Sochi 2014.

In addition, throughout 2011, sports and teams conducted a number of separate trips to Sochi for training camps and site visits. Typically the COC helped to facilitate these visits and a manager of Team Services also travelled with the group. The COC's involvement in these visits focused on ensuring Games-time readiness, given the unique aspects of working and competing in the Sochi Olympic Winter Games environment.

Toronto 2015

Throughout 2011, there was ongoing interaction between the COC and Toronto 2015. Representatives from both organizations met on a number of occasions. President Marcel Aubut, COC Immediate Past President, Michael Chambers and COC Board Member Walter Sieber all sit on the Toronto 2015 Board of Directors. In addition there was ongoing communication between the Marketing and Legal teams of both organizations throughout 2011.

As well, Toronto 2015 was well represented at the 2011 Pan American Games in Guadalajara.



Rio de Janeiro 2016

Preparation planning has already begun for the 2016 Olympic Games in Rio de Janeiro, Brazil, with the COC's first site visit taking place in January 2012. The objectives of this visit were to source PreGames training camp facilities, investigate outside accommodations, as well as source potential locations for Canada Olympic House at the 2016 Games.

PyeongChang 2018

On July 6, 2011, PyeongChang, South Korea was selected as Host City of the 2018 Olympic Winter Games. The selection took place at the International Olympic Committee's (IOC) 123rd Session in Durban, South Africa. Korea's third-largest city won its bid to host the 2018 Games over two other candidate cities – Annecy, France and Munich, Germany.







OPTIMAL SPORT SYSTEM

The key to creating an optimal sport system given the Canadian reality is partnership and alignment. The focus for the COC Sport Department has been and will continue to be on building sustainable win-win partnerships that benefit athletes, coaches and National Sport Federations.

NSF Services

The COC's goal with the NSF Service program is to provide our Olympic family NSFs with value-added services, particularly in the areas of governance and association management, that will help move associations forward toward a best-in-class" operational model and, ultimately, contribute to stronger technical leadership and performance results through effective and progressive board and management leadership. A new role in the COC, the Director of NSF Services, Ian Moss, began his NSF consultations in 2011 in order to build a menu of operational capacity and governance-related needs identified within the NSF community and, in particular, identifying areas within which the COC may be able to play a key role.

Highlights of 2011 NSF Services activities included:

Planning: The NSF Services Business Plan was developed, outlining the specific activities and partnership development that are to be activated in 2012. The plan focuses on three strategies: Individual leadership development (CEO/ED's), customized NSF programming (focus on specific needs identified by individual NSF's), and collective/NSF community based gaps to encourage the development of best-in-class NSF strategies. Ian Moss continues to work closely with the Sport Partner Relations Committee on delivering the business plan and maintaining an open dialogue with COC NSF members on matters of mutual interest.

2011 NSF Leadership Summit: 53 of 54 NSF CEO's & Chairperson's participated in this first ever Summit, held in Ottawa on June 21-22. The objectives were to create a sense of community, share best practices, identify challenges and opportunities for NSFs, as well as develop strategies for the COC to assist NSFs toward a best-in-class attitude. Outcomes from the Summit included improved communication and dialogue amongst NSF leaders, a "Collective Wisdom" document that outlines best practice in many areas of association management (generated from the leaders themselves) and a greater sense of clarity on areas of NSF assistance that can be provided by the COC.

NSF CEO Forums: NSF CEO conference calls have been conducted on a bi-monthly basis, with participation from 35-40 NSF leaders per call on average. Professional development workshops have been incorporated into COC Sessions, External Partner Sessions (Sport Leadership) and into stand-alone workshops. In conjunction with Sport Canada and SIRC, an NSF governance "best practice" website has been established, providing webinars and self help tools for senior leaders in the sport community – this has been a huge success, addressing a need that has been identified as a gap for many years.

Partner Relations Committee: Ian Moss worked with Tricia Smith and the Sport Partner Relations Committee to recommend potential changes to the content of the COC Session based on feedback from the previous Session meeting and the NSF Leadership Summit. These recommendations are to be implemented over time as appropriate with other COC management needs.

Internal COC Activity: Having worked as a senior leader in five NSF's, Ian is able to provide to other COC staff a clear understanding of NSF activity, challenges and interpretations when it comes to COC/NSF relationships. This is particular helpful when building new strategies and alliances with our Olympic sport family – Ian can provide a clear pathway to build these strategies in an efficient and cost effective manner.

Athlete Services

The objectives of the Athlete Services Team are to engage and build relationships with athletes (and coaches) before, during and after their Olympic experience as well as develop athlete communications services to better engage, inform and prepare them as spokespeople/role models in the community while supporting optimal performance at Games.

These were the primary Athlete Services activities in 2011:

Building the Team: Manager of Athlete Services Veronica Brenner began to rebuild the Athlete Services team in order to deliver upon the objectives.

Olympians Canada: Athlete Services delivered a tangible reconnection and re-engagement with this alumni group. An increased participation and willingness to participate in events proved a more active, connected Olympic community and a higher sense of value therein.

Retired Athlete Policy: Athlete Services provided advice to Toronto 2015 with respect to the creation of an athleteemployee policy for retired athletes employed by Toronto 2015.

Streamline Athlete Touchpoints: The internal transition of Athlete Services was completed and athlete touchpoints are now consolidated under the Athlete Services Team. For example, all athlete appearance requests, for both internal or external/partner purposes, are communicated through Athlete Services. This approach offers a number of benefits including better coordination, increased consistency of communication and better overall service for athletes.

FACE Program: The Petro-Canada's (Suncor Energy Inc.) Fuelling Athlete and Coaching Excellence (FACE) program's remaining 50% payment for 2011, valued at \$200,000, was made to athletes and coaches.

Athletes' Commission: A special Athletes' Commission meeting was held on July 16th, 2011, in Calgary.

While the core of the meeting revolved around athlete pensions, the COC Sport team used the opportunity to present and discuss the opportunities for the Commission and its members to be more engaged with COC Sport programs/ services.

2011 was a significant year in establishing a strong relationship between a group of highly experienced and knowledgable Olympians and the COC athletes services team.

Canadian Sport Centres: The COC and CSCs have been working together to align respective programs with the same objectives focused on Athlete Transition. Therefore the COC was pleased to support the CSCs proposal for a nationwide Elite Athlete Transition and Career Education Program that would prepare and assist athletes for their transition out of competitive sport.

AthletesCAN: In order to ensure alignment between various athlete groups, Veronica Brenner represented the COC at the AthletesCAN forum held in Toronto on September 18th, 2011 and participated in a panel discussion.

PASO Athletes' Commission: Alexandra Orlando, who was the recommendation of the COC Athletes Commission, became the first-ever elected president of the Pan American Sports Organization's (PASO) Athletes' Commission in Guadalajara during the 2011 Pan American Games.

WADA Athlete Representative: The COC worked in partnership with AthletesCAN, CCES and Sport Canada to present a unified recommendation on the Canadian athlete to sit on the WADA Athlete Committee. As a result, rower Andréanne Morin was recommended and is now a member of the WADA Athlete Committee.

Athlete Excellence Fund: In 2011, 52 Summer athletes placed in the top four at World Championship events and each received \$5,000 through this fund. During winter of 2011, 64 athletes earned top-five finishes at World Championship events, each also earning \$5,000.

Coaching Initiatives

Throughout 2011, the COC actively worked to help boost recognition and appreciation for Canada's outstanding Coaching community.

In November, 2011, the COC announced its new "Coach Reward Program", which offers financial rewards to coaches of Olympic medal winners.

Beginning with the London 2012 Olympic Games, the coach of Olympic medallists will receive \$10,000 per gold medal, \$7,500 per silver medal and \$5,000 per bronze medal, per sport discipline. This represents half of the amount awarded to Olympic medal-winning athletes through the Athlete Excellence Fund, which delivers \$20,000 for a gold medal, \$15,000 for a silver medal and \$10,000 for a bronze.

Additional components of the COC's coach recognition initiative include:

- A coaches' task force that looks at better recognizing coaches and increasing their profile;
- A Games recognition program in which coaches of Olympic and Pan American medallists receive COC recognition in concurrence with their athletes;
- Another recognition program to be instituted at the London 2012 Olympic Games.

Own the Podium initiative (OTP)

The COC announced a new Memorandum of Understanding with Own the Podium (OTP), outlining the addition of a further \$5 million for OTP programming in coaching, training and support, to help athletes achieve their best on the London Olympic stage. This investment brings the COC's contribution to OTP in the 2009-2012 quadrennial period to \$25 million.

This new memorandum of understanding represented a significant step to strengthen, coordinate and harmonize the high performance sport system focused on leading the creation and delivery of programs and services to increase podium results.

The following are some highlights of the new agreement:

- Strengthened leadership to the Canadian high performance sport community at the highest level;
- Secure funding to sports/athletes with medal potential at future Olympic Games;
- Continued valued consulting and expert technical support to targeted podium potential sports, athletes and coaches;
- Improved alignment within Canada's high performance sport leaders regarding their roles to increase efficiency and to streamline the efficiency and expertise of each of the COC and OTP;
- Accountability measures for both organizations;
- Opportunity to influence and lead the collection and dissemination of best practices and world-class technologies and sport science innovations.

Alex Baumann announced his resignation as OTP CEO in September 2011, noting that he had accepted a position in New Zealand. The COC thanked Alex for his outstanding contribution to the Canadian Olympic Movement, noting that his leadership helped create a strong and fruitful partnership between the COC and OTP.





COC funding announcement for Own the Podium

Montreal, November 17, 2011



Bidding and Hosting Strategy

The year 2011 saw key discussions between the Canadian Sport Tourism Alliance (CSTA) and the COC, including a keynote address from COC President Marcel Aubut at the CSTA's annual congress. The COC showed commitment to better coordinate and leverage bidding and hosting strategies and determine a plan that provides high performance in the sport community in conjunction with Own The Podium and Sport Canada. A key part of this plan was the integration of a new management role dedicated solely to Strategic Hosting and Bidding strategy.

Preparation and planning for the prestigious event SportAccord commenced during 2011. The event, hosted in Quebec City in May 2012, is a certain energy point for the COC's bidding and hosting strategy. The objective for this event is to take full advantage of this tremendous opportunity and work with the CSTA and other international partners to further Canada's interest in hosting major international sporting events.

Canadian Sport Policy Renewal

The Government of Canada's Canadian Sport Policy 2.0 (CSP) which will be in effect from 2012-2022 reflects the interests and concerns of 14 government jurisdictions, the Canadian sport community, and of the countless other organizations and agencies that influence and benefit from sport in Canada. While recognizing that the articulation of public policy is ultimately a governmental responsibility, the COC is actively involved in the consultation process. Chief Sport Officer Caroline Assalian represented the COC at the national CSP workshop held in Toronto November 8-9. From these consultations, further refinements will be completed, with the final document being sent to the FPTSC.

CSC partnership

Beyond London, the COC continues to broaden its reach into the sport community in several key areas. Over the past year, there were several face-to-face meetings with the Canadian Sport Centres (CSC) and continued exploration of ways to work more closely to integrate their efforts with the COC's strategic initiatives.





In June 2011, the COC unveiled a series of new marks for competition wear and merchandise, designed to inspire Canadians' national pride for their elite athletes. These new marks were launched on June 6, 2011, with a number of other media initiatives aligned with the launch. A COC microsite and brand video were also produced to support these activities.

The new brand logo is described as being simple, clean and drives attention to the Canadian Team. The link between the Canadian Olympic Team and Canadians was first forged at the 1908 Games, when athletes debuted uniforms displaying the red Maple Leaf. Since then, the Team and its uniforms have gone on to inspire national pride for more than a century.

The key elements to the new brand identity are:

The Canadian Olympic Team Mark

The new designs include a distinctive Canadian Olympic Team mark, with the Maple Leaf as its centerpiece, sitting above the Olympic rings encircled by a red oval border. The result is a classic yet contemporary look. The non-verbal mark will appear on competition wear at the Olympic Games.

The Canadian Olympic Committee Mark

The updated mark of Canada's National Olympic Committee, is a modified version of the original mark created in 1995. The gradient in the flame has been removed to help improve consistency when replicating the mark and the typography has been updated to match the new design direction.

Youth Olympic Team and Pan American Team

The new mark will now be specific to each edition of the respective Games. The marks will take effect for the Nanjing 2014 Youth Olympic Games and the Toronto 2015 Pan American Games.

The Canadian Olympic Hall of Fame

The new mark honours the top Canadian Olympic athletes, teams, coaches, officials, administrators, and volunteers who have entered the Canadian Olympic Hall of Fame since 1949.

The Mosaic Maple Leaf Graphic

The mosaic Maple Leaf graphic draws inspiration from the diversity the Canadian Olympic Team and from Canada as a whole. It is based on the geometry of the most renowned Canadian icon, the Maple Leaf. The tones are based on the five colours of the Olympic rings and from Canadian landscapes. In its entirety, the vibrant and dynamic graphic represents Canada's cultural mosaic and the energy of the Canadian Olympic Team.











MARKETING INITIATIVES

Marketing Partner Renewals

The COC is extremely grateful for the tremendous support provided by our Marketing Partners. Building on the momentum from the Vancouver Games, the focus on partner renewals and financial support for the 2013-2016 quadrennial period is paramount. Partners are critical components to the organization's success, with 98% of revenue coming from the private sector. Partner support helps to drive efforts to shine the spotlight on Canada's high performance athletes year round.



GRAND PARTENAIRE NATIONAL The COC announced on October 28th, 2011, that RBC and Hudson's Bay Company were the first Premier National Partners to renew their sponsorship commitment to Canada's Olympic Team beyond the London 2012 Olympic Games.

COC President Marcel Aubut and members of the executive team were joined by Canadian Finance Minister Jim Flaherty, Gordon M. Nixon, President and CEO of RBC, Bonnie Brooks, President of The Bay, Hudson's Bay company, as well as Jeff Bean, three-time Olympic freestyle skier, Rosannagh MacLennan, 2008 Olympian and Pan American gold medallist in Trampoline, and Jayna Hefford, triple Olympic gold medallist in Ice Hockey.

Brian Williams, Host of Olympic Prime Time on CTV, acted as emcee.



OFFICIAL OUTFITTERS - FOURNISSEUR OFFICIEL

Marketing Partnerships

Partner Servicing: The marketing partnerships team focused on strategies to grow the team and become a best-inclass client service operation in preparation for the 2012 Games year.

Research: The COC conducted a Fan Segmentation Study in the summer of 2011 to build on and differentiate from the brand research conducted in the Vancouver Games period. The objective of the study was to define the core segments of Canadian Olympic fans in this country and to apply those insights to our own brand building initiatives and those of our marketing partners.

Commercial Rights: The commercial rights team adapted the VANOC-developed framework to establish a COC process for education, monitoring, case assessment and resolution. This framework will be used for all commercial rights matters in the corporate, sport and public environments.

Marketing Partnership Workshops: The COC held two Partner Workshops in 2011. These events were designed to provide the COC's partners with opportunities to network and build connections with fellow partners, share best practices as well as to offer key COC updates and information on upcoming Games.

The main objective with these workshops is to engage our partners with the Canadian Olympic Team brand. The workshops featured keynote speakers from the COC, as well as senior representatives from the corporate world. Olympians were also an important component to these workshops, with a number of athletes attending and demonstrating their sports.

These workshops provide optimal environments in which partners can liaise with their COC contacts, and with one another to determine how best to leverage relationships and, together, maximize exposure to and further grow the Olympic Brand in Canada.

2012 Canada Olympic House

Planning for the London 2012 Canada Olympic House (COH) at Canada House in Trafalgar Square continued throughout 2011, with partners actively involved in the process. We are pleased to have our 20 marketing partners supporting our COH efforts and our Family & Friends program. COH will be the home away from home for the family and friends of Canada's Olympic athletes, as well as a corporate home for both the COC and for National Sport Federations. COH will be the central Canadian location for many events, hosting of national and international guests and athlete/coach celebrations, throughout the Games.

Digital Strategy

The COC initiated a new digital marketing strategy that included the creation of the Guadalajara 2011 Pan American Team micro-site to act as a media guide and news source about the 2011 Pan American Team. The team also hired two full-time positions to lead content creation and ensure fan engagement with the Canadian Olympic Team. The digital team also created the framework for our new website platform for launch in 2012.







OFFICIAL SUPPLIERS · FOURNISSEURS OFFICIELS

3M CANADA ACKLANDS-GRAINGER AGGREKO ALDA PHARMACEUTICALS AMJ CAMPBELL INC. AQUILINI INVESTMENT GROUP AVAYA BIRKS BRITCO STRUCTURES CANADA POST CTV COLD-FX CONCORD PACIFIC DEVELOPMENTS DELOITTE EPCOR GARRETT METAL DETECTORS GENERAL MILLS HAIN CELESTIAL CANADA HAWORTH JACKSON-TRIGGS KARL'S GLOBAL EVENTS, INC. MILLENIUM MOLSON COORS NIKE OFFSETTERS ORACLE PORT METRO VANCOUVER PUROLATOR SAPUTO SLEEP COUNTRY CANADA SNC-LAVALIN STAGE AND SCREEN TICKETS.COM TRANSCANADA VANCOUVER AIRPORT AUTHORITY WESTON BAKERIES WORKOPOLIS WRIGLEY

PRINT MEDIA SUPPLIERS · FOURNISSEURS DE MÉDIAS IMPRIMÉS

THE GLOBE AND MAIL LA PRESSE POSTMEDIA





Government Relations (GR)

The following were the initiatives undertaken in GR:

- Monitoring federal and provincial government activities to identify any opportunity or issue that might impact the Canadian sport community and to act/react accordingly if relevant to do so.
- Working with Sport Matters Group and other partners in achieving a positioning strategy for sport during the 2011 federal election campaign.
- Monitoring of the federal campaign and follow-up internally and/or with partners as needed.
- Invitation to federal parties to attend a sport and physical activity forum during the federal campaign.
- Initiation and collaboration in the organisation of a press conference in Ottawa to raise attention of federal parties on the Canadian sport and physical activity community issues.
- Reaction and follow-up after the election and the announcement of the new Canadian Ministry and the new Minister of State (Sport).
- Co-ordination for a first official meeting with the Minister of State (Sport); COC was the first organization that the Minister met after his appointment; COC President was joined by the CEO and two representatives from the Summer and Winter sports caucus.
- Worked with Sport Matters Group to develop a strategy to ensure an effective participation of the Canadian sport community into the pre-budget consultations of the House of Commons' Standing Committee on Finance.
- Collaborated with OTP and CPC for the development of a joint submission to the House of Commons' Standing Committee on Finance.
- Developed a draft plan for the introduction of a new law to extend the protection of the Olympic and Paralympic Marks Act.



NSF and Partner Communications

A number of new initiatives in NSF and Partner communications took place in 2011:

- "Canadian Sports Story Bank of Ideas" monthly newsletter in partnership with COC, CPC, OTP and NSFs.
- Promotion of NSF announcements and press conferences.
- Continuation of COC/CPC/OTP monthly conference call/meetings to develop joint initiatives and avoid duplication in the area of Communications.
- Attending Sports-Québec congress and participation in the recognition event honouring retiring president Raymond Côté.
- Quebec Public Relations Plan Discussions and follow up with Ministère de l'Éducation du Loisir et du Sport and Centre national multisport- Montréal on the COC's partnership with the program "Jouez gagnant".

Profil ing Sport

In order to enhance the public's awareness and interest in different sports, the COC has engaged in the following activities:

- Communications staff leads monthly calls with NSF communication staff resulted in a national Editorial Board tour with the CEOs of COC, CPC and OTP, a monthly story bank newsletter for media and a monthly "Chat with Champions" media teleconference.
- Olympic.ca, Facebook and Twitter are updated on an ongoing basis with news, original stories, photos and athlete retweets.
- Editorial planning with CTV, started monthly meetings (May 2011).















2011 SESSION, HALLOF FAME AND HEROES TOUR. - Moncton, NB

The COC landed in Atlantic Canada in mid-April for its signature annual event and celebration, as the Canadian Olympic Hall of Fame Gala Dinner & Induction Ceremony. Centred in Moncton, New Brunswick, the COC wrapped Atlantic Canada in the Olympic Movement, with a series of events held around the Hall of Fame celebration:

Canadian Olympic Heroes Tour

The 2011 Canadian Olympic and Paralympic Heroes Tour saw nine Olympic and Paralympic athletes travel to Halifax, St. John's, Charlottetown, Summerside and Moncton to inspire personal excellence and reignite the Olympic spirit evidenced during the 2010 Olympic Torch Relay. The Heroes stopped at Canadian Forces Bases, schools, hospitals, city halls and even commemorated the anniversary of Terry Fox's Marthon of Hope at Mile Zero in St. John's. The Tour wrapped up in Moncton with an entertaining and inspiring show for school kids and a public rally at Moncton Market. The group of Olympians included speed skater Denny Morrison, rower Adam Kreek, short track speed skater Tania Vicent, bobsledders Kaillie Humphries, Heather Moyse, David Bissett and Chris Le Bihan.

Canadian Olympic Hall of Fame Gala Dinner and Induction Ceremony

The COC's sparkling Gala was held the evening of Saturday, April 16 at Casino New Brunswick.

At the centre of the festivities were 2011 Hall of Fame inductees Melody Davidson (Ice Hockey),

Marc Lemay (Cycling), David MacEachern (Bobsleigh), Curtis Myden (Swimming) and Elvis Stojko (Figure Skating). The event included a full artistic program, featuring Canadian legend Jann Arden, pianist and composer Stephan Moccio, the Arkells and Maritime fiddler and folk star Samantha Robichaud. As well, more than 40 Olympians attended the spectacular event, which each year serves as one of the Canadian Olympic Team's most important fundraisers. Proceeds were directed to the Canadian Olympic Team in support of Canada's high performance athletes. The 2011 class of inductees joined a tremendous league of athletes, coaches, teams and builders. With the new additions, the Canadian Olympic Hall of Fame now holds 411 inductees: 281 Athletes, 9 Teams, 104 Builders, 10 Coaches and 7 Athletes/Builders

COC Board and Session Meetings - Moncton, April 15-17

The COC held its Board and Session meetings in Moncton, with the Board of Directors meeting on Friday, April 15th held in the City of Moncton City Hall Council Chambers. On Saturday, April 16th, the winter and summer National Sport Federations (NSF) held their caucus meetings at the Moncton Coliseum. This was followed by the COC's Session Meetings, with the main topic of discussion being Canada's goal of striving for success on the Olympic stage. The COC also held its quadrennial elections to determine six "B" Session and six Board of Directors positions. The Hall of Fame weekend concluded on Sunday, April 17th at the Moncton Coliseum with the second Session meeting, followed by workshops focused on Canadian sport policy review.

November 2011 Session Meeting

For the first time ever, the COC moved its November Session Meeting to coincide with the Coaching Association of Canada's (CAC) Sport Leadership Conference. COC Session Members were in attendance at the CAC's 2011 Coaching Awards Dinner and keynote presentation by COC President Marcel Aubut.

The Chair of the British Olympic Association, Lord Colin Moynihan and IOC Executive Director Gilbert Felli were special guests of the COC Session, and participated in an International Sport Panel Discussion, moderated by Marcel Aubut.

Farewell to Olympic great James Worrall

The COC bid farewell to its good friend and Olympic movement builder James Worrall at a special memorial ceremony held during the November Session Meeting. Mr. Worrall had passed away in Toronto on October 9th.

Mr. Worrall was Canada's flag bearer at the Opening Ceremony of the 1936 Olympic Games, competing as a hurdler. He would later become President of the then-Canadian Olympic Association, as well as a long-time member of the IOC. A dedicated sport executive, Mr. Worrall was on the Board of Directors of the Organizing Committees of Canada's first two times hosting the Games: Montreal 1976 and Calgary 1988. He was also an Officer of the Order of Canada and a Member of three Sports Halls of Fame.



James Worrall



EDUCATION, YOUTH AND COMMUNITY OUTREACH

The COC's Education, Youth and Community Outreach department has a history and tradition of excellence in the development and delivery of the COC's Education Programs. The Canadian Olympic School Program (COSP) continues to be recognized in Olympic Education internationally. All programs pride themselves on being rooted in the promotion of the Olympic values and Olympism at the school and community levels, and on the national and international stage.

Canadian Olympic School Program

The Canadian Olympic School Program has engaged students in the Olympic Movement since 1987, inspiring students to achieve their personal best through Olympian and Athlete stories, activities, movement skills, podcasts, case studies and project packs. The program, developed for teachers by teachers, is designed to promote the Olympic Values and the importance of pursuing personal excellence in all facets of life.

Highlights from the 2011 COSP Program include:

- The COSP Challenge encourages students to exercise their mind, body and character with 20 Canadian Olympians.
- Case Studies written based on authentic information from the Canadian Olympic Team and the Vancouver 2010 Olympic Winter Games. The Case Studies included: Volunteerism and the Vancouver 2010 Olympic Winter Games, Environmental Sustainability and the Vancouver 2010 Olympic Winter Games, Performance Excellence; Friction and Winter Sports, Performance Excellence; Wellness and the Canadian Olympic Team and, Branding and the Vancouver 2010 Olympic Winter Games.



Community Outreach Initiatives

Vancouver 2010 One Year Anniverary

A series of Community Outreach initiatives were undertaken in celebration of the one-year anniversary of the Vancouver 2010 Olympic Winter Games. Olympians Cheryl Bernard (Curling), Kristina Groves (Speed Skating), Becky Kellar (Ice Hockey), Chris Le Bihan (Bobsleigh), Ashleigh McIvor (Freestyle Skiing), Denny Morrison (Speed Skating), Kristi Richards (Freestyle Skiing), and Lauren Woolstencroft (Para-Alpine) were involved in a series of media events including:

- British Columbia Children's Hospital Visit;
- British Columbia Government Press Conference and Autograph signing session;
- Puck drop At the Vancouver Canucks Game with special guest John Furlong.

International Olympic Academy

The International Olympic Academy (IOA) unites some of the world's most vibrant young leaders in sport and physical activity from approximately 100 nations. The 2011 session took place in Olympia, Greece June 25th to July 9th, and focused on Olympism with a special look at Olympic education.

The following individuals represented Canada at the 2011 IOA:

- Session for Directors of National Academies Attended by Lisa Wallace, Manager, Education, Youth and Community Outreach;
- Session for Young Participants Attended by Jackie Deschenes and Sylvain Leclerc, who were provided cameras and computers to capture their IOA experience and share it with Canadians via various social media sites as well as Olympic.ca;







IOC SESSION, COMMISSION MEMBERS



123rd IOC Session, Durban, SA

COC President Marcel Aubut attended the 123rd International Olympic Committee Session July 4-9 in Durban, South Africa. Mr. Aubut was invited by IOC President Dr. Jacques Rogge to attend the event as an observer. The 123rd IOC Session served as the annual general meeting of the members of the IOC. The previous IOC Session had been held in Vancouver just before the Olympic Winter Games.

IOC Commission Members

The International Olympic Committee announced in March 2011 the members of its 27 Commissions. Among those individuals on the 2011 list was Canadian Olympic Committee President Marcel Aubut, who was named to the International Relations Commission. Mr. Aubut joined other members of the COC Board of Directors making significant contributions to the Olympic Movement:

- Richard W. Pound: IOC member, IOC Juridical Commission, IOC Marketing Commission, IOC representative on the board of the World Anti-Doping Agency (WADA) Foundation, member of the International Council of Arbitration for Sport and chairman of its Strategic Planning Committee.
- Michael Chambers: Pan American Sports Organisation (PASO) Executive Committee member, president of PASO's Legislative Commission, Association of National Olympic Committees (ANOC) Executive Council member and president of the ANOC Juridical Commission.
- Charmaine Crooks: IOC Athletes' Commission, IOC Press Commission; vice president of the World Olympians Association.
- Beckie Scott: IOC member, IOC Athletes' Commission, IOC Ethics Commission, IOC Coordination Commission Sochi 2014 & Innsbruck 2012.
- Walter Sieber: IOC Olympic Programme Commission.



CANADIAN OLYMPIC FOUNDATION

The Canadian Olympic Foundation is a national charitable organization that generates support to meet the technical, scientific, medical and coaching needs of Canada's high performance athletes across all Olympic sports. The Foundation is supported by corporate partners, private donors and funds raised by programs such as Own the Podium, Red Mittens campaign and Gold Medal Plates.

Highlights of the Foundation's activities in 2011 include:

- Being the beneficiary of the Gold Medal Plates events. Gold Medal Plates celebrates and honours Canada's Olympians by hosting a successful series of dinners in 10 Canadian cities and featuring Canada's most talented chefs.
- In September 2011, the third version of the Canadian Olympic Team Red Mittens was introduced by Hudson's Bay Company, with net proceeds from sales benefitting the Canadian Olympic Team. This latest edition has already raised more than \$2M with additional proceeds expected into 2012. Funds will assist with athlete development, coaching and equipment.
- The Foundation also received \$615K from over 5,000 generous donors from coast to coast.
- 2011 was a year of transition and rebuilding in the Foundation. After three years of dedicated service service and leadership, David Armour departed as the Foundation's CEO.





COLLABORATION THROUGH SPORT

Canadian Sport Tourism Alliance (CSTA)

COC President Marcel Aubut was the keynote speaker at the CSTA's April 2011 Sport Events Congress. He noted that sport tourism in Canada is big business, and that events are the driving force and the economic engine that drives this sector. He spoke on the tangible legacies these events leave behind, such as infrastructure and facilities. He also spoke on the intangible – emotion, a connection between a community and its people. He used the Vancouver Olympic Winter Games as an example of a transformative event, one that changed Canada forever.

Mr. Aubut noted the importance of bidding for international events and Games, as hosting major multi-sport Games in Canada is and will continue to be the best and fastest way of engaging the private and public sectors around creating a High Performance legacy for sport.

He added that the COC would continue to encourage the hosting of high profile international events in Canada, for the development of facilities, the promotion of sports and athletes as well as the influence of Canada in the world. He concluded by stating that the COC would be taking the lead in the development of an aggressive, coordinated national bidding and hosting strategy.

COC Meetings with USOC (January 2011)

The COC visited the US Olympic Committee (USOC) on January 19-20, 2011; with the main objectives of the meeting being relationship building as well as identifying potential areas of collaboration in sport, games, governance and marketing.

The COC is proud of the close relationship it holds with its neighbour to the south. While in Colorado Springs, the Canadian delegation explored the possible pursuit of mutual opportunities in marketing, sponsorship, sport and international relations. Throughout the three-day meeting, the groups also identified similarities in such areas as bid processes and national sport governing body services.

Following the conclusion of the meeting in Colorado, both the Canadian and American committees agreed to pursuit further bilateral meetings in other areas of business. The first of those meetings will provide an opportunity for the respective marketing and communications teams to meet over the next few months to share and review best practices, ways of collaborating and new initiatives.



BOARD OF DIRECTORS, COMMITTEES



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



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.



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.



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.

Non-Officer, Board of Directors: Therese Brisson

Therese Brisson was one 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.

Non-Officer, 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.

Non-Officer, 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 is chair of the COC's Athletes' Council, which she joined in 2006. Dionne, an Olympic bronze medallist, spent 10 years with the national aerials 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 Torino 2006 Olympic Winter Games.













Non-Officer, 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.

Non-Officer, 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.

Non-Officer, Board of Directors: William Hallett

William Hallett was one eight non-officer members voted to the COC's board of directors in March 2009. 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

Adam Kreek was been an executive member of the COC's Athletes' Commission since the Beijing 2008 Olympic Games. In 2010 he was elected to 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.



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: 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 2014 Sochi Olympic Winter Games – as well as the Coordination of the first Youth Olympic Winter Games in Innsbruck, Austria in 2012.

Non-Officer, 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. He currently sits on the board of the Vancouver Organizing Committee for the 2010 Olympic and Paralympic Winter Games. 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.

Non-Officer, Board of Directors: Larry Smith

Larry Smith is 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, and has remained there since.







COMMITTEES

Athletes' Commission Chair: Deidra Dionne

Audit Chair: William Hallett

Awards and Recognition Chair: Charmaine Crooks

Education and Youth Outreach Chair: Martha Deacon

Finance Chair: Wayne Russell

Games Advisory Chair: Jacques Cardyn, Past Chef de Mission, 2011 Pan American Games Governance and Ethics Chair: Gordon 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 and Sport Chair: Martha Deacon

Nominating Commission Chair: TBD at appropriate time

Task Force - Awards Processes Chair: Richard Pound

Task Force - Coaches Committee Chair: Peter Lawless



2010

FINANCIAL STATEMENTS

Statement of Financial Position as at December 31, 2011 (in thousands of dollars)

2011

	2011 \$	2010 \$
ASSETS		
Current assets		
Cash and cash equivalents	14,726	15,879
Receivables and deposits	5,191	6,925
	19,917	22,804
Investments	124,987	121,160
Capital assets	401	318
Total assets	145,305	144,282
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	4,148	1,924
Deferred revenue	2,034	2,189
Current portion of lease inducement	30	30
	6,212	4,143
Lease inducement	59	42
Long-term deferred revenues	-	1,816
	59	1,858
Total liabilities	6,271	6,001
FUND BALANCES		
Externally restricted		
Petro-Canada Olympic Torch Scholarship Fund	7,565	8,252
Olympic Legacy Coaching Fund	9,370	10,143
Own the Podium Fund	1,345	3,948
	18,280	22,343
General Fund		
Internally restricted		
Canadian Olympic Family Fund	108,473	103,074
Invested in capital assets	401	318
Unrestricted	11,880	12,546
	120,754	115,938
Total fund balances	139,034	138,281
Total liabilities and fund balances	145,305	144,282

The notes to these financial statements form an integral part of the statements



Statement of Operations All funds for the year ended December 31, 2011 (in thousands of dollars)

	2011 \$	2010 \$
Revenues		
Partner and marketing revenues	22,314	27,159
Interest	1,615	1,812
Dividends	2,471	1,920
Investment gain (loss)	(4,527)	7,489
Grants, donations and other	7,608	7,987
Total Revenues	29,481	46,367
Expenses		
Program and operating expenses	27,421	26,655
Grants and related expenses	848	837
Investment management fees	459	465
Total Expenses	28,728	27,957
Excess of revenues		
over expenses	753	18,410

2% _ 2%

62%

Sport and NSF RelationsMarketing and Communications

Advocacy and Partner Relations

AdministrationGovernance

26%

8%

Revenues

Expenses

Statement of Operations Unrestricted General Fund for the year ended December 31, 2011 (in thousands of dollars)

Revenues	2011 \$	2010 \$
Partner and marketing revenues	22,314	27,159
Interest	1,345	1,537
Dividends	2,070	1,607
Investment gain (loss)	(3,350)	6,506
Grants, donations and other	4,070	2,563
Total Revenues	26,449	39,372
Expenses Program and operating expenses	21,262	23,676
Grants and related expenses	21,202	23,070
Investment management fees	- 389	393
Total Expenses	21,651	24,069
Excess of revenues		
over expenses	4,798	15,303

The notes to these financial statements form an integral part of the statements

