



2022 IMPACT REPORT

CONTENTS



06

OUR 2022 IMPACT

- Supporting Team Canada
- Athlete Driven
- Supporting the Sport System
- Team Canada Impact Agenda
- Global Reach
- Building Relationships



22

HOW WE DO IT

- Our Culture
- Partners in Sport
- Canadians Supporting Team Canada
- Strong Governance



28

APPENDICES

- Board of Directors
- COC Athletes' Commission
- Statement of Financial Position
- Statement of Operations
- COC Committee Reports

PRESIDENT LETTER



Looking back on 2022, I am extremely proud of the Canadian Olympic Committee (COC) and sport community's ability to rise to every challenge, to celebrate the many successes, and to learn and ensure we continue to evolve and grow as we tackle today's issues in sport. You'll see testaments of this through the many facets of our work included in this report. For me, it is always about staying true to our values: respect, excellence, accountability, bravery, and fun.

The year began with many memorable sporting moments at Beijing 2022. On the ground and in the lead-up to the Beijing Games, the COC, along with the sport community and Canadians back home, supported Canadian athletes despite the ongoing challenges of the pandemic. Powerful performances such as the women's hockey team's incredible, undefeated run to a gold medal inspired all of us and no doubt, in particular, young girls across Canada. Other highlights included Isabelle Weidemann and Steven Dubois winning gold, silver, and bronze in speed skating; Charles Hamelin and the team winning historic gold; the phenomenal mixed ski jumping team winning Canada's first-ever Olympic medal in the sport; and so many others. Both on and off the field of play, we are so proud of this incredible edition of Team Canada.

Unfortunately, Russia's invasion of Ukraine, supported by Belarus, soon after the Closing Ceremony, has caused untold horror for Ukraine and is deeply troubling, including for the sport community. The COC, which stands in support of Ukraine, has communicated the views of the Canadian sport community to the IOC and will continue to seek input, provide updates, share its position, and find ways to support Ukrainian athletes as the terrible situation evolves.

Much of the rest of my year was spent contributing to the Indigenous-led BC2030 Olympic and Paralympic Winter Games bid. This is a journey that began in 2021 when the COC was invited by the Lilwat7úl (Líl'wat), xʷməθkʷəy'əəm (Musqueam), Skwxwú7mesh (Squamish) and səilwətaʔ (Tsleil-Waututh) First Nations to explore the feasibility of hosting a first-of-its-kind, Indigenous-led Olympic and Paralympic Winter Games in British Columbia. This project has the potential to transform Canada, to lift up all Canadians, with reconciliation at the heart of its vision. The Truth and Reconciliation Commission's Calls to Action, the UN Declaration of the Rights of Indigenous Peoples, and the parallel B.C. legislation set the framework for our bid process. This bid work, building on the power of an Olympic and Paralympic Games, demonstrates a new kind of path forward in envisioning and planning for Canada's future.

Canada's, and the COC's, important role in international sport continued with the appointment of dual Olympian Seyi Smith, founder of Race to Zero, to the IOC Athletes' Commission. I had the opportunity to showcase the incredible work we are doing as an organization on the sustainability front, both at the ANOC General Assembly in Seoul and as part of a panel at COP15 in Montreal. Finally, I was re-elected to represent the Americas on the Association of National Olympic Committees (ANOC) Executive Council for another four-year term. Congratulations to many of the sport community who were elected or who continue to represent Canada on the world stage.

The next 20 months, with the Pan American Games, Youth Olympic Games, and the Paris Olympic Games, promise to be incredibly exciting for the sport community. The COC is as committed as ever to working with our members to support Team Canada's success on and off the field of play and I look forward to cheering on the team.

Tricia Smith



CEO LETTER



It has been a year filled with challenges for the country and our sport system, and yet the team at the Canadian Olympic Committee persevered to deliver against so many of our objectives. I am always so impressed by the incredible work captured in our annual impact report, and it is my pleasure to share it with you.

The year began with the Beijing Games where, led by the inspiring Chef de Mission Catriona Le May Doan, Canadian athletes produced incredible results earning 26 medals – tying our achievement at Vancouver 2010 for the second-most ever won by Canada at a Winter Olympic Games. Their achievements once again demonstrated the power of sport to unite and inspire. I am also so proud of how our team-behind-the-team helped guide Team Canada to and from Beijing safely. Crucially we were able to ensure that every athlete who earned a place on Team Canada had the opportunity to compete.

Unfortunately, less than a week after the Games ended, and only a few days before the Paralympics began, Russia invaded Ukraine in blatant violation of the Olympic Truce. This resulted in the unprecedented expulsion of athletes from Russia and Belarus from international sporting events

and the cancellation of scheduled events in those countries, sanctions and measures that continued through the balance of the year. It remains to be seen whether athletes from Russia and Belarus will be permitted to compete in future Olympic and Paralympic Games, even as neutrals.

Domestically, we placed a heavy focus on supporting Canadian athletes and safe sport initiatives. With the formation of the Office of the Sport Integrity Commissioner (OSIC), Canada now has a nationwide independent safe sport mechanism in place, and the COC, in collaboration with many others across the sport system, is committed to supporting its launch and ongoing success. In June 2022, we announced an investment of \$10-million to support implementing safe sport initiatives, and have worked closely with our members, sport partners, Athletes' Commission, and government partners to identify and invest in the areas for the greatest impact and need to direct this funding. This work will continue into 2023 and beyond as we seek to ensure the Canadian sport system is safe, secure and barrier-free.

As we look ahead, it is with tremendous optimism and excitement that we prepare for the 2023 Pan

American Games in Santiago, Chile as the road to Paris 2024 continues. We're so excited to see the plans for the Paris Games coming to life. Having fans back in attendance, including family and friends, will make them all the more special.

And, finally, in support of our purpose to transform Canada through the power of sport, we have developed the Team Canada Impact Agenda, a framework built on three pillars, Podium, Play and Planet, that will help focus the important work we're doing and will be doing both on and off the field of play moving forward.

All of our work is made possible by the unwavering support of our partners during an especially challenging time. Their continued support allowed Team Canada to shine on the Olympic stage for the second time in less than a year and to support our membership in new and meaningful ways.

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 2022 IMPACT



SUPPORTING TEAM CANADA



BEIJING 2022

Incredible success despite enormous challenges

The Beijing 2022 Olympic Winter Games were Team Canada’s second-best Olympic Winter Games performance ever. Coming just seven months after the Olympic Summer Games and without the benefit of regular test events the team is used to, the months leading up to the Games were a true test of the team’s resilience. Through close collaboration with our health services team led by COC Chief Medical Officer Dr. Mike Wilkinson, a huge win for everyone was that despite the threat of the hyper-contagious Omicron variant of the COVID-19 virus, every athlete who qualified competed. Team Canada delivered incredible performances with attitudes to match, culminating in proudly following flag bearer and triple-medallist in long-track speed skating Isabelle Weidemann into the Closing Ceremony. We did not do this alone. The collaboration across the system including Own the Podium, the Canadian Olympic and Paralympic Sport Institute Network, NSOs and Sport Canada, made these achievements possible.

Without family and friends being permitted on-site, Chef de Mission Catriona Le May Doan filled her role of cheerleader-in-chief to perfection. Her boundless energy and positivity could be felt across the Games. She ensured every athlete felt supported as she relentlessly crisscrossed villages and competition venues from Beijing to Yanqing to Zhangjiakou.

481

Number of Canadian events over a 19-day span.

215

Number of athletes that made up Team Canada in Beijing 2022.

26

Total medals won (4G, 8S, 14B), the second-highest Olympic Winter Games total ever for Canada, tying Vancouver 2010 for total medals.

22

Number of first-time Olympians who collected medals, across six different sports. These Olympic rookies contributed to nine out of Canada’s 26 medals, just over one-third.

8

Overall Summer-Winter ranking by Canada on the strength of its combined total of 50 medals in Tokyo (24) and Beijing (26).

17

Number of Canadian best-ever finishes across nine different sports.



LOOKING AHEAD

In the late fall, the COC worked with Own The Podium (OTP) to have COC'S Olympic Performance Managers join OTP's team of High Performance Advisors, creating a simple single point of contact for High Performance Directors. This is a major change to the COC, but an important one that is beneficial to athletes, more efficient for our members and demonstrates that we are serious about improving the system. Our work with OTP is growing and through investment in programs such as Pursuit, we are working with them to support Canada's high-performance coaches and leaders.

Between August 2023 and August 2024, the COC will bring Team Canada to four international multi-sport Games, including the World Beach Games in Bali, and the Pan American Games in Santiago, both in 2023, and the Youth Olympic Games in Gangwon, and the Olympic Games in Paris, in 2024.



To bring the spirit of the Paris Olympic Games to Canada as early as possible, we named Team Canada's Chef de Mission for Paris 2024, Bruny Surin, an unprecedented two years early. A Canadian sport system icon, Bruny will not only pass on his wealth of Olympic experience to Team Canada's hopefuls and veterans, but will be an important bilingual voice for the COC in the lead-up to Paris 2024.

ATHLETE DRIVEN



COC ATHLETES' COMMISSION

The COC is proud to have strong and engaged athlete-elected leadership in the COC Athletes' Commission (AC), which represents the voice of Canadian Olympic athletes. The AC has two members on the COC Board of Directors, and ensures the athlete's voice is heard at Sport Canada, the IOC, international sport federations, media and all other domestic sport organizations.

The AC updated its Strategic Framework for 2022-2026 to build on its momentum from previous years.

- **Vision:** To be a world-leading Athletes' Commission in a sport system that is human-centred and grounded in the values of Olympism.
- **Mission:** To build meaningful relationships with athletes and sport stakeholders to ensure that every athlete is engaged, represented, and respected as equal partners in their pursuit of excellence.
- **Values:** Inclusive, collaborative, engaged, respectful, impact-driven, courageous.
- **Areas of focus:** Athlete Connection, Sport System & Culture, Partnerships & Financial Opportunity, Sustainability, Games Planning.

Throughout the year, the AC held a series of All-Athlete Meetings on a variety of topics to provide timely information and critical support to the athlete community. The AC also reinforced its collaboration with key partners such as AthletesCAN, the CPC Athletes' Council, and Game Plan.

The AC developed an anonymous survey distributed to all athletes (both summer and winter) following the 2022 Beijing Olympic Winter Games. The survey was beneficial in realigning our priorities and developing a stronger understanding of athletes' perspectives around key focus areas.

The primary areas of concern for the athletes who responded were financial stability (85%), marketing/ sponsorship opportunities (58%) and athlete services (45%).

As one of the three national athlete representation entities, the AC had the opportunity to speak with Minister of Sport Pascale St-Onge in response to athlete letters calling for investigations into their National Sport Organizations regarding issues with governance and safe sport matters. The AC continues to find opportunities to ensure the athlete voice is being heard.

Four members were elected post-Beijing 2022 to serve until Milano/Cortina 2026:

- Philippe Marquis, Freestyle Skiing - Moguls (re-elected)
- Mercedes Nicoll, Snowboard - Halfpipe
- Kim Boutin, Speed Skating - Short Track
- Philip Brown, Alpine Skiing

* Seyi Smith (Athletics & Bobsleigh) was appointed to the IOC AC.

ATHLETE EXCELLENCE FUND

Supporting high-performance success at Games and beyond

In 2022, 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 \$1.56M 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.

160

Number of athletes to have received an award in 2022, including 101 summer athletes and 59 winter athletes, a 20% increase over 2021.

\$1.56M

Total value passed on to athletes through these awards in 2022.

43

Number of Team Canada coaches who received support amounts from Beijing 2022 which totalled \$180k.





GAME PLAN

Supporting athletes to thrive both on and off the field of play

Game Plan, Canada's total athlete wellness program, supports national team athletes to live better and more holistic lives. 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 national team athletes – a team that has inspired so many. It is also built on partnerships and support from Deloitte, the Smith School of Business, RBC and LifeWorks.

Thanks to Game Plan's suite of programs, athletes are able to explore areas of interest beyond sport (including potential careers, internships, educational opportunities); build skills (such as financial literacy); network with their peers and people outside of sport; receive support for their transition out of sport through a network of expert advisors; and receive mental health support through a network of sport-informed psychologists, counsellors and psychiatrists.

Game Plan is in its seventh year of a terrific partnership with Smith School of Business at Queen's University. In total, 105 athletes have received awards in professional graduate programs (MBA, EMBA, MMIE) and 106 athletes who have entered the Certificate in Business program which is six online courses.

301

Number of Team Canada athletes who took part in a total of 984 sessions of mental health care provided through Game Plan in 2022.

1,300

Unique athletes engaged with a Game Plan advisor.

3,450

Total athlete-advisor interactions.





2022 GAME PLAN SUMMIT

Signature event returns for the first time since 2019

2022 also saw the return of the Game Plan Summit which was held for the first time since 2019 due to COVID-19. Held in September in King City, Ontario, the event saw Team Canada Olympic and Paralympic athletes who competed in Tokyo and Beijing come together for a two-day summit.

The weekend was filled with activities and sessions on career, skill development, education, mental health, and community, and featured a surprise celebration with Chefs de Mission Marnie McBean and Catriona Le May Doan to celebrate the Tokyo and Beijing OLY and PLY achievements. The Summit was an incredible success, and was well-received by athletes, partners, and sport system stakeholders.

100

Number of Olympic and Paralympic athletes from across Canada who attended the 2022 Game Plan Summit.

A FOCUS ON MENTAL HEALTH

Building on the success of 2021, Game Plan continued to make gains in 2022 with a focus on prioritizing athlete mental health. As they did for Tokyo 2020, Game Plan advisors reached out to every single Canadian athlete on the Beijing 2022 Olympic Team after the Games to check in with them and to make sure they were aware of the programs and services Game Plan has to offer.

With the Minister of Sport's December announcement of \$2.4M to go towards athlete mental health, eligible athletes and coaches ended the year with \$2,500 of mental health support (up from \$1,000) for sport-informed mental health care. As a result, the network of mental health providers across the country will be expanded in 2023.

SUPPORTING THE SPORT SYSTEM



SYSTEM EXCELLENCE

Helping build a better, safer, more inclusive sport system in Canada through improved governance, DEI, and leadership development.

The COC is proud to have delivered a second Governance Education Series to a cohort of 172 National Sport Organization (NSO) and Provincial and Territorial Sport Organization (PTSO) directors across 42 sport organizations. Additionally, 34 NSOs continued to advance their governance practices thanks in part to over \$1 million in COC support. We continue to see the adoption of the Canadian Sport Governance Code with member organizations.

We hosted a five-part series on Diversity, Equity and Inclusion attended by over 300 Sport leaders, furthering the collective efforts of the sport system to be more inclusive. A fourth cohort of our BIPOC Emerging Leaders program saw 16 leaders from 12 NSOs take part in a leadership development program to help grow the next generation of Canadian Sport leaders.

Three flagship projects were completed by select NSOs, leveraging the expertise of Deloitte to develop an Equity, Diversity, and Inclusion Strategic Framework and Implementation Plan, conduct an Organizational High Performance Review, and analyze a Potential Loyalty Program.

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 over \$2 million in value to NSOs in 2022 alone.

Our work with the federal government through Sport Canada and the Minister of Sport, has been extremely positive. The collaboration is allowing us to make tangible differences in safe sport, athlete support, and sport funding.

56

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



SAFE SPORT

There were significant developments in safe sport, both within the COC and across the sport system in 2022. Aligned with our commitment to safe, inclusive and barrier-free sport, the COC announced during its June 2022 Session a \$10M investment in safe sport for a variety of areas. These include prevention, training and education, governance, complaint management, leadership, diversity, equity and inclusion (DEI), system coordination & safe sport strategy development.

The COC organized two separate community conversations during the 2022 COC Session with participants from across the Canadian sport system. The first focused on supporting the successful launch of the Abuse-Free Sport Program (i.e. the independent safe sport mechanism of the Sport Dispute Resolution Centre of Canada (SDRCC)). The second covered a broader discussion about what the sport system needs to support the governance, leadership and culture of sport organizations to ensure sport is safe for all participants.

As a follow-up to the first community conversation, a collective of sport organizations, represented by external sport lawyers, together with the COC legal team, worked collaboratively with the SDRCC to negotiate a standardized core agreement regarding the implementation of the Abuse-Free Sport Program and the services of the Office of the Sport Integrity Commissioner (OSIC). On December 1, 2022, the COC became a full Program Signatory of Abuse-Free Sport.

In furtherance of the COC's continued commitment to the successful launch of Abuse-Free Sport, the COC launched a program to support approximately 95 NSOs and Multi-Sport

Service Organization (MSO) with their transition to Abuse-Free Sport. This support included COC-funded external legal guidance for a suite of services including group legal calls to share learnings plus one-on-one legal support to support organizational policy development, implementation of consent forms and satisfaction of other Program Signatory obligations to become a full signatory.

Other safe sport initiatives that followed the second community conversation from June 2022 include a number of those programs mentioned in the System Excellence section of this report, in recognition of the connection between safe sport and governance, leadership and culture. Additionally, the COC has been collaborating with government and other key stakeholders in the sport system to support the development of safe sport educational resources and the development of a national safe sport strategy, including the development of a central inventory of safe sport initiatives to help identify gaps, areas of overlap and opportunities for further investment.

Finally, as the threat of match manipulation continues to increase with the emergence of single-event sport betting in Canada, measures to protect the integrity of sport and safety of athletes are being put in place. Collaboration with the IOC, Canadian Centre for Ethics in Sport (CCES) and NSO sport partners has led to the creation of education modules, policy development, a pilot implementation project and increased awareness on the issue of match manipulation.

\$10M

Investment announced by COC in June to be spent over the quadrennial in support of safe sport initiatives to help build a healthy, safe and barrier-free sport system in Canada.

TEAM CANADA IMPACT AGENDA



Building a framework around the COC's Purpose – to transform Canada through the power of sport – was a key 2022 corporate objective.

The resulting “Team Canada Impact Agenda” is a framework that helps tell the story of the COC's work to make sport safe, inclusive and barrier-free so more young people can play and stay in sport. It was launched in Fall 2022 with a focus on thought leadership, inspiring change, and driving impact. It will be an essential framework for the COC going forward that helps guide decisions around investments and strategic planning.

The framework focuses on three key areas:

PODIUM:

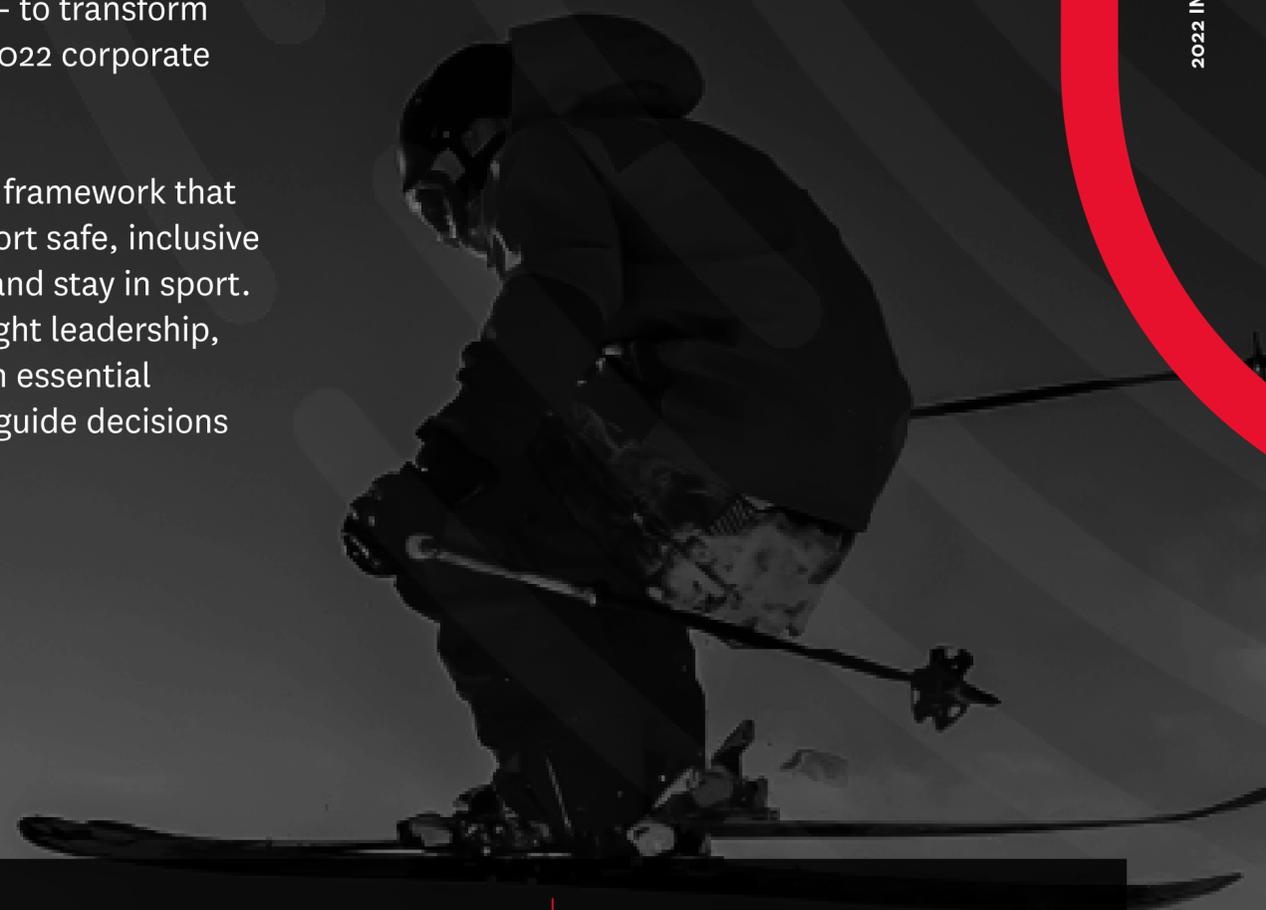
Relentlessly pursue a safe, inclusive, and barrier-free sport system.

PLAY:

Inspire more young Canadians to play and stay in sport.

PLANET:

Take a leadership position to preserve our sporting environments.



OLY CANADA LEGACY GRANT

The OLY Canada Legacy Grant program supports 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. The fourth edition was launched at the end of the year with the renewed objective to invest in the power of sport to create positive change in the way we live, the way we treat each other, and the way we think about ourselves. In line with the Team Canada Impact Agenda, the selected Olympian-led community programs moving forward will be focused on fostering ethical, safe PODIUM dreams, empowering positive, healthy PLAY and supporting a sustainable PLANET.

27

Number of projects submitted by Olympians in 2022.

32

Number of Olympian-led projects supported by OLY Canada Legacy Grants since its inception in 2019.



SUSTAINABILITY

The COC's focus was on committing to the United Nations Race to Zero program to reduce our carbon emissions, getting involved in the important conversations that took place at both the national and international levels, and initiating discussions with athletes on Sustainability and Climate Action.

Spring 2022 - Commitment to Race to Zero targets of the Sport For Climate Action Framework

- Reduce our GHG emissions by 50% by 2030
- Reach net zero by 2040

Fall 2022 - COC participated in:

- Sport Positive Summit - London, UK
- Sustainability panel during the October ANOC Assembly - Seoul, South Korea
- Launch of the Sport for Nature Framework at the COP15 - Montreal, Canada

Fall 2022 - COC initiated:

- A national conversation with NSOs and PSOs on Sport & Climate Action as part of the BC2030 Engagement Phase
- An opportunity for athletes to hear more about the intersection of sport and climate change by keynote speaker Dr. Maddie Orr at the 2022 Game Plan Summit



OLYMPIC EDUCATION

Inspiring youth through the power of sport



The COC strives to be a leader in Olympic Education by offering free, bilingual 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 into their daily lives.

These resources included Be Olympic 2022 in celebration of the Beijing 2022 Olympic Winter Games, new athlete stories in our Black History Collection, and the introduction of the Indigenous Legacies through Sport Series.

This series featured the stories of two distinct Indigenous Team Canada athletes in recognition of Truth and Reconciliation Week. Jesse Cockney and Jillian Weir shared their personal journeys and achievements while bringing their Indigenous voices to the forefront. Students and teachers explored the themes of gratitude and inclusion, making links between their world, curriculum, and stories.

Team Canada Champion Chats (TCCC) returned to connect Beijing 2022 Olympians and Paralympians with students in a live chat. TCCC is a collaboration between 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.

214k

Canadian Olympic School Program resources downloaded by educators across the country to bring the Olympic Movement to their classrooms.

2M

Students reached by the Canadian Olympic School Program in 2022.

42k

Number of students who participated in Team Canada Champion Chats in 2022.



GLORY IS
OVERCOMING
ANY OBSTACLE

BE+OLYMPIC



MIKAEL KINGSBURY

GLORY FROM ANYWHERE

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

Given the close proximity of Beijing 2022 to the Tokyo 2020 Olympic Games, we had a rare opportunity to leverage and evolve the creative messaging of the Glory From Anywhere campaign which helped anchor Canadians’ understanding of what the campaign was all about. The goal of the campaign was to inspire Canadians to “Be Olympic” by motivating them to pursue what’s important in our own lives and to hold ourselves to a higher set of values.

The core message of the campaign continued to help demonstrate what it is to Be Olympic, which is to achieve success by leaning into our shared values. The evolution of the storytelling introduced a narrator to be the voice of the athlete’s journey to the podium.

This approach enabled us to develop a French edition using well-known Quebec talent, Jenny Salgado. Along with her English counterpart, Naya Ali, the narrator described the triumphs and challenges athletes encounter along the way to the Games, which was something everyone who has persevered through any challenge can relate to.

234M

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

91%

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

73%

Percentage of Canadians who tuned into Beijing 2022.

CONNECTING WITH CANADIANS

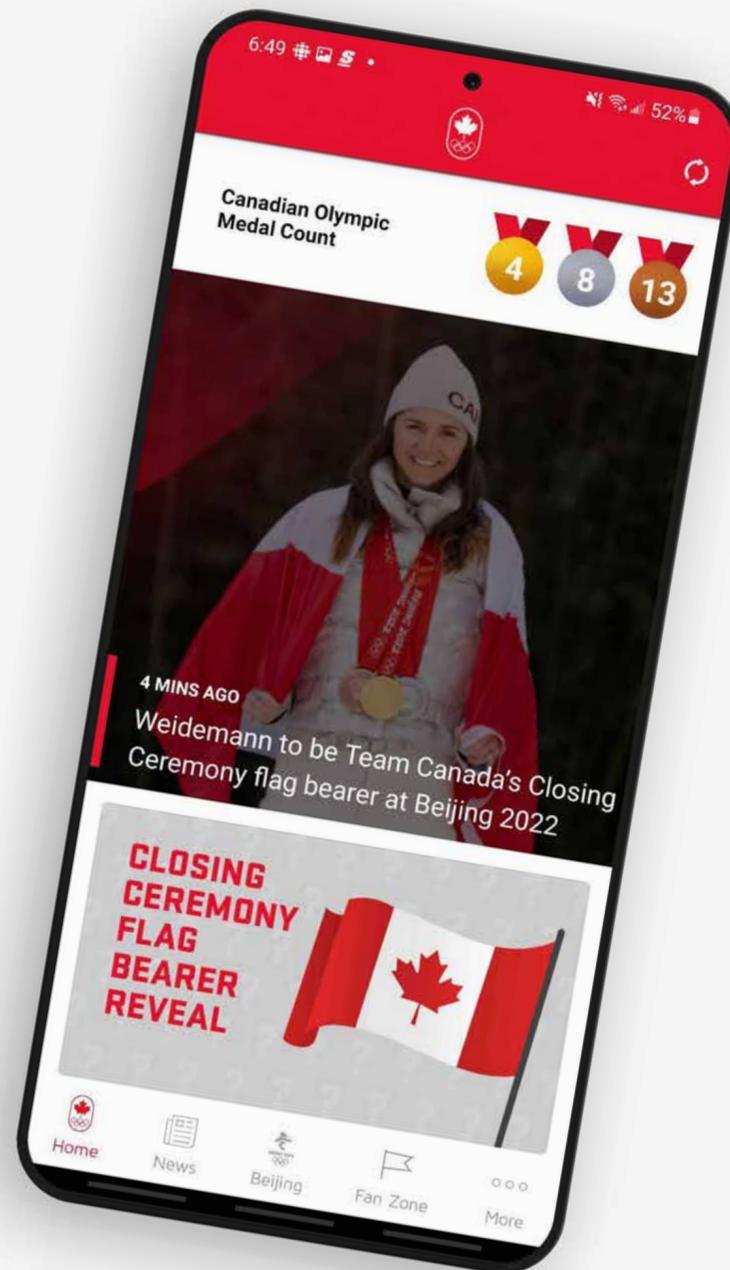
Team Canada fans consumed more video content than ever before

Innovations to COC’s digital platforms saw fans experience the Games like never before in 2022, delivering an incredible multi-channel experience and driving partner value.

The award-winning Team Canada Olympic App gave fans a dedicated home for Beijing 2022 through an interactive, personalized experience. Canadians shared in breaking stories, athlete features and real-time celebrations.

The year saw the COC leverage its robust digital platforms to create best-in-class opportunities for marketing partners. Those efforts included the organization’s first-ever partner-driven augmented reality fan activation (Molson “Scan The Can” and “Medal Toss”).

Another key highlight was the launch of Team Canada’s TikTok channel—opening an exciting chapter for storytelling that reaches new audiences while accelerating the entertainment value for fans, athletes and partners.



22.8M

Pageviews of content on olympic.ca/olympique.ca and the Team Canada Olympic app.

158k

Total Active Users of the Team Canada App throughout 2022.

+47k

Daily Active Users of the Team Canada app during the 17-day Beijing 2022 Games window.

91M

Interactions across Team Canada social channels.

271k

Total clicks on Sports Updates & Team Canada Perks newsletters.

\$2.56M

Digital value delivered to partners.



GLOBAL REACH

Broadening our International influence



“The Olympic Solidarity Program supports refugee athletes to use our full potential to pursue our passions. This has truly been a life-changing opportunity that enables me to continue playing and working towards my career in sport.”

- Nigara Shaheen

OLYMPIC SOLIDARITY

Through the IOC and Pan Am Solidarity Programs, the COC managed \$1M in Olympic and Pan American Solidarity funding throughout 2022. These funds were used to support programs such as activities for the development and preparation of athletes for Beijing 2022 and Paris 2024, support for young athletes on their path to potentially qualify for the upcoming Winter Youth Olympic Games Gangwon 2024, and the implementation of the IOC Refugee Athlete Support Program in Canada.

IOC Refugee Athlete Support Program

The COC is extremely proud to be the NOC hosting the most refugee Olympians in the Americas. This year, six Paris 2024 hopefuls were awarded Refugee Athlete Scholarships, joining one already training in Canada. Many of these athletes have been able to continue their sporting development in addition to accessing educational opportunities at select Canadian universities.

- James Chiengjiek | Athletics – South Sudan
- Hamoon Derafshipour | Karate - Iran
- Mohammad Emami | Taekwondo – Iran
- Rose Lokonyen | Athletics – South Sudan
- Paulo Lokoro | Athletics – South Sudan
- Javad Mahjoub | Judo - Iran
- Nigara Shaheen | Judo – Afghanistan

The COC continues to play an important role in advocating the importance of such programs, in pursuit of a safe, inclusive, and barrier-free sport system.

INTERNATIONAL STRIDES

- In September during the LX General Assembly of Panam Sports in Santiago, Chile, COC President Tricia Smith was re-elected to represent the Americas on the Association of National Olympic Committees (ANOC) Executive Council for another four-year term.
- COC President Tricia Smith attended the ANOC Executive Council and General Assembly meetings in Seoul, South Korea. She presented on the COC’s sustainability efforts and spoke on a panel with other leading NOCs in this area of work.
- The COC staff participated in the Seoul Olympic Legacy Forum and the Association Francophone des Comités Nationaux Olympiques (AFCNO)’s General Assembly, to learn about the 2026 Summer Youth Olympics in Dakar and initiatives to strengthen francophone programs ahead of Paris 2024.
- Summer and winter Olympian Seyi Smith (OLY, 2012, 2018) was appointed to the IOC Athletes’ Commission in July, while COC Athletes’ Commission Vice Chair Inaki Gomez (OLY, 2012, 2016) and Kristin Kit (OLY, 2020) were named to the WADA Athlete Council.

BUILDING RELATIONSHIPS

A transformative bidding and hosting framework is established

In 2021, the COC was invited by the Lilwat7úl (Lil'wat), xʷməθkʷəy 'əmə (Musqueam), Skwxwú7mesh (Squamish) and səliwətał (Tseil-Waututh) First Nations to explore the feasibility of hosting an Indigenous-led Olympic and Paralympic Winter Games in British Columbia.

This culminated with the Four Host First Nations, along with the City of Vancouver and the Resort Municipality of Whistler, signing a Collaboration Agreement with the COC and Canadian Paralympic Committee to jointly embark on the exploration of a potential 2030 Olympic and Paralympic Games bid.

This first-of-its-kind bid addressed Call to Action #91 of the Truth and Reconciliation Commission, as well as the principles of UNDRIP (United Nations Declaration on the Rights of Indigenous Peoples) and the province of British Columbia's DRIPA (Declaration on the Rights of Indigenous Peoples Act) action plan.

Over the course of 2022, the BC2030 Project Team assessed the factors required for the delivery of a successful bid through the development of an initial hosting concept, financial details, and a comprehensive hosting proposal for project funding partners all informed by significant engagement with Host First Nations communities, the sport system, social and commercial organizations, the general public, and all levels of government.

These publicly available materials highlight the numerous benefits and returns that would accrue to the region and country by an investment in hosting the 2030 Games.

In October, the Province of British Columbia announced they would not support further dialogue regarding a bid for the 2030 Olympic and Paralympic Winter Games. Despite this decision, the COC remains committed to building upon the many positive outcomes from the process to create a tangible legacy that will simultaneously recognize the hard work already invested while ensuring reconciliation remains at the heart of the planning and execution of major event planning in Canada.

This Indigenous-led initiative demonstrated a way to advance Canada's commitment to reconciliation, amplify the voices of Indigenous communities and engage with Canadians to reimagine what a Winter Games could be. The collaborative work that went into this project was inspiring and transformational for the COC.

Learn more about the BC2030 project at: <https://www.gamesengagement.ca/>



14

Number of Truth and Reconciliation Commission Calls to Action that directly aligned with the BC2030 Winter Games bid process.

500+

Number of meetings that were conducted to listen and learn from participants, leaders and members to understand aspirations and key considerations about a prospective bid.

4,500+

Number of conversations the BC2030 Project Team had with community members to solicit their views and feedback on the project.

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 an environment that facilitates learning, growth, care, belonging, fun and creativity.

Reconnecting

After two years of working remotely, 2022 marked the return of COC team members to the office and a transition to a new hybrid work model. Through close consultation with our employees, the COC launched a flexible work model that allows our staff to work remotely three days a week.

The COC is focused on enhancing employee in-person connectivity through purposeful gatherings like monthly All Staff meetings with theme lunches, training sessions, office Holiday parties, and other team-building events.

At no point was that feeling of reconnection stronger than at the COC’s first staff retreat since 2019. With many colleagues meeting for the first time in person, the moment was a special one cherished by our staff from both our Montreal and Toronto offices.

Inclusive Culture

The COC has continued to execute on its COC DEI strategic plan that focuses 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.

The COC launched a new Inclusive Talent Acquisition Policy and delivered training to all staff members involved in hiring to educate and develop inclusive hiring practices. The year also marked the launch of the new COC paid internship program with a commitment to hiring a minimum of 50% BIPOC interns. The COC successfully went on to hire 67% BIPOC interns.

The COC offered learning opportunities for staff under the DEI umbrella including educational sessions and training on Truth and Reconciliation. We took Land Acknowledgments to new heights in 2022 by inviting an employee to each monthly All Staff meeting to share their own personalized land acknowledgment.

110

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

94%

Percentage of employees who believe that the COC is a welcoming place for new hires.

61%

Percentage of COC staff that identified as women in a 2022 self-identification survey. (Men 37% and 2% Gender non-conforming/ Other).

56

Number of staff taking French courses offered by the COC in advance of Paris 2024.

20

Ethnic backgrounds self-identified by COC staff.



HOW WE DO IT

PARTNERS IN SPORT

The mission to transform Canada through the power of sport cannot be done alone. The Canadian Olympic Committee's incredible group of over 30 marketing partners is as committed to this important mission as we are, and they demonstrated their passion again in 2022.

Many partners reinforced their dedication to Canadian athletes through Beijing 2022 by supporting them at the Games, through innovative operational support and expertise after the Games by providing them services and opportunities off the field of play and by celebrating them through award-winning marketing campaigns. Of particular note, several Team Canada partners launched campaigns that raised money for the Canadian Olympic Foundation, building additional system capacity for training, coaching, nutrition, travel, and equipment.

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.

PREMIER NATIONAL PARTNERS | GRANDS PARTENAIRES NATIONAUX



NATIONAL PARTNERS | PARTENAIRES NATIONAUX



OFFICIAL SUPPORTERS | SUPPORTEURS OFFICIELS



OFFICIAL SUPPLIERS | FOURNISSEURS OFFICIELS

MEDIA PARTNERS | PARTENAIRES MÉDIAS



WORLDWIDE OLYMPIC PARTNERS | PARTENAIRES OLYMPIQUES MONDIAUX



HOW WE DO IT

TEAM CANADA: PROPERTY OF THE YEAR

In 2022, the Sponsorship Marketing Council Canada awarded the Canadian Olympic Committee the title of “Property of the Year” at its annual Sponsorship Marketing Awards.

The awards, which were launched in 2000, recognize excellence in marketing and sponsorship activities over the previous year and included the Beijing 2022 period.

The award is proof of both the strength of the Team Canada brand, and also the strength of the COC’s marketing partners, several of which took home their own Sponsorship Marketing Awards in 2022.



6

Total number of 2022 Sponsorship Marketing Awards for Team Canada and Team Canada partner campaigns.

30+

Total number of COC marketing partners through 2022.

70%

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



HOW WE DO IT

CANADIANS SUPPORTING TEAM CANADA



CANADIAN OLYMPIC FOUNDATION

The Canadian Olympic Foundation is the fundraising arm of the Canadian Olympic Committee. It shares the COC's mission of inspiring all Canadians through the power of sport. By raising funds to support Team Canada, the Canadian Olympic Foundation supports athletes at all stages of their journey – from the moment they spark an Olympic dream to the moment they step on the podium. We proudly help athletes realize their potential, excel on the world stage and inspire Canadians across the nation.

Highlights include:

- Realized the largest Estate gift in the Foundation's history - \$1.3M to establish the Tania Esakin Fund.
- Supported Canada's medal-winning Olympians and Paralympians from Tokyo 2020 and Beijing 2022 through a transformational gift of \$1.2M from Canadian entrepreneur Sanjay Malaviya.
- Granted \$500,000 to the Canadian Olympic and Paralympic Sport Institute Network.
- Recipient of major gifts from The Lake Family's All One Fund; The Saliba Family Foundation; Stollery Family; Timothy Dattels.

“To be competitive globally, an athlete needs access to the best equipment, services and facilities. As a member of the Ski Jumping Canada Women's National Team, I live abroad to have consistent access to training facilities. I am incredibly grateful for the support Sanjay has provided. His undeniable commitment to sport will make each of us strive to make our country proud.”

– **Abigail Strate,**
Beijing 2022 bronze medallist, ski jumping mixed team event

2,472

Number of Canadian Olympic Foundation donors from across the country in 2022.

\$4M

Total funds injected into the sport system through the Next Gen program by the COC and the Canadian Olympic Foundation in support of Team Canada's future high-performance athletes in 2022, with an additional \$4M matched by Sport Canada. Next Gen-supported athletes won eight gold, two silver and 11 bronze medals at Beijing 2022.

196

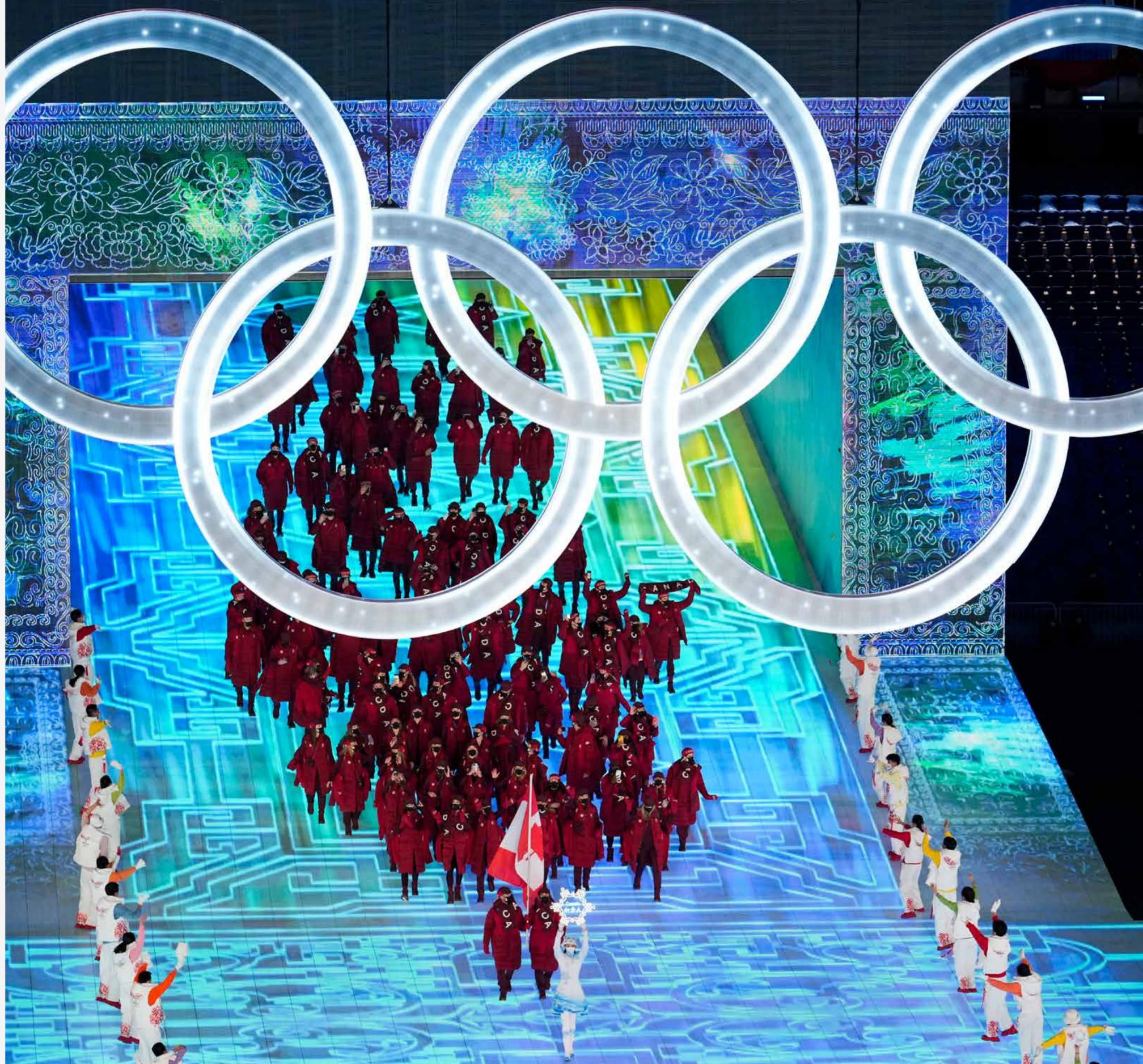
Number of athletes who directly received a Canadian Olympic Foundation bursary in 2022. Eight coaches also received a COF bursary.



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
- PETER DINSDALE** 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
- 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** Member
- CHARMAINE CROOKS** Member
- HÉLÈNE DESMARAIS** Director
- BRIAN GALLANT** Director
- ANTHONY GIUFFRE** Director
- JEFF GLASS** Director
- TED GOLDTHORPE** Director
- MOEZ KASSAM** Director
- BRUCE LINTON** Director
- TONY LORIA** 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)
- MAXWELL LATTIMER** (Rowing)
- MARTHA MCCABE** (Swimming)
- QUINN** (Soccer)
- JACQUELINE SIMONEAU** (Artistic Swimming)
- MERCEDES NICOLL** (Snowboarding - Halfpipe)
- KIM BOUTIN** (Speed Skating - Short track)
- PHILIP BROWN** (Alpine Skiing)
- LUCAS MAKOWSKY** (Speed Skating)
- JOSEPH POLOSSIFAKIS** (Fencing)
- MELISSA HUMANA-PAREDES** Pan Am Sports Rep – ExOfficio
- SEYI SMITH** (IOC Rep – ExOfficio)

The COC extends its heartfelt thanks to members who finished their term in 2022:

- ROSALIND GROENEWOUD** (Freestyle Skiing - Halfpipe)

APPENDICES

FINANCIALS

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

	2022(\$)	2021(\$)		2022(\$)	2021(\$)
ASSETS			LIABILITIES		
Current assets			Current liabilities		
Cash	11,839	4,095	Accounts payable and accrued liabilities	6,086	7,367
Receivables and deposits	2,847	10,620	Deferred revenue	5,429	4,160
Short-term investments	1,402	2,794		11,515	11,527
	16,088	17,509			
Investments	188,092	205,405	Deferred capital contributions	350	542
Capital assets	3,228	4,331	Total liabilities	11,865	12,069
Total assets	207,408	227,245			
			FUND BALANCES		
			Externally restricted		
			Petro-Canada Olympic Torch Scholarship Fund	8,959	10,119
			Olympic Legacy Coaching Fund	13,376	14,735
				22,335	24,854
			General Fund		
			Internally restricted		
			Canadian Olympic Family Fund	143,983	159,925
			Invested in capital assets	2,878	3,789
			Unrestricted	26,347	26,608
				173,208	190,322
			Total fund balances	195,543	215,176
			Total liabilities and fund balances	207,408	227,245

FINANCIALS

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

	2022(\$)	2021(\$)*
REVENUES		
Partner and marketing revenues	39,676	30,450
Investment (loss) revenue	(10,056)	25,505
Grants, donations and other	9,533	5,952
Total Revenues	39,153	61,907
EXPENSES		
Program and operating expenses	56,795	58,143
Grants and related expenses	1,195	1,628
Investment management fees	796	919
Total Expenses	58,786	60,690
(Deficiency) Excess of revenues over expenses	(19,633)	1,217

*Prior year revenue amounts have been reclassified to conform to current year's financial statement presentation



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 2022 and a list of the current members.

AUDIT, FINANCE, RISK MANAGEMENT COMMITTEE

Meetings in 2022: 4 + 3 Special Purpose meetings related to the BC2030 bid

Wayne Russell† (C), Chris Clark† (VC), Karen Rubin†, Ian Clarke†, Therese Brisson (OLY)**, Debra Armstrong, Henry Scheil, *Tricia Smith (OLY)†, 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 budgeting and strategic planning process, 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 2022 was the execution against and the updating of the 2021-2024 quadrennial financial plan and the on-going monitoring of financial results against the plan. In addition, the AFRMC provided oversight on the development of the annual 2023 financial plan. Further, the AFRMC guided the COC through the continued financial uncertainty and volatile capital markets. The AFRMC also ensured the COC had the appropriate risk protocols in-place, including ensuring appropriate cyber security controls for the Beijing high risk Games. Finally, the AFRMC convened 3 Special Purpose meetings to provide oversight on all financial matters related to the Indigenous-led BC2030 bid.

GOVERNANCE AND ETHICS COMMITTEE

Meetings in 2022: 2

David de Vlieger† (C), Lori DeGraw† (VC), Margot Blight, Debra Gassewitz, Inaki Gomez (OLY)†, Peter Lawless**, Gord Peterson†, *Tricia Smith (OLY)†, 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 2022 the GEC also undertook a comprehensive review of the COC General By-Law No. 1 and made proposed changes to address areas of continued relevance and areas for improvement. The GEC also discussed and considered ethical topics related to athlete age limits and transgender participation, which will continue in 2023.

HUMAN RESOURCE COMMITTEE

Meetings in 2022: 5

Karen Rubin† (C), Jaqui Parchment† (VC), Marie-Huguette Cormier (OLY)†, Tony Eames†, Hubert Lacroix†, Rosie MacLennan (OLY)†, *Tricia Smith (OLY)†, David Shoemaker, Sandra Levy (OLY) (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 2022, the HRC was additionally focused on COVID-19, return to the office in a new hybrid and flexible work model, employee wellness, inclusive talent acquisition, a total rewards review and the usual survey series of Employee Engagement and Employee Self-identification.

INVESTMENT COMMITTEE

Meetings in 2022: 4

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

The Investment Committee is focused on investment matters, specifically the oversight of the COC’s investment portfolio and those additional Funds entrusted to it. These Funds include the COC’s Canadian Olympic Family Fund, the Petro Canada Olympic Torch Scholarship Fund, the Olympic Legacy Coaching Fund and any successor or replacement fund. The Investment Committee provides recommendations to the Board on investment policies and strategies designed to deliver upon investment goals while dealing with the ever changing and at times volatile nature of the financial markets. The Investment Committee appoints an Outsourced Chief Investment Officer (OCIO) to assist with its mandate. In 2022, the prime area of focus of the Committee was to provide oversight to the OCIO to optimize the portfolio performance within the volatile and uncertain markets.

NOMINATING COMMITTEE

Meetings in 2022: 4

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

The Nominating Committee’s responsibilities include identifying individuals qualified to become Board members and recommending to the Board: (i) directors to be appointed to fill any gaps identified by the Board, (ii) 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, (iii) individuals for the position of President, and for available positions for Class B Members, and (iv) Olympic Supporters for Board approval. In 2022, the Nominating Committee was focused on preparing for and conducting the nomination process for the 2023 election of 6 directors and 6 Class B Members, and supporting the Board in the director appointment made in 2022.

TEAM SELECTION COMMITTEE

Meetings in 2022: 2

Marty Deacon† (C), Mark Tewksbury (OLY)† (VC), Elaine Dagg-Jackson (OLY), Katherine Henderson**, Peter Judge**, Rosie MacLennan (OLY)†, Philippe Marquis (OLY)**, Dan Wolfenden**, *Tricia Smith (OLY)†, David Shoemaker, Walter Sieber**, Doug Vandor (OLY), Catriona Le May Doan (OLY), Bruny Surin (OLY), 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”). Following the Winter Olympic Games in Beijing, the Team Selection Committee’s activities shifted towards preparation for the 2023 Bali Beach Games, the 2023 Santiago Panam Games and the 2024 Paris Olympic Games, as well as the 2024 Gangwon Winter Youth Olympic Games. Committee work included reviewing and approving updated team agreements and internal nomination procedures (INPs).

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



2022

IMPACT

REPORT

