

WE ARE ALL #TEAM CANADA
NOUS SOMMES TOUS #ÉQUIPE CANADA



2020 ANNUAL REPORT

CANADIAN OLYMPIC COMMITTEE

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LETTER FROM THE CEO

As I reflect on 2020, it's clear that what defined this challenging year for the Canadian Olympic Committee, wasn't the COVID-19 pandemic, but our response to it. While it can be easy to focus on the challenges and setbacks, I like to draw attention to the resilience of my colleagues at the COC and the broader Canadian sport community. Each of us, and each organization, have found ways to move forward.

The COC's approach to 2020 was inspired by the athletes we support, who are coached to focus on controlling what they can. We took a hard look at our objectives, the potential effects of the pandemic on those objectives, and shifted our focus to the most important priorities. Those priorities were: be games ready, protect revenue, and support the system's recovery. As we approached the end of 2020 and the pandemic showed no signs of abating, we carried these areas of focus into our 2021-2024 quadrennial planning.

In this annual report, you will read how the different teams at the COC adapted and embraced our core priorities and addressed the myriad personal and professional challenges caused by the pandemic. I salute the leadership of the Board of Directors, which nimbly supported our adapted priorities. Its support through this process was instrumental to our success and I thank the Board for its commitment to the Olympic Movement, the COC and its employees, and the broader sport system. I applaud my colleagues for their resilience. Many important projects were paused, and many people had to shift departments to ensure we could meet our new objectives. The overwhelming response from the team at the COC to those difficult changes was essentially: "No problem. How can I help?". I thank our marketing partners, who notwithstanding real challenges to their businesses, stood by us during these challenging times.

Though our response to the pandemic is the focus of this year's annual report, it's not the only important news we have to share. Before the reality of the pandemic set in, the first two months of 2020 were full of exciting events. The Winter Youth Olympic Games took place in Lausanne, Switzerland in January and we celebrated the 10-year anniversary of the Vancouver 2010 Winter Olympic Games. Team Canada was rated as the top sport brand in the country in April; the COC was named by Great Place to Work (GPTW) as one of the Best Workplaces in Canada for the first time, and we saw new marketing partners join the Canadian Olympic Family.

Throughout this annual report we will highlight the work done by the COC team, but I want to make it clear that so much of what we achieved was only possible because of the collaboration of our sport partners. To adapt to a postponed Olympic Games and the realities of the pandemic, meant the system coming together like never before. Working arm in arm with my colleagues across the system was a pleasure despite the reasons that brought us together. I'm told the system has never felt closer, and I'm excited for this unprecedented level of collaboration to continue as we approach Tokyo in summer 2021 and Beijing just six months later. Finally, despite everything, I am optimistic for what 2021 will bring as we look ahead to Tokyo 2020 and Beijing 2022.

David Shoemaker



LETTER FROM THE PRESIDENT

2020 began with the 2020 Winter Youth Olympic Games, which took place in Lausanne from January 9-22. I had the pleasure of watching our young athletes compete in the home of the Olympic Movement.

Then, on February 22nd, we honoured an important milestone in Canadian Olympic history with the 10th anniversary of the Vancouver 2010 Winter Olympics. Vancouver 2010 changed Canadian sport and Canada. As we celebrated the Games at the gala, with over 100 Olympians and Paralympians in attendance, whose careers spanned Games from Tokyo 1964 to PyeongChang 2018, it reminded me again just how powerful a force sport can be. The legacies of Vancouver 2010, Calgary 1988 and Montreal 1976 will be felt for generations. We are working on bringing another Games back to Canada soon.

Speaking of legacies, we successfully nominated two exceptional leaders to be recognized on the international stage for their work advancing sport and gender equity. Dr. Guylaine Demers was the recipient of the 2020 IOC Women and Sport Award for the Americas for her remarkable contributions to the development, encouragement and reinforcement of women's and girls' participation in sport. Melody Davidson was also recognized as an Honourable Mention recipient of the IOC Coaches Lifetime Achievement Award for her outstanding achievements and contributions as a coach who epitomizes Olympic values in her work with and support of athletes. I am also extremely proud of the COC programs such as the Women Emerging Leaders (WELD) that are dedicated to promoting the next generation of incredible Canadian female sport leaders.

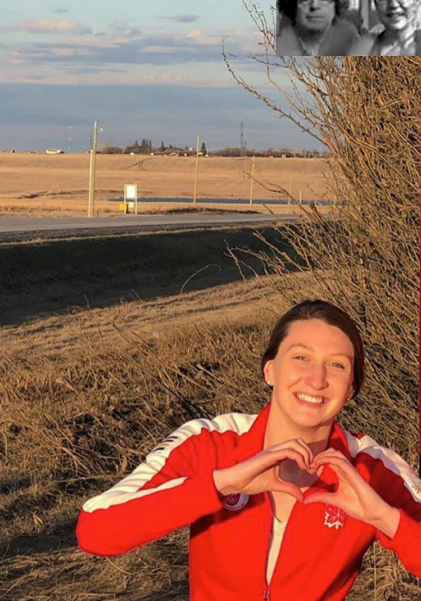
A few short weeks after we celebrated the 2010 Games anniversary, COVID-19 brought the world to a standstill. The effects of the pandemic, including, in the Olympic world, the resulting postponement of Tokyo 2020, obviously changed everything. In addition, as gyms were locked and pools and playgrounds closed, the importance of sport for our health and well-being became all the more apparent. The COC launched "We Are All Team Canada" to help rally the nation - over 37 million strong - and remind them, that we are all in this together.

Despite the challenges, the sport community came together like never before. As a system we were the most aligned, most collaborative and the most resilient I have ever seen. I wish to express my thanks to our Canadian athletes, National Sport Organization leaders, COC board and staff, and all the members of our sport community for their leadership throughout.

We know that challenges also provide the opportunity to both think and do things differently. We truly embraced that philosophy at the COC in 2020. As you'll read in the following report, the pandemic forced us to reflect on our organization, our role in the sport community, and how we can continue to support and grow sport in Canada and to come back stronger.

When the time comes for Team Canada and athletes around the world to shine on the international stage at Tokyo 2020, the Olympic Games will be more meaningful than ever – a symbol of hope and inspiration for what we can achieve when we work together. They will truly capture what it means to Be Olympic.

Tricia Smith



SPORT

The Winter Youth Olympic Games in Lausanne kicked off a year that started full of milestones and promise. In February, we celebrated the two-year countdown to Beijing and the 10-year anniversary of the Vancouver 2010 Winter Olympic Games. The Sport department was in the final stages of preparations for the 2020 Tokyo Olympic Games when the pandemic came to Canada. Sport came to a stand-still and the Tokyo Games were postponed for a year.

We revisited our plans and, with the exception of our continued investment and leadership in safe sport, clean sport, and diversity, equity and inclusion, we narrowed our focus to three key areas: 1) Games planning and delivery, 2) supporting athletes, and 3) helping the sport system recover from COVID-19. Any work unrelated to these areas was paused or scaled back.



The COC's collaboration with Own the Podium (OTP), Canadian Paralympic Committee (CPC), Sport Canada and other key stakeholders has been raised to a new level throughout the pandemic. All sport system partners have collaborated to provide information and complementary support to NSOs and the Canadian Olympic and Paralympic Sport Institute Network (COPSIN). The COC has been an important contributor in the National Task Force on Return to Sport, the Sport Medicine Advisory Committee (SMAC) and other key support structures for the sport system. Dr. Mike Wilkinson (COC Chief Medical Officer), Karen MacNeill (COC Mental Health Counsellor), Marnie McBean (Tokyo 2020 Chef de Mission) and other members of the Sport team took on expanded roles and provided significant and exceptional contributions resulting in improved alignment and connections across our stakeholders.

The COC has increased its support of athletes and the sport system and played a leading role internationally with its Games planning strategy. Below are some of the key highlights in each of these areas of focus.

GAMES PLANNING & DELIVERY

Following the postponement of Tokyo 2020, we were able to renegotiate and transfer all agreements, deposits and other assets that we had invested for the 2020 Tokyo Games and shift them to 2021. Tokyo 2020 Chef de Mission Marnie McBean has been an incredible team leader during these uncertain months. Her message to athletes and all mission team to focus on what we can control, stay positive and remember that we control how we respond to adversity has been essential to our success.



Significant adjustments were needed to be able to deliver two Olympic Games within six months. This included the re-creation of project management work plans, upgrading our database management system and redeploying staff to focus exclusively on Beijing 2022 to ensure both Olympic Games are delivered with our usual high standard.

The Tokyo postponement has helped us to innovate. We developed a dashboard for NSOs that allows Team Leaders/Managers to capture all the necessary Games planning aspects in one platform. We also moved our team preparation meetings to virtual platforms, which has allowed us to be in more frequent contact.

We have also put a series of measures and plans in place based on many assumptions of the rules and requirements of the Tokyo 2020 Organizing Committee and the IOC. This approach, undertaken by a dedicated COVID impact working group, was incredibly difficult but allowed us to adapt and pivot our plans more quickly when details are confirmed by Tokyo 2020. Athlete qualification pathways, travel to and from the Games, village life, media protocols, COVID-19 countermeasures and many other elements of the Games experience will be unlike anything we have experienced in the past. As always, our Games and Olympic Performance teams are focused on creating the best possible performance environment for Canadian athletes at Games. Core to that work has been providing NSOs with significant effort and resources, including legal support and expert medical advice, as they manage the risks and impacts of changing qualification events and systems.

Preparations for Beijing 2022 have been equally complex, but are on track. A major challenge for Beijing has been the complexity of the qualification systems which were dramatically affected by the pandemic in almost all sports. Chef de Mission for Beijing 2022, Catriona Le May Doan, announced in November 2020, has been a tremendous asset to the organization and Beijing hopefuls in staying focused and navigating these complexities.

The Junior Pan Am Games are scheduled to take place in Cali, Colombia in the fall of 2021. The COC's approach is to limit our investment of human and financial resources to not dilute our focus for Tokyo and Beijing. Several NSOs have expressed an interest in attending the Games as part of their athlete development plans and we expect a small delegation to represent Canada.



SUPPORTING ATHLETES

We remain committed to keeping athletes at the centre of what we do. We work with our Athletes' Commission to make sure we deliver best-in-class support at Games; lead Game Plan, a world-leading athlete wellness program, and ensure that the athlete voice contributes to every aspect of the COC's operations especially important topics such as governance, safe sport, clean sport and IOC rules (e.g. Rule 40 & Rule 50).

Game Plan funding was increased in 2020 and the program shifted its primary focus to COVID recovery, with mental health support for athletes being a top priority. As part of a system-led mental health strategy, Game Plan is working with sport partners to ensure athletes have seamless access to multiple points of care, depending on their needs. This includes LifeWorks (formally Morneau Shepell) as the foundation of the system's mental health support, a Canada-wide network of trained psychologists, and mental health education standards so that everyone is speaking the same language. These tools were put in place to ensure our system is as focused on prevention as it is on intervention. The Game Plan team is continuing to refine the mental health referral network and educational tools.

Since the beginning of the pandemic in 2020, 14 peer-to-peer calls have been offered for approximately 100 athletes (topics discussed include: the Games postponement, Rule 50, career transition and navigating uncertainty), Fasken hosted a COVID recovery webinar for athletes (attended by over 150 athletes), and Chris Hadfield spoke to approximately 750 athletes about resilience and managing uncertainty. Tokyo Chef de Mission Marnie McBean has maintained close contact with Tokyo prospects through her monthly messages that speak to critical issues such as resilience, racial injustice, and mental health.

SPORT SYSTEM RECOVERY

2020 was an exceptionally challenging year for NSOs and the environment will continue to be volatile and uncertain for the foreseeable future. We understand that NSOs need support.

The COC invested \$5M in a Return to Sport fund over 2020 and 2021. We increased our investment in the Athlete Excellence Fund by granting out funds in a non Olympic year for summer world championships. We have supported the purchase of COVID testing machines and test kits for COPSIN and NSOs. We have accelerated the pace at which we release funding to NSOs. We also approved additional use of the Olympic Legacy Coaching Fund to maximize training opportunities for winter NSOs.

The COC has hosted a series of webinars and Co-Op peer-to-peer





calls including topics related to cybersecurity, business continuity, crisis management, return to sport, managing risk and liability, and accessing government support programs. Participation in the Co-Op program more than doubled compared to last year. In 2020, 90 calls were run, with 532 participants from 39 NSOs.

We enhanced our ‘HR Boots on the Ground’ support for NSOs and offered Fasken value-in-kind (VIK) legal support to assist all NSOs with COVID recovery. Fasken also developed a series of tools including international travel waivers and attestation forms in addition to providing guidance on transgender participation and match manipulation.

Prior to the pandemic, the Mercer Total Reward Survey identified that talent retention continues to be a troubling issue for NSOs. The impact of the pandemic put even greater pressure on NSO leaders, as many risk burnout. We have provided access to Smith School of Business courses to staff from 25 NSOs including courses on Leading Through Crisis, Execution in Uncertain Times, Building Resilience, and Organizational Culture. We also offered Smith School of Business courses for identified successors and staff who have increased responsibilities due to staffing reductions in NSOs.

SPORT SYSTEM ENHANCEMENT

The pandemic reinforced the need for comprehensive future planning. In addition to providing immediate support, we continued to invest in areas identified as critical to the long-term sustainability of the sport system.

Strengthening NSO Governance — In collaboration with many partners, the COC led the development of a proposed Canadian Code of Governance (Governance Code) to complement the work Sport Canada has done on the Governance Report Card and High-Performance strategy. It was introduced to the community in November 2020 following which consultations were held to obtain feedback on the draft Governance Code. Consultation continues with the next goal of finalizing the Governance Code and supporting NSOs with adoption. The COC’s support will include education, training and resources for NSOs.

System Modernization — NSOs, Provincial/Territorial Sport Organizations and clubs were all affected by the pandemic. Many lost important membership, event, and program revenues. These challenges have provided an opportunity for some NSOs to look more closely at modernizing their operations and governance models. The COC has supported ongoing work with Curling Canada, Triathlon Canada, and the four Nordic sports to look at operating and governance models with the aim to optimize efficiencies and effectiveness of sport administration and delivery.

Safe Sport — Safe Sport has continued to be a top priority for the COC, and we have continued to lend our voice to national discussions and support progress as best as possible. We view safe sporting environments as a critical element to a sustainable sport system and non-negotiable for all partners in the sport system.

We continued to ensure we are demonstrating best practices whenever possible. This has included a staff training session to deepen understanding of unconscious bias, additional staff and Olympic Team member training, the finalization of the Tokyo Safety Guide, the introduction of background checks for adult athletes, and enhanced prevalence of safe sport filters in operational planning. A safe sport page was added to the COC’s website to capture our work in this area.

In addition, significant work has occurred to review and align COC policies to new norms and requirements. This includes the engagement of Rubin Thomlinson for third-party complaint

reporting and work to adhere to and integrate the Universal Code of Conduct to Prevent and Address Maltreatment in Sport.

Finally, a Competition Manipulation Working Group was established by the COC and the Canadian Centre for Ethics in Sport (CCES). We are also working with the IOC's Olympic Movement Unit on the Prevention of the Manipulation of Competitions to refresh COC's policies to ensure they comply with IOC requirements contained in the Olympic Movement Code on the Prevention of the Manipulation of Competitions. Fasken supported the development of template policies for NSOs.

Clean Sport — With the postponement of the 2020 Olympic Games, the CCES and the COC agreed to extend the current Memorandum of Understanding for the strategic collaboration regarding fair sport through December 31, 2021.

Following the finalization of the revised 2021 WADA Code, which became effective on January 1, 2021, CCES worked throughout 2020 to update and align the Canadian Anti-Doping Program (CADP) to comply with the new requirements. The COC provided feedback to the development of the 2021 CADP through a series of consultations and the COC Board approved the 2021 CADP in November 2020.

The COC is continuing its work with OTP, CPC and Sport Canada as part of the review of supplement practices in high-performance sport in Canada. Dr. Mike Wilkinson, COC's Chief Medical Officer, is the COC's representative on the National High-Performance Supplement Advisory Group.





BRAND & COMMERCIAL MANAGEMENT

The Brand and Commercial Management Team had a strong start to the year across all areas of its operations, including strong interest and support from marketing partners. The Brand and Events Teams had an early success, in partnership with the Canadian Olympic Foundation, with the Vancouver 2010 Anniversary Celebration.

However, the Games postponement required immediate and substantial pivots across every workstream. Our focus became supporting and inspiring the nation with amazing Olympic stories and supporting our colleagues to ensure that athletes and NSOs were as well equipped as possible to navigate the pandemic.

BRAND & DIGITAL

Upon the announcement that the Tokyo 2020 Games had been postponed, the We Are All Team Canada campaign was launched as a rallying cry for Canadians to come together in the fight against COVID.

Using owned and earned channels and a call for Canadians to participate in the campaign, the campaign drew millions of views and surpassed expectations. In April, Team Canada was ranked as the country's number one sports brand according to the Brand Index Report. Results on all channels outperformed month-over-month and year-over-year metrics including garnering nearly 10M impressions, 2M engagements, 365% month-over-month increase in audience growth, and the highest earned media impressions ever achieved by the COC in a non-Games period.

In late summer, The Return to Sport campaign (It's Time to Be Olympic) was developed to connect with fans, expand engagement on our channels, and drive value to partners. Our goal was to leverage our position as a leading inspirational voice during the pandemic to encourage Canadians to Be Olympic and embrace the resiliency of Team Canada athletes. This targeted campaign ran from August 5 to September 8 with an \$80,000 investment in social media and digital channels in Ontario. The campaign drove over 700K video views and 40,000 clicks to olympic.ca/return-to-sport. Owned channel performance drove over 1M impressions and an additional 100k+ engagements.

MARKETING PARTNERSHIPS

Marketing Partners responded positively to the COC's decision not to send a team to the Games if they occurred in 2020 due to COVID. Marketing Partners overwhelmingly felt the COC demonstrated bravery, doing the right thing, and helped them with their own business decisions at a critical time. Our Marketing Partners play a critical role in supporting the sport system in Canada, and we were very proud of their continuous support and commitment throughout 2020.

We welcomed several new partners to the Canadian Olympic Family in 2020. In May 2020, the COC brought on its first-ever legal services partner, Fasken, with an accelerated start date to help the sport community with COVID-related challenges. In late 2020, Storage Vault was secured as the COC's official Storage and Moving Partner with a public announcement made



in early 2021. We also activated together with our Partners, including the launch of the Tokyo 2020 Team Kit with the Hudson's Bay Company and the announcement of RBC Training Ground year 6 in a virtual format for the first time ever.

SOCIAL IMPACT, SUSTAINABILITY & ATHLETE MARKETING

While the pandemic forced many pivots in our business, Social Impact and Sustainability continued to be important areas of focus and our efforts were celebrated recently through the following two initiatives. First, the COC became a Signatory of the United Nation Sport for Climate Action Framework and was the recipient of the 2020 Carbon Action Awards of the IOC and DOW, a global initiative that aims to recognize and accelerate effective climate action in sport. Secondly, the COC became the first-ever NOC to sign a Memorandum of Understanding with the International Olympic Academy Participants Association (IOAPA). This MOU allows both the COC and the IOAPA to further promote and strengthen Olympic education globally and the Canadian Olympic School program is now part of the IOAPA Education Hub.

A new Athlete Engagement Protocol (AEP) was developed in consultation with our stakeholders (athletes, agents, NSOs, Marketing Partners) to provide clarity, consistency and alignment for the various types of athlete engagement requests managed by COC. In a year that was marked by a pivot to virtual appearances, over 500 engagement opportunities were created for Team Canada athletes, in particular through collaboration with COC partners and other key stakeholders.





INTERNATIONAL RELATIONS & PUBLIC AFFAIRS

In October 2019, the COC created the International Relations and Public Affairs (IRPA) department which brought together the Communications, International Relations, and Government Relations functions to coordinate engagement, build our profile with external stakeholders, and set the conditions for a successful future Canadian Olympic bid. The IRPA's first year as a department, like most things in 2020, was shaped by the effects of COVID.

Prior to the pandemic's significant impact, several initiatives were delivered and/or supported by the IRPA department. This included a presence at the 2020 Winter Youth Olympic Games, significant support of the Vancouver 2010 10th Anniversary celebration, an important mission to Senegal with Canada's Prime Minister and Minister of Foreign Affairs, and a campaign to increase the federal government's investment in NSOs, a campaign which has been reinstated for Budget 2021 since no federal budget was passed in 2020.

An international outreach campaign was undertaken to strengthen the COC's relationships with IOC members, NOC Presidents, and international sports federations. This effort includes monthly meetings with Canada's 'Five Eyes' counterparts and invited IOC staff to ensure alignment on important issues and to continue to build connections. These meetings continue to provide significant value in the final stretch to Tokyo and Beijing as our ability to learn from and to share information with our international colleagues helps us navigate the unprecedented realities of Games planning during a pandemic.

Two projects that fully leveraged the IRPA pillars were corporate planning for Beijing 2022 and Games Bidding. To navigate the complexities of participating in the Beijing 2022 Games, the COC engaged in a series of meetings with the federal government and other stakeholders to help inform our approach. The IRPA team invested significant effort into ensuring the COC's position on attending the 2022 Games would be clearly articulated for the one-year countdown to those Games.

Planning for the COC's involvement and leadership in future Canadian Olympic Games bids was another significant focus in 2020. Our work started with a review of internal hosting objectives, moved to an assessment and narrowing of potential hosting options. These efforts involved significant stakeholder consultation. We worked closely with the CPC and Sport Canada to define a future Olympic bid process in line with the Sport Canada Major Sport Events Framework. In November 2020, the COC Board approved a business plan for the COC's involvement and investment in future bids.





HUMAN RESOURCES & LEADERSHIP DEVELOPMENT

Like all organizations, a quick pivot to remote work, an upheaval of annual employee development plans, and an ever-changing external environment required resilience, care, and flexibility at all levels of the organization. The COC experienced great challenges but also some great achievements from a people perspective in 2020.

Following the Tokyo Games postponement, we re-aligned several functional areas to allow for increased focus and efficiency. This included the transition of Athlete Marketing and Education teams to the Brand and Commercial Management team, and the Sport Business Integration team to Finance, IT and Enterprise Risk Management to establish a centralized Project Management Office. In addition, we redeployed capacity to address the most pressing needs in the business.

In April 2020, the COC was selected as one of Canada's Best Workplaces (35th out of 400 for organizations with 100 – 999 employees). The organization achieved significant year-over-year improvement in the Great Place To Work Trust Index survey in September 2020.

We conducted an Employee Lifecycle Review of our HR/Finance/IT/Office Services processes and launched the implementation of the Human Resource Information System and Benefits modules of ADP's Workforce Now, improving efficiency and employee experience. We also implemented and communicated 2020 Board-approved compensation changes in late February, as well as small modifications to the Performance Management Framework.





FINANCE, IT & RISK MANAGEMENT

In 2020, we continued to enhance our Information Technology infrastructure and cyber security posture while supporting the organization in a work-from-home environment. We also improved our technology and cyber security planning to ensure our Games platforms are secure for the Tokyo and Beijing Games. We worked with all areas of the COC to provide financial analysis and business insights to drive value within the organization and sport system.

Given the pandemic and its effects on the economy and the overall sport system, our organization relied heavily on our established Enterprise Risk Management program to ensure we had a strong understanding of our top risks. This enabled us to mitigate those risks and have a better understanding of the COC's strengths and potential vulnerabilities. In March 2020, the COC developed a COVID Task Force to manage the effect of the pandemic, which included developing a comprehensive COVID risk register with related root causes and mitigating activities. The risk register was used to guide decision making and guided the organization through this enhanced risk period and facilitated delivery of our objectives. In the Fall of 2020, we completed our annual Enterprise Risk Assessment (ERA), leveraging the ongoing COVID risk register.

The development of the 2021-2024 quad plan was an important priority for the organization in 2020 and as such considerable time was spent in the development of the plan. The planning process for a four-year period is challenging in normal times, and the pandemic and related uncertainties added to the challenge. To guide the process, we developed foundational principles. The following are the foundational principles: provide leadership through COVID, protect revenues and increase high-performance funding, be Games-ready and deliver Tokyo, Beijing, and Paris, and lead with purpose to deepen our impact. These principles will guide our actions over the quad to ensure we are focused to deliver value to the sport system and our partners.





DIVERSITY & INCLUSION

In 2020, the COC began building our Diversity, Equity and Inclusion (“DEI”) Strategic Plan 2.0, which continues the work of our Diversity and Inclusion Strategic Plan 1.0. An internal team was formed to lead this important initiative. The goal is to create safe, diverse, equitable and inclusive sport environments.

A number of partners were engaged throughout the strategy development process including the COC Athletes’ Commission and several external consultants with expertise in DEI. The COC’s DEI strategy 2.0 was approved by the COC board in February of 2021.

The COC Board recognized a need to increase its diversity. The Board’s Nominating Committee made this a clear focus for the 2021 election. Its focus for future elections is: skills (based on skills matrix), diversity (better reflective of Canada) and Board renewal and succession.

Significant work was undertaken related to COC hiring and staffing. We conducted the first-ever COC voluntary self-identification survey for staff and interns, and we engaged the Canadian Centre for Diversity and Inclusion (CCDI) as a diversity and inclusion consultant and training resource. CCDI then conducted an audit of COC human resources policies to review for systemic bias. We conducted diversity and inclusion training for all staff and implemented the Intercultural Development Inventory (IDI) program with COC Senior Managers, Directors and Senior Leadership Team. Finally, we created a COC Diversity and Inclusion Advisory Group (including staff and athlete representatives) and conducted research on best practices to propose a paid internship program in 2021.

In addition to our internal work, we leveraged Team Canada social platforms to add and amplify diverse voices and provide space for conversation and dialogue around social justice issues. A Black History Month content series was developed for inclusion in the 2021 Canadian Olympic School Program. Our Teams’ work to publicly recognize and celebrate several awareness days included Black History Month, International Women’s Day, National Indigenous Peoples Day and we collaborated with Pride Toronto and Sportsnet to deliver Virtual Pride programming.

Further DEI strides made by the COC in the Sport Community included:

- The creation of five new OLY Legacy grants to support diversity, equity and inclusion initiatives;
- Conducting diversity and inclusion training to NSOs titled Interrupting Bias;
- The addition of a provision for Board diversity in the NSO Code of Governance;
- Launching the Women Emerging Leadership Development Program (WELD 2.0)
- Providing increased access to sport by racialized communities through an Olympic Solidarity grant and Under Armour donation to Kwanlin Dun First Nation;
- Providing support to NSOs in the creation of Diversity and Inclusion Committees.



CANADIAN OLYMPIC FOUNDATION

In February of 2020, the Canadian Olympic Foundation welcomed Cindy Yelle as the new President and Chief Executive Officer. Prior to joining the Foundation, Yelle held executive leadership roles in organizations with Campaigns that raised in excess of \$1.5 billion. No stranger to the Olympic Movement, she was a member of Team Canada in swimming at the 1984 Olympic Games. A 16-time Canadian and NCAA Champion, she has a unique appreciation on how philanthropy can drive the advancement of sport and national pride in Canada.

The Foundation's 2020 results were the strongest in its history. Thanks to our donors the Foundation achieved a 36% increase in year-over-year revenues. It should be acknowledged with gratitude that the Foundation's Board of Directors, led by its Chair Perry Dellelce, stepped forward like never before with their own personal philanthropy. The Foundation was also pleased to welcome Moez Kassam and Brian Gallant as the newest Board Directors. Kassam has over two decades of experience as a successful entrepreneur, investment manager and philanthropist. Gallant, served as the 33rd Premier of New Brunswick from 2014 to 2018 and is currently the CEO of the Canadian Centre for the Purpose of the Corporation.

In September 2020, the Foundation unveiled its first-ever Olympian Alumni Campaign. With the leadership of Rosie MacLennan, Charmaine Crooks, Hayley Wickenheiser, and Mark Tewksbury, Olympian Alumni from across Canada joined together to establish the Olympians Supporting Olympians bursaries. This Campaign reached out to over 2,300 Canadian Olympians asking them to reflect on their experience of walking into the Olympic stadium wearing the maple leaf, and to consider providing their personal support for Team Canada athletes dealing with the realities of the pandemic. With the first set of 30 bursaries granted in March 2021, these awards provide much-needed financial support and demonstrate a vote of confidence from our Canadian Olympian Alumni. Additionally, seven annual awards for indigenous athletes and five COC internships for BIPOC candidates were established thanks to generous donor support.

In 2020, sport across Canada was bolstered through philanthropy. Donors stepped forward in unprecedented ways. One of the many notable gifts this year was from the Giuffre Family. Their investment created the "In Conversation With" webinar series, providing Canadians across the country the opportunity to interact directly with Olympians and to be inspired by their stories of resilience and determination. From coast to coast to coast our donors believe in the power of sport.

In partnership with the COC, CPC and the Paralympic Foundation of Canada the Foundation celebrated the anniversary of the Vancouver 2010 Olympics through the Celebration Gala held in January. The gala served to not only sustain but also grow the momentum generated by those Games by helping raise money for the Canadian Olympic and Paralympic Foundations' Next Generation funds.

The growth and evolution of the Foundation over the past year were extraordinary. The Foundation is deeply grateful for the support of individuals, families, private foundations, and corporations from across Canada. This support makes a profound difference to the athletes and the Canadian sports system. Philanthropy helps make Olympic dreams come true. It makes us stand a little taller, dig a little deeper, and wear the Maple Leaf with incredible pride.



COC BOARD OF DIRECTORS

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Peter Lawless	Vice President
Therese Brisson	Director
Chris Clark	Director
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Martha Deacon	Director
Lori DeGraw	Director
David De Vlieger	Director
Anthony Eames	Director
Maureen Kempston Darkes	Director
Hubert T. Lacroix	Director
Gordon Peterson	Director
Karen Rubin	Director
Wayne Russell	Director
Mark Tewksbury	Director
Richard Pound	IOC Member
Hayley Wickenheiser	IOC Member
Seyi Smith	Athletes' Commission Chair
Rosie MacLennan	Athletes' Commission Vice Chair





COF BOARD OF DIRECTORS

Perry Dellelce	Chair of the Board
Ruth Asper	Director
John I. Bitove	Director
Hélène Desmarais	Director
Brian Gallant	Director
Anthony Giuffre	Director
Jeff Glass	Director
Ted Goldthorpe	Director
Moez Kassam	Director
Bruce Linton	Director
Tony Loria	Director
Douglas H. Mitchell	Director
Cailey Stollery	Director
Chris Clark	Member
Charmaine Crooks	Member
Steve Podborski	Member
Mark Tewksbury	Member





FINANCIALS

Non-consolidated Statement of Financial Position for the year ended December 31,
(in thousands of dollars)

	2020 (\$)	2019 (\$)
ASSETS		
Current Assets		
Cash	11,140	5,602
Receivables & deposits	10,384	8,757
Total	21,524	14,359
Investments	194,998	189,205
Capital Assets	5,188	6,347
Total Assets	221,710	209,911
LIABILITIES		
Current Liabilities		
Accounts Payable & Accrued Liabilities	5,779	5,927
Deferred Revenue	996	693
Deferred Capital Contributions	976	2,001
Total Liabilities	7,751	8,621
FUND BALANCES		
Externally Restricted		
Petro-Canada Olympic Torch Scholarship Fund	9,564	9,596
Olympic Legacy Coaching Fund	14,038	14,540
Total	23,602	24,136
General Fund		
Internally Restricted		
Canadian Olympic Family Fund	151,397	165,162
Invested In Capital Assets	4,212	4,346
Unrestricted	34,748	7,646
Total	190,357	177,154
Total Fund Balances	213,959	201,290
Total Liabilities and Fund Balances	221,710	209,911



FINANCIALS

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

	2020 (\$)	2019 (\$)
REVENUES		
Partner and marketing revenues	41,221	35,166
Investment revenues	15,177	26,927
Grants, donations and other	4,855	4,960
Total Revenues	61,253	67,053
EXPENSES		
Program and operating expenses	45,397	43,852
Grants and related expenses	2,393	1,154
Investment management fees	794	730
Total Expenses	48,584	45,736
Excess (deficiency) of revenue over expenses	12,669	21,317