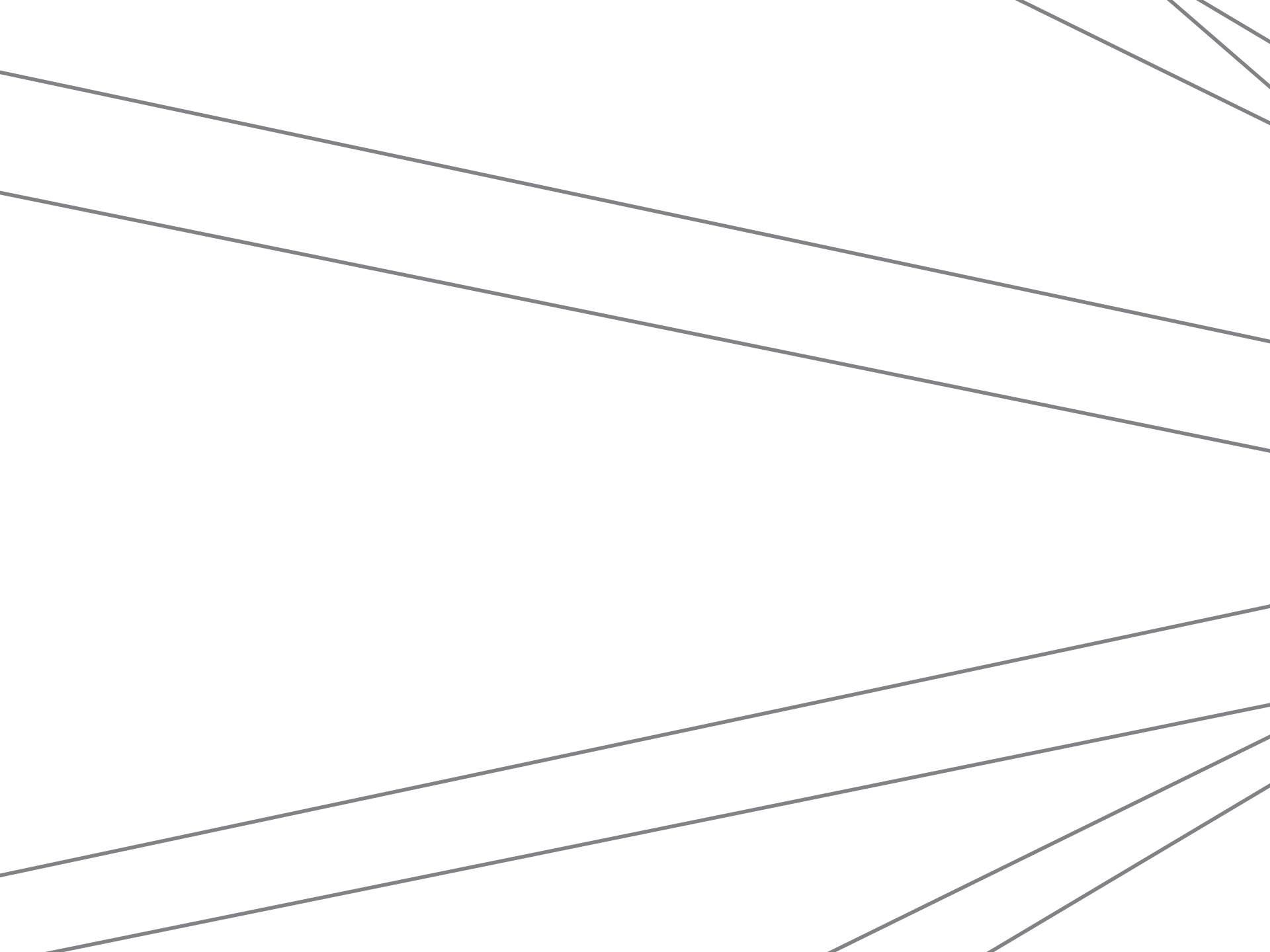


**CANADIAN OLYMPIC COMMITTEE**  
**2013 ANNUAL REPORT**







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# PRESIDENT'S REPORT

My dear friends in sport,

In 2013, the Canadian Olympic Committee took more strides forward in its mission to further high performance sport in Canada.

Adding to the strong foundations set earlier in 2012, we continued to set the building blocks in place to enhance our success as a National Olympic Committee, business and brand. In doing so, we have created an even more robust, sport-focused environment that enables our Olympians to harness their full podium potential.

Overall, we can see that the momentum we have been building continues to grow, allowing us to truly focus our efforts on delivering the best conditions possible for our coaches and athletes who are the focal point of all that we do.

In May, at the SportAccord convention in St. Petersburg, Russia, Canada surged to second place in the 2013 Global Sports Nation Index by Sportcal, as part of its Global Sports Impact Project. The COC hosted an international hospitality function in partnership with the Canadian Sport Tourism Alliance and eight other Canadian cities; Vancouver, Calgary, Edmonton, Regina, Ottawa, Montreal, Quebec City and Halifax. Delegates from the IOC, International Federations and other partners participated in the reception and we continued to promote Canada as an exceptional sporting host.

The focus this past year was our continued preparation for the Sochi 2014 Olympic Winter Games. With all the outstanding work from our sport partners, affiliates, supporters and staff, the COC and its athletes were set up to experience many moments of greatness at the Sochi 2014 Olympic Winter Games. The Mission Team was prepared to push themselves to new heights in order to foster both personal best and medal-winning moments.

With the extensive Olympic preparation program, one that for the first time is enjoying a full cycle, our target was for Canada to contend for no. 1 spot in overall medals won. With many medals up for the taking, the COC will again be enforcing its Sochi Coaches Reward Program, whereby coaches are financially rewarded for the medal winning performances of their athletes.

There is no doubt that 2013 was another milestone year for the Canadian Olympic Movement. As we forge on into 2014, our previous triumphs continue to form the anchors for our successes in the future. With increasing support from all levels of government, the media and our partners, the Canadian Olympic Movement has never held so much promise. And it is this promise that we use to continue writing our own victories in Canadian Olympic History. Onward and upward.

Yours in sport,

A handwritten signature in dark ink, reading "Marcel Aubut". The signature is fluid and cursive, with the first name "Marcel" being more prominent than the last name "Aubut".

Marcel Aubut





# CEO'S REPORT

Dear friends,

This past year has truly exemplified the potential and the energy of our organization and its people. Led by our incredible athletes and coaches, we raised the bar together during 2013. Yes, we did it with incredible preparation and performances in sport, but also with strong financial and professional performances.

The dynamics of this business have never been more complex or as interesting. Both the challenges we face today and the opportunities we have before us have never been greater. Even over the past year, the sporting landscape in Canada and the industry that supports it has changed significantly.

Our team continues to improve every day. Together, we have declared a clear intention to be world-leading in everything that we do. And this team is up to the challenge because we believe in better.

Canada's support for our Canadian Olympic Team has perhaps never been stronger. We have great momentum and the past 12 months have made our business more robust, ensuring we are trending positively in all areas of importance.

Our revenues are up considerably since we tabled our fiscal plan in November of last year and are currently at an all-time high in our history; our licensed product royalty returns and marketing partners' investments are driving our business to new heights, serving as a bellwether for the growing strength of our brand. Our marketing and communications teams are better integrated, leading to more media engagement with and for sport in the marketplace and our operations team is tackling issues related to technology and streamlining our systems and processes with high efficiency and discipline.

In the past year, we have also realized some positive outcomes from the relationships we have formed both at home and internationally. Because of this, our reputation has reached new heights and our relationships with our sport partners at home and abroad are growing stronger with our focus on sport - the heart of our work and what drives us each day.

The challenges have been many heading into Sochi and we have spent a considerable amount of time this past year preparing the fertile ground that will lead us all to success. From our Olympic Excellence Series and media summit in Vancouver, to our Olympic Preparation Seminar in Calgary, preparation for our athletes and coaches was world-leading. Overall, our partners in the NSF community are operating at unprecedented levels and our athletes have proven that they are ready for their moment in Sochi.

As I look back on the year, in all of our organization's respective areas, I am exceedingly proud of the work we have done together. Thank you for all you do in support of our vision to become the best sporting nation in the world.

Sincerely,

A handwritten signature in black ink, appearing to read 'Ch Overholt'.

Chris Overholt









# SPORT

This past year marked the arrival of a new beginning, with our move from Ottawa to Montreal where a state-of-the-art sport headquarters has been established. With the move came many changes, however the team has adjusted wonderfully. Collectively, we remained focused on our main objective: the planning and execution for the Sochi 2014 Olympic Winter Games.

The COC also continued to focus on ways of becoming a value-added performance partner to athletes, coaches and our NSFs in more ways. Through resource sharing and providing expertise where needed, our aim was to strengthen our collaboration with our NSFs who are the foundation of our sporting system in Canada.

Knowing that we work better when we work together, the COC solidified existing partnerships and created new ones across the country ensuring that we continue to close the gap in our alignment within the sporting landscape. In the past year, we inked agreements with CCES, Canada Games and OTP. Together, these partnerships are allowing all of us to continue to prepare the fertile ground needed for the future success of Canadian athletes and coaches, those working their way up through our sports system.

## SOCHI 2014 PLANNING

The past 12 months marked the final phase

of planning for the Sochi 2014 Games, which included a number of visits to Russia by numerous departments within our organization. During these site visits the focus was on final planning in the areas of villages, outfitting, cargo, transportation and security. The year also consisted of numerous events all aiming to turn the attention of the nation and our sporting community to the upcoming Winter Games in Sochi. Events included our One Year Out celebration, Chefs de Mission Seminar and Test Events for 13 sports.

Joining Steve Podborski, our Sochi 2014 Chef de Mission, were our two Assistant Chefs de Mission: Jean-Luc Brassard, four-time Olympian and celebrated gold medallist and France St-Louis, Nagano 1998 Olympic silver medallist and five-time World Champion.

In May, 107 Sochi hopefuls were joined by 43 coaches and 60 NSF support staff in Vancouver to unite the team and develop tools to succeed in Sochi. This edition of the Olympic Excellence Series (OES) raised

the bar for the COC in that new highs were reached: 74% of invitees accepted our invitation and a mobile app was used as an information and networking tool for participants for the first time.

In September, the Team Operations and Preparation Seminar (TOPS) took place in Calgary where close to 200 Team Leaders, Team Managers, Mission Team and Corporate Team members attended. The goal was to have our entire support team united and to have them receive the latest Sochi and COC Games information so that they felt prepared in the delivery of their unique roles at Games under any circumstances.

## FUTURE GAMES PLANNING

Our work with TO2015 continued as Greater Toronto Area and communities surrounding it prepare for the largest sporting event to ever be hosted on Canadian soil. Our nation's performance objective was also established: finishing in the Top 2 in terms of overall medals won at the Toronto 2015 Pan American Games.

The second edition of the Youth Olympic Games will be held in Nanjing, China from August 16-28, 2014. Each NOC can send up to 70 individual athletes and two teams (one male / one female). Athlete and Support Staff quotas have been provided to the NSFs. Baseball and basketball athlete from Windsor, ON Dillon Richardson was selected as the Youth Ambassador.

Rio 2016 planning has also begun and will continue. The COC continued conducting site visits in 2013 including one with Team Leaders and another during the Rio 2016 National Olympic Committee (NOC) Open Days in November. The purpose of these visits was to familiarize the leadership and support teams with the host city, identify challenges and opportunities and to source accommodation and facilities for our at-Games operations.

## NSF RELATIONS

The NSF Enhancement Initiative was introduced and is the first of its kind in Canada and was recognized with a



Leadership Award from the Institute of Public Affairs of Canada.

The project outputs included a final report to each individual NSF that identifies unique improvement opportunities and provides a high-level implementation roadmap and a system-wide report that identifies improvement opportunities that will be applicable across multiple sports organizations.

The COC continued to strengthen its NSF relations by maintaining an increased amount of communication and participation. COC representatives attended approximately 50 NSF events in 2013. Our organization continued to share best-practices with our NSF partners, including the NSF Leadership Summit which featured a peer-to-peer discussion panel. Regular COC and NSF CEO conference calls were held which continued to provide a forum for professional development and exchange.

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# COMMUNICATIONS

In 2013, the Communications Team continued to communicate with Canadians across our country and telling the stories of our outstanding Canadian athletes to the world. Working with the support of our Events Team, numerous visually compelling moments were delivered for our National Sport Federations, athletes and coaches.

## NSF TEAM ANNOUNCEMENTS AND SUPPORT

In 2013, efforts to strengthen and align our relationship with Canada's larger sport community were bolstered and intensified through the work of our Canadian Olympic Committee Communications Team. The main objective this past year was to support our National Sport Federations (NSFs) in the planning and execution of their team announcements, which were held in communities across Canada ahead of the Sochi 2014 Games.

In total, we helped plan and execute 20 Olympic Team announcements, including our Team Send-Off Party in Banff, Alberta and the unveiling of Canada's Opening Ceremony Flag Bearer at Parliament Hill. The value of establishing and maintaining strong relationships with NSFs has never been more evident in our history. In fact, the creation of these unique moments for our athletes, as they met Olympic fans in numerous Canadian cities resulted in more than 686 million media impressions combined.

In addition to telling our athletes' stories through the Olympic lens, the team continued to support our NSF communications efforts, through the distribution of NSF press releases, coordinated planning and the promotion of NSF events to the wider sports community.

## PROMOTING OUR SPORTING IDENTITY

In December, the communications team collaborated with other departments in producing the COC's largest brand campaign – We Are Winter/Nous Sommes L'Hiver – in full preparation to tell the Canadian Olympic story on our way to Sochi 2014. This campaign was set up to enjoy what would become an extremely successful launch in the new year.

## GOVERNMENT RELATIONS

The COC continued to expand efforts on its government relations plan, with representatives from the federal, provincial and municipal governments invited to all major events. For the Sochi 2014 Team Announ-

cements, government representatives were present at every event. This strategy helps to educate our policy makers and government decision makers on the importance of our athletes and sport to the wider Canadian community, and widens our audience through political media outlets.

In 2014, the COC will continue to engage our key government partners as we maintain the promotion of the idea that sport unites and that our athletes remain some of our nation's greatest ambassadors who can positively change lives.

## IT TAKES A COMMUNITY TO RAISE A CHAMPION

Keeping Olympians in the spotlight outside the Games window remains a top priority. The Communications team executed an aggressive plan to have athletes visible in both the media and their communities. These events include: Government recognitions, Santa Claus Parades, Food Drives, local marathons,

McHappy Day, Remembrance Day, cultural events and toy drives. In 2013, there were 530 individual athlete appearances at more than 100 community events.

For the first time in our organization's history, our athletes and members of the wider Canadian Olympic Family participated in Pride festivities across Canada, including Toronto's 2013 Pride Parade – one of the largest LGBT celebrations in the world.

All of these opportunities were well publicized so that regional media markets have an opportunity to access team members, reinforcing our commitment to making Canadian athletes household names.

## ONGOING MEDIA RELATIONS INITIATIVES

In May, 2013 the COC held its Media Summit in Vancouver for Sochi 2014 hopefuls, which was attended by 101 athletes and 132 media personnel representing 25 Canadian media outlets. During the

summit, 13 separate press conferences were held, as well as approximately 1,000 interviews with athletes and coaches.

Pre-games athletes' promotion is a key responsibility of the communications team. The media relations team consistently collaborates with Canadian athletes to deliver their stories to fans and media outlets from coast to coast. Our goal is to build awareness with sports and non-sports organizations in Canada. 50 Olympic athletes and CDC officials have been featured in over 15 national publications including: Men's Journal, Canadian Living, Flare, FASHION, Toronto Life and Best Health, in the lead up to and during the Sochi Games.

In addition to the daily and ongoing media requests for interviews, the team is also responsible for all media monitoring and proactively preparing spokespeople and athletes for any potential issues. The team also continues to 'pitch' ideas for traditional and new media opportunities to promote athletes in non-traditional settings.







# COMMUNICATIONS

## EDUCATION, YOUTH AND COMMUNITY OUTREACH (EYCO)

The last 12 months has been a year of change and growth for the Education department, with one departure and two new staff coming onboard and new initiatives attached to our overall mandate. In addition to being added to the Communications department in February, community outreach in connection with Gold Medal Plates (GMP) and the involvement with the Sochi 2014 Team Announcement schedule were also major focus areas for the Education team.

In conjunction with the GMP events, the COC coordinated community outreach activities at Ronald McDonald House Atlantic Canada, Ronald McDonald House Manitoba as well as, for the first time ever, a Google Hangout with five athletes and 10 schools in the Edmonton Public School Board. The event allowed athletes to reach approximately 3,500 students across the school board. Similar events were held in the remaining seven GMP sites across Canada.

In September, the Education website was added to the COC platform and all Education initiatives can now be found at: [olympic.ca/education](http://olympic.ca/education)  
[olympique.ca/education](http://olympique.ca/education).

In total, 125,000 students across the country were reached by the Canadian Olympic School Program (COSP) with

approximately 100 athletes participating in 20 EYCO-driven events. In February, the first COSP resource was launched in conjunction with Bell Let's Talk Day with a focus on student mental fitness. In March, a unique collaboration with the Canadian Association for the Advancement of Women and Sport (CAAWS) was established leading to the launch of a classroom resource coinciding with International Women's Day celebrations.

Once again this year, Canada participated in the International Olympic Day celebrations with two successful Olympic Day events in Richmond, British Columbia and Ottawa, Ontario. More than 25 athletes, 30 local sport clubs and 16,000 students came together in June to celebrate the power of sport and the values of Olympism.















# BRAND

In 2013, the Canadian Olympic Committee's brand mission was to not just carry momentum from its award-winning success following the London 2012 Games, but also to prepare diligently and take itself to unprecedented heights in the lead-up to the Sochi 2014 Games.

With full integration throughout the organization, the COC's brand team accomplished this with great pride ... for Canadians, our corporate partners, and most critically, for the hearts and minds of our athletes and coaches.

## INTEGRATION

Over the past year, an emphasis was placed on the importance of the digital space, graphic design, elite photography, hard research and overall content planning and capture to truly begin integrating the brand through all of its departments.

In doing so, we were able to offer our sport community and corporate partners world-class marketing relationships while driving impressions and brand engagement to new levels. Refining these efforts raised international expectations for the COC and set the organization up to execute the most integrated and impactful brand campaign in its history.

It is exciting to report that the brand marketing team over-delivered on both during 2013.

## #WEAREWINTER

The #WEAREWINTER campaign was produced with more than 100 hours of footage and was planned, shot and edited over a 16-month period, covering all of 2013. Shot on location in Whistler, Calgary, Montreal and Quebec City, #WEAREWINTER depicted the high-performance training regimens of Canadian athletes through the lens of critically-acclaimed Canadian director and producer, Henry Lu. The campaign also featured dramatic stills of Sochi-bound athletes, captured by top Canadian photographer Chris Gordaner.

With authenticity at its fore, the campaign's origin was based firmly on athlete insights and true storytelling from

their perspective. The campaign gave Canadians a rare opportunity to get to know our athletes and their remarkably inspiring stories as the Sochi 2014 Olympic Games approached.

The campaign hashtag #WEAREWINTER sought to engage Canadians on an emotional level with a goal of unprecedented growth and exposure by utilizing every possible medium. Launching on New Year's Day 2014, the campaign was strategically planned to increase exposure for Canadian Olympians and the sports in which they compete – adding value for COC partners, including our national sport federations.





# DIGITAL

In 2013, the marketing group put heavy focus on digital strategy. In doing so, the COC caught the world's attention online.

## GROWTH

A fully-dedicated digital team was created in 2013 – giving rise to a world-leading National Olympic Committee website and a more digitally integrated organization based on insights and measurement.

With a 'fans-first' and mobile-friendly vision, Olympic.ca saw a complete revamp in functionality, design and content over the course of six months. It re-launched officially in November and by December it was collecting more than 130,000 monthly visitors. Additionally, it garnered an international award for web creativity – proving the COC was prepared to become a world leader in the digital space for sport marketing as Sochi 2014 neared.

## A BETTER APPROACH

One of the most significant shifts in 2013 for the digital team was its measurement strategy. By implementing a registration system and using insights-driven reporting, the team was able to target, shape and deliver interactive content to precisely the right audience at exactly the right time. This included the creation of olympique.ca, where French-specific

content continues to be tailored to its most appropriate viewers.

These changes garnered impressive results on each of our digital properties.

The total web traffic for 2013 was 1,791,814 page views; 1,623,776 on Olympic.ca and 168,038 on Olympique.ca. There were 738,554 total visits to the website in 2013; 681,205 on Olympic.ca and 57,349 on Olympique.ca.

## STORYTELLING

During 2013, the COC also changed how it shaped its digital stories. By moving from a sports-reporting style to a more engaging narrative that embraced issues, incorporated humour and spoke directly to the fans, the organization's digital platforms drew the necessary audience it needed to deliver online value to athletes, partners and NSFs.

The social space saw the creation of a French-specific Twitter account and a massive increase in followers and engagement over the course of the year. This allowed the digital team to build the foundation for a brand campaign anchored around the hashtag #WEAREWINTER.



### TWITTER

@CDNOlympicTeam  
@OlympiqueCanada  
@Kornak

Total impressions in 2013: **435,233,000**  
New followers acquired in 2013: **33,532**  
Twitter Followers on Dec 31, 2013  
(only @CDNOlympicTeam): **68,980**



### FACEBOOK

Total impressions in 2013: **24,990,000**  
New fans acquired in 2013: **29,481**  
Total Facebook Fans as of Dec 31: **243,417**



### YOUTUBE

Total impressions in 2013: **163,185**

In addition, official COC static content around sports, Games and athlete profiles evolved into more accurate and properly researched resource for amateur sports, lauded by international peers. Also, the quality of in-house video production and feature storytelling drew the attention of world-leading media outlets – such as Yahoo, BuzzFeed and Huffington Post – and was shared accordingly.







# PARTNERSHIPS

It was another strong year on the Marketing Partnerships front. In 2013, the Team's focus was targeted to the areas of renewals and new partnerships; partner servicing and activation for Sochi 2014; licensing; and commercial rights management. Together, we solidified our existing corporate relationships and forged new ones.

## RENEWALS AND NEW PARTNERSHIPS

Throughout the fiscal, a number of returning and new partnerships were confirmed and announced, including Premier National Partner Canadian Tire; National Partners BMW and Teck; Official Suppliers Molson Canadian, Deloitte, adidas, Oakley, The Globe and Mail, Stage and Screen, Hilton HHonors, Royal Canadian Mint, Mondelez, and CGC; and Strategic Partner, Offsetters.

## PARTNER SERVICING AND ACTIVATION

The team focused on developing and encouraging partner activations to ensure engagement in the Canadian Olympic Team (COT) brand. In the lead up to Sochi 2014, we saw an increase in partner programming compared to previous Games with more than 100 athlete endorsements and more than 50 partner programs. Two partner workshops were held during the year, in May and November, and both

were geared towards educating partners on all of the great initiatives that are being done to support the brand from a COC perspective. In addition to these workshops, an exclusive golf tournament was held to thank the top leadership of our respective partners for their continued support. As always, other COT events were magnets for corporate support, including the Team Send-Off Block Party in Banff and Olympic Day activities in Richmond, B.C., and Ottawa, Ont. provided additional opportunities for partner engagement.

## SOCHI 2014 PREPARATION

Similar to London, the Sochi 2014 Olympic Games provided a great opportunity to strengthen relationships with our marketing partners, and give many a platform for bringing their message to life at Games. In particular, 15 of our marketing partners chose to invest incrementally and activate their partnerships at Canada Olympic House. Equally important was the

fact that most partners planned for staff and representatives to be on the ground in Sochi to experience the Games first hand.

## LICENSING

In 2013, revenue from our apparel, footwear and eyewear partners Hudson's Bay, adidas and Oakley respectively exceeded expectations, generating significant revenue for the Canadian Olympic Team. This revenue stream was rounded out nicely with royalties from the Canadian Tire Corporation, Mustang Corporate Premiums, Petro Canada Glassware and the The Pin People. Other Licensing initiatives included a very popular Canada Olympic House COT apparel store and the launch of Komak the Moose – our very own COT mascot.

## COMMERCIAL RIGHTS MANAGEMENT

The COC and the Marketing and Commercial Partnerships team considers it

our duty to guard the value of the Olympic brand, including the Olympic Rings and the Canadian Olympic Team logo. This is a responsibility that we take seriously and are committed to each and every day, guarding against companies that attempt to make unauthorized commercial associations with the brand when they have not purchased the rights to do so. Again this year, our CRM team worked hard to educate, engage, assess and take action within the marketplace to protect the investment of our partners.





# EVENTS

The COC Events Team is charged with organizing, planning and executing the public face of our organization. By delivering best-in-class and high quality experiences to athletes, coaches, partners, staff and fans, these events require perfect integration across multiple departments. They must also maintain a consistent and proper Canadian Olympic 'look and feel' across all events. At times, the Team is also tasked with creating tailored experiences for varied audiences, including our corporate partners.

## BOARD AND SESSION MEETINGS

In 2013, the Events Team led the coordination and logistical preparations for all COC Board and Session meetings to ensure the professionalism that COC Board and Session members have come to expect. Related activities included: site visits, hotel and banquet negotiations, venue logistics, signage needs and supplementary support of events when needed.

## PARTNER ANNOUNCEMENTS/ WORKSHOPS AND COC-RELATED EVENTS

In the last 12 months, the Events Team has helped coordinate and execute a variety of partner announcements and workshops with great success. In doing

so, they developed relationships with relevant vendors, managed budgets, coordinated equipment and onsite support, scouted for venue locations and developed appropriate hosting guidelines for the COC and our partners. Some of the high-profile events that took place this past year included partners such as: BMW Canada, Canadian Tire, adidas, RBC and Hudson's Bay – all of which helped tell each partner's exceptional Olympic-inspired stories.

Additionally, the Events Team was critical in ensuring that the Team Olympic Preparation Session, the Olympic Excellence Series and Media Summit and the COC's Annual Golf Tournament continued to be an immense success.





# CANADIAN OLYMPIC FOUNDATION

Established in 2007, the Canadian Olympic Foundation has raised more than \$42 million for priority partners that drive high performance athletic achievement for Canada's Olympic podium potentials.

In 2013, the Canadian Olympic Foundation (COF) granted more than \$3,775,000 to high performance sport in Canada.

To meet and sustain our medal goals, Canada must also support athletes five to twelve years from the podium to achieve results at the Tokyo 2020 Games, the 2022 Winter Olympic Games and beyond.

With a new mandate to raise awareness and invest funds in identifying and supporting emerging homegrown athletes in the earlier stages of development, the COF strives to remove the financial barriers often associated with high performance sport. While maintaining support of Canada's very best athletes, our goal is to cultivate the next generation of talent to create and maintain a winning 'Podium Pipeline' for future Olympic Games.

## GOLD MEDAL PLATES

The Gold Medal Plates (GMP) culinary events continued to be key fundraisers

for our organization. The COF continued to deepen its relationship with GMP by co-launching the Future Olympians Fund - a four year fundraising campaign that will raise \$4 million for our next generation of athletes.

## FORMULA ONE GRAND PRIX GALA

In June, the COF was one of two charitable beneficiaries of 'Le Grand Soir' in Montreal. With 26 Olympians in attendance and more than a thousand gala guests, a total of \$640,000 was raised for the Foundation that evening.

## CANADA GAMES

In July, the COF was pleased to announce a unique agreement with the Canada Games Council. The partnership delivered \$250,000 for the 2013 Canada Games and committed further support in 2015 and 2017. The funds will go directly toward the support of athletes and coaches. The investment is part of the COF's strategy

to ensure Canada's high performance athletes are supported, encouraged and enriched at all stages of their careers.

## HUDSON'S BAY RED MITTENS CAMPAIGN

In September, Hudson's Bay Company revealed the new "Red Mittens" featuring the Red Mitten ambassador Alexandre Bilodeau. The launch was an incredible success, with a tremendous amount of media reach across the country. Since 2009, Hudson's Bay has sold more than 5 million pairs of red mittens raising more than \$25 million.

## ACTIVATIONS

The COF benefited from a number of corporate activations and donations in 2013 including:

1. Cineplex Entertainment: Featuring free movies at theatres nationally, Cineplex Community Day on November 16th raised more than \$375,000 for the Foundation.



2. Cadillac Fairview: In partnership with the CBC, “CBC Olympic Winter Games Viewing Lounges” were produced during the Sochi 2014 Games in 18 Cadillac Fairview malls across Canada. Featuring Olympic appearances and Canadian Olympic Foundation messaging, Cadillac Fairview also supported these activations by donating \$80,000 to the COF.

## ENDOWMENT

Sustainable funding is the goal of every charity, and this past year, the COF was pleased to have launched its endowment. With a goal to grow the endowment substantially over the next few years, the COF is not only soliciting donations, but also working with sport partners to manage their endowed gifts.

## COMMUNITY GIVING

In 2013, the COF reached out to a record number of Canadians from coast-to-coast-to-coast, raising 11% more than in the previous year. We responded to an unprecedented number of supporters through letters and phone calls in order to raise funds for the Canadian Olympic Team and future Olympians.

## STEWARDSHIP

In December, we launched ‘Strive’ – a newsletter for our donors as a commitment to report back the impact of their gifts. The publication featured profiles of our Olympians, next generation Olympians, donor profiles and information about sporting events in Canada. This endeavour has thus far been incredibly well-received.



MLSE TEAMING UP

WITH OUR PLAYERS TO GIVE KIDS A CHANCE TO CHEER

PROUD COMMUNITY PARTNER







# STRATEGIC HOSTING AND BIDDING

In 2013, the Strategic Hosting and Bidding department, in conjunction with various stakeholders including CSTA, numerous municipalities, host organizations and NSFs worked to build the basis for a national hosting strategy through the finalization of the hosting and bidding working group report. We also put together a database of provincial funding opportunities and key government contacts in order to facilitate the access for funding international events in the future.

In November, the COC hosted an international panel in Toronto to discuss pertinent issues and opportunities with experts who gave us valuable advice and commentary on what it will take to be even more successful in the hosting of international competition.

## CANADA IN THE WORLD OF SPORT

This was a milestone year for the COC in terms of international activities as it marked a shift toward more international influence for Canadian sport leaders. Dale McMann was elected President of the

International Softball Federation, where under his leadership he has committed to work toward bringing back softball to the Olympic program.

Daniel Igali and Carol Huynh were instrumental in the international campaign to reintegrate the sport of Wrestling to the Olympic program. Both Canadian athletes delivered fantastic testimonies and were tremendous ambassadors for their sport and our country. Following this long and difficult campaign, Carol was elected chair of the newly-formed Athlete Commission and will represent the sport's athletes on the FILA Bureau.

Hayley Wickenheiser was nominated by the Canadian Olympic Committee in the prestigious IOC Athletes' Commission election. Her fantastic reputation among the athlete community both abroad and here in Canada put her in good standing for a favourable result.







# OUR PEOPLE

## (HUMAN RESOURCES)

The Human Resources (HR) function had an exciting and complex year in terms of recruitment and transition. Our organization grew by almost 35% during 2013, with new staff in both the Toronto and Montreal offices. This infusion of new and young staff across the organization inevitably impacted our organizational culture. Through this immense growth, our HR team maintained a strong and healthy environment by taking the time to find the proper fit. Our values of excellence, integrity, and passion for the Movement are at the core of our recruitment philosophy and we are excited about the team that we are building.

The past 12 months also saw the closing of the Ottawa office and the transition of our employees located there. We supported them throughout the process with regular communication and professional coaching sessions. And to sustain overall high performance and staff engagement, we delivered a variety of learning sessions to all interested team members. We continue to check in periodically with staff through our Pulse group – which is an informal forum through which feedback can be provided.





# BOARD OF DIRECTORS



**MARCEL AUBUT**  
**PRESIDENT**  
B MEMBER



**THERESE BRISSON**  
B MEMBER



**CHARMAINE CROOKS**  
O MEMBER



**MARTHA DEACON**  
A MEMBER



**DEIDRA DIONNE**  
F MEMBER



**GENE A. EDWORTHY**  
B MEMBER



**KEVIN GILMORE**  
B MEMBER



**WILLIAM HALLETT**  
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**TONY EAMES**  
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**ADAM VAN KOEVERDEN**  
F MEMBER



**GORDON PETERSON**  
**VICE PRESIDENT**  
A MEMBER



**RICHARD W. POUND**  
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**TREASURER**  
B MEMBER



**WALTER SIEBER**  
B MEMBER



**TRICIA SMITH**  
**VICE PRESIDENT**  
B MEMBER



**PETER R. LAWLESS**  
H MEMBER



**BECKIE SCOTT**  
C MEMBER





# FINANCIAL STATEMENTS

Statement of Financial Position as of December 31, 2013 (in thousands of dollars)

ASSETS	2013 \$	2012 \$	FUND BALANCES	2013 \$	2012 \$
<b>Current assets</b>			<b>Externally restricted</b>		
Cash and cash equivalents	11,573	16,988	Petro-Canada Olympic Torch Scholarship Fund	8,470	7,657
Receivables and deposits	<u>13,433</u>	<u>6,566</u>	Olympic Legacy Coaching Fund	<u>10,936</u>	<u>9,708</u>
	25,006	23,554		19,406	17,365
 Investments	 147,318	 129,082	<b>General Fund</b>		
Capital assets	<u>3,241</u>	<u>809</u>	Internally restricted		
<b>Total assets</b>	175,565	153,455	Canadian Olympic Family Fund	129,616	113,049
			Invested in capital assets	3,241	809
			Unrestricted	<u>10,645</u>	<u>10,518</u>
<b>LIABILITIES</b>				143,502	124,376
<b>Current liabilities</b>					
Accounts payable and accrued liabilities	5,075	11,411			
Deferred revenue	7,526	181			
Current portion of lease inducement	<u>56</u>	<u>56</u>			
	12,657	11,648			
 <b>Lease inducement</b>	 <u>-</u>	 <u>56</u>	<b>Total fund balances</b>	<u>162,908</u>	<u>141,741</u>
			<b>Total liabilities and fund balances</b>	175,565	153,445
 <b>Total liabilities</b>	 <u>12,657</u>	 <u>11,704</u>	The accompanying notes are an integral part of the statements.		

## Statement of Operations

All funds for the year ended December 31, 2013

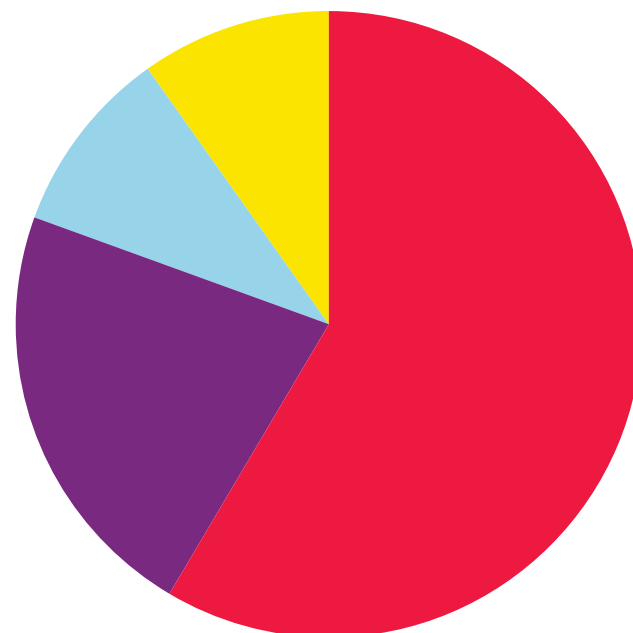
(in thousands of dollars)

	2013 \$	2012 \$
Partner and marketing revenues	31,365	23,402
Interest	1,824	1,303
Dividends	3,675	3,443
Investment gain	18,533	6,177
Grants, donations and other	<u>6,722</u>	<u>12,986</u>
<b>Total Revenues</b>	<b>62,119</b>	<b>47,311</b>
<b>Expenses</b>		
Program and operating expenses	39,383	41,407
Grants and related expenses	870	870
Investment management fees	<u>699</u>	<u>544</u>
<b>Total Expenses</b>	<b>40,952</b>	<b>42,821</b>
<b>Excess of revenues over expenses</b>	<b><u>21,167</u></b>	<b><u>4,490</u></b>

## 2013 - 2016 Quadriennial plan

Unrestricted general fund

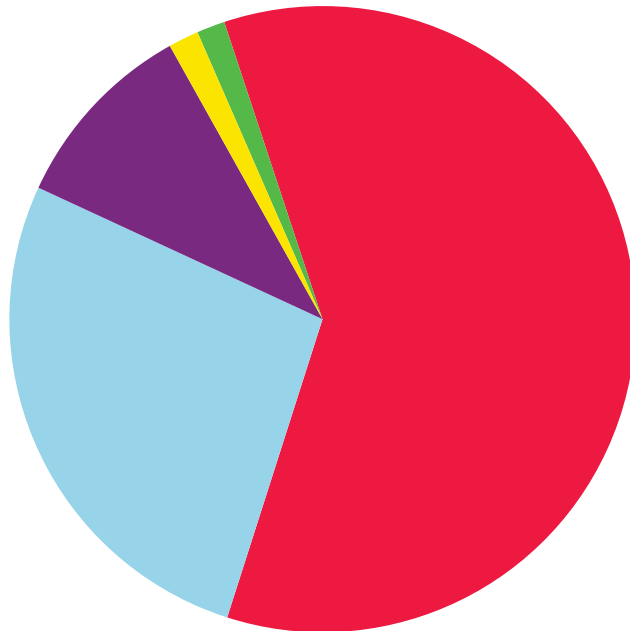
### Revenues



- Partner Revenues **67%**
- Contributions from Segregated Funds **17%**
- Grants and Others **8%**
- Canadian Olympic Foundation **8%**



## Expenses



- Sports **60%**
- Marketing and Communications **10%**
- Administration **27%**
- Governance **2%**
- Advocacy and Partner Relations **2%**



