



2018: ANNUAL REPORT

CANADIAN OLYMPIC COMMITTEE





BE OLYMPIC

In 2018, we showed Canada how sport can be an agent for inclusion and positive change. Through their record-breaking performance at PyeongChang 2018 and their work in communities across the country, our athletes and sport community demonstrated how Olympic values reflect Canadian values.





PyeongChang 2018



OUR VALUES:

- BE ACCOUNTABLE
- BE EXCELLENT
- BE FUN
- BE RESPECTFUL
- BE BRAVE



A black and white photograph of two hands shaking. Both hands are wearing rings with the Canadian Olympic rings logo, which includes a maple leaf and the Olympic rings. The background is dark and textured.

2018 LANDMARK MOMENTS

Three marquee moments from this past year highlighted our integrated work, showcasing a promising future for Canadian sport.



OLYMPIC WINTER GAMES PYEONGCHANG 2018



In 2018, Team Canada delivered its best Olympic Winter Games performance of all time. The results and stories that came with it demonstrated our values to the country.



With a Canadian record 29 medals won by athletes with an average age of 28.5, 30 Canadian best-ever finishes, and 40 top-five finishes, we showed that winter sport in Canada is thriving.



MEDALS

Gold : 11

Silver : 8

Bronze : 10

Team Canada's Opening Ceremony flag bearers Tessa Virtue and Scott Moir won two gold medals, becoming the most decorated Olympic figure skaters of all time.



Team Canada's Closing Ceremony flag bearer Kim Boutin won three medals and showcased the Olympic values of respect and kindness when sharing the podium with South Korean Choi Min-Jeong following the 1500m short track speed skating event.

Team Canada's channels owned the social media podium during PyeongChang 2018, earning more than 6.1 billion impressions during the Games period.

The COC had more fan interactions on social media than any other National Olympic Committee at the Games.



Open to the public for the first time since Salt Lake City 2002, Canada Olympic House welcomed more than 15,000 visitors during the Games. The house delivered a welcoming and authentically Canadian experience, featured a record number of marketing partner activations and focused on enhanced programming.

Additionally, Canada Olympic House was home to Pride House International, representing the first-ever Pride House that was directly affiliated with and hosted by a National Olympic Committee. Canada Olympic House became a convergence point for all LGBTQ+ athletes, fans and supporters of the movement for the duration of the Games.





BE OLYMPIC



In January, the 'Be Olympic' platform was officially launched through the 'Virtue is Victory' campaign that highlighted the intersection of Canadian and Olympic values.



The national multi-platform campaign launch introduced Canadians to in-depth, value-driven, athlete stories that exemplified what it means to be 'Be Olympic' and ultimately be Canadian.



The campaign featured six vignettes of athletes illustrating their values and encouraging Canadians to consider what it means to 'Be Olympic'.





Showcased in print, digital and out-of-home advertising in all major markets, the campaign resulted in more than 700 million digital, earned and donated media impressions with more than 1 million views across all platforms.





2018 TEAM CANADA CELEBRATION





The Canadian Olympic and Paralympic Committees and the Government of Canada collaborated to deliver an unforgettable celebration of excellence. Over the course of two days in May, nearly 200 athletes, guides and coaches were welcomed in Ottawa to honour their achievements in South Korea.

With the help of partners Canadian Tire and Classroom Champions, athletes participating in the celebration connected with students from across the country to promote healthy and active living to inspire the next generation.



The official commemorative rings given to all Olympic athletes by COC partner Teck as well as the Petro-Canada James Worrall Flag Bearer awards were presented in a special ceremony at Rideau Hall by Her Excellency the Right Honourable Julie Payette, Governor General of Canada.



INSPIRING THE FUTURE

2018 demonstrated how our vision for a strong and healthy Canadian sport system is being realized. As a new generation of Canadians develop into leaders in sport and society, we can be proud that our efforts continue to inspire excellence on and off the field of play.





OLYMPIC.CA

MESSAGE FROM THE PRESIDENT

In 2018, the collaborative work of all of us in the sport system showcased Team Canada as a positive force in this country, both on and off the field of play.



In February, Canada's best-ever Olympic Winter Games performance with a record 29 medals won, 30 Canadian best-ever finishes, and 40 top-five finishes, showed us what it means to 'Be Olympic'.

These record-setting results are a testament to the tireless work of all in the community over the past year. By collaborating closely to improve athlete, coaching, and organizational infrastructure across the sport network, we are consistent in our focus on delivering a promising future for Canadian sport.

Our corporate partners are also behind us.

Corporate Canada has fueled the amplification of our work through their investments and by joining forces with our talented Marketing Team to develop class-leading programs to elevate the sport system in the consciousness of all Canadians.

Support for grassroots and next generation developmental initiatives, like RBC Training Ground, the Petro-Canada Fueling Athlete & Coaching Excellence (FACE) Program and Game Plan powered by Deloitte are supporting our Canadian athletes in innovative ways throughout their careers.

As inspired as we all are by the success of our teams this past year including the medals won in 2018, I believe we are equally inspired by how Canada has embraced the values for which we all stand.

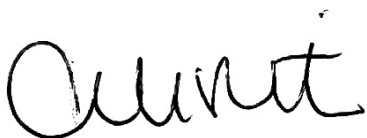
Our national sport system reflects Canada's commitment to the values of integrity, inclusion and equality. In 2018, we were proud to host numerous events that celebrated these values, from hosting the first-ever integration of Pride House International into a National Olympic House in PyeongChang, to supporting the first WADA Athletes Forum in Calgary, to Christine Girard's medal re-allocation ceremony in Ottawa in December celebrating victory through clean sport, our efforts reflected the COC's and our sport system's devotion to living our values.

The recent announcements by the Federal Government of an independent investigative unit and a national confidential helpline housed within SDRCC is another step in the right direction towards making sport safe for all.

We should take pride in the roles we have all played to make this happen and celebrate the strides made by the sport system in 2018 to make sport not only a more inclusive and accepting place but a safer place.

Team Canada is working to ensure these Olympic values are embraced far beyond the Olympic Games and to 'Be Olympic' in all we do. Thank you for all you do for sport. There is no doubt we are stronger because of the work we do together.

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

Together, we can put the power of sport to work to bring joy and build unity across Canada.



I joined the Canadian Olympic Committee in January 2019 after spending several years abroad working in sport. Having the opportunity to lead the COC and the incredible people within it is a dream come true. I am proud to be part of an organization that is deeply committed to excellence.

My tenure begins on the heels of an incredible year. In 2018, the Canadian Olympic Committee demonstrated why it is one of the world leaders in promoting amateur sport. Not only did Team Canada win a record number of medals at the PyeongChang Games, we achieved major media milestones, executed phenomenal programming across Canada, and launched a nationwide conversation about Canadian values.

I look forward to working with our stakeholders and the broader sport community to continue to invest in Team Canada's podium success, build a stronger sport system, and champion equality, integrity and inclusion.

The Olympic Movement is a powerful tool. Together, we can put the power of sport to work to bring joy and build unity across Canada.

Sincerely,

A handwritten signature in black ink, reading "David Shoemaker". The signature is fluid and cursive, with a large, stylized initial "D" and "S".

David Shoemaker

SPORT

UNITED IN THE PURSUIT

Our ever-improving sport system delivered Canada's best-ever Olympic Winter Games and set the stage for sustained future success.



SYSTEM EXCELLENCE

NSF SERVICES AND LEADERSHIP RECAP:

- 2018 National Sport Federation Leadership Summit;
- NSF CEO Help-Line;
- Transfer of Knowledge: Webinars, Co-Op learning, NSF Sharing Centre;
- 70 projects supporting 41 NSFs from 2017 to 2020;

- \$5 million investment as part of NSF Enhancement Initiative 2.0;
- Swimming Canada’s safe sport program;
- Cycling Canada’s finance, HR and web communication initiative;
- Diving Canada’s national team branding and social media strategy;
- Freestyle Canada’s PSO strategic alignment initiative;
- Volleyball Canada’s mobile application and membership club program;
- Alpine Canada, Canada Snowboard and Freestyle Canada for National Ski and Snowboard Day expansion and collaboration;
- Athletics Canada “We Were Born To Do This” campaign and Street Track in the Six;
- Skate Canada’s ethical practices and risk management program for clubs and schools;
- Speed Skating Canada’s system alignment and stakeholder engagement initiative;
- Rugby Canada’s Employee Culture and Leadership development;
- Archery Canada and Canada Skateboard Board development.



ATHLETE MARKETING – On November 22 Team Canada launched OLY Canada, our first-ever platform dedicated to Team Canada Olympians where information, resources and opportunities to stay involved and foster the Olympic Movement can be found. An official and board-approved definition of “Team Canada Olympian” was developed, we reconnected with dozens of Olympians from previous Games, and, for the first time ever, we recognized 10 and 50 year Games anniversaries.

“Thanks for the lovely mittens and the photo card – which brought me to tears! Photo of the opening of the Grenoble Games! Brought back so many memories! So much appreciated!”

— Marcia Beckner, Speed Skating 1968

OLY is a concept developed by the World Olympians Association and launched in November 2017. OLY are post-nominal letters like PhD and MD, giving Olympians 24/7 recognition of their years of hard work, dedication and promotion of Olympic values. The Athlete Marketing team developed the OLY Canada identity based on this concept. This work has positioned the Canadian Olympic Committee as an international leader in Olympian alumni programming and engagement.

Through athlete marketing initiatives in 2018, excluding personal endorsements deals, NSF appearances or anything external to the COC, more than \$1.5 million went directly into the hands of athletes. These initiatives include the HBC Strength in Stripes and the *Petro-Canada fuelling athlete & coaching excellence (FACE) programs*. Over 1,100 Team Canada athletes appeared at more than 220 events during the 2018 calendar year.



EDUCATION, YOUTH AND COMMUNITY OUTREACH – Team Canada showcased their commitment to diversity and inclusion with our ongoing participation in Pride events across the country. In 2018, over 250 Team Canada athletes, staff and volunteers participated in 10 parades across Canada. In addition, we operated ‘Be You’ pop up shops during the

Toronto and Montreal Pride Weekend festivities. An extension of our 'Be Olympic' brand campaign, the shops offered supporters the opportunity to purchase custom t-shirts printed with a message of inclusion and raised \$15,000 in support of You Can Play. The team worked in collaboration with Pride House International and the Korean Sexual-Minority Culture and Rights Centre to deliver PyeongChang Pride House – the first time a National Olympic Committee had delivered a Pride House in a Games environment.

In 2018, our Education Team partnered with Classroom Champions to facilitate direct interaction between Olympians and Canadian students. Through four successful moderated live chats focused on goal-setting, achieving success and overcoming failures through their experiences at the Olympic Games, athletes connected with over 250,000 students from coast-to-coast. This partnership helped supplement the more than 100 educational resources available free of charge from the Canadian Olympic School Program, which were downloaded over 100,000 times in 2018 by educators, athletes, coaches and community groups to help promote Olympic values. The resources were downloaded over 45,000 times during the month of February alone.

BY THE NUMBERS:

Canada Olympic House Welcome message:

- **100** stories;
- Estimated reach of **34,479,628**;
- Estimated earned media value of **\$98,626.63**.

Canadian Olympic School Program:

- **106,871** downloads;
- **343,157** website visits;
- **12,401,078** media impressions.

Olympic Day:

- **20** Olympic Day celebrations were organized in communities across the country;
- Over **36,000** participants celebrated Olympic Day in 2018 (**55%** increase compared to 2017);
- **30** Team Canada Olympians from Montreal 1976 to PyeongChang 2018 participated in the 2018 celebrations;
- Olympic Day portal subscriptions increased by **175%**.

Pride Parades & 'Be You' Pop-Up:

- **2** Be You Pop-Up activations;
- **10** parades across the country;
- **250+** participants;
- **\$15,000** donate to You Can Play;
- **188 million** media impressions were generated.

GAME PLAN – In 2018, we continued to spread awareness of Game Plan and reached out to as many athletes, past and present, as possible. We ensured that athletes and coaches participating at the PyeongChang Olympic Winter Games had multiple touchpoints with Game Plan representatives, including two members of the Game Plan team on site at Games. Our outreach culminated in a record 130 athletes in attendance at Game Plan Summit in Calgary in May.

“Game Plan has changed my life.... The opportunity to pursue personal development opportunities is nothing short of amazing.”

— *Sport Canada Survey Respondent*

This year, Game Plan launched a new marquee event; Game Plan Day in Canada. On June 5, 2018, 61 athletes from 32 sports visited five Deloitte offices across Canada for a half-day of job shadows, mock interviews and networking. Meaningful connections were made, leading to an athlete securing a full-time position with the firm.

BY THE NUMBERS:

- **20** different programs and services available to athletes or in the process of being developed;
- **29** regional and national events and workshops hosted;
- **97%** of athletes would attend the Game Plan Summit again;
- **5%** of attendees would recommend the Game Plan Summit to their teammates;
- **99%** of attendees would recommend Game Plan Day in Canada to their teammates;
- Over **1,500** meaningful advisor/athlete interactions.



GAMES: PERFORMANCE EXCELLENCE

Innovative thinking and improvements made from past Games, high quality preparation and improved service levels allowed for seamless delivery of our logistics and operations during PyeongChang 2018. The Games Planning team undertook nearly 90 new initiatives, including a centralized transportation hub, to deliver an optimal Games-time experience for Team Canada.

Our improved Games-time initiatives extended across all levels of the organization, aligning all COC Teams and NSFs in our Games planning and delivery objectives. This alignment improved Mission Team engagement, streamlined information sharing with NSFs and increased their overall awareness of the demands placed on them during Games.

Being seen as a performance partner is a key objective for our team along with ensuring National Sport Federation High Performance Directors and Team Leaders feel that their challenges and gaps have been addressed and resolved proactively and effectively. Participants in our post-Games survey rated the COC as a performance partner 4.5/5 and 100% of respondents gave the COC's attention to challenges and gaps a good or excellent rating.

GAMES PLANNING BY THE NUMBERS:

PyeongChang 2018

Athletes: **225**

Support Staff (NSF): **217**

Mission Team: **162**

Medals: **29**

Buenos Aires 2018

Athletes: **72**

Support Staff (NSF): **32**

Mission Team: **11**

Medals: **11** (**9** Canada + **2** Canadians on mixed country teams)

- **14** shipping containers to Korea for PyeongChang 2018;
- **50** coaches were awarded a total of \$220,000 through the Coach Recognition Program;
- **189** athletes were awarded a total of \$1,820,000 for world championship (or equivalent) top-5 performances (summer) and Winter Olympic top-3 performances;
- **350+** emails received wanting to volunteer with COC for Tokyo 2020;
- **677** luggage bags packed;
- **2,501** flights booked;
- **4,002** hours driven by COC-hired drivers during PyeongChang 2018;
- **5,941,074** km travelled by Team Canada members for PyeongChang 2018.



In November 2018, the Canadian Olympic Committee named two-time Olympian Douglas Vandor as Team Canada’s Chef de Mission for Lima 2019. He was elected to serve as spokesperson for Team Canada, mentor athletes, coaches and staff and create an environment conducive to optimal performance at the Pan American Games.

Our Games Team took key learnings from PyeongChang and applied them to Games planning, beginning with preparation for the Lima 2019 Pan Am Games and continuing through Tokyo 2020. The team worked to align our operations planning for Lima and Tokyo, to ensure the best possible use of our available resources. Through constant communication with our NSFs and sport partners, we ensured that all stakeholders are kept engaged and up-to-speed in our planning process.

In July, our team undertook a Tokyo “Games Time Weather” visit with six NSFs plus our Sport Partners with the main objective of experiencing the heat and humidity that will be a major factor in 2020. Specialists in meteorology, physiology and medical science took part in the visit and a multi-party “Tokyo Environment” working group was subsequently formed to ensure optimal preparation and at Games strategies are in place for the 2020 Olympic Team. In December, our Beijing “Team Leader Site Visit” with 29 participants from 10 NSFs plus our Sport Partners visited the three Games clusters, becoming one of

the first NOCs to officially visit with the Beijing 2022 Organizing Committee. These visits were supplemented by additional trips to the host cities to continue relationship building with the Organizing Committee, local partners and contacts.

GAMES: OLYMPIC PERFORMANCE

The mandate of the Olympic Performance department is to help teams arrive at the Olympic Games as high-performance teams. This is done through a multi-faceted approach with focus on seven key skills in Olympic specific planning, communication, two-tier environment, internal staffing, familiarization and simulation, qualification, uncontrollable environment and post-Games life. This was continued to make large strides to create an inspired and united team performance culture, working together as one team across the sport system.



OLYMPIC LAB – The first gathering of Tokyo 2020 Olympic hopefuls was held on December 4th and 5th in Montreal. The Olympic Lab is our marquee event for NSFs preparing for the Olympic Games. We had 187 athletes, coaches, team leaders, integrated support team leads, mental performance consultants and sport partners who participated in 25 hours of intense content and team building.

Under the theme of IKIGAI, a Japanese concept relating to the reason one gets up in the morning, the event was headlined by long distance swimmer Diana Nyad, Right to Play

founder and Olympic champion Johann Koss and Canadian wrestling icon Daniel Igali. Participants were inspired by Olympic medallist lugers Sam Edney and Alex Gough, who told a great tale of individual resilience in the face of the uncontrollable environment that the Games offer. Olympic Lab participants were taken on a journey, learning from purposeful high performers to experiencing mindfulness with coach Peter Kirchmer and ultimately drilling down to gain clarity on their own purpose through a workshop led by Dr. Karen MacNeil.

OLYMPIC CO-OP – In just over a year, the CO-OP program has grown considerably within the sport system. This peer-to-peer program is designed to bring together Team Canada members within the same role across different Sports Federations to discuss “what keeps them up at night.” During the 90-minute video call, peers troubleshoot their day-to-day challenges in confidence, guided by an executive leadership coach. Together, they develop solutions to bring back to their NSFs. These calls are offered to CEOs, High Performance Directors, Coaches, Mental Performance Consultants and Integrated Support Team members.

“Although it is rarely convenient to carve some time off my schedule for professional development purposes, I always end up happy I did after. This was my second peer learning session and both have been extremely useful for me. Great investment of time for us all.”

— Olympic CO-OP participant

In the 12 months since the program began, there were 271 participants from 47 NSFs. Participants have provided the executive leadership coaches an average score of 4.7/5 and over 89% of participants surveyed have said the program has helped them achieve their goal of problem solving.

Some of the themes discussed were: safe sport, building culture, how to motivate athletes year round and emotional intelligence. Most recently, the program was expanded to be offered in-house at the COC with the Olympic Performance team as well as to the Senior Managers and Directors during an offsite meeting.

In 2019, we will continue to explore how this proven process can help with problem-solving and creative solutions within the COC and other populations.

COACHING ENHANCING PROGRAM – The program has had a large impact in a short period of time. There were a total of 115 coaches involved who participated in various activities, including workshops held across the COPSIN, customized professional development and the Women in Coaching initiative. Two coaches have been financially supported as part of

the re-integration/retention program. Upwards of 150 coaches have already registered for the 2019 coach summit.

MAJOR GAMES CANADA – A shining light in how we continue to become more integrated within the sport system, the Franchise Holders Working Group changed their name to Major Games Canada (MGC) and created a new landing webpage: www.majorgames.ca. MGC are responsible for the management and coordination of multi-sport games in Canada and internationally. Their mandate is to develop an optimal sport delivery model, providing athletes and coaches the opportunity to perform at their optimal level at multi-sport games. All the Franchise Holders share a common goal of providing a positive and enriching experience for their clientele in a multi-sport games environment. In a context of shared commitment and desire, the Franchise Holders work collaboratively in a consolidated and integrated approach to develop strategic partnerships to best serve their primary clientele groups.

THE INSIDER – The COC’s Insider releases approximately three articles per month, covering three areas of our businesses. With over 1,800 subscribers in both English and French, we are surpassing industry standards in terms of “Open Rates” and “Click Rates.” For the last three stories, we have an “Open Rate” of 55% compared to an industry average of 21% and we have a “Click Rate” of 21% compared to 2.6% industry-wide. This is a clear demonstration that the Insider is being well received and that the content shared is relevant and helpful to our target audiences.

MARKETING

VIRTUE IS VICTORY

In 2018, the Marketing team highlighted moments in our athletes' stories that showcased the best of us – values that define what it means to be Canadian and to 'Be Olympic'.



BRAND MARKETING

This year, the Brand Marketing team worked to incorporate our 'Be Olympic' platform into everything produced by the Canadian Olympic Committee. Through the development of our new Brand Pillars, we worked to connect the ideals of the 'Be Olympic' platform to

Canadians. Each of the four pillars appeal to different segments of Team Canada's audience and help to widen our brand's reach beyond the Olympic Games.

The first brand activation to leverage the 'Be Olympic' platform was the 'Be You' campaign, developed to celebrate Pride in summer 2018 and delivering against the COC's Diversity and Inclusion strategy. In Toronto and Montreal, customized t-shirts were offered to fans for a minimum donation of \$10 in support of You Can Play, a COC partner organization which works to ensure sport is a safe and inclusive space for the LGBTQ+ community.

Prior to PyeongChang 2018, the team led the execution of the Molson Canadian Olympic Team Send-Off that was held on January 6 2018 at Big White Ski Resort in Kelowna, British Columbia. The event celebrated Team Canada ahead of the Olympic Winter Games PyeongChang 2018. Over 20 athletes and 6,000 fans came out to celebrate at an all-day festival that culminated with a performance by Juno Award-winning artist July Talk. The event featured a number of marketing partner activations including Molson, Sport Chek and Toyota.

At PyeongChang 2018, the brand team lead the opening of Canada Olympic House to the public for the first time since Salt Lake City 2002 and welcomed over 15,000 visitors during the 17 days of the Olympic Winter Games. The house delivered a welcoming and authentically Canadian experience featuring a record number of marketing partner activations and enhanced programming highlighted by regular sport celebrations. Special event programming included multiple performances by Canadian rock band The Arkells, who helped close out the house at the end of the Games. Additionally, Canada Olympic House was home to Pride House, representing the first time ever that Pride House was directly affiliated with and hosted by a National Olympic Committee.

BY THE NUMBERS:

Team Canada Brand Health Metrics:

- **47%** of Canadians are **fans** of Team Canada;
- **80%** of Canadians are **interested** in Team Canada;
- **90%** of Canadians **believe** that Team Canada embodies the Olympic values.

Canada Olympic House:

- **86% of survey respondents** stated that they enjoyed Canada Olympic House;
- **Over 15,000 total visitors** to Canada Olympic House (Approximately 800 daily);
- **164 million** media **impressions**.

'Be You':

- **\$15,000+** donated to You Can Play;
- **71 million** media impressions generated from two-day pop-up activation.

Molson Canadian Olympic Team Send-Off:

- **Over 6,000 attendees** at Big White Resort in Kelowna;
- **3.1 million** earned media **impressions**.

DIGITAL

As a media leader, we have the power, control and ability to tell athlete and sport stories our way, cementing our place as an emotional, well-loved and passionate brand. Our established Team Canada social platforms have given us communities that are the envy of other National Olympic Committees and even media organizations and we continue to serve this community with an increasing appetite for amateur sports content.

SportCal Media, one of the world's leading providers of comprehensive sports market intelligence, in partnership with Hookit, a market leader of sponsorship analytics and valuation of social and digital media for sports, reported that the COC had the most social fan interactions of all National Olympic Committees at PyeongChang 2018.

The world followed the @teamcanada channels, at PyeongChang 2018, with earned media impressions of over 6 billion during that time. Following a NOC competitive analysis post-Games, Team Canada has the largest channel size per capita and is the third most engaged per capita in the world.

2018 BY THE NUMBERS:

- **161.8k new** (397.5k total) Canadian Olympic Club presented by Bell members;
 - **976k reward engagements** in the Canadian Olympic Club presented by Bell;
 - **2 million followers** across Team Canada Facebook, Instagram and Twitter channels;
 - **23.4 million video views** across Team Canada Facebook, Instagram, Twitter and YouTube channels a 2240% increase over 2016;
 - **25.9 million** Olympic.ca **page views** a 127% increase over 2016;
 - **48.1 million engagements** across Team Canada Facebook, Instagram and Twitter channels;
 - **8.9 billion** earned media **impressions**.
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2018 DIGITAL ACHIEVEMENTS:

CANADIAN OLYMPIC CLUB, BROUGHT TO YOU BY BELL – The Canadian Olympic Club, presented by Bell allows us to connect in a meaningful way to our athletes, sports and fans year-round. We do this through activities on Olympic.ca, mini-games, trivia, badges, email newsletters, exclusive content, rewards and contests featuring autographed merchandise and product/experiences from our partners. In 2018, these activities were received positively and assisted in growing our Club fanbase by 161,800 people as we round out the year with 397,500 Canadian Olympic Club fans. Our rewards within the Club received 976,000 engagements, a 219% increase. Lastly, we completed a club lifecycle review that allowed us to segment and target users in new ways while also creating new audience research and subsequent actionable insights.

OLYMPIC.CA / OLYMPIQUE.CA:

At PyeongChang 2018, Team Canada posted its highest ever Olympic.ca page view totals, exceeding projections by more than 200% and doubling what was generated at Rio 2016, with more than 21 million page views.

While coverage of Team Canada at the Olympic Games and at world championships was prevalent in 2018, the work done behind-the-scenes to improve user experience was also a focus. The team leveraged tools to analyze what fans were searching for and created content against results, including updating stock content to reflect any changes to athlete bios or sports pages. The team also improved page load speed site-wide and continued search optimization of new and old content to enhance user experience.

TEAM CANADA SOCIAL PLATFORMS:

INSTAGRAM: Our Instagram channel received over 6.9M engagements in 2018, an increase of 292% from 2017. We verified PyeongChang 2018 athletes on the platform and integrated Rio 2016 athletes into live executions during the Winter Games, aiding athletes brand growth, reach and engagement. This year, we distributed our highest volume of video content on Instagram to date, using the massive shift in video consumption on social media to increase Team Canada's overall engagement results. By leveraging the platform's new features, our team created interactive content that effectively drove fan engagement and traffic to Olympic.ca. With a follower growth of more than 67%, this continues to be our most engaged social media platform.

FACEBOOK: Through our partnership with Facebook (the largest of its kind in PyeongChang), we created a branded content opportunity and integrated Sport Chek into Team Canada's Facebook Live studio. The execution connected fans around the world to Canada Olympic House by offering them exclusive content with Team Canada athletes and

fans, generating 3.6 million video views. We continued to utilize the algorithm's favourability of video content to reach English and French audiences with unique tailored content.

TWITTER: Using our partnership with Twitter, we created “moments” around Canadian milestones in PyeongChang and ensured Team Canada's content was incorporated into “trending moments.” By introducing our first Twitter Lives at an Olympic Games, we connected users with Canadian medallists within 24 hours of their performance. We continue to position @TeamCanada as the go-to source for Canadian athlete news. Our French Twitter account, @Equipe_Canada solidified its position as one of the largest French digital sports channels in the country.

SNAPCHAT: Through “collaborators”, we gave fans a behind-the-scenes view of Buenos Aires 2018 and PyeongChang 2018, as we built one-on-one connections with our youngest audience of fans. Utilizing “official stories” status, we expanded the breadth and reach of Team Canada content while driving direct traffic to Olympic.ca during PyeongChang 2018.



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

- Bell Let's Talk Day: 28.9 million earned media impressions on Team Canada content;
- Calgary 2026 – Get Out the Yes Vote: 6 million impressions on Team Canada content;
- RBC Training Ground: 11k social engagements on #RBCTrainingGround;
- Red Mitten Day: 2.8 million impressions & 550k video views on Team Canada content.

BRANDED CONTENT SALES – We delivered our new go-to-market strategy around digital sales. The team was proud of the development of a first-ever valuation model against our branded content that was used to pilot sales concepts to drive incremental revenues for PyeongChang 2018 and the quadrennial. We engaged RBC, SportChek, SAS and Toyota, bringing in incremental revenue of \$502,000 against our new digital media assets, while providing \$8.6 million in social media value to our partners during the Games.

DIGITAL CHANNELS AND CONTENT AUDIT – While continually producing content that is optimized for search and social, the team also evaluated every action we took in a thorough digital content, channels and products audit, including a refreshed competitive analysis. The findings of the audit have allowed us to begin to refine strategies to continue to get the highest return for our efforts in this ever-evolving space.

FAN LIFECYCLE PROJECT – Our fan and Club lifecycle project, which included fan segmentation and audience exercise, was completed. It helped us identify our audiences, the journey a fan takes with us, and opportunities for us and partners to increase the value of digital touch points and engagement opportunities to convert our passive and casual fans to Club members.

VIDEO CAPTURE AND PRODUCTION – 1,300 video posts were released during PyeongChang 2018, generating 22 million video views across Team Canada channels. Outside of Games, other major video productions included a pilot project for a potential Tokyo 2020 brand campaign series as well as a Christine Girard video series as part of her medal re-allocation ceremony that was aired via broadcast live stream.

COMMUNICATIONS

In 2018, the Communications Team elevated the media profile of the Canadian Olympic Committee to new heights. New tools were launched, including the Team Canada PyeongChang Media Guide App, and others were further streamlined all in the interest of providing our partners in media the best possible access to information concerning Team Canada the moment it is issued. Our work led to Team Canada's most successful year ever in media, earning over 5.7 billion media impressions.

While Canadian athletes owned the podium in PyeongChang, the Communications Team ensured that they received extensive coverage from coast to coast to coast throughout the Games. From tweeting up-to-the-minute official results and breaking news from @TeamCanadaPR, to issuing daily briefings with flash quotes, photos and a running medal tally, to a new and improved Media Guide app for Android and iOS, we ensured that media had the most up-to-date information available on Team Canada athletes as they competed. By ensuring an uninterrupted stream of up-to-the-minute information on Canada's athletes and their performances, Team Canada generated an unprecedented 13,479 pieces of domestic media content and over 3 billion media impressions during the Games.



Additionally, the Communications Team managed the media accreditation process for Canadian media participants at PyeongChang 2018. In total, the COC facilitated accreditation to 55 journalists and photographers who provided national coverage of Team Canada. These accredited media contributed to the over 3 billion media impressions that were generated at Games. Of the 3 billion media impressions, 91% were in a positive tone. A major contributing factor to the positive tone was providing key messaging to stakeholders prior to and throughout the Games.

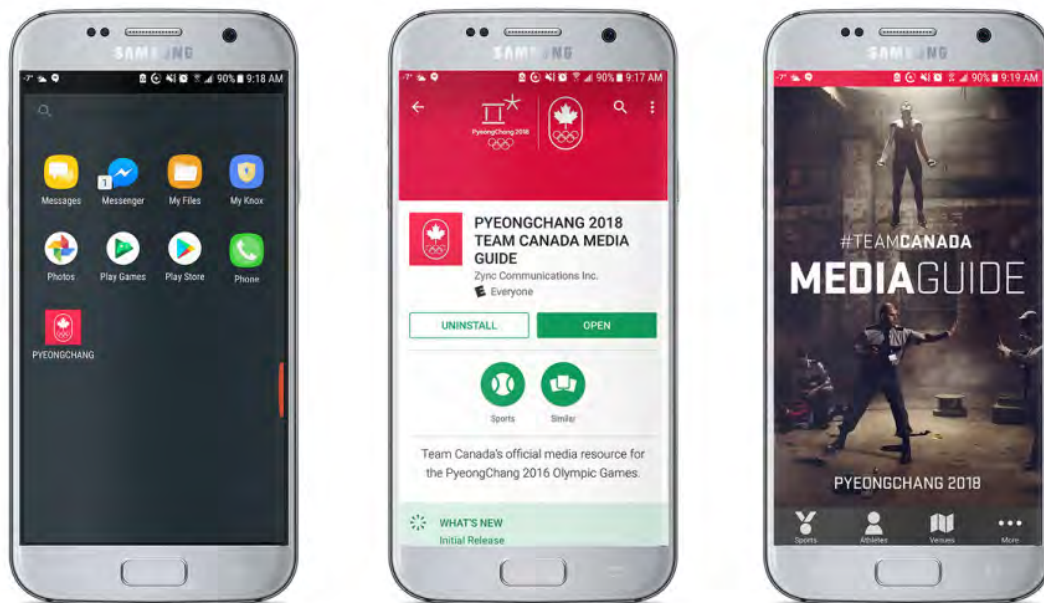
The launch of the Canadian Olympic Committee's ambitious new 'Be Olympic' brand platform pushed the conversation around the COC to new heights. Earning nearly 45 million media impressions from 154 pieces of content, the campaign surpassed the media reach of the Rio 2016 "Ice in Our Veins" campaign by a staggering 69.8% and topped the previous high-water mark set by the Sochi 2014 #WEAREWINTER campaign by 16.9%.

The PyeongChang 2018 Team Canada Celebration in Ottawa brought another chance for Canadians to celebrate the amazing accomplishments of Canadian athletes during the PyeongChang Games. Media as varied as MSN Canada and The Hill Times covered the two-day event, generating 318 stories and 55,278,371 media impressions.

Overview of 2018

- The COC issued **124 releases, advisories and statements**

- Media were invited to **20 events** organized by the Canadian Olympic Committee
- Press generated **22,331 pieces** of content about Team Canada, resulting in **\$19,286,496** in earned media value and **5,706,958,706 media impressions**
- Team Canada selected **12 media attachés** and accredited **55 journalists** and **photographers** to cover the PyeongChang 2018 Olympic Winter Games
- Tweets by @TeamCanadaPR reached **2,652,013 Twitter users**
- The PyeongChang 2018 Team Canada **Media Guide App** was downloaded a COC record **8,948 times**



PARTNERSHIPS

With PyeongChang 2018 being a primary focus, Canada Olympic House was a marquee touchpoint for our partners. A total of 18 marketing and strategic partners contributed toward the success of the house. Highlights among the activations included: the Canadian Tire Red Door and Celebration Lounge; the Bell Family and Friends Lounge, Petro-Canada Fuelling The Dream café; and the Air Canada Flight Deck, which hosted the now-iconic The Arkells Live at COH performance.

The Partnerships Team also leveraged PyeongChang 2018 as an opportunity to connect with our partners. Hosted by Sochi 2014 Olympic champion Jennifer Jones, the COC welcomed 26 high-level executives from seven Premier National and National Partners at Games. This experience enabled our partners to experience the Olympic Games and see firsthand how their sponsorship dollars help to support Team Canada.

“Well thought out set of activities, great time to build relationships with other partners, good visibility to what our sponsorship dollars help enable.”

— COC Marketing Partner

Building on our 2017 successes, a major focus remained on partner programs and integration. Here is an overview of how our growing number of partnership programs excelled in 2018:

RBC Training Ground hosted 31 Qualifiers and six Regional Finals. The program partnered with 14 NSFs and the seven regions of the Canadian Olympic and Paralympic Sport Institute Network to identify athletes into their Future Olympians Program. The program has identified over 600 high potential athletes and has provided over \$1.3 million in funding since its inception.



Game Plan Day in Canada, powered by Deloitte was held for the first time, taking place across Canada in June 2018. The one-day event provided an opportunity for 60 athletes to experience skill-based training in an immersive office setting, supporting them in their transition out of sport.

Petro-Canada Fuelling Athlete & Coaching Excellence (FACE) Program continued to support the sport system, **granting a total in excess of \$0.5M in funding**, impacting 55 athletes and their coaches.

HBC Bursary Program continued its commitment to support 50 athletes through direct-to-athlete funding for a combined total of \$500,000 in 2018. Continued support of Canadian athletes through Hudson's Bay Red Mittens generated over \$1million for the Canadian Olympic Foundation.

Bell Athletes Connect Program in 2018 Bell helped over 1,300 Canadian Senior National Team athletes to stay in touch with their families cost-free while training and competing.

FOUNDATION

FUNDING THE FUTURE

Ensuring the success of the Next Generation of Team Canada



The Canadian Olympic Foundation is inspiring Canadians to be a part of the Olympic Movement by generously investing in Team Canada through sport philanthropy. In the past 12 months we have helped to build and support our Olympians with a strong focus on the Next Generation through various campaigns, events, grants, awards, and bursaries.

A top priority of the Canadian Olympic Foundation is funding our future Olympians. The next Olympic legends are training now. They are travelling to competitions, tirelessly practicing their routines, and dedicating their lives to their sport. Next Gen athletes are talented, high-performance athletes that are five to eight years away from the podium. This

year, with the help of Sport Canada’s matching program, \$8 million was directed to these future Olympians through Canada’s sport experts: our National Sport Federations and the Canadian Olympic and Paralympic Sport Institute Network.

We launched our largest campaign in Foundation history, inspired by the \$2.5 million donation made by the David and Ruth Asper Family. This is the largest individual donation made to Olympic sport through the Canadian Olympic Foundation. The Foundation produced a comprehensive campaign including a 30-second video resulting in coast to coast coverage and over 50 million media impressions, highlighting the importance of supporting our young, talented high-performance athletes with podium potential.



“We believe in the power of sport and the power of philanthropy. Together we can build support for our athletes, coaches and sport in Canada.”

— Paul McIntyre Royston, CEO, Canadian Olympic Foundation

The Foundation is also proud to continue to offer funding and support through a number of bursaries, grants and awards including the HBC Bursary Program, the Toller Cranston Award, and the Future Olympians Fund.

For the third consecutive year, the HBC Bursary Program saw 50 athletes receive a \$10,000 annual award for five years, allowing for sustainable and consistent funding to help support them in their Olympic journey.

In its second year, the Toller Cranston Award, honouring the memory of the legendary figure skater, celebrated courage, creativity, and expression. Fourteen skaters were given

the award this year based on their performance at the Canadian championships and how they represented the values that Toller Cranston embodied.

Thanks to our donors, the Future Olympians Fund was able to award eight of our Next Gen athletes and their primary coaches (16 total awards) with \$5,000 for two years. This gives both athletes and coaches access to the funding they critically need so that they can continue training our future Olympians who will become the champions of tomorrow.

OPERATIONS

LIVING OUR VALUES

Being Olympic in all aspects of our organization.



HUMAN RESOURCES

The alignment of COC Values to the 'Be Olympic' brand that was completed in 2017 became much more visible in 2018, including signage in our new Toronto office. These values became the basis for our new peer recognition program, GOING THE EXTRA MILE (GEM), in which employees are encouraged to recognize each other for going above and beyond and demonstrating one or more of our values.

Further steps were taken in 2018 in the implementation of our **Total Rewards Framework** including the development of a gender neutral and pay equity compliant Job

Evaluation (JE) Plan. Job descriptions for all positions were updated and evaluated using the new JE plan with only a few changes required to job grades and compensation. We also completed pay equity reviews and plans for our Ontario and Quebec employees with no issues identified.

The Performance Management Framework was enhanced in 2018 based on internal feedback to provide additional focus on our COC Values. 2018 individual objectives included specific objectives for PyeongChang 2018 for both Mission Team and Home Team staff that were aligned with our overall Games objectives and evaluated immediately after the Games.

Working with an internal working group, we selected a new approach and partner for measuring Employee Engagement and a new employee engagement survey was implemented in the fall with 93% participation. Although it was difficult to compare the 2018 survey results to previous years' surveys due to the change, the results showed improvement in many dimensions and identified areas where more work needs to be done. 82% of our employees agreed or strongly agreed that "taking everything into account, I would say this is a great place to work." Priorities for Action were developed, building on some of the actions that had been developed in 2017.

HR Policy work continued in 2018. A new Accessibility policy was finalized and implemented with mandatory web-based training to further our focus on diversity and inclusion. Our Leaves of Absence and Smoking and Substance Abuse policies were updated to align with and support changing provincial and federal legislation.

Leadership continued to be a strong focus in 2018, to support the Succession Plan Framework that was developed in 2017. We continued to benefit from programs provided through our COC sponsors. Two senior leaders were accepted into Queen's University Smith School of Business International EMBA program that will conclude in late 2019. Twelve employees participated in Smith's Executive Education program. Three managers received the Workplace Mental Health Leadership certificate through Queen's/Morneau Shepell. Eleven leaders participated in the Smith School 360 Feedback Assessment in late 2018 with the results available in early 2019 to inform their personal development plans. All COC staff participated in a half-day workshop on "Building Resiliency" at the annual staff retreat to help them understand the importance of focus and purpose in their work and personal lives.

Talent Acquisition continued to keep the HR team busy in 2018 with 21 permanent positions filled, including the addition of a General Counsel and Corporate Secretary, and seven short term contract positions, including three employees for the Olympic Experience in Montreal that opened in the summer. Twenty-four intern positions were also filled across

three cohorts – continuing to provide students from several post-secondary institutions the opportunity to fulfill the mandatory work experience component of their program and a valuable learning opportunity and work experience with the COC.

Total permanent COC staff as of December 31, 2018 was 86 plus nine open positions for a total approved workforce plan of 95. This increased by one from 2017 with the addition of a resource to support the improvement of our information technology security.

FINANCE

FINANCIALS

Non-consolidated Statement of Financial Position

December 31, 2018 (in thousands of dollars)

	2018 (\$)	2017 (\$)
ASSETS		
<hr/>		
Current assets		
Cash	11,611	22,055
Receivables and deposits	3,656	8,701
Total	15,267	30,756
<hr/>		
Investments	170,600	172,149
Capital assets	7,576	4,909
Total assets	193,443	207,814
LIABILITIES		
<hr/>		
Current liabilities		
Accounts payable and accrued liabilities	7,460	8,595
Deferred revenue	2,984	5,705
Deferred capital contributions	3,026	3,025
Total	13,470	17,325

FUND BALANCES

Externally restricted

Petro-Canada Olympic Torch Scholarship Fund	8,796	9,405
Olympic Legacy Coaching Fund	12,987	13,465
Total	21,783	22,870

General Fund

Internally restricted

Canadian Olympic Family Fund	148,049	149,694
Invested in capital assets	4,550	1,884
Unrestricted	5,591	16,041
Total	158,190	167,619

Total fund balances	179,973	190,489
Total liabilities and fund balances	193,443	207,814

Non-consolidated Statement of Operations for the year ended December 31, 2018

(in thousands of dollars)

	2018 (\$)	2017 (\$)
Partner and marketing revenues	37,948	29,285
Investment revenues	1,088	15,599
Grants, donations and other	7,925	5,421
Total Revenues	46,961	50,305
Expenses		
Program and operating expenses	55,671	40,194
Grants and related expenses	1,123	1,018
Investment management fees	683	668

Total Expenses

57,477

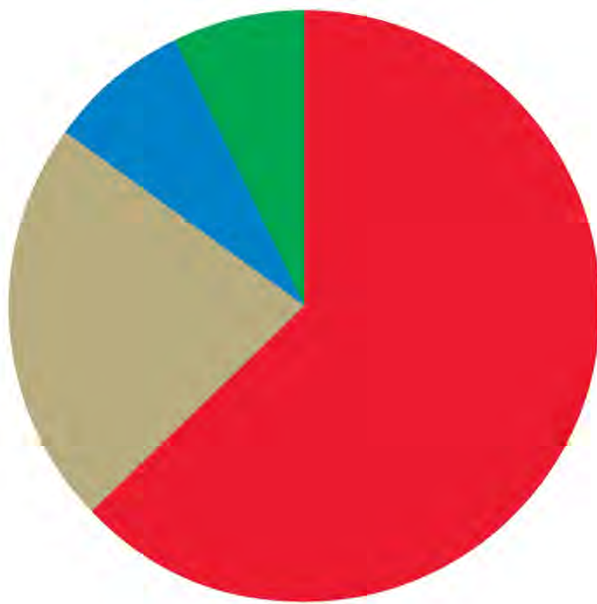
41,880

(Deficiency) excess of revenues over expenses(10,516)

8,425

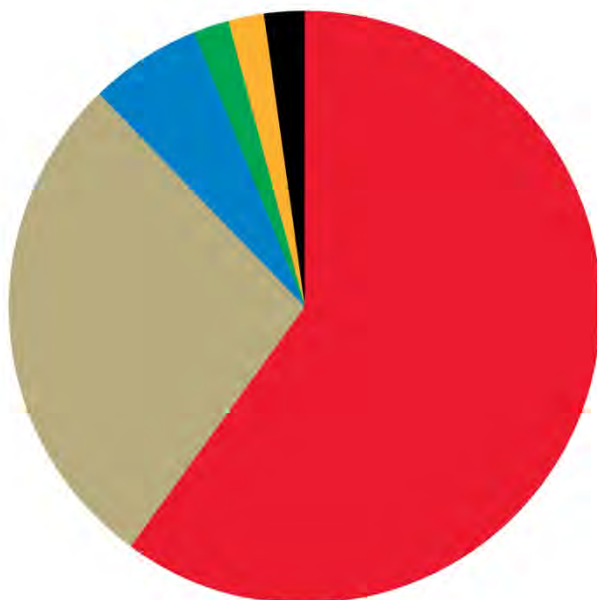
2017-2020 BOD APPROVED PLAN APRIL 2019

(Unaudited)



REVENUES

- **63%** Partner Revenues
- **22%** Contributions from Fund Investments
- **8%** Canadian Olympic Foundation
- **7%** Grants and Other



EXPENSES

- **60%** Sport
- **28%** Operations
- **6%** Marketing, Digital & Communications
- **2%** Advocacy
- **2%** Depreciation
- **2%** Governance

The above information has been extracted from the audited financial statements for the year ended December 31, 2018.

INFORMATION TECHNOLOGY

Based on feedback from the Mission Team, PyeongChang 2018 was the best IT-supported Games to date. With cybersecurity front and centre globally during the Games, we were able to deliver and secure reliable IT infrastructure for Team Canada personnel in PyeongChang. Additionally, through strong planning and collaboration, the IT Team is ready to ensure a successful Pan American Games for the COC by being thoroughly prepared to support and service all operational venues.

Preparation has also begun to ensure a successful Olympic Games at Tokyo 2020.

The IT Team facilitated the COC's seamless transition into a new Toronto office, ensuring that the new space was fully operational for staff on the first day following the move. This transition included an upgrade of our phone system to integrate with VOIP capabilities, ensuring that staff are accessible wherever in the world they may be.

The IT Team partnered closely with the respective areas of the business in 2018 to ensure planned technology improvements drove our effectiveness and efficiency further across the organization. The IT department actively manages a strategic roadmap to ensure our projects deliver on business objectives. Finally, we will continue to provide support excellence to our colleagues across Canada with the resources and security needed to deliver on our priorities.

Our security posture is our priority and we will continue to focus on exploring industry trends and opportunities.

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