

2019 ANNUAL REPORT

CANADIAN
OLYMPIC
COMMITTEE



TABLE OF CONTENTS

- PRESIDENT’S REPORT 3**
- MESSAGE FROM THE CEO 4**
- SPORT 5**
 - Games 5
 - Olympic Preparation 6
 - Sport System 7
 - Values 7
 - Diversity & Inclusion 8
- MARKETING 10**
 - Partnerships 10
 - Brand & Events 11
 - Digital 12
 - Communications 13
- OPERATIONS 14**
 - Human Resources 14
 - Information Technology 15
- COF FOUNDATION 16**
- COG BOARD OF DIRECTORS.... 17**
- COF BOARD OF DIRECTORS 18**
- FINANCIAL STATEMENTS 19**



PRESIDENT'S REPORT

Working together, being Olympic, we will all continue to reach even greater heights.

Be Olympic. This simple two-word phrase captures all we strive to achieve each year – to be the best at what we do and to be the best partners for our athletes, National Sport Organizations and the broader sport community. 2019 was no exception as our community once again embraced collaboration to strengthen the sport system as we seek to achieve our collective Canadian vision for sport.

Team Canada's success at the Lima 2019 Pan American Games was a testament to the work of all in the community over the past year. Under the leadership of Team Canada's Chef de Mission, two-time Olympic rower Doug Vandor, the Canadian delegation secured a total of 152 medals – the most in a non-home Games since Mar del Plata 1995 (196) – to finish third in total medals won behind the USA and Brazil. Along the way, the team secured 9 athlete quotas (7 entries) for Tokyo 2020. Beyond the podiums and records broken, our athletes performed with integrity, both on and off the field of play.

We have always been fortunate in the number of incredible Canadians who have dedicated so much of their lives and their talents to sport and the Olympic Movement. This year, we inducted four legendary athletes (Alexandre Despatie, Christine Girard, Émilie Heymans, Simon Whitfield), and two historic teams (the women's Vancouver 2010 hockey team and the women's London 2012 soccer team), a coach who inspired his athletes to ever greater heights (Hiroshi Nakamura) and two extraordinary builders (Jack Poole and Randy Starkman) into the Canadian Olympic Hall of Fame presented by RBC. The members of the Class of 2019 were recognized not only for their accomplishments but also for their contributions to their country and the broader world community.

At the Canada Day 2019 celebrations on Parliament Hill, preparations for the next Olympic Games hit an important milestone with the announcement of three-time Olympic champion Marnie McBean as Team Canada's Chef de Mission for Tokyo 2020. Since her own sport success, Marnie has been an inspiration and mentor for many of Canada's athletes, helping them succeed even beyond the field of play. I am confident Marnie will be an exceptional Chef and great leader for the entire team. She will be leading a team that is already trending to be a record in size thanks to almost 240 quota spots earned in 2019 alone.

As we experience an Olympic year with many challenges, both expected and not, I am once again reminded of the Olympic Games' power to inspire and unite. There was much to be proud of in 2019, and despite the uncertainty of what is to come, the Canadian sport system has continued to demonstrate the values of integrity, respect, excellence and resilience. Working together, being Olympic, we will all continue to reach even greater heights.



MESSAGE FROM THE CEO

Reflecting on the successes of 2019, I can't help but feel that the COC, along with Canadian athletes, coaches, and NSOs are ready for the road ahead, whatever that may look like.

2019 marked the start of my tenure with the Canadian Olympic Committee in a role I consider to be a great privilege and responsibility. Our work was extensive and diverse, supporting Canadian athletes, coaches and National Sport Organizations, and overseeing the iconic Team Canada brand. Although not an Olympic year, the maple leaf flew proudly as Team Canada competed at the Pan American Games in Lima, Peru and the inaugural ANOC World Beach Games in Doha, Qatar. More than ever, I was inspired by the performances of Canadian athletes as I watched them represent our country proudly on the world stage.

Once again this year, we enjoyed tremendous support from our 27 marketing partners, including Premier National Partners RBC, Bell, Canadian Tire and Hudson's Bay. The Team Canada family continued to grow as we welcomed two new innovative partnerships – Sobeys and its group of companies as the first-ever Official Grocer of Team Canada and Pillitteri as the official wine supplier of Team Canada. We are incredibly grateful for the support of our marketing partners, who fuel our investment in Canada's sport system and offer immense value-added programming to athletes and National Sport Organizations.

While I will leave the body of this annual report to highlight the incredible breadth of work we do, I wish to highlight one of my, and our, top priorities – safe sport. In 2019, we worked alongside our NSOs and Sport Partners as work advanced on the Universal Code of Conduct for Sport. At the same time, we looked inwards, implementing new practices in connection with our Games execution. I believe close collaboration and cooperation across all levels of the sport system is critical to make sport more inclusive, accepting and safe for all.

As I write this message, the COVID-19 pandemic is impacting our world in ways we didn't think possible. While this report focuses on what we may now define as “simpler times”, it highlights the importance of sport in our society and the role athletes can play as leaders around the world. Much uncertainty remains but that story will be told in future annual reports. Reflecting on the successes of 2019, I can't help but feel that the COC, along with Canadian athletes, coaches, and NSOs are ready for the road ahead, whatever that may look like. To “Be Olympic” has never been more meaningful.

Sincerely,



SPORT

Collaboration, preparation, influence and positive results highlighted this non-Olympic year -- always in pursuit of our dual mission to achieve podium success and promote the Olympic values.



GAMES: LIMA 2019 PAN AMERICAN GAMES: A SNAPSHOT

Lima, Peru: July 26 - Aug 11

41 nations competing

- 152 medals earned: 35 gold, 64 silver, 53 bronze;
- Fourth place in overall medal standings;
- 5 personal records broken, including a national women’s shot-put record;
- 28 athlete quotas (seven entries) earned for the Olympic Games;
- Opening Ceremony Flag Bearer: Scott Tupper, field hockey;
- Closing Ceremony Flag Bearer: Ellie Black, artistic gymnastics;
- Chef de Mission: Doug Vandor;
- Athlete mentors: Annamay Pierce Oldershaw and Fabienne Raphael;
- 477 Team Canada athletes: 280 women, 197 men;
- 239 support staff;
- 104-person Mission Team.

Ellie Black reaches 10 Pan Am career podiums —

The nod of Closing Ceremony Flag Bearer was no surprise as Ellie Black earned five medals to become

Canada’s most decorated gymnast ever at the Pan Am Games. She also became the first woman to win back-to-back gold medals in the individual all-around event at the Pan Am Games, helping her to reach 10 career medals at the multi-sport competition.

Lima 2019 was a key opportunity for athletes at various stages in their careers, including those vying to qualify for the Tokyo 2020 Olympic Games. The engagement of Olympians on the Mission Team had a significant impact on the team at large, adding to the overall positive experience and creating more learning opportunities.

The Games also saw Canada establish relationships with the Organizing Committees for the 2021 Junior Pan Am Games and the 2023 Pan Am Games while strengthening our relationships with Pan Am Sport, as well as other Olympic and Paralympic Committees.



OLYMPIC PREPARATION: OPTIMAL PLANNING FOR OPTIMAL PERFORMANCE

Setting up for Tokyo — By the end of 2019, Team Canada qualified five team sports and athletes in 23 sport disciplines for Tokyo 2020. Preparations for these Games continued in earnest throughout the year with a strategic focus on integrating previous lessons-learned, managing heat and humidity in the city and competing in site-specific test events. The Team's performance centre was also secured jointly for the first time with the Canadian Paralympic Committee.

McBean named Chef de Mission — On July 1st, Marnie McBean, one of Canada's most decorated Olympians, was announced as the Tokyo 2020 Chef de Mission, the Team's key spokesperson and top mentor. Among her performance-based objectives is to create a safe and welcoming environment for athletes, coaches and staff to speak openly.

Team development at Olympic Lab — Held in Toronto, the multi-day 2019 Olympic Lab brought identified athletes, coaches and staff together to refine their Games preparation as a united group. With the theme WATER: RISE, ROAR & FLOW, the conference concentrated on adaptability through disruption and building strengths to understand, respond to and thrive in the Tokyo Olympic environment.

Games-Ready program launch — A new series of sport-specific experiential learning, workshops and simulations was launched during 2019 to focus on the human element of Olympic high performance. Specifically, the program targets building mental health, resilience & awareness, designing human-centred Games-time roles, creating an emotionally intelligent team and leveraging personal strengths.

Elevating team-sport captains and leaders — A special edition of the COC's Co-op program kicked off in 2019 to better work with team sport captains and leadership groups. This 8-month leadership and mentorship program, exclusively for athletes, will prepare team sport leaders for some of the unique challenges they will encounter at the Olympic Games.

Targeting future Games — In preparation for the Beijing 2022 Games and the Paris 2024 Games, the COC further strengthened its relationship with both organizing committees over this past year. By attending 'Open Day' events and making targeted site visits in both cities, key insights were gained which are being applied directly to Team Canada's strategic, overall Games-specific planning. Additionally, the COC made its final arrangements to field Team Canada's largest delegation size at the Lausanne Youth Olympic Games to be held in January 2020, where a two-wave arrival process will be tested.

Introducing the Beach Games — Team Canada was proud to send 19 athletes who competed in 5 sports at the inaugural ANOC World Beach Games in Qatar in October. These Games were identified as an important event for athletes on their Olympic or Pan American performance pathway. Team Canada won one bronze medal, in women's 4x4 beach volleyball.



SPORT SYSTEM: A COLLABORATIVE APPROACH TO EXCELLENCE

Investing in stronger National Sport Organizations (NSO) — Throughout 2017-2019 the COC has invested \$4.9M in NSOs to support growth in governance, revenue generation opportunities, building capacity and safer sport. Strengthening NSO leadership continued to be a core pillar as the COC-CPC's first Leadership Lab was launched to connect sport leaders, share knowledge and learn about the challenges they face.

New synergy with Own the Podium (OTP) — The COC's relationship with OTP grew stronger this past year, with continued collaboration to bolster performance and coaching on all fronts. Most notably was the finalization of a new Memorandum of Understanding which emphasizes a bold, new common vision among the COC, CPC, Sport Canada and OTP.

Renewed outlook for Sport Canada — The COC was extensively engaged in the development of Sport Canada's High Performance Strategy Action Plan Consultation during 2019. The refreshed, third version of this plan was released in October in the lead up to the initial meeting of the High Performance Strategy Implementation Working Group in November.

Bolstering multi-sport events at home — 2019 marked the first anniversary of the Major Games Canada collective, bringing together the COC, CPC, Commonwealth Games Canada, U SPORTS, Canadian Heritage (Jeux de la Francophonie) and the Canada Games Council. The initiative proved more than successful for improving alignment, engagement and efficiencies for Team Canada's participation in multi-sport Games



SPORT-INSPIRED VALUES: A POSITIVE, POWERFUL FORCE FOR ALL CANADIANS

At the heart of Team Canada's mission is a commitment to continue the physical, social and moral development of Canadians from coast to coast to coast. This includes Safe Sport, clean sport, education, Olympic legacy and diversity and inclusion. In 2019, all areas were advanced measurably because of our collective work on several initiatives.

Safe & Clean Sport

- Participation in the Safe Sport Working Group to develop a Universal Code of Conduct for Sport;
- Full compliance with all International Olympic Committee (IOC) and Sport Canada guidelines & requirements related to Safe Sport;
- An official, collaborative review of nutritional supplements practices in high performance sport in Canada;
- Extensive testing of Pan Am and Beach Games athletes prior to competition;
- 'True Sport Clean' online education for all Pan Am athletes in advance of Games.



Game Plan

- Creation of the Athlete Tokyo Toolkit to help athletes thrive before, during and after the Games and minimize the risk of post-Olympic Blues.
- Mental health research and strategic development for mental health in the sport system;
- YouToi2.0 workshops and financial literacy webinar focusing on athlete transition;
- A networking event held in Toronto to bring together 35 athletes and 35 corporate representatives.

Olympian Legacy

- The OLY Canada Legacy Grant program was launched this year to support Team Canada Legacy Olympians retired from competition leading valuable projects in their communities were awarded grants. The inaugural recipients – Caroline Ouellette (Ice Hockey), Nick Triton (Judo), Zach Bell (Track Cycling), Eric Mitchell (Ski Jumping) and Carolyn Trono (Rowing) – were awarded to support their individual community initiatives in the promotion of Olympism.
- The OLY Canada Games Anniversary program, which celebrates the 10, 25 and 50 year anniversary of every Canadian Olympic team, honoured the 25th anniversary of the Lillehammer Winter Games. To celebrate their achievements and acknowledge our gratitude for their impact, the athletes who competed were mailed a gift for them to enjoy and share with someone in their life who has encouraged their Olympic legacy.

Education and community outreach

- In collaboration with the Embassy of Canada to Japan, the ‘Destination Tokyo Resource Pack’ was launched via olympic.ca/education (and made available in Japanese) to engage students in the Olympic Games from start to finish;
- The Team Canada Champion Chats Program continued its development to include a four-week classroom curriculum that builds toward a video chat featuring Team Canada athletes. More than 85 Olympians have applied to participate.

DIVERSITY & INCLUSION: WORKING FOR POSITIVE CHANGE TOGETHER

Supporting progressive leaders — Empowering those who make a difference is essential to the COC’s work in creating positive change. In 2019, the COC was proud to announce that the IOC recognized Canadian Dr. Guylaine Demers with the 2020 IOC Women and Sport Award for the Americas for her contributions to the development, encouragement and reinforcement of women’s and girls’ participation in sport.

Building better programs — This past year, the COC continued its work in creating viable opportunities for social progress with tangible programs and initiatives:

- The Indigenous Youth Experience 2019 was a success, enabling 10 Indigenous youth (athletes and community leaders) to accompany Team Canada to Lima, Peru for the 2019 Pan American Games;
- The first Pride House in a Pan Am context (outside of Canada) was successfully launched in 2019 with the Canadian Embassy to Peru;

- The development of a grant project got underway with Pan Am Sports/Olympic Solidarity and the First Nation community of Eskasoni, Nova Scotia to create a multi-purpose community hub;
- The second cohort of the Women Emerging Leader Development (WELD) program was launched.

Having meaningful dialogue — To advance social inclusion and diversity in Canada, the COC is committed to advancing the conversation. During 2019, we worked to secure funding for Pan Am Sport Nations to join the Conversation 2020 Women and Sport Conference, being held in June 2020 in Quebec City. Great discussions were also had with Pride House International, You Can Play and Egale Canada ahead of the Tokyo Games. This work continued during the Be You campaign, where a thought-provoking, high-profile panel discussion was held surrounding inclusion in sport. Additionally, the COC helped 93 athletes register to march in Pride parades in Toronto, Halifax, Vancouver, Montreal, Ottawa, and Calgary.





MARKETING

In 2019, the marketing team worked collaboratively to learn from the last decade and built on its success for a fully integrated Team Canada brand — aimed at the 2020 Tokyo Games.

PARTNERSHIPS AND COMMERCIAL AFFAIRS: WORKING TOGETHER TO DRIVE REVENUE AND OPPORTUNITY

Introducing Team Canada’s official grocer — In October, the COC announced the first of two innovative new partnerships in 2019. Empire Company and its extended family of reputable grocery brands, including Sobeys, became the first Official Grocer of Team Canada. Empire’s soon-to-be-launched e-commerce platform, Voilà by Sobeys, will also be the official online grocer of Team Canada. As a result, we will be able to make healthy food and nutrition a priority within the COC.

Cheers to Pillitteri Estates — In June, Pillitteri Estates Winery was announced as the Official Wine Supplier of Team Canada for a six-year partnership, which focuses on co-branded licensed wine products and extends through Paris 2024. Additionally, the Pillitteri family agreed to donate \$1.00 CAD of every bottle sold from their Team Canada Wine Collection to the Canadian Olympic Foundation.

PARTNER PROGRAMS: HELPING FUND THE FUTURE OF SPORT

RBC Training Ground — As of 2019, more than \$1.9M in fund has been provided to 125 RBC Future Olympians. Since the program’s inception in 2016, RBC Training Ground has tested 8,500 young elite athletes at more than 100 free local events across the country, identifying more than 800 high-potential athletes. This past year, a total of 67 athletes received support directed toward their equipment, coaching and competition. It is projected that almost 40 RBC Future Olympians who received funding in 2019 are on track to compete in Paris 2024. Every year, athletes are nominated by participating National Sport Organizations to receive funding for two years.

HBC Bursary Program — This committed program from HBC supported 50 athletes through direct-to-athlete funding for a combined total of \$500,000 in 2019. Additionally, Hudson’s Bay Red Mittens generated more than \$800,000 for the Canadian Olympic Foundation. The bursary provides long-term support to identified national level athletes with potential for even greater international success.

Petro-Canada still fuelling sport — Since 1988, Petro-Canada has supported more than 3,000 athletes and coaches through the FACE (Fuelling Athlete and Coaching Excellence) program. In 2019, a total of 55 athlete-coach Olympic and Paralympic hopeful pairings received \$10,000. The program has provided more than \$11M in funding to date.



BRAND & EVENTS: BRINGING THE OLYMPIC MOVEMENT TO CANADIANS

Canadian Olympic Hall of Fame — Presented by RBC, the Canadian Olympic Hall of Fame recognizes Team Canada Olympians, Coaches and Builders (officials, administrators and volunteers) who embody the Fundamental Principles and Values of Olympism with distinction. Dormant since 2014, the 2019 iteration re-invigorated the Hall, and proved it is a powerful and impactful moment for the COC and the sport community.

Held at CBC’s Glenn Gould Studio in Toronto on October 19th, and hosted by Catriona Le May Doan and Scott Russell, the COC officially inducted Émilie Heymans, Alexandre Despatie, Christine Girard, Simon Whitfield, the Vancouver 2010 Women’s Hockey Team, the London 2012 Women’s Soccer Team, builders Jack Poole and Randy Starkman (posthumously) and coach Hiroshi Nakamura. Mary Spencer was the recipient of the 2019 Randy Starkman award, recognizing a national team athlete who has used their sporting excellence to benefit the community.

Be You/Sois Toi 2019 — With inclusion as a pillar of Team Canada’s core values, the marketing team launched the Be You/Sois Toi campaign in 2019 to engage Canadians and foster positive change through sport. The campaign included a video, sport inclusion panel, team delegations at Pride Parades across the country and a pop-up store at the CF Toronto Eaton Centre with an online extension. The initiative was highlighted by a \$10,000 contribution from the Canadian Olympic Foundation toward an official Sports Inclusion Officer & Facilitator position in support of You Can Play and Egale Canada.

A celebration 10 years in the making — As February 2020 will mark the tenth anniversary of the Vancouver 2010 Olympic and Paralympic Winter Games, the brand and events team continued its plan to unite the city of Vancouver, Vancouver 2010 athletes and the entire nation through a 10th Anniversary Celebration and Fundraising Gala. In collaboration with the Canadian Olympic Foundation, The Canadian Paralympic Committee and the Paralympic Foundation of Canada, the event will engage a network of NSOs, Sport Partners and other key stakeholders to boost fundraising efforts for the next generation and celebrate the iconic achievements in sport.

Tokyo 2020 Brand Campaign — Development for the Tokyo 2020 brand campaign continued this past year as the brand team worked with its agency partner Camp Jefferson on creative strategy and an execution plan to inspire all of Canada in the lead-up and during Tokyo 2020.

By the numbers — A healthy portrait of Team Canada’s brand
(Source: Canadian Olympic Team Brand Health Research report)

83%

of Canadians are fans of Team Canada; 23% of whom are passionate fans

83%

of Canadians are interested in Team Canada

96%

of Canadians have a positive opinion of the Canadian Olympic team

92%

of Canadians believe that Team Canada athletes are a positive influence at home or abroad



DIGITAL: FANS-FIRST APPROACH PROVES FRUITFUL

2019 was a measurable success across all areas of Team Canada’s digital marketing efforts. Compared relatively to 2017 — the most recent non-Olympic year — the COC saw increases in owned impressions (107%), engagements (44%), video views (85%), website page views (144%) and contest entries in the Canadian Olympic Club, presented by Bell (259%).

A fans-first approach to engagement and content helped the digital team optimize all the COC’s owned channels, and bolster Team Canada. In fact, the department made important strides by implementing several key initiatives:

- A refined, channel-specific content strategy;
- Improved search engine optimization;
- Higher quality video assets and increased volume of video tactics;
- Advanced loyalty strategy to boost member engagement for Canadian Olympic Club, presented by Bell;
- Collaboration with CBC to feature Lima 2019 live video content;
- Strategic editorial coverage of major international sporting events;
- Access to archival Olympic video content & launch of “On This Day” social series.

By the numbers:

2B
owned digital
media impressions

9.5M
owned digital media
impressions

- Across Team Canada Facebook, Instagram and Twitter:

3.9M
engagements

8.5M
video views

2M
followers

- Canadian Olympic Club presented by Bell:

21.5K
new (418K total)
members

650K
reward engagements



COMMUNICATIONS: MAKING MEANINGFUL CONNECTION

Throughout 2019, communications efforts grew to more directly support government and international relations initiatives and the COC's efforts to bid and host future Olympic Games. As a result, the Communications team began reporting to a new International Relations and Public Affairs Department, while continuing to support the organization on strategic communications and issues management. In addition, the team manages communications related to corporate affairs, sport and marketing with media relations and internal communications remaining as core pillars of the department.

Spotlight on Pan Ams — This past year, the COC's communications team raised Team Canada's media profile and connected with Canadians in a meaningful way via press — particularly around the Lima 2019 Pan American Games. Complemented by an effective Games Media Protocol, daily press releases and real-time photography, the COC's communications efforts around these Games contributed to Team Canada's success resonating back home.

Setting the stage for Tokyo — In December, the COC communications team organized and held the Tokyo 2020 Media Days. At the Metro Toronto Convention Centre, 14 media networks and COC marketing staff captured content with 51 of team Canada's top Olympic hopefuls along with Tokyo 2020 Chef de Mission, Marnie McBean. The event focused on image and video capture, as well as in-depth interviews and research to support the media in telling Team Canada's story.

Announcement on Parliament Hill — As part of national Canada Day celebrations on July 1, the Canadian Olympic Committee publicly announced Olympic legend Marnie McBean as the Tokyo 2020 Chef de Mission on Parliament Hill. The event televised nation-wide saw both Marnie and CEO David Shoemaker take the stage at Parliament Hill.





OPERATIONS

Ambitious goals were exceeded in 2019, leading to best-in-class results in operations for the COC. By empowering people and investing in advanced tools and processes Team Canada took a significant step forward this past year.

HUMAN RESOURCES: A POSITIVE, PROGRESSIVE WORKPLACE

National recognition — The COC celebrated a landmark moment in 2019 by receiving a ‘Great Place to Work (GPTW)’ national certification. During the summer, the GPTW conducted a Culture Audit© to assess people programs and processes within the COC. Results showed our organization was among the Best Places to Work in Canada for organizations with 101–299 employees.

Prioritizing mental health — Morneau Shepell Mental Health Awareness workshops were delivered to the COC managers and above in May and to non-management staff in September with high participation rates. Mental health continues to be a priority and a key element to human resources at the COC.

An improved structure — A market review of COC’s Total Rewards and Performance Management Frameworks was completed this past year and recommended changes for 2020 were approved by the Board. A market review was also conducted on the COC Pension Plan and Manulife was confirmed as the pension administrator. An investment review was completed with a focus on modernizing the investment lineup and ensuring best-in-class and market competitive investment management fees. Financial Literacy workshops and onsite financial planning resources were

also implemented. The immediate impact of these activities has been a 21% increase in participation in the voluntary plan.

Supporting charitable organizations — A volunteer component of our Recognition Framework – COC IMPACT Day – was finalized and launched in June. Each department/sub-department is encouraged to annually identify an activity to support a charitable organization that has meaning for staff, where they can have an impact and then tell their story to the rest of the organization.



Home Team advantage — The Human Resources group successfully developed and implemented the Lima 2019 Home Team Engagement Plan with a significantly larger amount of people. The results of the post-Games survey were shared with staff in early November and will be used to help design future Home Team Engagement plans.

A growing family — Talent Acquisition continued as a priority in 2019 with 35 permanent positions filled, including the addition of a Chief Brand and Commercial Officer, and 19 short-term contract positions. Thirty intern positions were also filled. Total permanent COC staff as of December 31, 2019, was 86 plus 17 open positions for a total approved workforce plan of 103.

INFORMATION TECHNOLOGY: INFRASTRUCTURE AND SUPPORT FOR A MORE EFFICIENT FUTURE

Collaboration is key — The IT Team continued to closely collaborate with each department throughout 2019 to ensure technological enhancements and improved processes are maximized across the organization. The IT department actively manages a strategic roadmap to ensure our projects deliver on business objectives and will continue to provide support excellence to our colleagues across Canada with the resources and security needed to deliver on our priorities.



Instrumental at Games — Throughout the summer, the IT team successfully delivered secure and reliable IT infrastructure to Team Canada at the Lima 2019 Pan American Games. Planning continued to further enhance the IT infrastructure for Team Canada at the Tokyo 2020 Olympic Games. Ongoing planning and preparation for IT needs at Canada Olympic House have continued throughout the year, as well as overall preparation for both IT and cybersecurity for each venue that Team Canada will be operational in.



CANADIAN OLYMPIC FOUNDATION

The next generation of Olympic athletes in Canada benefited directly in 2019 as support from the Canadian Olympic Foundation continued to foster a better environment for high performance sport in this country.

A boost for future Olympians — Thanks to donors from across the country, the Canadian Olympic Foundation granted \$4 million for Next Gen funding in 2019. Investing in Next Gen helps in the development of a pipeline of talented, high performance athletes, and better enables Canada to remain a top sporting nation. Next Gen funding is directed to four key areas: Specialized Sport Science and Sport Medicine, Coaching, Competition and Daily Training Environment.

A nationwide board — With the addition of Olympians Charmaine Crooks, Steve Podborski and Mark Tewksbury and business leaders Ruth Asper, Chris Clark, Anthony Giuffre, Jeff Glass, Ted Goldthorpe, Bruce Linton and Tony Loria as new Board Members the impact of the Foundation Board now has representation from coast to coast.





COC BOARD OF DIRECTORS

Tricia Smith	President & IOC Member
Peter Lawless	Vice President
Therese Brisson	Director
Chris Clark	Director
Marie-Huguette Cormier	Director
Martha Deacon	Director
Lori DeGraw	Director
David De Vlieger	Director
Anthony Eames	Director
Kevin Gilmore	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
Anthony Giuffre	Director
Jeff Glass	Director
Ted Goldthorpe	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





FINANCIAL STATEMENTS

Non-consolidated Financial Statements December 31, 2019

(in thousands of dollars)

	2019 (\$)	2018* (\$)
ASSETS		
Current assets		
Cash	5,602	11,611
Receivables and deposits	8,757	4,416
Total	14,359	16,027
Investments		
Capital assets	6,347	7,576
Total assets	209,911	194,203
LIABILITIES		
Current liabilities		
Accounts payable and accrued liabilities	5,927	8,220
Deferred revenue	693	2,984
Deferred capital contributions	2,001	3,026
Total	8,621	14,230
FUND BALANCES		
Externally restricted		
Petro-Canada Olympic Torch Scholarship Fund	9,596	8,796
Olympic Legacy Coaching Fund	14,540	12,987
Total	24,136	21,783
General Fund		
Internally restricted		
Canadian Olympic Family Fund	165,162	148,049
Invested in capital assets	4,346	4,550
Unrestricted	7,646	5,591
Total	177,154	158,190
Total fund balances	201,290	179,973
Total liabilities and fund balances	209,911	194,203

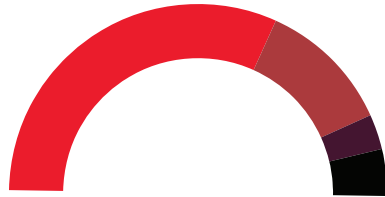
* Prior year comparative amounts in Receivables and deposits and Accounts payable and accrued liabilities have been reclassified to conform to current year's financial statement presentation.



Non-consolidated Statement of Operations for the year ended December 31, 2019
(in thousands of dollars)

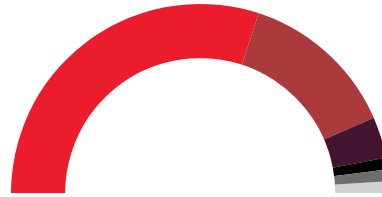
	2019 (\$)	2018 (\$)
REVENUES		
Partner and marketing revenues	35,166	37,948
Investment revenues	26,927	1,088
Grants, donations and other	4,960	7,925
Total Revenues	67,053	46,961
EXPENSES		
Program and operating expenses	43,852	55,671
Grants and related expenses	1,154	1,123
Investment management fees	730	683
Total Expenses	45,736	57,477
Excess (deficiency) of revenue over expenses	21,317	(10,516)

2017-2020 BOD APPROVED PLAN APRIL 2020 (Unaudited)



REVENUES

- **63%** Partner Revenues
- **23%** Contributions from Fund Investments
- **6%** Canadian Olympic Foundation
- **8%** Grants and Other



EXPENSES

- **60%** Sport
- **27%** Operations *
- **7%** Marketing, Digital & Communications
- **2%** Advocacy
- **2%** Depreciation
- **2%** Governance

* Operations includes salaries and benefits

The above information has been extracted from the audited financial statements for the year ended December 31, 2019.