



2021

IMPACT



REPORT

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PRESIDENT LETTER



ATHLETES STRIVE EVERY DAY to be their best and we at the COC are committed to doing the same in all parts of our organization. That commitment was no different in 2021, although the year was undoubtedly unique in so many ways.

Postponed a year by the pandemic and against so many odds, Tokyo 2020 brought 206 nations together safely and inspired the world. The Tokyo 2020 Organizing Committee and the IOC deserve enormous credit in succeeding where so many thought impossible. These Games were different to be sure, but in their uniqueness they were also amazing. The athletes were so excited and happy just to be there, to be finally competing at the Games, after so many uncertainties and challenges. Thank you to the people of Japan for their commitment and their warmth. We were welcomed by all. Their support of the athletes and the Olympic Movement will never be forgotten by the COC or the IOC.

The power of the Games and the Olympic movement was never so apparent as it was

in Tokyo, a symbol of hope and of what can be accomplished when we work together, bringing people together like little else can. In a world increasingly isolated and divided in so many ways, differences were set aside in order to come together to play and celebrate our common humanity. It was truly magical.

While the delay of these Games and restrictions made preparation so much more complex, Canadian athletes came through and amazed us, inspired us and uplifted our nation. Whether in victory or in defeat, the grace of Canadian athletes shone through and made Canada proud. The same could be said about the Canadian sport system, which reached new levels of collaboration and creativity in collectively addressing the daily challenges. I could not be more proud to be a part of this Olympic family.

A special moment of 2021 was being entrusted, through proper protocol, with a traditional drum by a family of the Squamish nation in the lead-up to Tokyo. The drum was passed to our truly wonderful Team Canada

Chef de Mission, Marnie McBean, who proudly carried it everywhere she went at Games. Heard across Olympic venues every day, the drum was the heartbeat of Team Canada in Tokyo. The drum also carried the message of the COC's commitment to the Calls to Action around sport from the Truth and Reconciliation Report, a message consistent with our partnership with the Four Host First Nations (from 2010), the City of Vancouver and the Resort Municipality of Whistler in the feasibility work for bringing the Games back to Canada.

On a personal note, I was grateful this year to be entrusted with a continued mandate to serve as COC President for the next four years. It is a privilege to serve in this role and I look forward to our continued work together to transform Canada through the power of sport.

A handwritten signature in blue ink, appearing to read 'Tricia Smith'.

Tricia Smith

CEO LETTER



WE KNEW THAT 2021 would be a year of unprecedented challenge. As the year began, the pandemic hadn't abated, and though there was the hope of a vaccine, it was still distant. With Tokyo scheduled to go ahead and Beijing just a year away, the COC focused on ensuring we were doing everything we could to keep Team Canada, the communities they trained in, and our staff safe while preparing for Tokyo and Beijing. Our results in Tokyo speak for themselves. Team Canada brought home 24 medals, our most since 1984, and inspired the nation with countless performances and achievements. More importantly, thanks to our incredible medical team led by Chief Medical Officer, Dr. Mike Wilkinson, we brought 840 people to and from Tokyo without a single positive case of COVID-19.

Though the Games are our core mission, 2021 forced us to look internally and at the sport system at large in new ways. We turned our attention again to our Diversity

Equity and Inclusion strategy, launching a 2.0 version that included training for staff and stakeholders, voluntary self-identification surveys, and important community discussions about how we can make progress faster. We also faced the horrible discovery of 215 unmarked children's graves at a Kamloops, B.C. residential school, which made us examine our role in Truth and Reconciliation and question whether we were doing enough. And, though the system has been making strides in the area of safe sport, 2021 saw a number of athletes come forward sparking a broader conversation about how the system can be better in its approach to maltreatment.

We are proud of Team Canada and its record-setting accomplishments in 2021 and we are deeply committed to our mission of supporting Canada's podium performances. But not at all costs. We must be equally committed to ensuring that high-performance sport in this country is clean, safe, and

barrier-free. That will guide our work for the foreseeable future.

We've tried to capture the above key points and more in this impact report, which is a new format for the COC. You won't find detailed information on every initiative and milestone, but you will find key highlights from the year that provide a clear picture of where we focused our resources as we continue our work to transform Canada through the power of sport. Though 2021 was extremely challenging, there was much to celebrate, and I look forward to what is in store for Beijing 2022 and beyond.

A handwritten signature in blue ink, which reads "David Shoemaker". The signature is fluid and cursive, with a large initial "D" and "S".

David Shoemaker



OUR VISION

CANADA IS A WORLD LEADER in sport inspired by the passion and performance of the Canadian Olympic Team.

OUR MISSION

TO LEAD THE ACHIEVEMENT of the Canadian Olympic Team's podium success and promote the principles and values of Olympism.

OUR PURPOSE

TRANSFORM CANADA THROUGH the power of sport

COC VALUES

BE OLYMPIC is our brand platform which was launched in 2018 to demonstrate the intersection of Canadian and Olympic values. To Be Olympic is to lean into the values that make us so distinctly Canadian - values of respect, bravery, determination, kindness. When you choose to Be Olympic, you can pursue your own possibilities and chart the path toward your own achievements. We all have it in us to Be Olympic by following what's important in our lives and our Canadian Olympic values.

BE EXCELLENT - Create substantial impact. Healthy competition is good. Success through accomplishment and learning from mistakes. Empower personal growth.

BE ACCOUNTABLE - Trust. Take and give ownership. Be honest and transparent. Challenge assumptions. Work with purpose and principle.

BE RESPECTFUL - Recognize each other's importance, value and quality of life outside work. Listen. Strive to understand. Act appropriately and with compassion. Promote equity. Value diversity. Be humble.

BE FUN - Unleash your passions. Be creative and curious, Enjoy each other. Do great things together. Celebrate wins. Laugh.

BE BRAVE - Encourage innovation, venture and risk-taking. Make tough decisions. Have unvarnished conversations. Ask questions. Embrace setbacks.



OUR 2021 IMPACT



SUPPORTING TEAM CANADA TO INSPIRE A NATION



TOKYO 2020

Despite its challenges,
a Games to be proud of

IN 2021, THE ROAD to Tokyo was focused on supporting team preparations in the face of uncertainty caused by the COVID-19 pandemic. We focused on two main priorities: ensuring the health and safety of all Team Canada members and creating an environment that supported the performance of athletes and coaches.

With National Sport Organizations, the Return to Sport Task Force, the Sport Medicine Advisory Committee (SMAC), Own The Podium, and our Mission Team, we planned for almost every conceivable eventuality, learning things that will be carried forward to Beijing 2022. These new health and safety measures helped support an environment in which Team Canada won 24 medals, its best Summer Olympic result since 1984, and without a single positive case of COVID-19 among the delegation.

The Games were a celebration of resilience and our shared humanity in the face of pandemic. This would not have been possible without the incredible dedication and collaboration of the Japanese community and Organizing Committee who managed to do what many thought was impossible.



383

Athletes made up Team Canada, the most Canada has sent to a Summer Olympic Games.

13

National records broken by Team Canada athletes.

24

Medals won (7G, 6S, 11B), a total that set a new record for most medals at a Summer Games for Canada since Los Angeles 1984.

98%

Percentage of Team Canada that expressed feeling safe and secure (psychologically and physically) with COVID-19 protocols and welfare and safety initiatives at Tokyo 2020.

7

Number of gold medals won by Team Canada in Tokyo – the most at a Summer Games since Barcelona 1992.

0

Number of COVID-19 cases declared during the Tokyo Games by Team Canada.

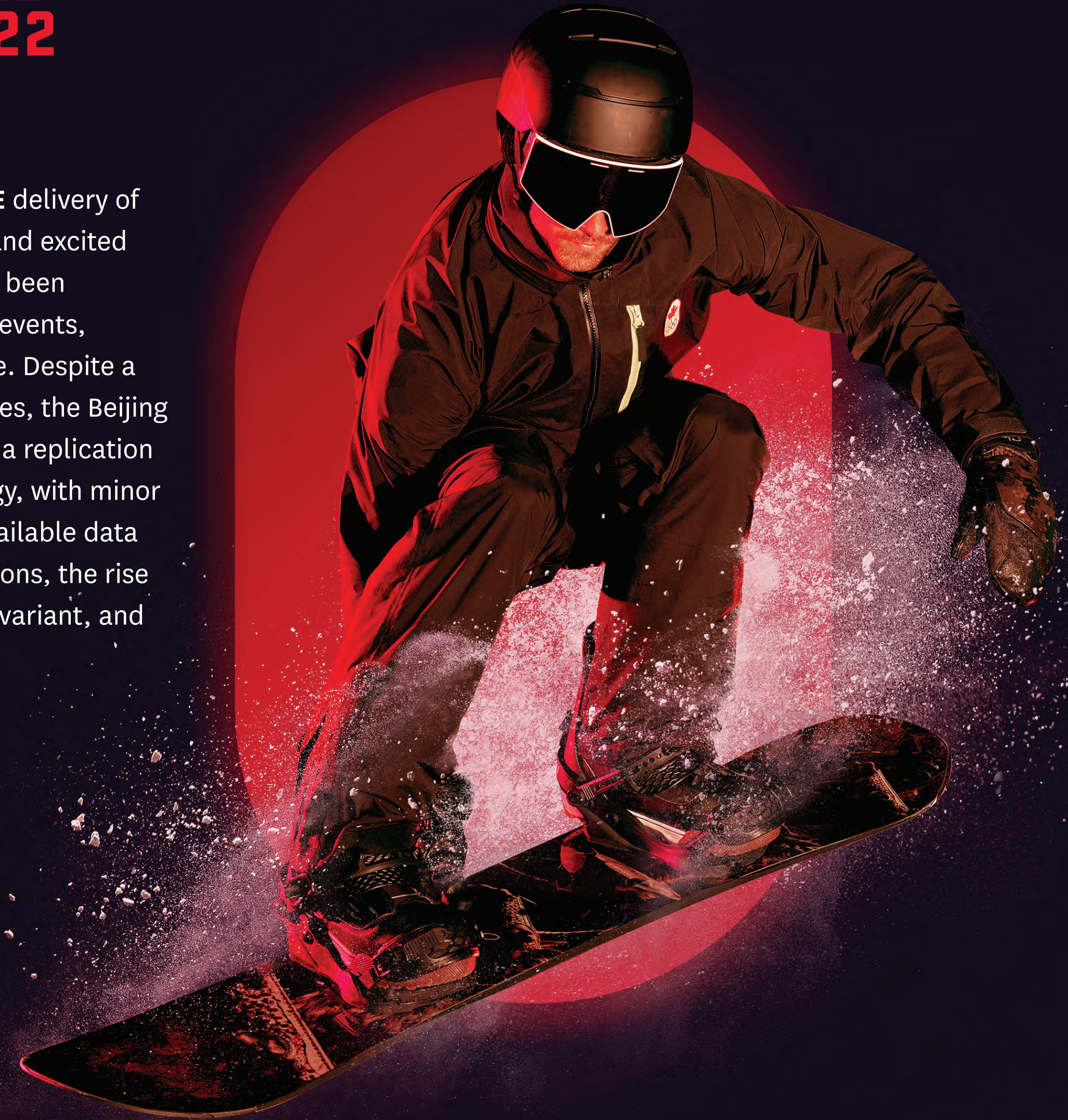




TEAM CANADA'S CHEF DE MISSION is a position filled by a retired Olympian who acts as a leader and key spokesperson for Team Canada and a mentor, supporter and cheerleader for the athletes, coaches and staff. It's an incredibly demanding but rewarding role that was filled by Olympic Champion Marnie McBean in Tokyo. Focused, committed, and fun, Marnie became the spiritual centre of the team and an inspiration for many. She also carried a special drum gifted to her by the Squamish First Nation that became the heartbeat of Team Canada.

LOOKING AHEAD TO BEIJING 2022

AFTER THE SUCCESSFUL AND SAFE delivery of Tokyo 2020, Team Canada is ready and excited to compete in Beijing. Athletes have been performing strongly at qualification events, and we expect a strong performance. Despite a different set of geopolitical challenges, the Beijing Games delivery model is essentially a replication of the successful Tokyo 2020 strategy, with minor adjustments based on additional available data on COVID-19 transmission, vaccinations, the rise of the highly transmissible Omicron variant, and different security concerns.



ATHLETES AT THE CENTRE



THE CANADIAN OLYMPIC COMMITTEE ATHLETES' COMMISSION

The COC is proud to have a strong and engaged athlete-elected leadership in the COC Athletes' Commission (AC), which represents the voice of Canadian Olympic athletes to our Board of Directors as well as Sport Canada, the IOC, international sport federations, media and all other domestic sport organizations.

HIGHLIGHTS FROM 2021:

- **All-Athlete Meetings:** The AC held a series of All-Athlete Meetings covering a variety of topics intended to provide important information and critical support to athletes in their journey to the Games during the pandemic.
- **IOC Rule 50 Recommendations:** The AC was invited by the IOC AC to provide feedback on Rule 50. The COC AC solicited feedback from athletes and stakeholders, which it consolidated in seven key recommendations to the IOC Athletes' Commission. Those recommendations were almost entirely incorporated into the revised IOC Rule 50 guidance.
- **New COC AC Partnership Consultation Process:** A new process for engaging athletes regarding commercial partnership opportunities was instituted with input from the COC Athletes' Commission. It ensures a streamlined channel with the COC to effectively engage athletes in a mutually beneficial way.
- **COC AC Elections: Six members were elected post-Tokyo 2020 to serve until Paris 2024:**
 - Rosie MacLennan, Gymnastics - trampoline (re-elected)
 - Inaki Gomez, Athletics (re-elected)
 - Martha McCabe, Swimming (re-elected)
 - Quinn, Soccer
 - Maxwell Lattimer, Rowing
 - Jacqueline Simoneau, Artistic Swimming

GAME PLAN

Helping athletes be their best on and off the field of play

GAME PLAN, POWERED BY DELOITTE, is Canada's total athlete wellness program that strives to support national team athletes to live better and more holistic lives. Through the development of their skills and networks, athletes are able to focus on health, education, and career opportunities both during their high-performance careers and beyond.

Game Plan is a collaboration between the Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), Sport Canada and Canadian Olympic and Paralympic Sport Institute Network (COPSIN) to provide the best resources this country has to offer to our national team athletes – a team that has given so much and inspired so many.

Game Plan is in its sixth year of a fantastic partnership with Smith School of Business at Queens. In total 87 athletes have received awards in the professional graduate programs (MBA, EMBA, MMIE etc.) and 93 athletes who have entered the Certificate in Business program which is six online courses.

A FOCUS ON MENTAL HEALTH

IN 2021, A GAP was identified in access to mental health support in the high-performance sport system. The Game Plan team, with the support of mental health partner Lifeworks, took unprecedented strides to fill it. These included:

- Hiring a Mental Health Manager whose role is to lead the implementation of the Mental Health Strategy for High-Performance Sport in Canada.
- Offering eligible athletes a \$1,000 annual subsidy for sport-informed mental health care, resulting in care for 185 athletes.
- Creating friends and family resources, in which parents of Olympians from past Games share words of wisdom in video format, and an information session on supporting their athletes from afar.
- Opting for a personalized approach and calling each Olympian to check in with them post-Games.

1,149

Sessions of mental health care provided to 185 Team Canada athletes through Game Plan in 2021.

101

Athletes, coaches, and NSO staff accessed support through LifeWorks.

1,414

Unique athletes engaged with a Game Plan advisor.

3,800

Total athlete-advisor interactions.

30

Athletes received professional graduate program or Certificate in Business program awards through Game Plan's education partner the Smith School of Business at Queens University.



ATHLETE EXCELLENCE FUND

Supporting high-performance success at Games and beyond

IN 2021, AS PART of our commitment to supporting Team Canada athletes, and thanks to our partners and donors, the Canadian Olympic Committee is proud to have provided over \$1.6 million in direct-to-athlete funding for summer and winter Olympians and Olympic hopefuls.

Created in 2007, the COC's Athlete Excellence Fund is a support and reward program that provides Canadian athletes with performance awards for winning Olympic gold, silver or bronze medals. It also provides funding for performances at World Championships (or equivalent) during non-Olympic years, to support living, training, and competition expenses.

The Coaching Excellence Fund (CEF) recognizes Canadian Olympic Team coaches and rewards coaches who are responsible for medal winning performances at the Olympic Games.

119

Number of athletes to have received an award in 2021, including 71 summer athletes and 46 winter athletes.

\$1.65M

Total value of those awards in 2021.

27

Number of Team Canada coaches to have received support amounts from Tokyo 2020 which totalled \$170k.



SUPPORTING THE SPORT SYSTEM AND STRENGTHENING FOR THE FUTURE



SYSTEM EXCELLENCE

Helping build a better, safer, more inclusive sport system in Canada

THIS YEAR, together with partners, the COC is proud to have launched the Canadian Sport Governance Code, and to have piloted a Governance Education Series for Directors and funded over half of the NSOs to advance their governance practices. Our commitment to developing leadership, connecting peers and improving DEI has seen tremendous strides in the sector, including the 2021 Emerging Leaders Development program, which provided professional development to 16 individuals working in sport who identify as BIPOC.

Gaps highlighted through the pandemic have required innovation and re-thinking how sport is delivered across the country. As part of our commitment to continually improving the sport system we are supporting 20 NSOs trying to optimize how they deliver their sport.

As part of uplifting the sport system, we also maximize value from our partners to offer expertise within the priority areas to our members. Our corporate partners are key to our ability to support NSOs. The expertise and services of the Smith School of Business, Deloitte, Fasken and LifeWorks added \$1.5M in value to National Sport Organizations in 2021 alone.

RETURN TO SPORT

THE NSO RETURN TO SPORT

Funding program, announced in 2021, is part of a \$3M investment in four priority areas to support building back better following the pandemic:

- Uplifting NSO Governance including safe sport
- Developing and Supporting NSO Leaders
- Advancing System Modernization
- Improving Diversity, Equity and Inclusion in NSOs

56

Number of National Sport Organizations served and supported by the Canadian Olympic Committee.



SAFE SPORT

THE COC STANDS FOR sport free of harassment, abuse or discrimination of any kind. We are committed to ensuring the environment(s) that the COC manages (e.g. COC workplace, events, Games, etc.) adhere to the highest standards of safety and incorporate best practices in addressing issues of harassment, abuse and discrimination. In addition to the work we do in the environments that we control, we also look for ways to use our unique position in the sport system to facilitate a collaborative and coordinated approach to tackling issues in safe sport, and to use our voice and influence to communicate and advocate for those things that we believe will help to improve the health and safety for those who work, play and compete in the sport system. Finally, we also aim to build capacity among sport organizations by offering professional support through our partners or by connecting them with resources that can help in particular circumstances.

In the past year, Team Canada Safety Documents were developed for Tokyo and Beijing. The COC ensured that all Team Canada

members took part in safe sport training, and all adult Olympic Team members required background checks. Specialized training was provided for Team Canada Safe Sport Officers at Games. The COC adopted the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) within the new COC Code to Address Maltreatment in Sport that was released in 2021. Following the announcement of the national independent mechanism, under the leadership of the Sport Dispute Resolution Centre of Canada (SDRCC), the COC has been an active contributor to providing input and feedback to the SDRCC as it undertook the development of the independent mechanism. The past year also saw the COC provide leadership to the sport sector by investing in tackling some of the root cultural and systemic causes of unsafe sport such as: governance, match manipulation, diversity, equity & inclusion, and NSO leadership and culture.

**TOGETHER,
WE CAN ENSURE
CANADA HAS A
MODERN, SAFE,
BARRIER-FREE &
HIGH-PERFORMING
SPORT SYSTEM.**



LEAD WITH PURPOSE

THE COC HAS LONG had the dual mission of leading the achievement of Team Canada’s podium success and advancing the principles and values of Olympism. Several programs speak to the impact of the work we do on the second part of our mission such as the OLY Canada Legacy Grants, our Olympic education portfolio and Olympic Solidarity.



OLYMPIC EDUCATION



THE COC AIMS TO be a leader in Olympic Education by offering free, world-class programs for students and contributing to the Olympic Education Network. The Canadian Olympic School program offered over 100 free, online resources designed to inspire and challenge students to integrate the Olympic Spirit in their daily lives. In 2021, these included Destination Tokyo, a new online learning platform, and our Black History Month series, which celebrated the stories of eight inspiring Team Canada athletes.

We also optimized the delivery of our Team Canada Champion Chats (TCCC) in 2021 to reach approximately 43,000 students across Canada. TCCC is a collaboration by the Canadian Olympic Committee, Canadian Paralympic Committee, and Classroom Champions and aims to connect Canadian students with Team Canada Olympic and Paralympic athletes through live chats and learning activities.

800k

Students reached by Destination Tokyo, an online learning platform launched in advance of Tokyo 2020.

2M

Students reached by the Canadian Olympic School Program in 2021.

43k

Students participated in Team Canada Champion Chats.

OLY CANADA LEGACY GRANT

BUILDING ON the World Olympian Association's 2017 announcement of OLY as post-nominal letters giving Olympians public recognition of years of hard work, dedication and promotion of the Olympic values, the OLY Canada Legacy Grant was launched in 2019. The grants support Olympian-led projects that aim to build stronger communities through the values of Olympism, allowing Olympians to make a lasting impact in their communities long after competition.

Team Canada's Official Outfitter lululemon became the official supporter of the 2021 OLY Canada Legacy Grant. In addition to doubling the reward amount – to \$10,000 per award – lululemon also provided eligible applicants the opportunity to participate in a virtual wellness experience and to receive official Team Canada products.

In 2021, ten Olympian-led projects were awarded across three categories:

- **Service to BIPOC Communities:** Nickolos Farrell OLY, Leah Ferguson OLY, Emily Nishikawa OLY, Tim Peterson OLY
- **Service to Society through Sport:** Tim Berrett OLY, Guylaine Dumont OLY, Oluseyi Smith OLY
- **Career Transition Grant:** Cendrine Browne OLY, Michelle Russell OLY & Madeline Schmidt OLY, Eli Schenkel OLY

“The 2021 OLY Canada Legacy Grant will allow Northern LYLES to reach and inspire many more Yukon youth this year. We know the impact that Olympic heroes have on youth, and we are thrilled to be able to offer additional support to Yukon sport organizations.”

—Emily Nishikawa, OLY

Cross Country Skiing 2014, 2018

IN 2021 AN OLY Canada Commission was formed to provide a platform for ambassadors of the Olympic Movement and help expand outreach to active and retired Team Canada Olympians. Made up of eight Olympians, the commission brings Canada into alignment with the IOC and World Olympian Association (WOA) governance requirements and plays an important role in bringing Canadian Olympians together through various COC and WOA Legacy programs.

OLYMPIC SOLIDARITY

OLYMPIC SOLIDARITY IS THE International Olympic Committee's global development initiative. Through various programs, it supports National Olympic Committees around the world, particularly those with the greatest need.

Through 2021 Olympic Solidarity funding, the COC was able to invest \$1M to help athletes prepare for Beijing 2022 and the Cali 2021 Junior Pan American Games; support team sports such as water polo; support Tokyo athletes with scholarships; invest in gender equity initiatives, and support refugee Olympians training in Canada.



TELLING OUR STORY



GLORY FROM ANYWHERE

What does it mean to Be Olympic? This question drives the COC brand and inspires the stories we tell.



THE CAMPAIGN THAT INSPIRED A NATION

The Glory From Anywhere campaign was designed to demonstrate how living our Canadian Olympic values drives us to “Be Olympic” and to achieve glory. Developed prior to the postponement of Tokyo 2020, the message was still very relevant in 2021 after a year of uncertainty and change. Canadians were craving something to rally around, to anticipate and to celebrate. The campaign highlighted the accomplishments of Team Canada athletes alongside the inspiring stories of community heroes. Through courage, determination, unity and excellence, anything is achievable.

Launched in June and running through the end of the Tokyo 2020 Games in August, Glory from Anywhere was featured on broadcast TV, billboards, digital video, social media, Team Canada’s website, and a campaign microsite. The campaign was featured in 37 different partner activations – including on digital billboards at Cadillac Fairview properties across Canada.

300M

Number of media impressions
Glory From Anywhere
generated over its eight
weeks in market.

90%

Percentage of Canadians
polled who said they have
a positive opinion of the
Canadian Olympic team.

77%

Percentage of Canadians who
tuned into the Tokyo 2020
Summer Games.

56%

Percentage of Canadians
surveyed who felt the Glory
From Anywhere campaign
made them prouder
to be Canadian.

*Source: Charlton Brand Health
Research 2021 - Post-Tokyo Report



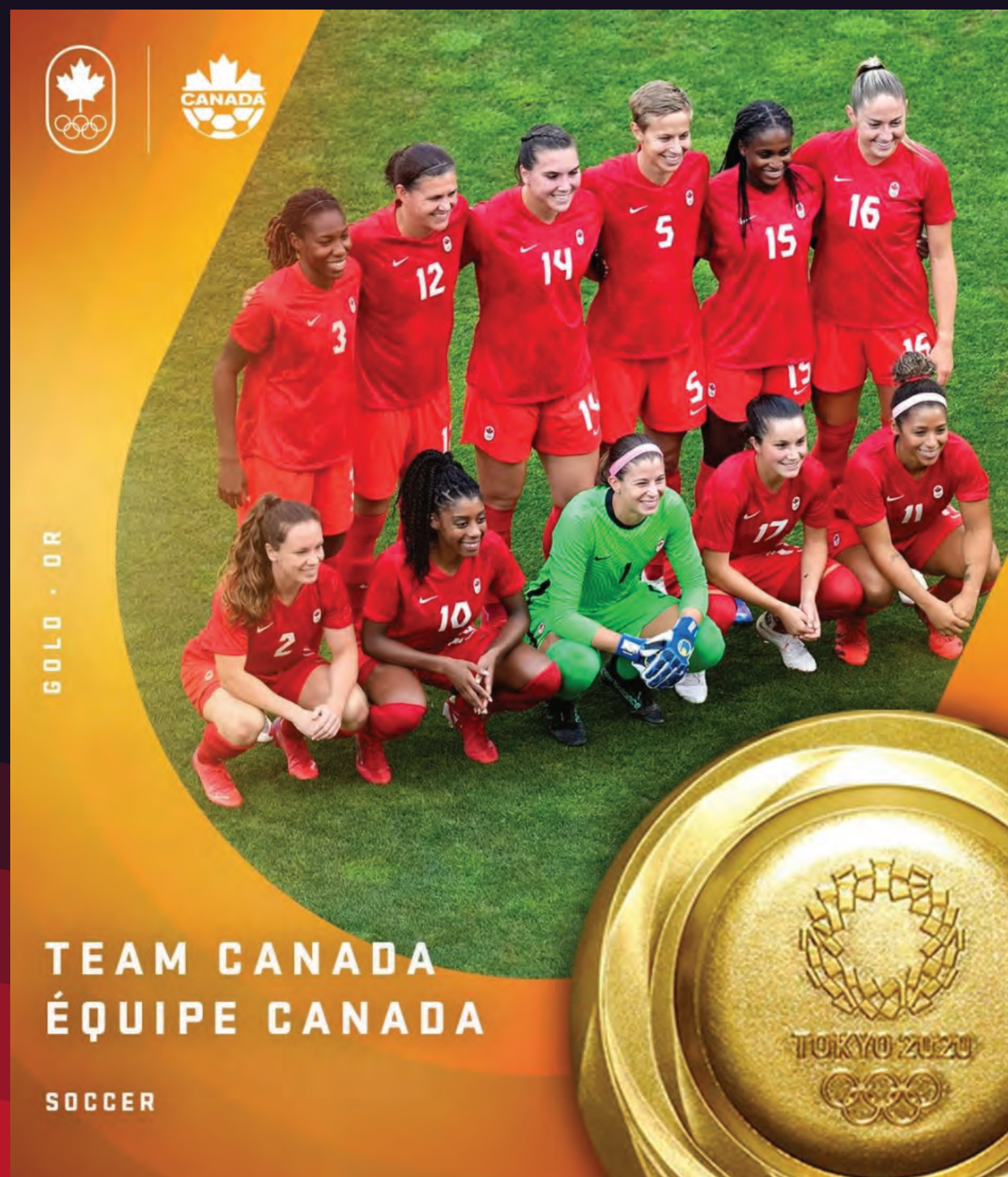
CONNECTING WITH CANADIANS

A banner year for the COC's ongoing digital transformation

IN 2021, the COC's Digital platforms reached more Canadians than ever before. Team Canada set new high-water marks for fan engagement, highlighted by the Women's Soccer Gold 'Medal Moment' social content, which quickly became the best performing content in Team Canada history.

Team Canada platforms continued to partner with Canadian athletes to amplify diverse voices throughout the year, empowering athletes to speak directly to fans about the topics that are most important to them - inspiring new generations and engaging Canadians on topics such as resilience, excellence, reconciliation, and inclusion.

2021 also saw the launch of the official Team Canada Olympic App, which offered fans a more personalized and mobile-friendly experience. The App presented new opportunities to showcase interactive content, driving value not only for fans but for marketing partners and other COC stakeholders.



14.5M

Page views to olympic.ca/ and olympique.ca.

140k

Downloads of the Team Canada Olympic app.

40k

Daily users of the Team Canada app during the Tokyo 2020 Games.

20M

Engagement across Team Canada social channels.

54M

Video views across Team Canada social channels.

HOW WE DO IT



OUR CULTURE



PEOPLE AND CULTURE

The twin engines that drive Team Canada

THE COC FOCUSES ON fostering an inclusive, purpose-led and high-performance culture by creating powerful opportunities for all to grow and develop professionally and bring fun and creativity into work every day.

A GREAT PLACE TO WORK

The Canadian Olympic Committee and the Canadian Olympic Foundation were recognized as one of the Best Workplaces™ in Canada for the second time in 2021. In addition, the COC and COF earned the distinction of being named both one of the Best Workplaces™ for Women and Best Workplaces™ for Mental Wellness in 2021. These accolades speak to the environment the COC strives to provide for staff and reflect what it means to work for Team Canada.

A FOCUS ON DIVERSITY, EQUITY AND INCLUSION (DEI)

In 2021, the COC launched its second DEI strategic plan. This included group and individual education and training opportunities for staff, and was guided by a newly formed DEI council, one of

three staff-led groups that guide the culture of the COC. The Strategic Plan focused on three pillars:

- Grow and facilitate an inclusive culture and build a more diverse, equitable, and inclusive workforce, volunteer base and Board of Directors.
- Demonstrate and live our purpose through an external brand reflective of DEI principles and values.
- Demonstrate sport system-wide leadership in DEI principles and values.

In addition to this new strategic plan, the COC launched a series of DEI initiatives including:

- Sport Inclusion.ca, a virtual information hub created in conjunction with the LGBTQI2S+ Sport Inclusion Task Force.
- The inaugural Emerging Leaders Program for National Sport Organization staff who identify as BIPOC.
- A DEI Educational Series in partnership with the Smith School of Business.
- The Canadian Olympic School Program Black History Month resource series, which has been seen by over 365,000 students.

116

Total COC staff members (permanent and fixed-term) across our two offices in Montreal and Toronto.

65%

Percentage of COC staff that identified as women in a 2021 self-identification survey. (Men 33% and 2% Gender non-conforming/Other).

12

Number of Olympians and Paralympians who are full-time staff members at the COC.

15

Ethnic backgrounds self-identified by COC staff.



PARTNERING FOR SUCCESS

THE 36 MARKETING PARTNERS of the Canadian Olympic Committee are united in their deep commitment to supporting Canadian athletes and are true allies in the COC’s mission to transform the country through the power of sport.

In 2021, several partners launched marketing campaigns celebrating the resilience, determination, and pride shown by Canadian athletes through COVID-19, while others furthered their commitment to supporting athletes off the field of play. The COC welcomed three new partners to the Canadian Olympic Family: Kraft Heinz Canada, SkipTheDishes, and lululemon. The COC also proudly renewed partnerships with Canadian Tire, Lifeworks, General Mills (announced in 2022) and The Globe and Mail.

The COC is primarily funded through the investment made by our Marketing Partners, and partner contributions make up approximately 70% of total quadrennial revenues for the Canadian Olympic Committee.

MARKETING PARTNERSHIPS

A team of 36 companies dedicated to Team Canada – and helping make the COC’s work possible



HOW WE DO IT

LULULEMON X TEAM CANADA

IN SEPTEMBER 2021, immediately following Tokyo 2020, the COC unveiled Canadian apparel company lululemon as its Official Outfitter through LA 2028. This new partnership represents a passing of the torch from Hudson's Bay, the previous Official Outfitter, which was a very impactful partner for the previous 16 years.

The lululemon x Team Canada partnership was introduced with an impressive Team Kit Unveil in Toronto in October. lululemon worked with several Canadian athletes from various sports, taking their feedback, suggestions, and insights to design the best possible Team Kit for Beijing 2022. With innovative design and technology built into each clothing piece, lululemon showed Canadian athletes that they deserve to look and feel their best while at the Olympic Games.



1.5B

Media impressions generated around the Team Canada Kit Unveil in October.

13

Athletes identified and funded through RBC Training Ground events since 2017 competed as Olympians at Tokyo 2020, winning four total medals.

\$1M

Value in groceries provided by Sobeys, the Official Grocer of Team Canada, directly to all Canadian athletes from Tokyo 2020.

70%

Percentage of the COC's total revenue to be generated by marketing partnerships for 2021-2024 quadrennial.



CANADIANS SUPPORTING TEAM CANADA



CANADIAN OLYMPIC FOUNDATION

On every podium and behind every record stand generous donors

THE CANADIAN OLYMPIC FOUNDATION is where the power of sport, our national pride and the impact of philanthropy intersect to make Olympic dreams a reality. As the official charitable organization of Team Canada and the Canadian Olympic Committee, the Foundation aims to inspire Canadians to believe in their own potential, through sport and Olympic values.

2021 Highlights

- Launched the Murphy Family Awards, which provide financial support to 10 athletes per year. The Awards are granted to both summer or winter athletes, alternating on a two-year cycle.
- Established the Olympians Supporting Olympians Bursary, which provided 30 athletes with funding that was directly raised by Team Canada Olympians and Alumni.
- Continued supporting athletes through targeted grants such as Next Gen funding, the Future Olympians Fund, Toller Cranston Award and the Bitove Indigenous Award.
- Conducted the most successful Giving Tuesday in Foundation history.
- Launched Team Canada 50/50 ahead of the Tokyo Games, the country's first coast-to-coast-to-coast 50/50 raffle.
- Welcomed new CEO Jacquie Ryan to the Foundation Team.

\$4M

Total funds injected into the sport system through the Next Gen program by the COC and the Foundation in support of Team Canada's future high performance athletes in 2021, with an additional \$4M matched by Sport Canada.

“With the need for support at an all-time high this year, I am so thankful for the Murphy Family and the Canadian Olympic Foundation for their generosity; I hope to pay it forward.”

—**Samantha Smith**

Gymnastics (Trampoline)
Murphy Family Award recipient,
Tokyo 2020 Olympian and
2019 Pan Am Games champion

HOW WE DO IT

STRONG GOVERNANCE

THE WORK OF THE COC is governed by a skilled and diverse Board of Directors that is elected by the Members. The current list of COC Board of Directors can be found in the APPENDICES (COC Board and COF Board). The Members of the COC, currently comprised of 92 voting members, are a group representing: each of the National Sport Organizations on the official programs of the Olympic, Winter Olympic and Pan American Games, the IOC Members in Canada, the International Federation Presidents, members of the Athletes' Commission Executive, COC Board Members, a member from the Coaching Association of Canada, a member from the Canadian Olympic Foundation, two members from the OLY Commission and 12 elected General Members from among the Olympic Supporters. There are six standing committees that have been established to assist the Board in fulfilling its governance responsibilities, and reports from these Committees can be found in APPENDICES (COC Committee Reports).



APPENDICES





COC BOARD OF DIRECTORS

- TRICIA SMITH** President and IOC Member
- MARK TEWKSBURY** Vice President
- CHRIS CLARK** Director
- IAN CLARKE** Director
- MARIE-HUGUETTE CORMIER** Director
- MARTHA DEACON** Director
- LORI DEGRAW** Director
- DAVID DE VLIAGER** Director
- ANTHONY EAMES** Director
- HUBERT T. LACROIX** Director
- JAQUI PARCHMENT** Director
- GORDON PETERSON** Director
- SAÄD RAFI** Director
- KAREN RUBIN** Director
- WAYNE RUSSELL** Director
- RICHARD POUND** IOC Member
- HAYLEY WICKENHEISER** IOC Member
- ROSIE MACLENNAN** Athletes' Commission Chair
- INAKI GOMEZ** Athletes' Commission Vice Chair



COF BOARD OF DIRECTORS

- PERRY DELLELCE** Chair of the Board
- RUTH ASPER** Director
- JOHN I. BITOVE** Director
- CHRIS CLARK** Director
- CHARMAINE CROOKS** 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
- STEVE PODBORSKI** Director
- CAILEY STOLLERY** Director
- MARK TEWKSBURY** Director



COC ATHLETES' COMMISSION

- ROSIE MACLENNAN** Chair (Gymnastics – Trampoline)
- INAKI GOMEZ** Vice Chair (Athletics)
- PHILIPPE MARQUIS** First Officer (Freestyle Skiing)
- ROSALIND GROENEWOUD** (Freestyle Skiing)
- MAXWELL LATTIMER** (Rowing)
- LUCAS MAKOWSKY** (Speed Skating)
- MARTHA MCCABE** (Swimming)
- JOSEPH POLOSSIFAKIS** (Fencing)
- QUINN** (Soccer)
- JACQUELINE SIMONEAU** (Artistic Swimming)
- MELISSA HUMANA-PAREDES** Pan Am Sports Rep – ExOfficio
- HAYLEY WICKENHEISER** IOC Rep – ExOfficio

The COC extends its heartfelt thanks to members who finished their term in 2021:

- WILL DEAN** (Rowing)
- DIANA MATHESON** (Soccer)
- JASMINE MIAN** (Wrestling)
- CHRISTINE NESBITT** (Long track speed skating) – Appointed member (until June 2021)
- MARK PEARSON** (Field Hockey)

APPENDICES

FINANCIALS

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

	2021(\$)	2020(\$)		2021(\$)	2020(\$)
ASSETS			LIABILITIES		
Current assets			Current liabilities		
Cash	4,095	11,140	Accounts payable and accrued liabilities	7,367	5,779
Receivables and deposits	10,620	10,384	Deferred revenue	4,160	996
Short-term investments	2,794	1,461			
	17,509	22,985		11,527	6,775
Investments	205,405	193,537	Deferred capital contributions	542	976
Capital assets	4,331	5,188	Total liabilities	12,069	7,751
Total assets	227,245	221,710			
			FUND BALANCES		
			Externally restricted		
			Petro-Canada Olympic Torch Scholarship Fund	10,119	9,564
			Olympic Legacy Coaching Fund	14,735	14,038
				24,854	23,602
			General Fund		
			Internally restricted		
			Canadian Olympic Family Fund	159,925	151,397
			Invested in capital assets	3,789	4,212
			Unrestricted	26,608	34,748
				190,322	190,357
			Total fund balances	215,176	213,959
			Total liabilities and fund balances	227,245	221,710

FINANCIALS

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

	2021(\$)	2020(\$)
REVENUES		
Partner and marketing revenues	31,161	41,221
Investment revenue	25,505	15,177
Grants, donations and other	5,241	4,855
Total Revenues	61,907	61,253
EXPENSES		
Program and operating expenses	58,143	45,397
Grants and related expenses	1,628	2,393
Investment management fees	919	794
Total Expenses	60,690	48,584
Excess of revenues over expenses	1,217	12,669



COC COMMITTEE REPORTS

Pursuant to the COC General By-law No. 1 (Article 4), there are six standing committees that have been established to assist the Board in fulfilling its governance responsibilities by providing oversight and recommendations under the scope of their respective mandates. The following summarizes the key areas of focus of each of the COC Committees pursuant to their mandates, including some key highlights of the Committees’ work in 2021 and a list of the current members.

AUDIT, FINANCE, RISK MANAGEMENT COMMITTEE

Meetings in 2021: 6

Wayne Russell† (C), Chris Clark† (VC), Karen Rubin†, Ian Clarke†, Therese Brisson**, Henry Scheil, Debra Armstrong, Tricia Smith†, David Shoemaker, Michael French (COC SL)

The Audit, Finance, Risk Management Committee (AFRMC) provides oversight on audit, finance and risk management matters, including overseeing: the appropriateness of the annual and strategic planning budgeting processes, and the annual and strategic financial plan; the integrity of the financial reporting and financial statements; compliance with applicable accounting practices and laws; overseeing internal controls as they relate to financial reporting and non-financial matters; the monitoring of budgeted versus actual results; the qualifications, independence, appointment and work of the auditor; and the effectiveness of the COC’s risk management infrastructure. A key area of focus for the AFRMC in 2021 was the implementation of the new 2021-2024 quadrennial financial plan and the on-going monitoring of financial results against the plan. In addition, the AFRMC also provided oversight on the development of the annual 2022 financial plan. Further, the AFRMC guided the COC through the continued financial uncertainty of the pandemic and two back-to-back Olympic Games. The AFRMC also ensured the COC had the appropriate risk protocols in-place, including ensuring appropriate cyber security controls for both high risk Games.

GOVERNANCE AND ETHICS COMMITTEE

Meetings in 2021: 5

David de Vlieger† (C), Lori DeGraw† (VC), Margot Blight, Debra Gassewitz, Inaki Gomez†, Peter Lawless**, Gord Peterson†, Tricia Smith†, David Shoemaker, Marianne Bolhuis (COC SL)

The work of the Governance and Ethics Committee (GEC) is focused on assisting the Board in fulfilling its governance and ethics responsibilities by providing oversight on all governance and ethics matters. In addition to fulfilling its annual responsibilities, in 2021 the GEC also addressed the COC’s compliance with the *Canadian Sport Governance Code* and the review and approval of the COC’s implementation of the *Universal Code to Address and Prevent Maltreatment in Sport (UCCMS)*.

HUMAN RESOURCE COMMITTEE

Meetings in 2021: 7

Karen Rubin† (C), Jaqui Parchment† (VC), Marie-Huguette Cormier†, Tony Eames†, Hubert Lacroix†, Rosie MacLennan†, Tricia Smith†, David Shoemaker, Sandra Levy (COC SL)

The focus of the Human Resources Committee (HRC) is on matters pertaining to Human Resources, including for the Chief Executive Officer and Secretary General as well as people development and succession, compensation, performance evaluation, and overall Human Resources strategy, policies and practices. In 2021, the HRC was additionally focused on COVID-19, remote workforce, return to the office plans, vaccination policies, *COC Workplace Conduct Policy* and mental well-being of staff.

† COC Board & Session Member ** COC Session Member *Ex-officio, non-voting* COC SL = COC staff liaison



INVESTMENT COMMITTEE

Meetings in 2021: 5

Tony Eames† (C), Wayne Russell† (VC), Leslie Cliff, Diane Fulton, Cameron Grout, Michelle Peshko, Mike Scarola, *Tricia Smith†, David Shoemaker, Michael French (COC SL)*

The Investment Committee’s work is focused on investment matters, including the administration of the COC’s investments and providing recommendations to the Board on investment policies and strategies, including, more specifically, the Canadian Olympic Family Fund, the Petro-Canada Olympic Torch Scholarship Fund and the Olympic Legacy Coaching Fund and any successor or replacement funds. In 2021, the Investment Committee provided oversight to the COC’s Outsourced Chief Investment Officer (OCIO) to ensure delivery on investment return targets. The Committee also increased the number of members, bolstering the strength of the team. Finally, the Committee guided our OCIO through an investment portfolio adjustment to ensure the portfolio continues to meet return expectations in the coming years.

NOMINATING COMMITTEE

Meetings in 2021: 3

Gord Peterson† (C), Saad Rafi† (VC), Kristy Balkwill, Gord Orlikow, Richard Powers Inaki Gomez†, Katherine Henderson**, Lorraine Lafreniere**, Isabelle Turcotte Baird, *Marianne Bolhuis (COC SL)*

The Nominating Committee’s responsibilities include identifying individuals qualified to become Board members and recommending to the Board, director nominees for election by the Members based on the Committee’s assessment of who will provide the optimal mix of skills and experience for the Board to fulfill its roles in guiding the long-term strategy and ongoing business operations of the COC. The NC also identifies and recommends nominees for election by the Members for the position of President, and for available positions for Class B Members and shall also recommend Olympic Supporters for Board approval. In 2021, the Nominating Committee finished the recruitment, nomination and election work that it started in 2020, culminating with the election of the President, 6 Class B Members, 8 Directors and the appointment of 77 Olympic Supporters and increased diversity within COC governance.

TEAM SELECTION COMMITTEE

Meetings in 2021: 4

Marty Deacon† (C), Mark Tewksbury† (VC), Elaine Dagg-Jackson, Katherine Henderson**, Peter Judge**, Rosie MacLennan†, Philippe Marquis**, Dan Wolfenden**, *Tricia Smith†, David Shoemaker, Walter Sieber**, Doug Vandor, Marnie McBean, Catriona Le May Doan, Eric Myles (COC SL)*

The Team Selection Committee’s responsibilities relate to the Team selection for Canada’s participation in the Olympic Games, Olympic Winter Games, Pan American Games and Youth Olympic Games and any other sporting events to which a National Olympic Committee has the responsibility to select a Team (collectively the “Games”). With two back-to-back Olympic Games in 2021 and 2022 and a Junior Pan Am Games in Cali, the TSC supported the nomination of teams and the numerous qualification challenges related to the ongoing pandemic. Despite these challenges and last-minute changes on the selection process due to COVID-19, the total number of appeals was minimal for both the Tokyo and Beijing Games.

2021

IMPACT



REPORT