



# 2016: ANNUAL REPORT

CANADIAN OLYMPIC COMMITTEE

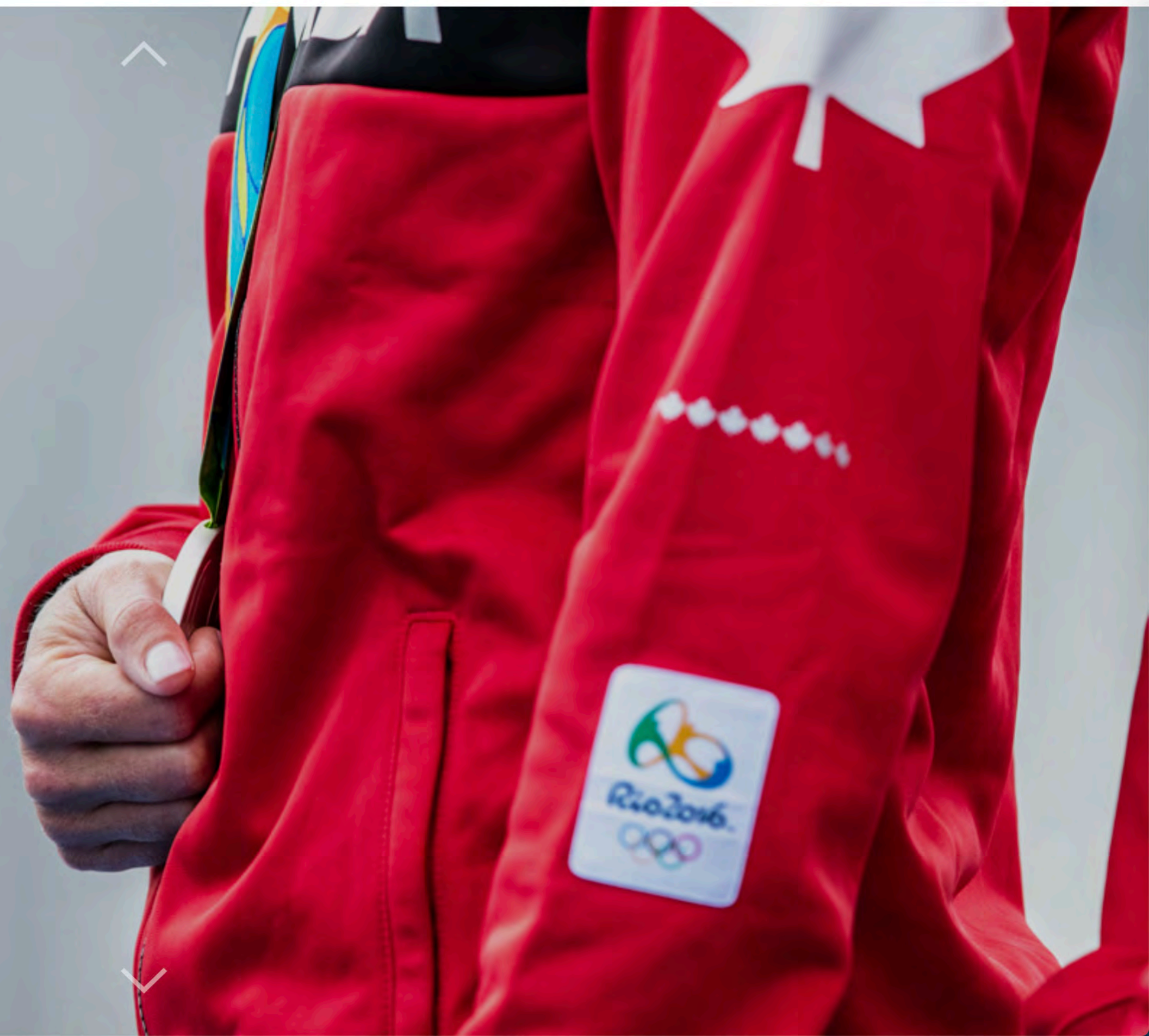






# LEADING IN SPORT

Thanks to the performances of our athletes and the collaborative work of Canada's sport community during 2016, it's an extraordinary time in which a long-term vision for systematic and positive change came to fruition for Canada and its Olympic Committee.





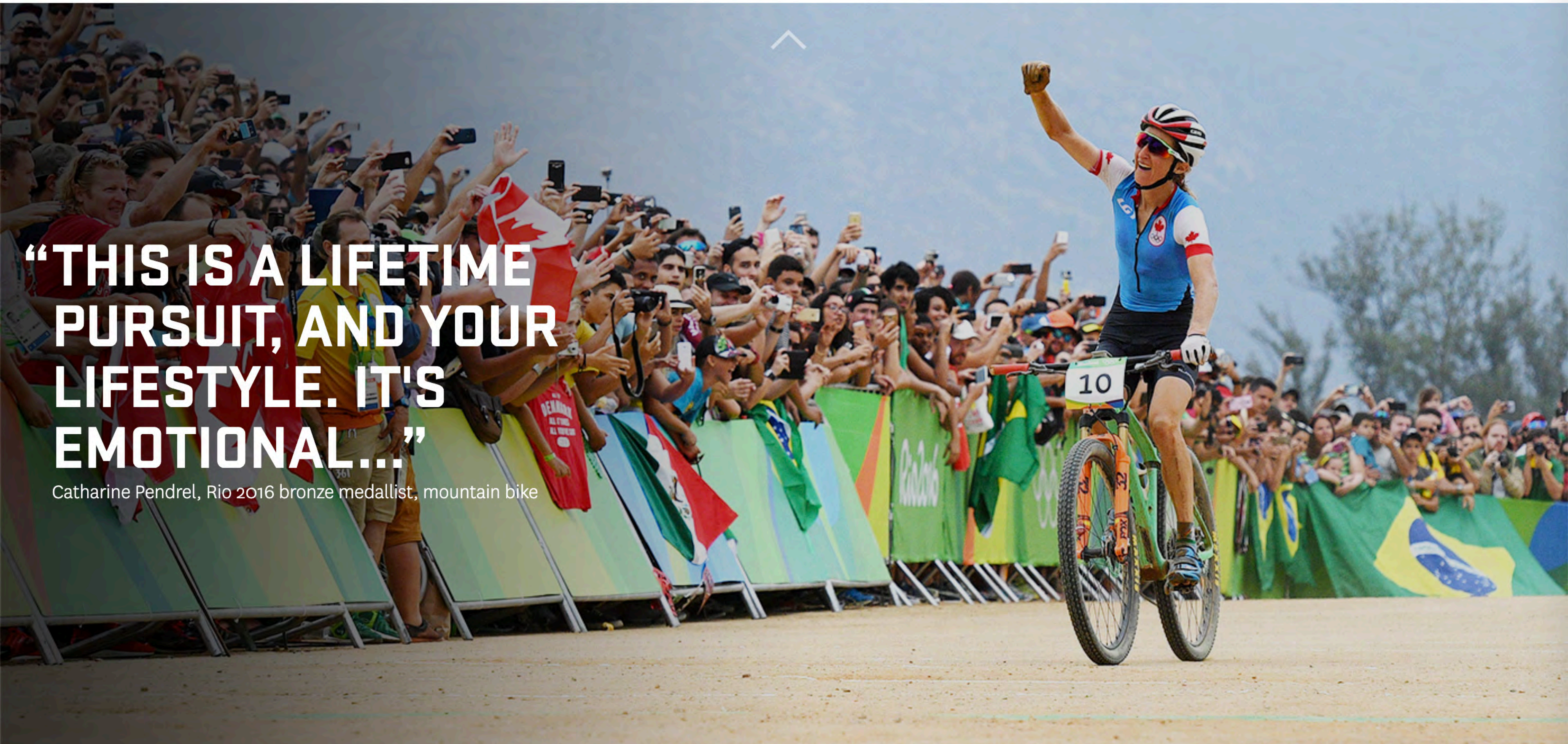


# OUR VALUES:

ACCOUNTABILITY  
EXCELLENCE  
FUN  
RESPECT  
BRAVERY







“THIS IS A LIFETIME PURSUIT, AND YOUR LIFESTYLE. IT'S EMOTIONAL...”

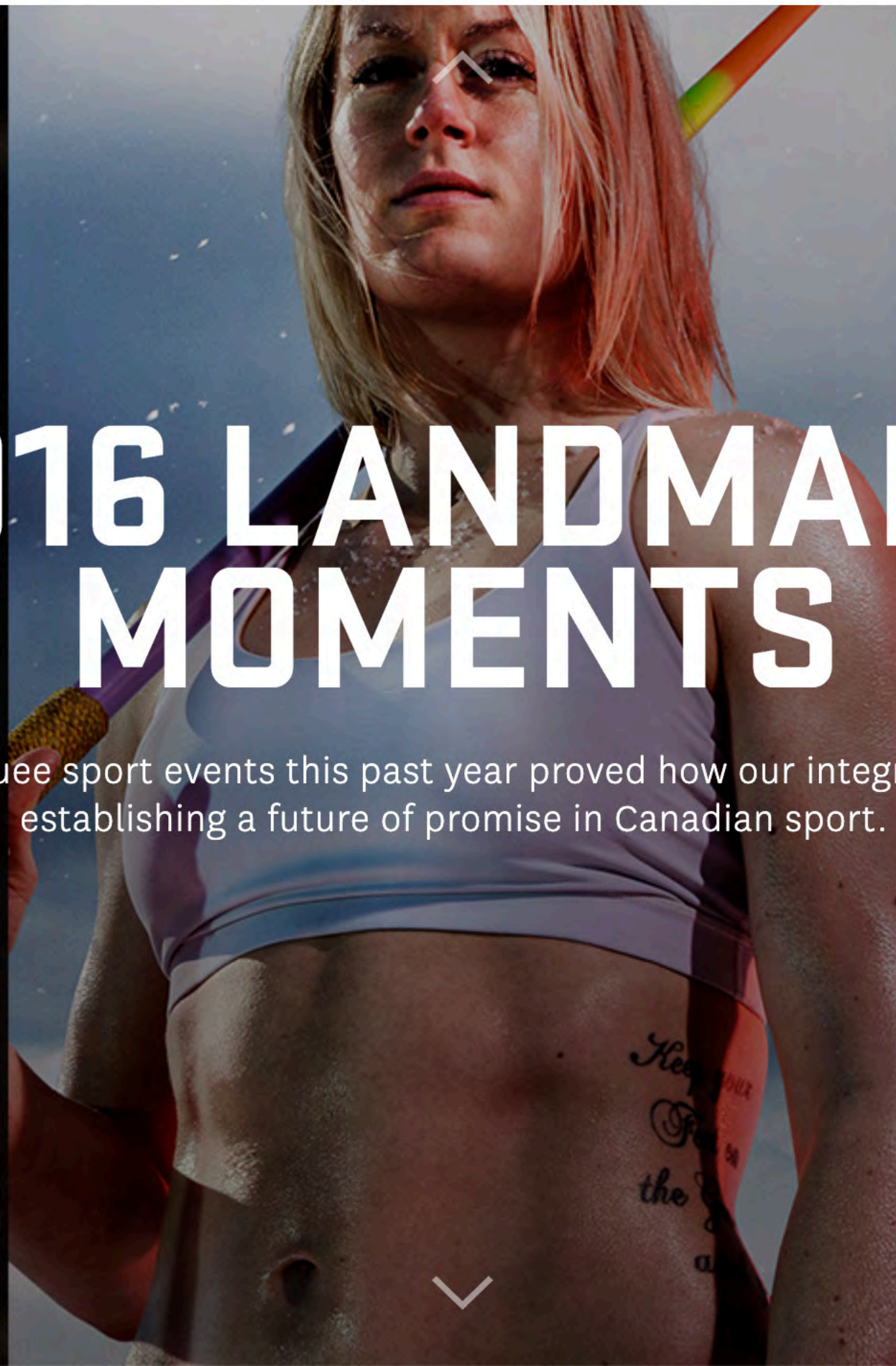
Catharine Pendrel, Rio 2016 bronze medallist, mountain bike





# 2016 LANDMARK MOMENTS

Three marquee sport events this past year proved how our integrated work is establishing a future of promise in Canadian sport.







# RIO 2016 OLYMPIC GAMES



Rio2016





In 2016 Canadians saw their country deliver its best Summer Olympic performance to date at a non-boycotted Games. These results and their accompanying stories galvanized the nation.



With 22 medals earned by athletes with an average age of 25 years and 44 top-five finishes, we proved the future of high performance sport in Canada is healthier than ever.





**“OUR ATHLETES SHOWED  
THE WORLD WHAT IT  
MEANS TO BE  
CANADIAN.”**

Curt Harnett, Rio 2016 Team Canada Chef de Mission







Gold: 4 Silver: 3 Bronze: 15



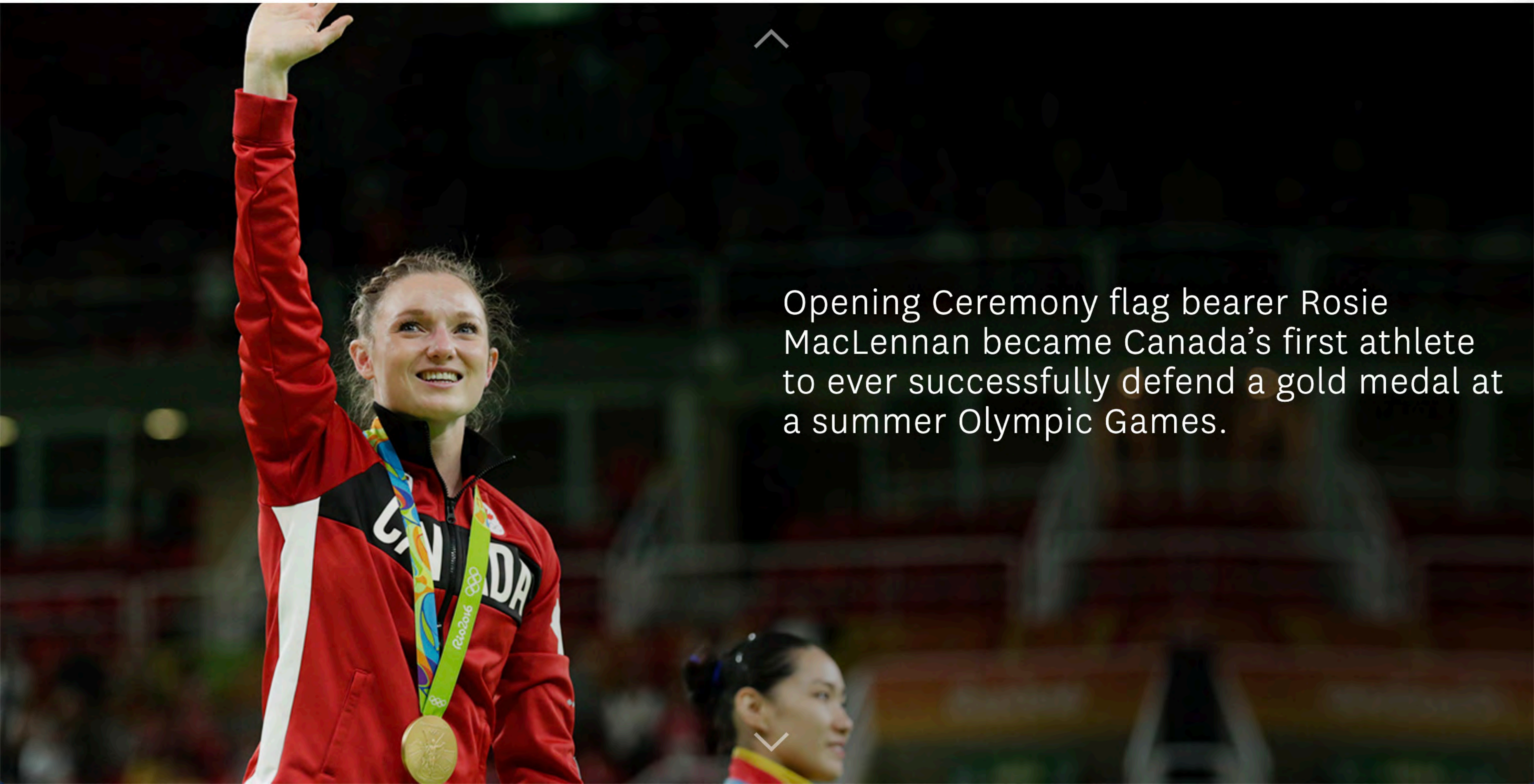




Rio 2016 was the most-watched summer Olympic Games in Canadian history.

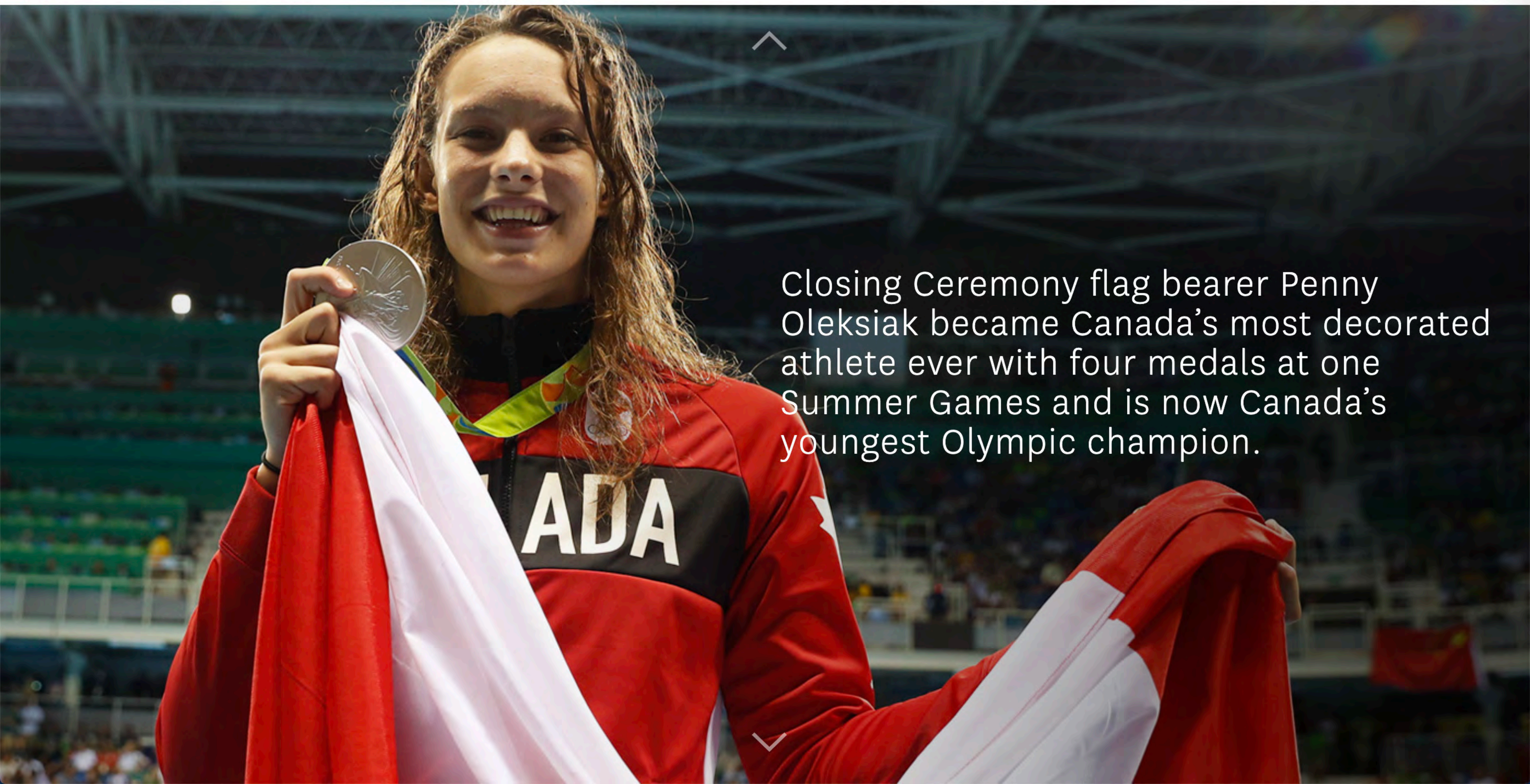






Opening Ceremony flag bearer Rosie MacLennan became Canada's first athlete to ever successfully defend a gold medal at a summer Olympic Games.





Closing Ceremony flag bearer Penny Oleksiak became Canada's most decorated athlete ever with four medals at one Summer Games and is now Canada's youngest Olympic champion.





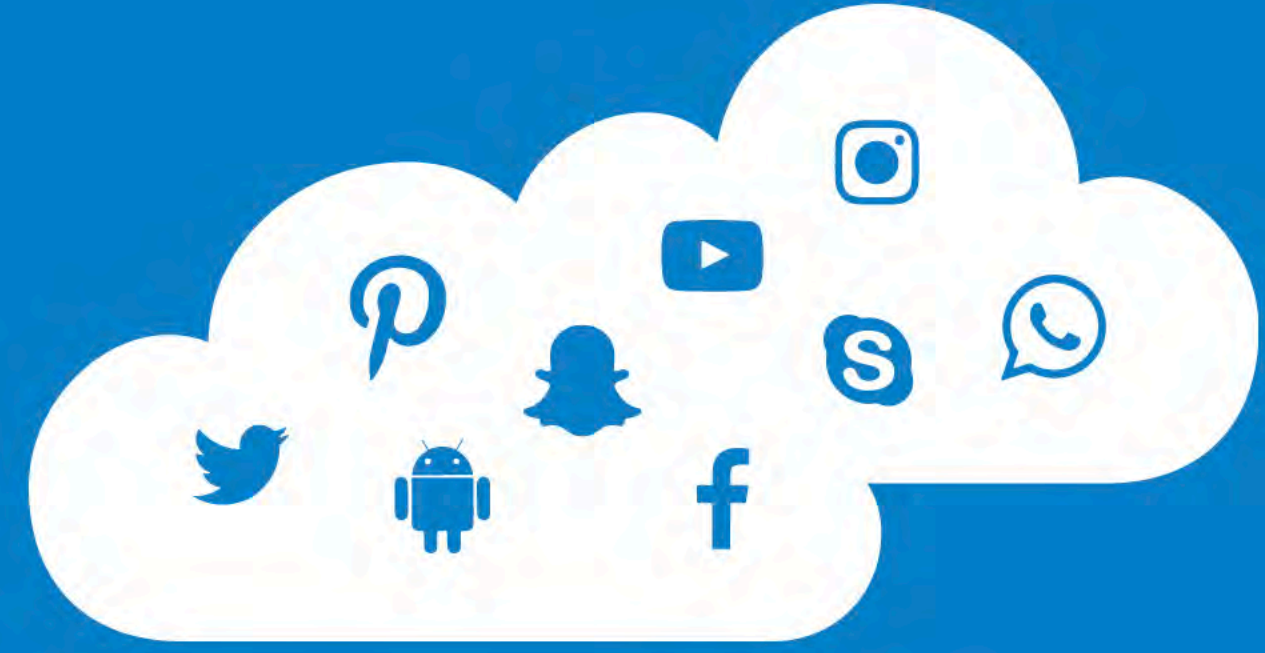
87% of Canada's Rio 2016 medallists are female.







Team Canada's social media channels accumulated more than 7.7 billion earned impressions.







## Canada Olympic House at Rio 2016 proved that home is truly ‘where the heart is’.

The iconic design led by renowned designers Yabu Pushelberg won critical acclaim by fans and athletes. The digitally integrated hospitality space acted as an important touch point for Canadians at home to connect with both athletes and corporate partners. It also hosted celebration nights that amplified significant change for the COC in highlighting all sports and athletes beyond just medallists, bringing in more than 10,000 visitors.





# ICE IN OUR VEINS







In 2016, the COC launched the largest brand campaign in Team Canada history: Ice In Our Veins. By building on Canada's cold-weather identity and leveraging momentum from Winter Olympic success, the campaign forged a stronger, more relatable connection between our country and its athletes.



The results proved a more evolved and integrated brand with each National Sport Federation.



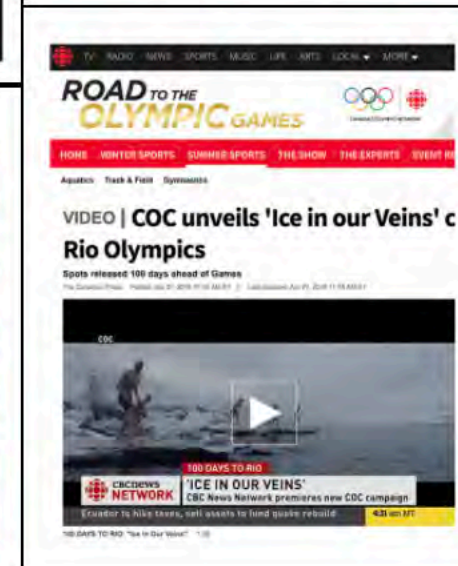
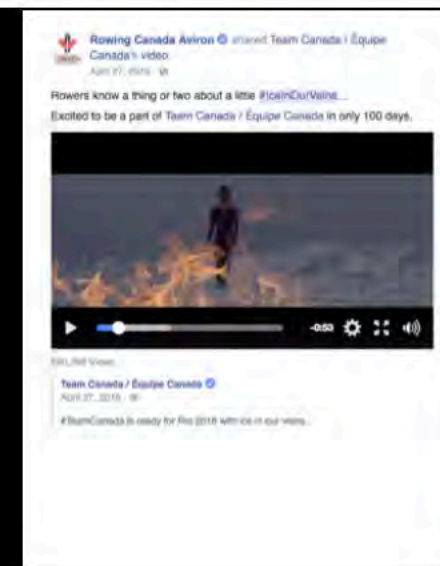
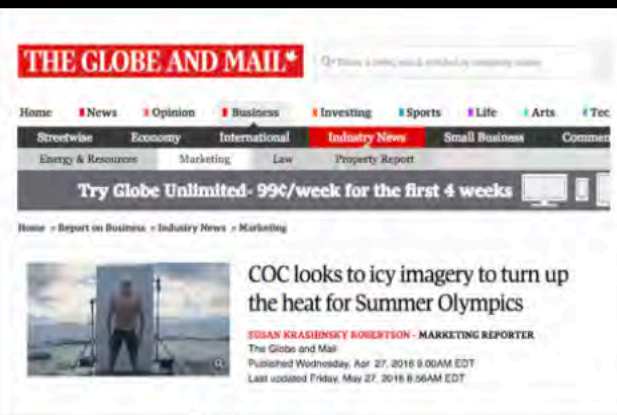


The campaign featured 12 athletes, nine sports and, for the first time, integrated fully with NSF branding.





The conversation around #IceInOurVeins was rich, earning nearly 26.5 million media impressions and 175 stories produced by media. Twitter saw 9 million earned impressions during the Games window and 3.2 million views were accumulated on YouTube and Facebook.

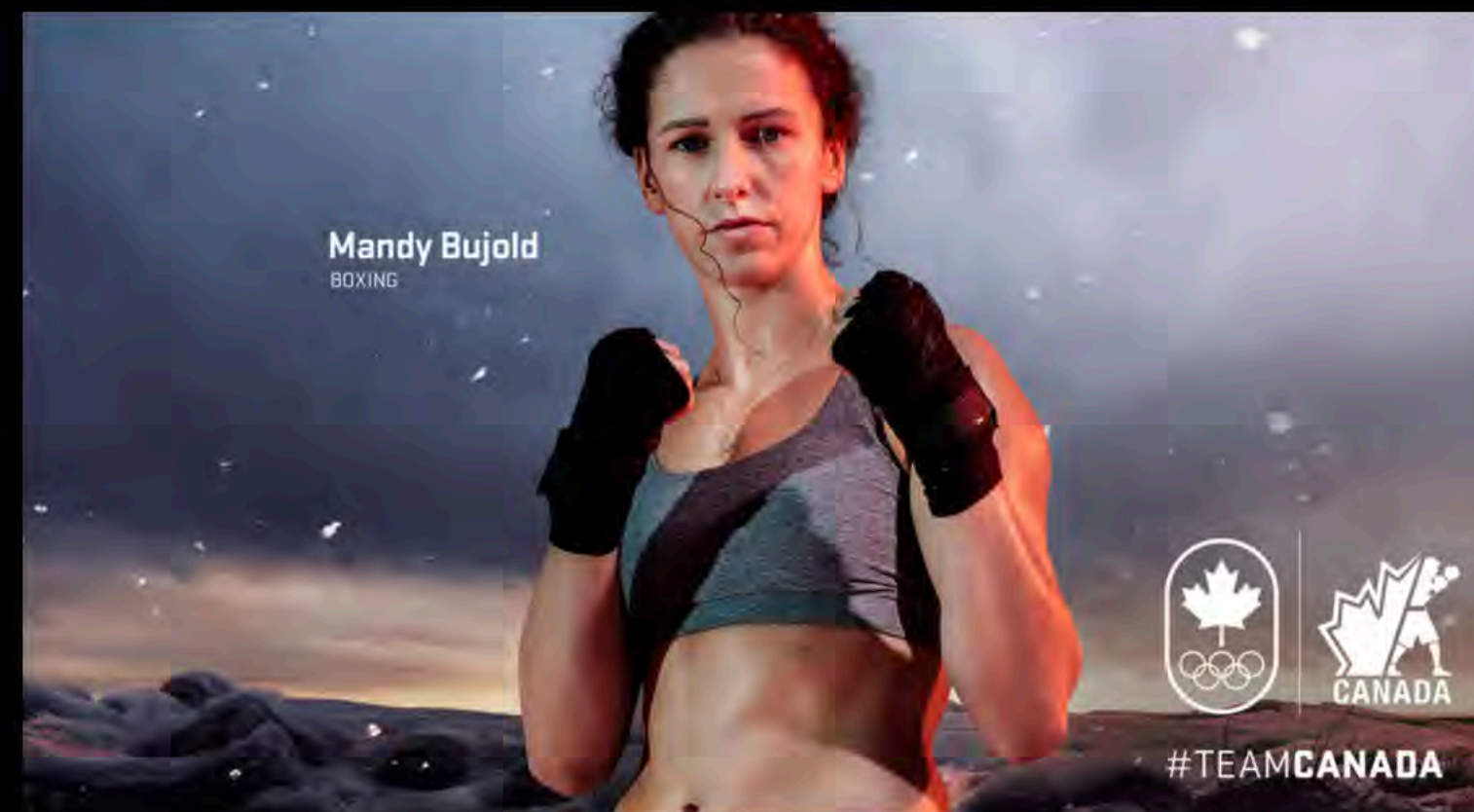






More than 160 unique creative assets were produced and showcased across six platforms: television; out of home; social media; print; video and display.

Olympians and athlete-marketing insight was fully embedded in the process, ensuring best use of time and messaging. The campaign emerged as a source of inspiration for Team Canada both at-Games and during preparation as assets were shared and displayed strategically. The campaign also featured a new level of marketing partner integration via our consumer packaged goods partners (Mondelez, P&G, General Mills and Coca-Cola) at a national grocery chain. More than ten COC media partners supported the campaign with more than \$8 million in donated value.





A large crowd of people, many wearing Team Canada gear, are gathered in a grand, gothic-style cathedral. The scene is filled with excitement and celebration. The image is overlaid with a semi-transparent red filter. The text 'TEAM CANADA CELEBRATION' is centered in large, white, bold, sans-serif capital letters. There are small white arrow icons pointing up and down at the top and bottom center of the image respectively.

# TEAM CANADA CELEBRATION





In unprecedented fashion, Sport Canada along with the Canadian Olympic and Paralympic Committees collaborated thoroughly to execute a national celebration of sport following the Rio 2016 Games. On November 2, more than 250 athletes and coaches were welcomed in Ottawa to honour their achievements and commitment to the Olympic and Paralympic Movements.







216 Olympic and Paralympic athletes  
39 medallists  
42 coaches  
10 competition assistants and guides  
4 service animals







**“COMING HERE TO  
CONNECT WITH OUR  
FELLOW CANADIANS  
WHO HAVE BEEN  
BEHIND US THE WHOLE  
WAY IS THE CHERRY ON  
TOP OF EVERYTHING.”**

Derek Drouin, Rio 2016 gold medallist, high jump





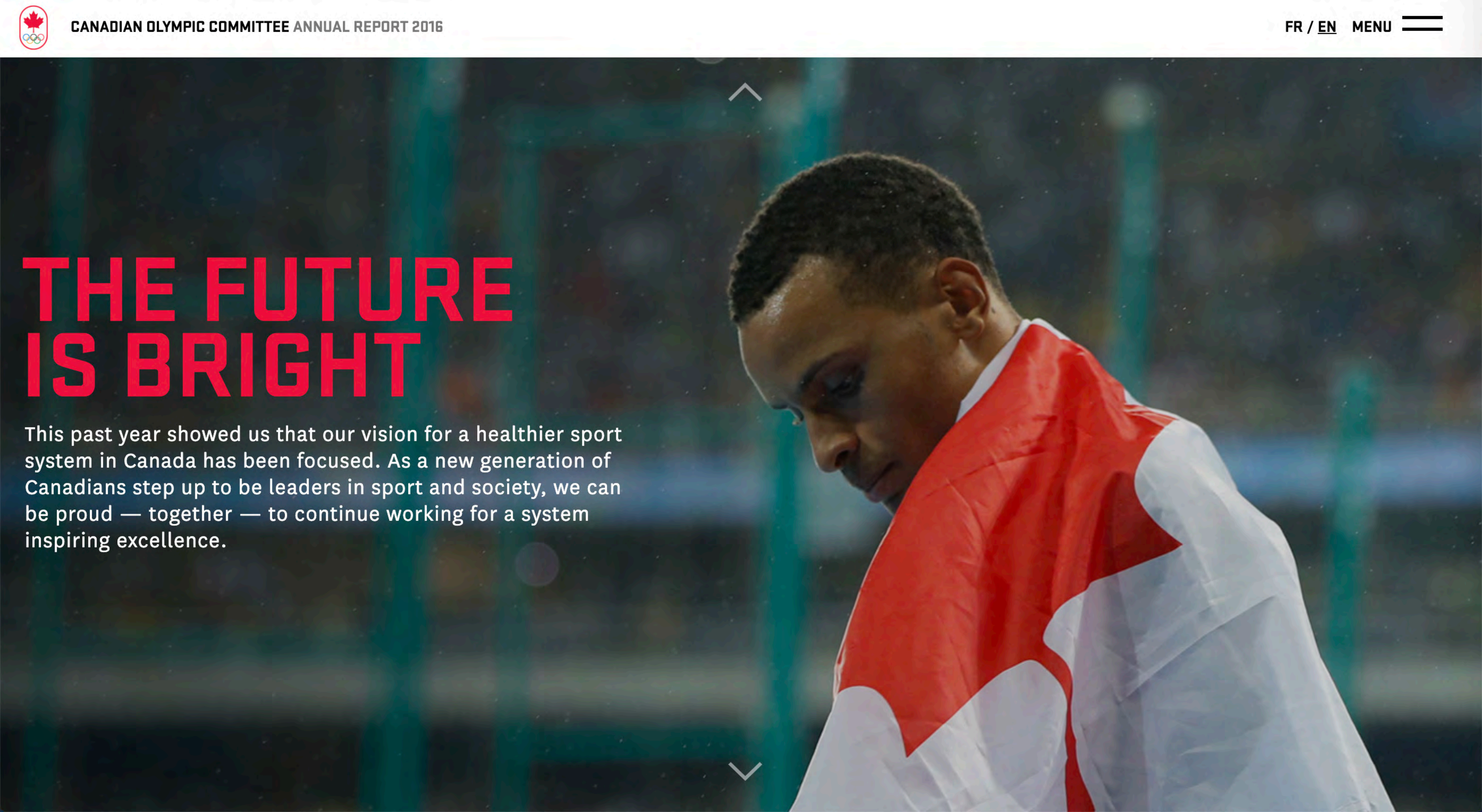


Community and school visits — including the participation of the Prime Minister and the Minister of Sport — were key in helping strengthen Canada’s sport system through education, while inspiring, engaging and motivating youth to be active.



Partners were also heavily involved as official Olympic rings produced by Hillberg & Berk were presented to all 2016 Olympic athletes by COC partner Teck. Petro-Canada presented the Olympic and Paralympic flag bearers with James Worrall Flag Bearer awards.





# THE FUTURE IS BRIGHT

This past year showed us that our vision for a healthier sport system in Canada has been focused. As a new generation of Canadians step up to be leaders in sport and society, we can be proud — together — to continue working for a system inspiring excellence.





**OLYMPIC.CA**



# MESSAGE FROM THE PRESIDENT

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In 2016 Canada's sport community proved it is inspiring this country.



By welcoming home our athletes and coaches after what was our best-ever non-boycotted summer Olympic Games, we showed our work was as collaborative as it was empowering.

More importantly, the Canadian Olympic Committee (COC) and its broader sport network united in unprecedented ways to define a system that has now become a platform for positive change.

The results speak for themselves.

We witnessed 35 best-ever Olympic performances and 13 Canadian records set or equaled as well as 62 medallists, 87 per cent of whom were female, deliver on the field of play to propel us far beyond our goal of a top-12 nation.

This group of summer athletes and coaches raised the bar, giving individual performances that collectively inspired a nation to be better — even outside of sport. But they also showed they had what they needed to perform when it mattered most.

This is a clear testament to the improved and collaborative approach the COC has taken alongside the National Sport Federations (NSFs) over the past year. By also working closer



with Own the Podium and amplifying the COC's commitment to supporting coaches and NSFs, we collectively delivered on the vision to build a stronger sport network. And it shows.

In fact, it paints a highly encouraging picture as we continue to change the future of sport in Canada for the better.

During 2016, the COC elevated its emphasis on the next generation of athletes, announcing a commitment of more than \$132 million in funding for the Canadian sport community. Coupled with a rejuvenated relationship with the Canadian Olympic Foundation, this approach not only bodes well for young athletes, it creates honest opportunity.

Corporate partners are behind us, too.

With encouraging renewals of longtime relationships and the announcing of new ones, the COC is hugely motivated to continue working closer with its partners to develop and invent programs that breed success.


The COC also welcomed a renewed energy internally during 2016, architecting its values to fuel a workplace philosophy and governance that is born out of respect and integrity. This saw strong work from our nomination committee and a thorough governance review that will guide us upward and onward as a leading national Olympic organization.

This trajectory is already proving itself in the lead-up to the 2018 Olympic Winter Games in PyeongChang as every member of the COC family persists in their dedication to the power of sport. It is a commitment to the Olympic Movement that is palpable and I wish to thank you wholeheartedly on behalf of every athlete and coach who strive to perform for our shared cause.

In 2016 we strengthened the platform on which amateur sport in this country is built — together. In doing so, we have helped transform our country into a home of great promise.

As Canadians, we should all be very proud.

Sincerely,

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

Tricia Smith



# MESSAGE FROM THE CEO

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Looking back on 2016, it feels good to be Canadian.



I'm honoured to share this sentiment with you through the work we did together, earning a true sense of both pride and progress for our country during this time of global change.

We did it through sport and moved boldly in the right direction.

During the past year, our vision of a more engaged nation and corporate community came further to life, supporting unparalleled Olympic results, further uniting Canada's sport network, and creating momentum for the next generation of athletes and coaches.

This influence on the Canadian sport system is as we have always intended.

With a renewed commitment of \$37 million to high performance sport, we are taking prescribed targeting and investment to the next level. And by working hand-in-glove with Own the Podium and more united with our National Sport Federations and our federal government partners, we are forging a new future for high performance sport in Canada.

This is a future our many private sector marketing partners are helping to shape with \$16 million committed over the next four years to help develop the next generation of Team Canada. When matched by the Government of Canada, this money will result in a \$32 million impact on the Canadian sport system.

These kinds of efforts are creating opportunities for advancement we haven't seen before in this country - empowering a system that is greater than the sum of its parts.



For example, the Canadian Olympic Committee announced a first-of-its-kind initiative in Canada with a \$5.2 million investment for coaches' enhancement to improve our collaborative work with NSFs. This concerted approach is bolstered by additional funding committed by corporate partners to specifically strengthen our NSF network.

In 2016 the COC announced programs, when coupled with other existing and new initiatives, that will see us invest (along with the federal government) an overall anticipated combined increase of almost 131 per cent compared to the four-year period from 2009 to 2012.

These steps are difference-makers for sport.

During the Rio Games, Canadians witnessed a summer Olympic team that in some ways they had not seen before. It was more confident. It was younger. It had a unique swagger in a Canadian way. It earned better results than any previous team at a non-boycotted Games and boasted the first-ever Canadian to successfully defend an Olympic title at a summer Games.

Results like this change the way Canadians look at sport. And bringing these stories — with a stronger Team Canada brand — to the hearts and minds of Canadians is a testament to our innovative marketing work. And we are not resting.

We see how much Canadians believe in the power of sport. This is the foundation for change we planned for and now is the time to build upon it. There's so much more to be done and it certainly comes with challenges and hard lessons.

Canadians look to our athletes as leaders and there's a new generation of athletes who are stepping up to take on this role. It's our duty to be their champions.

As we continue to work diligently along the path to PyeongChang 2018 and beyond, we know our footing is solid. But we will continue to innovate, expect more of ourselves, and find new ways to deliver the financial resources our system and our athletes require to compete and win on the world stage.

I want to thank you for continuing to put the power of sport to work for our nation.

Yours truly,



Chris Overholt



# SPORT

## DISTINCTLY COLLABORATIVE

Our sport system is stronger and more cohesive than ever before.



### SYSTEM EXCELLENCE

**PARTNERSHIP & ALIGNMENT** — During 2016, the COC measurably strengthened its relations at national, provincial and local levels. Most notably, integrated work with national partners like the Government of Canada (Sport Canada), Own the Podium (OTP) and the Canadian Paralympic Committee (CPC) helped to maximize efficient strategies and investments for the Canadian sport community. Provincial ministers responsible for sport in British Columbia, Alberta, Manitoba, Nova Scotia and Quebec met with the COC to collaborate on leadership initiatives, education, and safe and inclusive sport. In fact, sport memorandums of understanding were signed in 2016 between the COC and the provinces of British Columbia and Nova Scotia.



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**“It takes a cohesive team to achieve success in any walk of life, and that certainly holds true in developing Olympic and Paralympic champions.”**

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— John Furlong, Chair, *Own the Podium*

These agreements commit multiple partners to collaborate and further develop new opportunities for young people to realize their full potential. Deeper alignment at this government level continued in 2016 as the COC invested with provinces around a Provincial Sport Organizations (PSO) assessment. This work successfully provided a transparent overview of the PSOs for the ministry responsible for sport funding to support 100 per cent of the recommendations made by ViaSport to allocate \$8 million to B.C. while the process to include other provinces has begun.

The Canadian Olympic and Paralympic Sport Institute Network (COPSI) also increased its involvement with the COC on multiple projects. Locally, a successful partnership with Jeux du Québec à Montréal was forged to celebrate the 40th anniversary of the Montreal 1976 Olympic Games and various provincial activations unfolded to celebrate Team Canada’s performances during Rio 2016.

**SPORT RELATIONS** — This past quadrennial saw nearly \$10 million invested in the sport system to strengthen National Sport Federations’ (NSF) structure and business process. The overall sentiment described by NSFs was extremely positive, expressing that this funding allowed their organizations to generate new revenues, stretch current capabilities, move forward on projects and provided opportunities for organizational growth.

- 121 NSF projects supporting 44 NSFs
- 85% of NSFs indicated positive impact/value experienced by their organization
- \$700,000 awarded to Rio medallist athletes through the Athlete Excellence Fund
- \$132,500 awarded to Rio medallist coaches through the Coaches Reward Program

In addition, the NSF Enhancement Initiative and the NSF Emerging Leaders Program supported Canada’s sport federations in a variety of projects related to revenue generation, leadership, alignment and sharing of knowledge. The Olympic Solidarity program continued in support of performance with familiarization, simulation, and test event projects for Rio 2016 and PyeongChang 2018 and partially funded solutions for 10 gaps identified before the Rio Games. The COC received more than \$1 million to subsidize Games logistics costs through Olympic Solidarity’s Games Subsidy program.





**ATHLETE & COACH LEADERSHIP** — Athletes and coaches remain at the core of everything we do. Through athlete marketing initiatives in 2016, more than \$1.5 million went directly into the hands of athletes. This is the first time exceeding \$1 million over the course of a year. Marquee efforts came via the COC’s Ice In Our Veins campaign through true integration with the creative team and NSFs to identify athletes and coaches and collaborate extensively on production and execution.

The COC’s total athlete wellness program Game Plan excelled in 2016 to continue helping athletes to live better and more holistic lives. Its proudest success was hosting the second Game Plan Summit in Toronto following the Rio Games, allowing 125 Olympians, Paralympians, and national team athletes to come together, develop their skills, and learn in areas important to their individual development and needs. The Game Plan team also worked closely with the marketing partnerships group to sign Smith School of Business to an eight-year strategic partnership, including up to 1200 Canadian national team athlete scholarships. In December, the Game Plan Education Network was launched. The network consists of nine universities across Canada who have signed MOUs with the COC that will see national team student-athletes receive academic accommodations and flexibility.





**EDUCATION, YOUTH AND COMMUNITY OUTREACH (EYCO)**— The EYCO’s quadrennial goals from 2012 through 2016 were met and exceeded this past year further advancing the Olympic values through the classroom and society, reaching nearly 1.2 million students across 62 school boards. This marks a growth of almost 60,000 students reached compared to 2015. The EYCO team also led Olympic Day activities across the country, which engaged more than 40,000 children and youth.

The COC’s work as an international leader around LGBTQ inclusion continued in 2016 as 45 active ambassadors helped our organization participate in hundreds of events nationally and internationally. Becoming a steering committee member of the LGBTQI2S Sport Inclusion Task Force makes the COC a sport leader in the space and connects us with more than 50 organizations committed to the LGBTQ movement. The EYCO team also grew in capacity this past year with part time staff support from Sport Inclusion Coordinators added to partner organizations Egale and the Canadian Centre for Gender and Sexual Diversity.

## **GAMES - PERFORMANCE EXCELLENCE**

**RIO 2016**— We knew Rio 2016 would be a challenging environment, which it was indeed, forcing our support team to remain nimble. The COC accomplished this by focusing on people, process and environment to achieve our performance objectives and implement several new innovative tools and systems.



The goal of unifying the Rio 2016 team took on many forms, including the creation of the first-ever Olympian Manifesto, which embodies what it means to be a Canadian Olympian and the legacy it represents. The language now bolsters all internal communications with the team. Adjacent to this collaborative thinking, a peer learning network was created to allow team leaders, managers and coaches to share knowledge and challenges among themselves and discover solutions.

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**“(I was) continually challenged and able to approach my environment through many different lenses, which helps me with problem solving and innovation.”**

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— Alex Davidson, high performance manager

During Games, an athlete and support team lounge provided accommodation for each client group to relax, work or share stories and/or challenges with peers, while our health services, performance technology and performance equipment team made improvements in their services. Our leadership and team dynamics program took further shape both in familiarization planning and excellent troubleshooting before, during and after the Games period.



Team Canada forged a very strong relationship with the local community in Rio which eventually gave an edge to our organization at many levels. Our Chef de Mission Curt Harnett and Assistant Chefs de Mission Isabelle Charest and Carol Huynh had great impact and were involved at all stages of preparation and during Games.



The COC's Games operations team identified early the large area footprint of Rio 2016 would be a challenge and maintained a solutions-focused, integrated approach to deliver efficiencies across many functional areas. The result was positive feedback from athletes and very much a non-distraction to performance. We are also proud to report there were no significant security issues with Team Canada after successfully launching a new tool for our emergency preparedness and response plan and working closely with the RCMP, other international security organizations, Rio 2016 and local partners.

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**“The COC is grateful for its partnership with the Government of Canada in helping deliver best-in-class security for Team Canada at Rio 2016 — one of our biggest successes at Games.”**

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The introduction of the collaboration tool 'TITAN' used between Games Ops, IT & Sport Services departments helped to increase fluidity across accreditation-accommodation-travel planning and on-site delivery, which was no easy feat. At the Olympic Village, nearly 900 maintenance issues had to be addressed during the seven-day pre-opening period and the COC operations team ensured everything was in an acceptable state for athlete arrivals. Our strong working relationship with the Organizing Committee and the local community was essential. Staying at the performance centre were 126 individuals from 25 NSFs and 72 Mission Team members for more than 2500 bed nights over 42 days. The facility was used as a training venue and was utilized as a 'one-stop shop' for team orientations which included outfitting, mobile solutions set-up, and security briefings.

## **RIO 2016 BY THE NUMBERS**

Athletes: **313**

NSF support team: **203**

Mission team: **169**

Rank by Total Medals: **10**

Sports in which Canada earned a medal: **11**

Canadian best-evers set or equaled: **35**

Canadian Records set or equaled: **13**

Days on which Canada won 2+ medals: **5**

Containers shipped to Rio: **18**

Air freight pallets to Rio: **24**

Beds in the Olympic Village: **433**

Rooms booked: **2,327** (hotel) + **2,525** (performance centre)

Clothing items packed: **17,547**



**LILLEHAMMER 2016** — From February 11th to 21st, under the leadership of Chef de Mission Isabelle Charest, Canada's young athletes represented the nation in Lillehammer at the second Winter Youth Olympic Games. Canada sent a total delegation of 54 athletes, 23 support staff and 10 mission team members. Our athletes earned seven medals and benefitted from the IOC's extensive 'Learn-and-Share' activities.

**PYEONGCHANG 2018** — Among site visits and extensive planning for the 2018 Olympic Winter Games, the COC's flagship Olympic preparation workshop was revamped under the name 'Olympic Lab' to better connect with team leaders, athletes, coaches and support staff, beginning with the PyeongChang2018 group. The aim is to learn how to work better together to achieve our performance objectives, based on critical feedback from clients.



## MARKETING

# EVOLVING OUR MESSAGE

(The COC) is now an athlete-driven brand. —  
Olympic medallist Deidra Dionne, CBC



## CORPORATE COMMUNICATIONS

Given the outstanding athletic performances on the field of play at Rio 2016, the media coverage of Team Canada was positive during and post Games. Rio 2016 became the most-watched summer Olympic Games in Canadian history and the prowess of our nation's female athletes as well as the success of Canada Olympic House attracted international media attention.

Tools for media were further developed as the mobile media guide app, @TeamCanada PR Twitter account and [press.olympic.ca](http://press.olympic.ca) helped us advance our conversation with media by sharing timely athlete and sport information in an accessible way.





With full translation and linguistic services, the team met and exceeded coverage goals for more than 15 team announcements, including a hugely successful flag bearer revealing with the Prime Minister on Parliament Hill and the Rio 2016 Team Canada Send Off Beach Party. Corporate events saw positive national coverage on a number of COC programs, all while ensuring our partners' stories and narratives were successfully told. In 2016, media were invited to 30 events organized by the Canadian Olympic Committee.

#### **TRANSLATION & LINGUISTIC SERVICES BY THE NUMBERS:**

**2** internal translators/editors

**7** external freelance teams

**1,157,700** words translated and/or edited

**53%** handled internally

**47%** handled externally

**100%** edited and/or reviewed internally

The communications team was also actively involved in developing important messaging on the COC organizational and policy changes for all audiences including staff, the sport community, partners and the public, while reinforcing the values of integrity and respect.

**BRAND**





The evolution of the Canadian Olympic Team brand took further strides in 2016 with integration as a main strategy. This was accomplished primarily by delivering an iconic Games-time campaign that broke through the clutter and acted as a rallying cry for athletes, coaches and Canadians. Engagement reached a new level through Rio 2016 and all key brand metrics remain extremely strong with awareness (94%) and interest (32% very interested) scoring above our post-Sochi 2014 benchmarks. The campaign delivered against all key objectives and multiple key performance indicators surpassed previous campaigns.

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**“Historically, our nation is a winter sport powerhouse. But now it’s time for summer athletes to show the world that we are capable of being a strong summer sport nation.”**

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— Rio 2016 Olympian, beach volleyball

The campaign featured 12 athletes and nine sports/disciplines were represented with many creative assets showcasing NSF branding integration. Assets produced included multiple 10-second short videos for social media use, and 30- and 60-second video spots for TV and digital channels. Print assets came to life with a national out-of-home and print media presence. Numerous behind-the-scenes video assets were created by the COC digital team and aided in building momentum for the campaign.



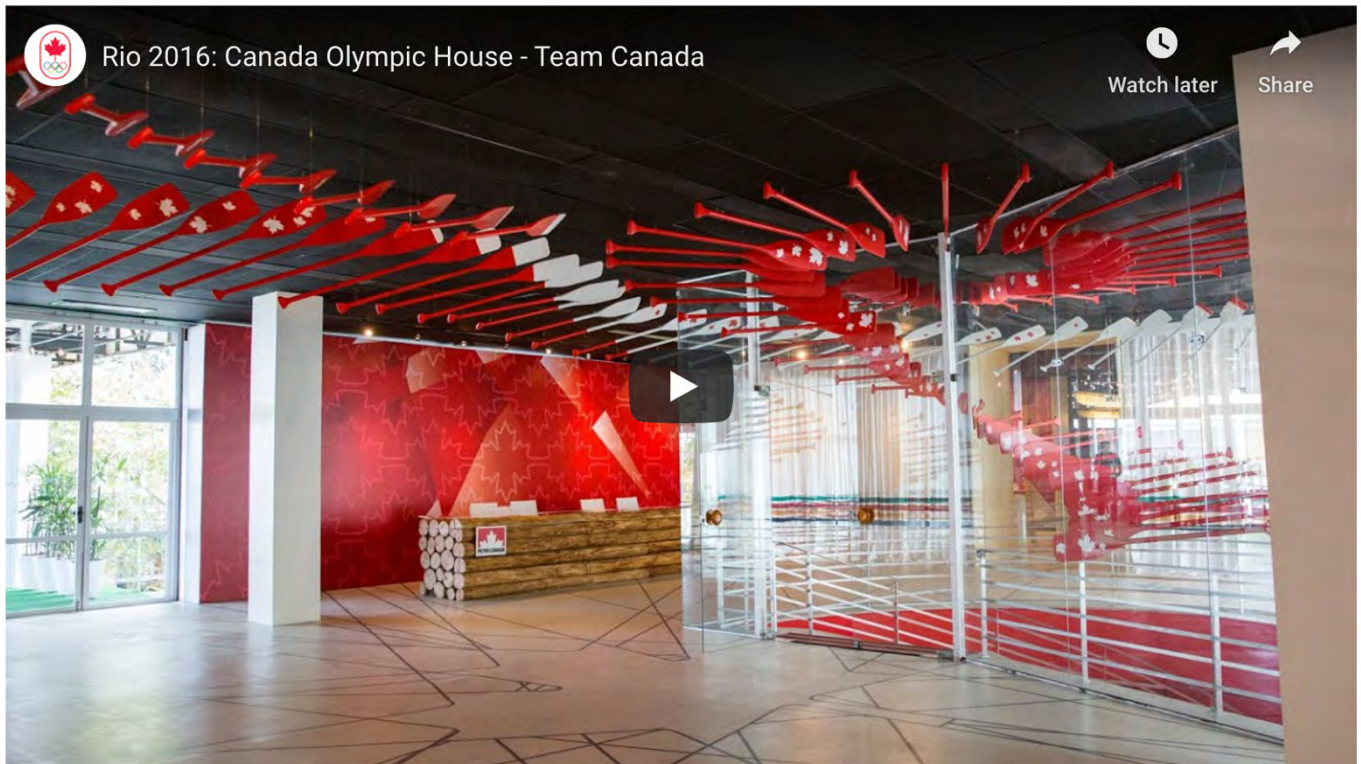


Featured in the COC's Ice In Our Veins brand campaign were: Jennifer Abel (diving), Catharine Pendrel (mountain bike), Katerine Savard (swimming), Ryan Cochrane (swimming), Aaron Brown (athletics), Mandy Bujold (boxing), Mark de Jonge (canoe/kayak sprint), Heather Bansley & Sarah Pavan (beach volleyball), Liz Gleadle (athletics), as well as Justyn Warner (athletics) and Milos Raonic (tennis).

## **EVENTS & EXPERIENCES**

It was a busy year for the events team, which collaborated fully with the organization to deliver against its objectives for a variety of corporate, sport and marketing events. The cornerstone project was Canada Olympic House at Rio 2016, the biggest and most impactful iteration of the project to date.





For the first time COH was designed by a Canadian firm. The Toronto-based design firm Yabu Pushelberg created a space that left a lasting impact on all who walked through the House, including corporate partners and their clients. More importantly, COH was a ‘home away from home’ for athletes, coaches, family and friends.

### **COH BY THE NUMBERS:**

**10,000+** visitors

**300** athletes

**22** special events

**16** partner activations

**7** sport celebrations

## **MARKETING AND STRATEGIC PARTNERSHIPS**

The Canadian Olympic Committee’s marketing partners proved they believe in the Team Canada brand wholeheartedly during what was a sometimes challenging 2016. They have signed on for bigger investments than ever before and are committing for extended periods because they’ve seen the tangible value. Generous support of Canadian institutions like Bell, RBC, Canadian Tire, HBC, Air Canada, and Deloitte is unparalleled in our 112-year history.



Canada Olympic House during Rio 2016 was a marquee touchpoint for our partners who made incremental investments from 17 marketing and strategic partners toward the success of the house. Included in 16 partner activations at COH were the iconic Molson Canadian Global Language fridge, the Red Door from Rio by Canadian Tire, and a bobsleigh simulator from the Richmond Olympic Experience. The COC hosted 11 partner events, including privately-hosted dinners, Bell and Petro-Canada's partnership renewal announcements, RBC Training Ground events, and a concert presented by Deloitte.

We are pleased to report the successful launch of RBC's Training Ground designed to help find undiscovered athletes with podium potential and provide them with funding to fuel their Olympic dreams. A new eight-year strategic partnership with Smith School of Business at Queen's University was also announced, which will provide scholarships for COC athletes, shared coaching synergies, and customized leadership training for COC staff and stakeholders.



Inter-departmental collaboration was key in the marketing partnerships successes this past year, working with the digital team to launch the much-anticipated Hudson's Bay uniform kit via a Facebook Live broadcast for the first time. Our brand team also worked closely to help deliver a first-of-its-kind program with Coca Cola, P&G, Mondelez, and General Mills to feature our Ice in Our Veins campaign in thousands of retail stores across Canada during Games-time.

Also for the first time, the COC implemented a formal Rule 40 application process whereby non-Olympic sponsors could submit campaigns featuring athletes for approval and receipt



of Rule 40 waivers, enabling those campaigns to remain in market during the Rio 2016 Games period. We also extended select licensing rights to five summer NSFs as part of a trial licensing program for Rio 2016, allowing for the sale of replica competition uniforms featuring the Canadian Olympic Team mark.

## DIGITAL

The overarching marketing objective of the COC's digital team is to strengthen brand equity via earned media. By continuing to tell athlete and sport stories in a way that garners huge results, Team Canada not only achieved this objective, but further cemented its place as a well-loved brand during 2016. After a competitive analysis, the COC determined that on a per capita basis we have the largest channel size and are the second-most engaged National Olympic Committee in the world (behind only Team GB which had its best-ever summer Olympic results at Rio 2016). During Rio 2016, we had more than 7.7 billion earned media impressions via our social channels (Facebook, Instagram, Twitter and Snapchat), far exceeding our objectives.

### THE METRICS SPEAK FOR THEMSELVES:

- **10 BILLION** total earned media impressions in
- **14 MILLION** total fan engagement in 2016
- Our total channel size (Facebook, Twitter, Instagram and Snapchat) is **28 PER CENT** higher than in 2015
- Olympic.ca and Olympique.ca: **11.5 MILLION** total page views
- Facebook: **916,000** fans
- Twitter: **659,000** total followers
- YouTube: **12,000** followers
- Instagram: **158,000** followers
- Snapchat: **5,500** followers
- Olympic Club: **218,000** members
- Email Newsletter Registrations: **425,000** (across eight lists with overlap)

Digital integration with all marketing initiatives was a key contributor to a successful year for the COC and partners alike. This was highlighted by three main projects:

- The Hudson's Bay Rio 2016 uniform kit was launched in April via Facebook Live on which we partnered with the Facebook organization who promoted the reach of the video on its platform. This gave us data and marquee insights to truly support our longtime corporate partner Hudson's Bay. Team Canada and Hudson's Bay digital and social content generated more than 68 million earned media impressions and more than 28,000 engagements.



- Ice In Our Veins: The campaign was supported across all of Team Canada's social channels. In addition to the TV spots by creative agency Cossette, behind-the-scenes videos were cut in-house to profile all the athletes involved in the campaign.

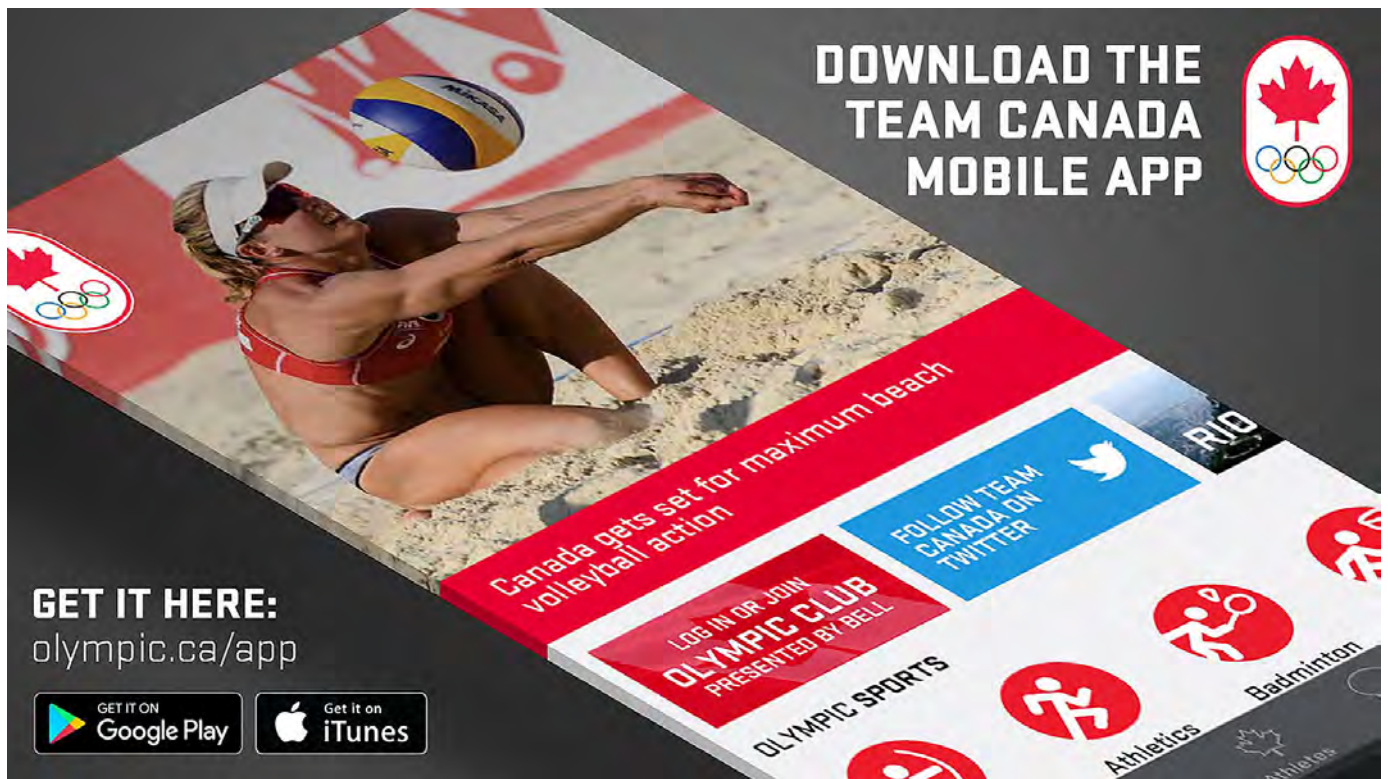


- In the lead up to Rio 2016, the digital team produced live content at 15 team announcements across Canada, including the Opening Ceremony Flag Bearer announcement on Parliament Hill. In addition, a team qualification tracker and team nomination tracker were maintained on Olympic.ca to give fans an idea of how many quota spots had been earned and which athletes were nominated to fill those spots.

**INNOVATION** — This past year the digital team is excited to report the utilization of a tool that tracks and values every brand mention and logo usage (through image recognition software) across all our Team Canada and athlete social channels. Our final analysis post Rio 2016 showed that 25.7 million interactions of fans with Team Canada channels, with 13.8 million interactions that were sponsor-related, contributed to \$9.8 million of value. The COC also partnered with Facebook and Twitter for \$1 million in digital media distribution on their platforms.

**CANADIAN OLYMPIC CLUB**, brought to you by Bell — Each day during Rio 2016, Canadians were offered a chance to win a partner product, signed by a Canadian medallist. This was received very positively by our now more than 218,000 Olympic Club fans as we saw 165,000 contest entries during the Games.





**TEAM CANADA MOBILE APP** — The COC grew its mobile offering to include an app that featured the Canadian Olympic Club and offered fans up-to-the-second updates, push notification alerts, medal standings, photos, videos, athlete and sport biographies, and more. Our Team Canada app, targeting millennial fans, was featured in the App Store and downloaded by more than 85,000 Canadian fans.

**olympic.ca/olympique.ca** — A revamped website, fostering our 'mobile first' strategy, was launched in advance of the Rio Games. During the Games window, more than 70 per cent of our traffic came from mobile devices. Our Olympic.ca sessions reached more than 600 per cent of the visitors we had during London 2012.



## FOUNDATION

# A PARTNER-FIRST APPROACH

Working with others to work for the future



Capitalizing on the brand and marketing growth in 2015, the Canadian Olympic Foundation (COF) put most of its focus on leveraging opportunities around Rio 2016 and promoting COF partner-related initiatives. Rio 2016 marked the culmination of the Future Olympians Fund, a four-year major giving campaign which raised more than \$2 million and saw more than 50 donors and guests hosted in Rio. To celebrate the conclusion of the program, the COF partnered with Gold Medal Plates and Deloitte to execute a Canadian-inspired concert at Canada Olympic House with the musical stylings of Jim Cuddy, Ed Robertson and Barney Bentall.





The Games were indeed a major opportunity for the COF to foster growing relationships with many partners during 2016.

In partnership with Deloitte, the COF launched ‘Live like a Champ’, a corporate challenge and employee giving campaign that saw Deloitte’s employees and partners raise \$160,000 and commit to an Olympic lifestyle throughout the Games window. P&G, through Shoppers Drug Mart, ran an in-store promotion that raised \$102,450 through a customer donation of Optimum points. The COF hopes to extend these campaigns and collaborate on similar activations in the lead up to and during PyeongChang 2018.

During the Games window at home, the Canadian Olympic Foundation was the catalyst for two new marketing partner programs that launched in 2016. Both Hudson’s Bay and RBC were eager for a program that created direct-to-athlete impact through their investment.

And the COF delivered:

RBC Training Ground is a series of sport combines designed to identify athletes with high performance potential and to create talent transfer opportunities within the Canadian sport system. In year one, RBC Training Ground evaluated 400 young, elite athletes across the country and following a subsequent series of tests named 25 athletes to the newly minted ‘RBC Future Olympians Program’ who have received funding to enroll in a National Sport Federation next generation program.



The HBC Athlete Bursary Program awards 50 Canadian athletes \$10,000 each annually. Beginning in 2016, it's a \$2.5 million investment that provides bursary recipients with sustainable funding over the next five years.

Most of our storytelling throughout 2016 focused on amplifying the brand by promoting COF partner-related initiatives like these. And our combined efforts resulted in a 137 per cent increase in web traffic and 168 per cent growth in online newsletter subscribers.

Third-party events continued to drive fundraising in 2016. FANFIT grew from one event to two and raised over \$13,000. Gold Medal Plates raised more than \$1 million through its 10-event dinner series and live auction, bringing its total investment to date up to nearly \$13 million.

Despite the launch of exciting new partner programs and donor stewardship initiatives, 2016 was not without its challenges for the COF as our staff complement shrunk by 25 per cent. Though doing more with less remains our goal, the COF looks forward to working with the board of directors on a refined strategic direction and a further focus on supporting the next generation of Canada athletes in 2017.



## OPERATIONS

# AFFECTING POSITIVE CHANGE

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Canadians can be proud of the organisation we are building.



## HUMAN RESOURCES

The human resources department focused much of its efforts in 2016 on implementing recommendations from a thorough workplace review by employment law experts Rubin Tomlinson. Other sources for recommendations included feedback received from employees.

There were many key outcomes, from which a new values system has emerged based on the foundation of 'Leading With Integrity' under the pillars of Accountability, Excellence, Fun, Respect and Bravery. As we look ahead, the focus will be to embed these values in everything we do, including recruitment and selection, performance management, decision-making and employee communications.

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The focus will be to embed these values in everything we do.

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New policies and procedures were implemented in 2016, which were approved by the board of directors. The focus of these initiatives was around conduct, including violence, discrimination, harassment, ethics, and confidentiality. The human resources department is proud to report all COC employees acknowledged and understood these new practices. All employees also participated in training around respect in the workplace, which is now a critical element of the COC's on-boarding process.

The human resources department developed a total rewards framework to optimize its ability to bring in and keep great people within the COC family. The goal was to develop a clearly defined rewards philosophy and a market-based compensation structure in 2016.

This past year was also an opportunity to put plans and priorities in place for execution in 2017 and onward, so feedback was essential. To gain further key employee insights, the HR team executed an annual engagement check-in, a confidential survey, and focus groups which provided a year-over-year assessment of our employees' engagement and feedback on initiatives that had been developed and implemented.

With this rich information the HR department was able to establish 'People as a Competitive Advantage' as one of the five pillars of its 2017-20 strategic plan. This plan will focus on total rewards, performance management, employee engagement, leadership development and management training and diversity and inclusion.

The HR team was strengthened with the introduction of an experienced senior HR professional as its leader, a full-time HR generalist in the Montreal office, and a dedicated HR assistant. The team also played a critical role in the supporting, planning and implementation of a significant restructure of the organization that resulted in the elimination of 14 positions across both locations. As of December 31, 2016, the COC employed 92 permanent staff.



# FINANCIALS

## Non-consolidated Statement of Financial Position as of December 31, 2016 (in thousands of dollars)

	2016	2015
	\$	\$
<b>ASSETS</b>		
<b>Current assets</b>		
Cash and cash equivalents	14,362	19,963
Receivables and deposits	8,098	9,424
	<hr/>	<hr/>
	22,460	29,387
Investments	169,187	165,803
Capital assets	3,009	3,272
	<hr/>	<hr/>
<b>Total assets</b>	194,656	198,462
<b>LIABILITIES</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities	10,527	9,160
Deferred revenue	1,259	5,432
Deferred capital contributions	806	881
	<hr/>	<hr/>
<b>Total liabilities</b>	12,592	15,473
<b>FUND BALANCES</b>		
<b>Externally restricted</b>		
Petro-Canada Olympic Torch Scholarship Fund	9,159	9,123
Olympic Legacy Coaching Fund	12,736	12,277
	<hr/>	<hr/>
	21,895	21,400
<b>General Fund</b>		
Internally restricted		
Canadian Olympic Family Fund	144,452	143,526
Invested in capital assets	2,203	2,391
Unrestricted	13,514	15,672
	<hr/>	<hr/>
	160,169	161,589
	<hr/>	<hr/>
<b>Total fund balances</b>	182,064	182,989
	<hr/>	<hr/>
<b>Total liabilities and fund balances</b>	194,656	198,462

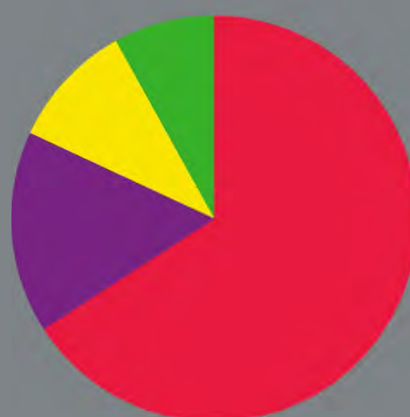


**Non-consolidated Statement of Operations**  
**All funds for the year ended December 31, 2016**  
(in thousands of dollars)

	<b>2016</b>	<b>2015</b>
	\$	\$
Partner and marketing revenues	37,776	40,213
Investment revenue	12,267	14,185
Grants, donations and other	8,240	7,715
<b>Total Revenues</b>	<u>58,283</u>	<u>62,113</u>
<b>Expenses</b>		
Program and operating expenses	57,565	52,838
Grants and related expenses	995	990
Investment management fees	648	768
<b>Total Expenses</b>	<u>59,208</u>	<u>54,596</u>
<b>(Deficiency) excess of revenues over expenses</b>	<u>(925)</u>	<u>7,517</u>

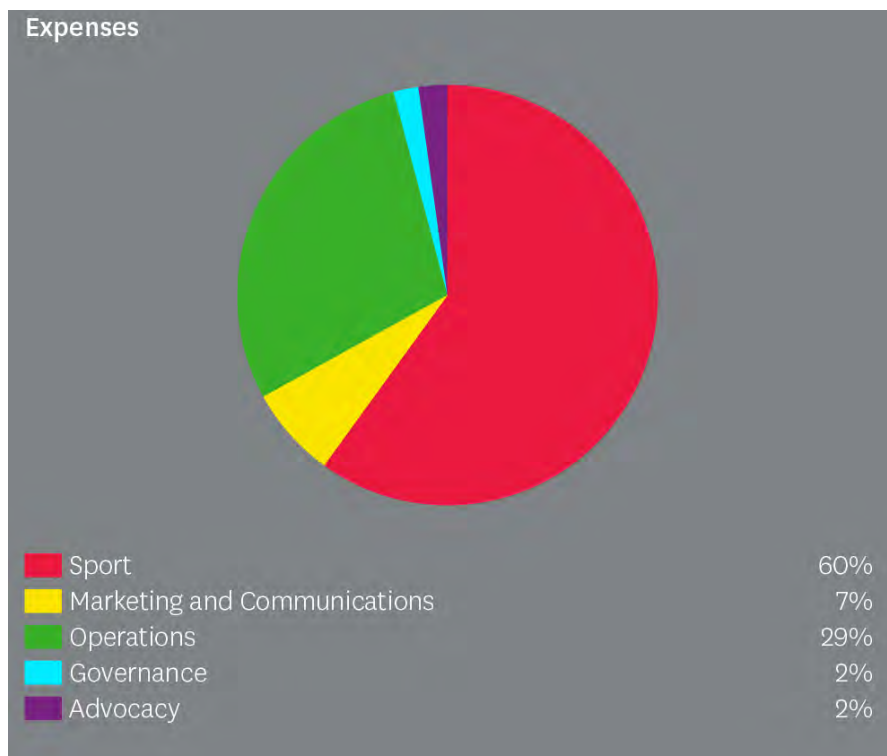
**2013-2016 Quadrennial Period**

**Revenues**



<span style="color: red;">■</span> Partner Revenues	66%
<span style="color: purple;">■</span> Contributions from Fund Investments	16%
<span style="color: yellow;">■</span> Grants and Other	10%
<span style="color: green;">■</span> Canadian Olympic Foundation	8%





## INFORMATION TECHNOLOGY

The IT team worked closely with the respective areas of the business in 2016 to ensure the planned technology improvements positively impact our effectiveness and efficiency across the organization and will continue to nurture this relationship as we plan for the next quad.

With an incredible collaborative effort between the technology team, other areas of our organization and external consultants, we took on some of the COC's largest technology projects ever during this past year. Looking ahead, we now have a blueprint for the successful delivery of enterprise-class projects.

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**We took on some of the COC's largest technology projects ever.**

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During the leadup to, during and post Rio 2016, collaboration was truly key. With this approach the IT team was able to introduce 'Project Titan', a new system used for the first time in a production environment during Games and has now moved into full 'production' working closely with the sport department. Overall, the IT team was very much a part of a successful Games for the COC by supporting and servicing operations in the Olympic Village, Main Press Centre, Performance Centre and at Canada Olympic House.



Security, of course, remains a priority and at the urging of the audit committee, we underwent a third-party security audit in 2016. We are happy to report no major vulnerabilities found and we have now engaged with a cybersecurity firm to provide ongoing security monitoring, reporting and defence against any potential future security threats. Improving our security posture will continue to be a focus and priority as we move forward into the next quadrennial.

## BOARD OF DIRECTORS



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