

# 2023 IMPACT REPORT



# CONTENTS



06

## OUR IMPACT

Supporting Team Canada  
Athlete Centred  
Supporting the Sport System



15

## HOW WE DO IT

Team Canada Impact Agenda  
Partners in Transforming Canada  
Through the Power of Sport  
Global Reach  
Our Culture  
Canadians Supporting Team Canada  
Strong Governance



26

## APPENDICES

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



# PRESIDENT LETTER



This year was one of significant progress for the Canadian Olympic Committee across many areas of the organization. We made important investments and initiatives in system governance, strengthened our government relations and advocacy, enhanced our international relationships, improved our support of athlete health and wellness, and, after the unique experiences of Tokyo 2020 and Beijing 2022, once again celebrated packed stadiums, incredible performances and inspiring moments at Games. At the Santiago 2023 Pan Am Games, our team, led by Olympic champion and Chef de Mission Christine Girard, was extraordinary, earning 164 medals and 12 Olympic qualification quota spots. As always, no matter the outcome, it was how our athletes showed up that made us proudest.

I also had the honour of attending the 2023 North American Indigenous Games in Halifax, N.S. It was a great opportunity to connect with athletes and leaders in the community, connections that are vital in fulfilling the COC's commitment to reconciliation through sport contemplated in the Truth and Reconciliation Commission calls to action 87 and 91. And a few weeks later, along with our Paris Chef de Mission and Olympic champion Bruny Surin, I was honoured to present Canada's Tokyo 2020 4x100m men's relay team its silver medal in July as part of a medal reallocation ceremony held at the National Athletics Championships in Langley, B.C. It was a powerful reminder of the importance of clean sport

to us all and wonderful to make this presentation in front of a stadium full of enthusiastic fans, family and friends.

Off the field of play, COC efforts and investments are focused on creating a world-leading, safer, more inclusive sport system. I believe deeply in the power and potential of sport to deliver positive experiences for all participants and to contribute to a better world and remain committed to our efforts to advance sport, the Olympic values and Canadian values at home and abroad. It is better when it is better for everyone.

I was once again proud to represent Canada as a member of the IOC, the Association of National Olympic Committees, the Panam Sports Executive Committee and the International Council of Arbitration for Sport. At every opportunity, I seek to advance Olympic ideals and Canadian values in support of a stronger global sport system for all. In 2023, we achieved a milestone with the creation of the Canadian International Representatives Network of Canadian individuals working in international sport that will allow for more consistent connection and sharing of best practices.

Back on home soil, the sport system also welcomed back federal Minister of Sport and Physical Activity Carla Qualtrough. I had the pleasure of spending time with Minister Qualtrough in Santiago. Her commitment as an ally and voice for the power of

sport is as unyielding as ever. The COC continues to advocate for increased government investment in National Sport Organizations to help deliver a safer, more inclusive and barrier-free sport system for all Canadians.

As we look ahead to 2024, the Paris Games will take centre stage, and we cannot wait to see Canada's athletes in action. We are also looking to the future, with our Board of Directors and senior leadership of the COC considering how our corporate strategy can further strengthen alignment of our dual missions, at Games and at home. I look forward to conversations with the sport community and other stakeholders about how we can better inspire participation in organized sport through podium success and ensure a world leading athlete-centered, safe, inclusive and financially sustainable sport system.

Thank you to all those helping to deliver positive sporting experiences at all levels of the sport system. I can't wait to see what this next year will bring.

A handwritten signature in blue ink that reads "Tricia Smith".

**Tricia Smith**

# CEO LETTER



In 2023, we were reminded that the world needed sport more than ever. Whether in watching Team Canada compete at the Pan Am Games, organizing a national championship or witnessing youth in a community sporting event, it serves us all to be reminded of the unique and enduring power of sport in bringing people together.

In the complex geo-political and social context we now face, I am as convinced as ever that the work we do in sport is important and contributes to a better world. Attending a major Games with 50,000 fans of all ages packed into Chile's Estadio Nacional was a wonderful demonstration of how sport connects and inspires us while building community.

As part of our efforts to ensure that Canadians have a safe and inclusive sport system that reflects Canada's rich diversity, we were proud to provide support that resulted in all of our National Sport Organization (NSO) members signing on to the Office of the Sport Integrity Commissioner by the federal government deadline of April 1, 2023. I also had the opportunity to testify before the Parliamentary Committee on Safe Sport, where I underscored the COC's commitment to a safe sport system and highlighted the increasing risk an underfunded sport system poses to Canada's

goals for a safe sport system. NSOs need an increase in core funding to be able to deliver the system Canadians want, and our team has worked hard on behalf of the sport system to outline the compelling and urgent need for investment in the federal government's 2024 budget.

And speaking of 2024, the Games in Paris, the first "normal" Summer Games since Rio 2016, will be ground-breaking. The city will come alive with 11,000 athletes and hundreds of thousands of fans, support staff and volunteers. They will also be the first Olympic Games with complete gender parity, and Team Canada is set to win medals across a huge variety of sports. La Maison Olympique du Canada, our home away from home, will be returning with everything from partner activations, live music, food, and more. New for these Games will be at-home activations, with stops in Calgary, Toronto and Montreal to bring a bit of Paris to Canadians who couldn't make it to the Games, bringing Canadians closer to the Games than ever before.

Finally, I'm proud to say we brought on new partners and had a number of partner renewals this year and are planning many more next year. As a largely privately funded organization, our partners are the team behind the team, and their

support enables all the incredible work you'll read about in this report. Some key highlights include investing \$4M into funding for next-generation athletes, continuing our \$10M commitment into safe sport, more than \$5M in value-in-kind and direct funding to athletes through Game Plan and the athlete marketing initiatives, and \$11M in direct funding provided to NSOs and the broader sport system through our work with our technical agency at Own the Podium (OTP).

As we look ahead to 2024, our focus at the COC will be on success at Paris, strengthening the sport system and advocating for and building a more inclusive and safer sport system so that athletes of all ages can achieve their dreams.

**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** – To *Be Olympic* is to lean into the values that make us so distinctly Canadian - values of respect, bravery, determination and 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 2023 IMPACT



# SUPPORTING TEAM CANADA



## SANTIAGO 2023

Led by our tireless Chef de Mission Christine Girard, Team Canada earned a total 164 medals, a 12-medal increase over Lima 2019 and the second-most ever won by Team Canada at a non-hosted Pan Am Games.

Santiago 2023 presented many direct qualifying opportunities for Paris 2024, and Canada secured 12 quota spots across eight different sports/disciplines. Given the variety in the depth of field across Pan Am sports, and the calendar of other World Championship events held in a pre-Olympic year, there was a wide range of athlete and sport-specific objectives for these Games. These objectives included peak performance in vying for Olympic qualification, leveraging the opportunity to simulate and test competitive readiness ahead of the Olympic Games, NextGen athlete immersion into the multi-sport Games environment and continuing to build the athlete pool for the 2025-2028 quadrennial.

Within the COC, these Games, being only 10 months from Paris 2024, presented an opportunity to test our planning.

468

Members of Team Canada's Santiago Pan American Games Team.

41

Number of different sport disciplines across which Team Canada earned a medal, including all six Pan Am only sports.

2

Number of sports that made their Pan Am Games debut in Santiago, with Canada winning gold in both courtesy of Phil Wizard (Breaking) and Fay de Fazio Ebert (Skateboard-park).

46

Number of gold medals won by Canadian athletes at Santiago 2023, the second highest total for Canada at a non-hosted Pan Am Games.



## LOOKING AHEAD

The Gangwon 2024 Winter Youth Olympic Games in South Korea will kickstart an action-packed 2024. Lisa Weagle, an Olympic curler and Team Canada's Chef de Mission, will lead a delegation of 79 athletes between the ages of 14 and 18 who will compete in 12 sports.

The main event of 2024 is the Paris Olympic Games, where we expect about 340 athletes to make up Team Canada. Planning for the Games has been underway for seven years, and though the Games present some unique challenges, they promise to be iconic.

Paris 2024 will be the first Olympic Games with full gender parity on the field of play and is expected to be the most sustainable Olympic Games ever held.

# GANGWON 2024





# ATHLETE CENTRED



## 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 the 10 elected members are also Session members. Its primary role is to represent the athletes' voice within the COC, as well as externally with Sport Canada, the IOC and international sport federations and in the media.

In 2023, the AC consolidated its 2022-2026 Strategic Framework to be athlete-driven and to recognize the positive impact that athletes have on and off the field of play.

At the 2023 COC Session, the COC supported the attendance of 25 athlete representatives from the sport system, including the AC. These athletes gained a stronger understanding of the sport system they are part of, offered important insight and perspective and engaged in meaningful dialogue with sport system partners on a range of topics including initiatives focused on advancing an athlete-centred culture throughout the sport system.

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, Game Plan, and the Canadian OLY Network. The AC had representatives at the AthletesCAN Forum, the Olympic Lab, and the OLY reunion in Calgary.

In the fall, the AC appointed two new members to support its activities ahead of an Olympic year. Joining the AC were Cynthia Appiah (bobsleigh) and Rachel Nicol (swimming), who bring their wealth of experience and a deep desire to be positive voices of influence for Canadian athletes.

As one of the three national athlete representation entities, the AC remains connected with Sport Canada, Own the Podium (OTP), and Minister of Sport and Physical Activity Carla Qualtrough. The AC recognized the ongoing changes that sport organizations and athletes are currently undergoing on governance and safe sport matters and is ensuring representation on the upcoming Ministerial Athlete Advisory Committee and the OTP Athlete Advisory Committee. The AC targets opportunities to be a recognized and equal voice at the discussion table to ensure that athletes are heard.

# POWERING HIGH-PERFORMANCE SPORT

Providing direct-to-sport funding is one of the most profound ways the COC supports the sport system from coast to coast. We've continued to increase the level of collaboration and investment with our technical agency (Own the Podium), which has led to a greater integration of roles. High-performance advisors (HPA) are now fully embedded into our process and playing a key role in the Olympic Program.

In addition to that important work, the naming of Dr. Mike Wilkinson as National Chief Medical Officer of Health and Wellness was another important step. The ultimate benefit of having a long-term, dedicated and full-time medical leader is to provide consistent oversight,

leadership and complete focus on the health and wellness of athletes and team members. This in turn ensures sustainable evidence-based care, safety and support to the entire sports system across all health parameters (physical, mental and safe sport).

That spirit of collaboration also applies to our work with the Government of Canada and the Canadian Olympic and Paralympic Sport Institute (COPSI) Network in support of athletes and performance. The result is a more integrated and efficient sport system that provides the foundation of what we look to do to benefit athletes as one of the world's leading National Olympic Committees.



**\$11M**

Direct funding provided to National Sport Organizations (NSOs) and the broader sport system through our work with our technical agency at Own the Podium (OTP).

**\$4M**

Total funds injected into the sport system through the NextGen program by the COC in support of Team Canada's future high-performance athletes in 2023, with an additional \$4M matched by Sport Canada.

**\$800k**

Total amount provided through the COC's Pursuit program for the professional development of summer and winter sport coaches and high-performance directors in 2023.

**\$600k**

Dollar value of COC Athlete Excellence Funds awarded in 2023.

## ATHLETE EXCELLENCE FUND

Supporting high-performance success at Games and beyond

In 2023, as part of our ongoing commitment to supporting Team Canada athletes in non-Olympic years, and thanks to our partners and donors, the Canadian Olympic Committee is proud to have provided over \$600k in direct-to-athlete funding based on world championships results.

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.



# GAME PLAN

Game Plan represents a collective commitment among the Canadian Olympic Committee (COC), Canadian Paralympic Committee (CPC), Sport Canada and Canadian Olympic and Paralympic Sport Institute Network (COPSIN), to build a sport system that empowers national team athletes at every step of their journey, offering the best in resources and individualized support to live better and more holistic lives.

In 2023, Game Plan offered a diverse range of programs and resources beyond the realm of sport in the five key pillars of education, skill development, career, community and mental health. Notable programs and initiatives included:

### SMITH SCHOOL OF BUSINESS

Game Plan is in its eighth year of a successful partnership with Smith School of Business at Queen’s University. In total, 107 athletes have received awards in professional graduate programs (MBA, EMBA, MMIE) and 124 athletes have entered the Certificate in Business program, which consists of six online courses.

### YEARLY TRAINING PLAN (YTP) / PERFORMANCE ENHANCER

In its commitment to fostering athletes’ holistic development, Game Plan has strategically shifted its focus towards integrating the program into athletes’ yearly training plans (YTPs). The tracking of YTP integration and the intentional effort to collaborate with NSOs has led to an increase in interactions and uptake.

### GAME PLAN DAY IN CANADA

Game Plan Day in Canada 2023 was a transformative experience for athletes, blending webinars with in-person events in Vancouver, Calgary, Toronto and Montreal. The day was designed for hands-on skill development, featuring Deloitte-led sessions on perfecting resumes and cover letters, mastering networking, and engaging in mock interviews with live feedback. At the heart of the event was a focus on the actions athletes can take during their sport journey to make a meaningful impact, emphasizing the importance of building a foundation for the future.

### A FOCUS ON MENTAL HEALTH

Game Plan is delivered by a team of Game Plan advisors located across Canada in the Canadian Olympic and Paralympic Sport Institute Network who draw from their knowledge of high-performance sport, career development, transition planning and goal-setting to provide athletes with the support they need to perform at their best.

With a focus on prioritizing athlete mental health, Game Plan advisors reached out to each Canadian athlete on the Santiago 2023 Pan American Games team after the Games to check in and ensure they were aware of Game Plan programs and services.



**1,983**

Number of athletes who engaged with a Game Plan Advisor in 2023.

**3,910**

Total number of athlete-advisor interactions.

**\$5M**

Total investment in Game Plan by the COC including value-in-kind (VIK) for 2023.

**\$2.5k**

Annual amount available to Game Plan-eligible athletes and coaches for sport-informed mental health support thanks to the Government of Canada’s ongoing commitment to athlete mental health.



# SUPPORTING THE SPORT SYSTEM



## SYSTEM EXCELLENCE

We believe that a strong, well-governed sport system is critical to providing athletes at all levels safe and positive experiences that allow them to achieve their full potential on and off the field of play.

Advancing safe sport, promoting improved governance, investing in leadership, enhancing athlete relations and improving diversity, equity and inclusion are key areas of focus for our work in the Canadian sport system.

### Governance:

- Direct-to-NSO investment of almost \$1.5M to uplift their governance.
- Support to transition the Canadian Sport Governance Code to the government, where it will become mandatory for all sport organizations in 2025.
- Launch of a fourth cohort of governance education and training in partnership with the Smith School of Business, where over 150 National Sport Organization (NSO) and Provincial and Territorial Sport Organization (PTSO) directors with representation from over four sports participated.

### Athlete relations:

- Creation of the Athlete Relations role to drive an athlete-centered sport system in governance, safe sport and decision-making. This role directly supports the collaboration and development of NSO Athlete Representatives, the COC Athletes' Commission and athlete partners in the advancement of the athlete voice.
- Members of the COC AC attended the AthletesCAN forum as well as the Paris 2024 Olympic Lab, establishing a strong presence and connection within the community.

### Leadership development and improving diversity, equity and inclusion:

- A five-part education series on diversity, equity and inclusion attended by over 170 sport leaders, furthering the collective efforts of the sport system to be more inclusive.
- A fifth cohort of our Emerging Leaders Development Program was launched with candidates who identify within an equity-deserving group. For the first time, this cohort brought together current NSO staff and National Team active or retired athletes.

180

Number of projects the COC is supporting through its investment in National Sport Organizations to advance, governance, leadership, safe sport, culture change and DEI.

## SPORT INTEGRITY

The Canadian Olympic Committee is committed to promoting sport at the highest level of integrity, with clean, safe and values-driven sport as clear priorities of the COC.

### SAFE SPORT

Since the COC's 2022 announcement of its \$10M commitment to advance safe sport, it has focused its investments on the following key advancements:

- Over \$4M in direct-to-NSO investment to advance their safe sport commitments and to address root causes of unsafe sport.
- The development of safe sport e-learning modules for a variety of stakeholders including health care practitioners, athletes and volunteers, among others.
- COC led the collaboration and convening of many sport partners to bring forward a unified voice and accelerate change.
- 100% of NSOs signed on as program signatories to the Universal Code of Conduct to Prevent and Address Maltreatment in Sport (UCCMS) supported through COC funding and legal support.
- Funded culturally competent training for 40 Canada Summer Games and 40 North American Indigenous Games Mission Team members.
- Completed a safe sport case study published on the IOC website.
- Developed an NSO safe sport compliance tool.

As part of the \$10M commitment, the COC invested \$1M

to match a \$1M Sport Canada investment to create clear national resources to advance safe sport objectives, which are currently underway and set to be launched in 2024.

The COC has also continued to evolve its approach to safe sport at Games, including adapting its processes to account for the complaint handling procedures operated by Abuse-Free Sport, as well as conducting background checks on 100% of members of the Team Canada delegates at Games. Additionally, enhanced training of individual members of the Team Canada delegation (30 for the Santiago 2023 Pan American Games) identified as Safe Sport Officers has helped contribute to a result of 91% of participants feeling safe and secure at Games. As policies and procedures continue to be updated, and best practices emerge, the COC will continue to look at how it can improve its own processes and procedures to best support all members of the Team Canada delegation at Games.

### CLEAN SPORT

Through partnership with the Canadian Centre for Ethics in Sport (CCES), the Canadian Anti-Doping Program (CADP) continued its important work. Highlights include:

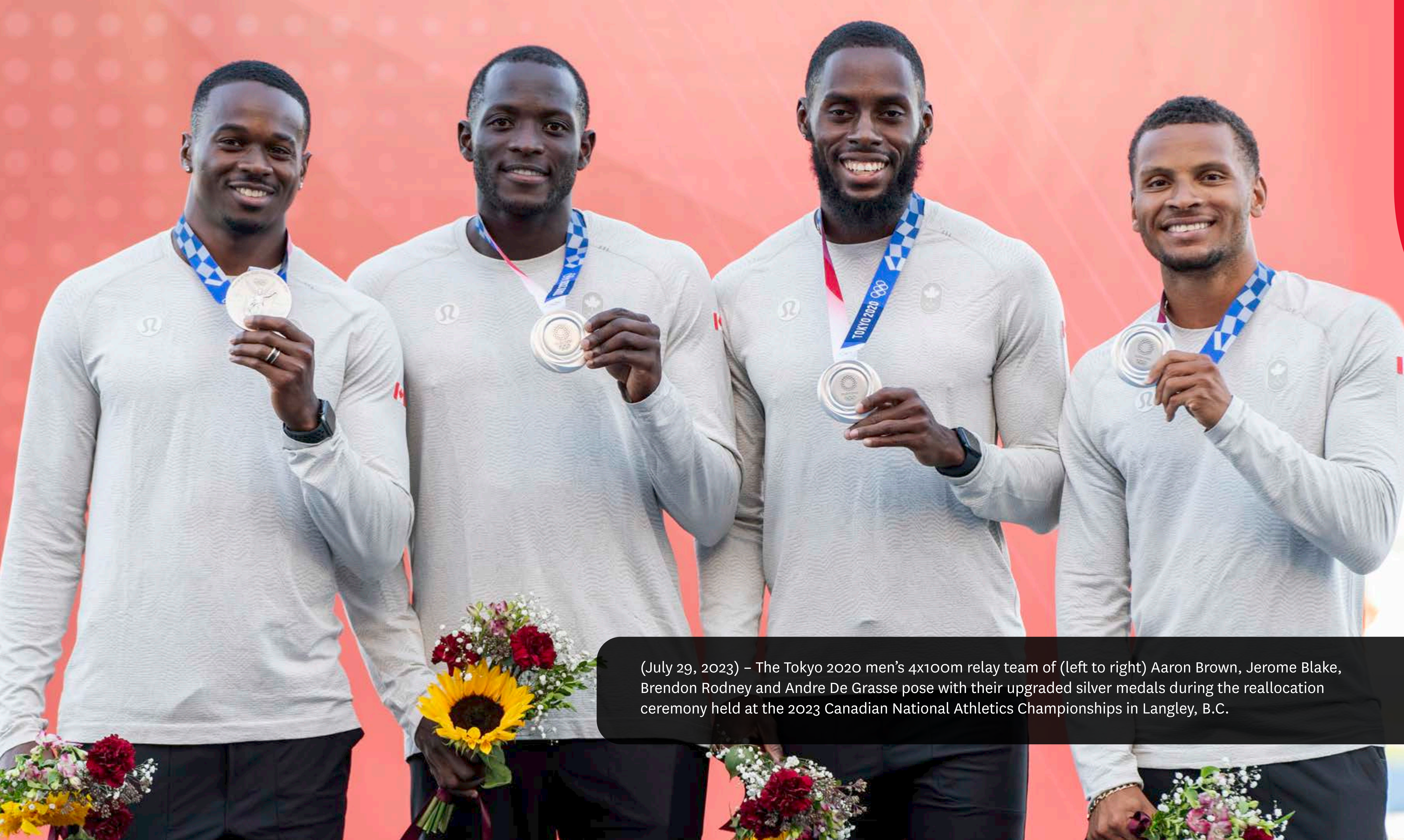
- Pre-Games testing for 100% of potential participants at the Santiago Pan American Games.
- Education and training for all athletes on the CADP.
- Safe sport training for all Games participants.

### THE PREVENTION OF COMPETITION MANIPULATION

With the recent legalization of single-event sport betting, the importance of educating athletes on the risks of competition manipulation and sport betting was a high priority. Steps undertaken by the COC in 2023 aimed at increasing understanding and mitigating risks include:

- In partnership with CCES, supported the development of an e-learning module for sport participants and a national draft code for sport organizations.
- Support and participation at the 2023 Competition Manipulation Symposium held in Toronto in May.
- Preparation of next steps to support training for all Team Canada participants for the Paris 2024 Olympic Games.





(July 29, 2023) – The Tokyo 2020 men’s 4x100m relay team of (left to right) Aaron Brown, Jerome Blake, Brendon Rodney and Andre De Grasse pose with their upgraded silver medals during the reallocation ceremony held at the 2023 Canadian National Athletics Championships in Langley, B.C.

# HOW WE DO IT



# TEAM CANADA IMPACT AGENDA

Launched in 2022, the Team Canada Impact Agenda is the framework by which the COC outlines our work to make sport safe, inclusive and barrier-free so more young people can play and stay in sport. The Team Canada Impact Agenda helps guide decisions and investments with a focus on three key areas:

## PODIUM

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

We believe that long-term high-performance success in Canada depends on broad access and positive experiences in all phases of an athlete's journey in sport.

## PLAY

Inspire more young Canadians to play and stay in sport.

We know it is critical to get more people from more backgrounds active and engaged in sport so they can enjoy the many benefits that rich experiences of sport can provide.

## PLANET

Take a leadership position to preserve our sporting environments.

From alpine skiing to canoeing to ice hockey, there isn't a sport in this country unaffected by climate change. We are committed to making this an essential component of our actions and decision-making.

The following projects & programs served as accelerators of the Team Canada Impact Agenda in 2023:

### PODIUM

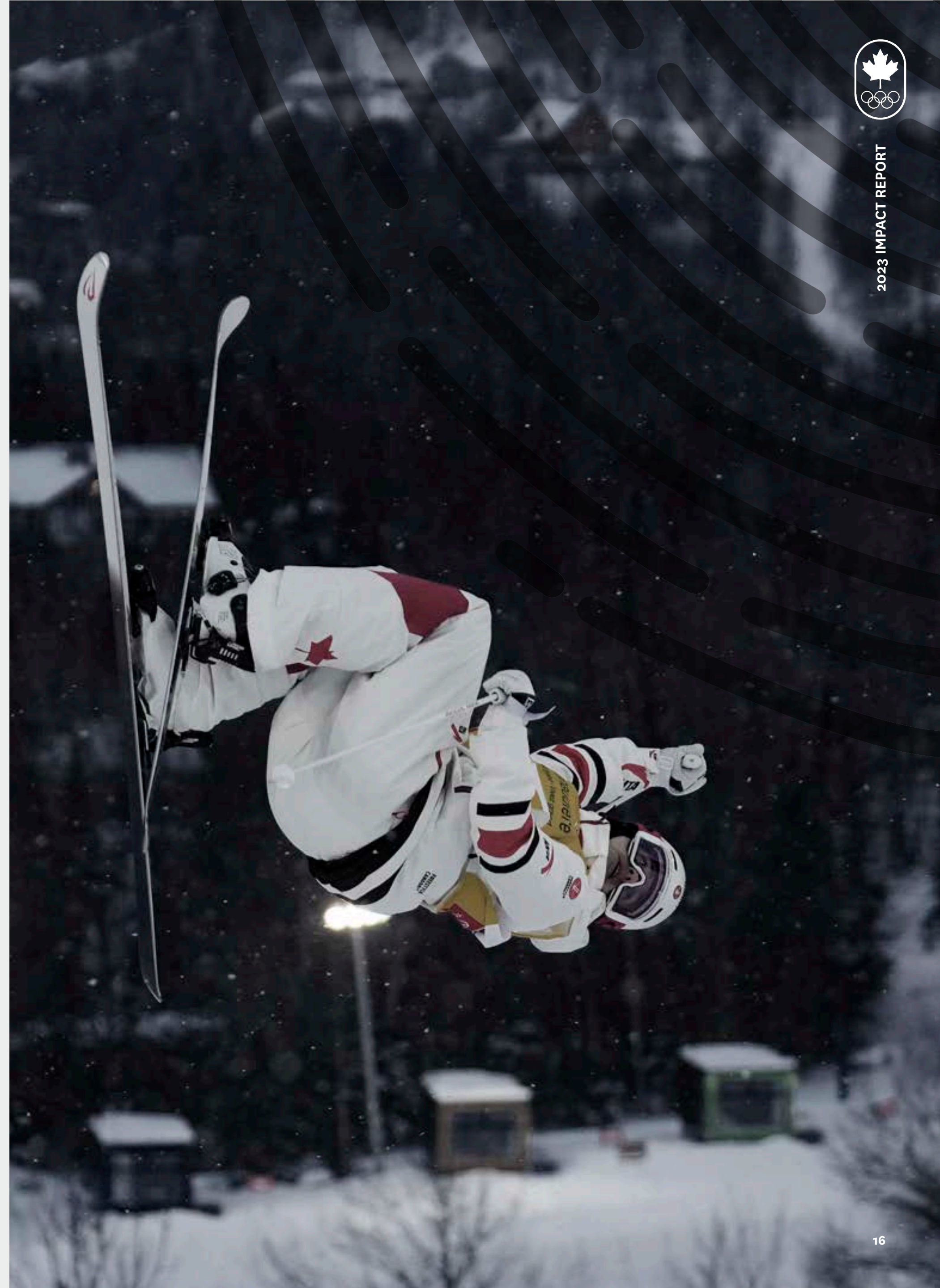
OLY Canada Legacy Grants, Game Plan, NSO Enhancement Initiative, Safe Sport investment

### PLAY

Canadian Olympic School Program, Team Canada Olympic Day Grants, RBC Training Ground

### PLANET

OLY Canada Legacy Grants, Green Sports Day





HOW WE DO IT

# 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.

In 2023, these resources included new athlete stories in our Black History Collection and 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. Liam Gill and Alexandria Loutitt shared their personal journeys and achievements while bringing their Indigenous voices to the forefront. Students and teachers explored the themes of resilience and kindness, making links between their world, curriculum and stories.



98k

Number of downloads of Canadian Olympic School Program by educators across the country to bring the Olympic Movement to their classrooms.

2M

Students reached by the Canadian Olympic School Program in 2023.

581

Number of eligible applicants for Team Canada Olympic Day grants.

6

Number of Olympic Grants awarded in 2023. (Bert Church High School - Alberta, École Parkside School - Manitoba, Centre Wellington District High School - Ontario, École Nuvviti and École secondaire des Sources - Quebec, and Sussex Regional High School - New Brunswick)

\$30k

Funding dollars given out through Olympic Day Grants in 2023.

# OLYMPIC DAY GRANTS

In 2023, the COC launched the Team Canada Olympic Day Grants. The grants were available to schools across the country to fund programs and projects that enabled more students to access sport and/or supported students to stay in sport by promoting the inclusion of underrecognized groups and creating safer and more positive sporting experiences.

Successful schools also had a Team Canada Olympian visit their school to inspire students to participate in sport and develop the skills to thrive and succeed in their daily lives.



## OLY CANADA LEGACY GRANTS

The OLY Canada Legacy Grant program supports Olympian-led projects that aim to build stronger communities through the values of Olympism, helping Olympians make a lasting impact in their communities long after competition.

In line with the Team Canada Impact Agenda, the selected Olympian-led community programs are focused on fostering ethical, safe PODIUM dreams, empowering positive, healthy PLAY and supporting a sustainable PLANET. All seven projects received a grant of \$10,000.

32

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

\$245k

Total dollars invested in OLY Canada Legacy Grant program since 2019, including 70K for the fourth edition.

### PLAY

**Liam Gill OLY – Liam & Friends**  
*Indigenous youth are provided with the opportunity to discover sport, socialize and have fun while developing leadership skills.*

**Brandon McBride OLY – McBride Youth United Association’s Mentorship Program**  
*This mentorship program helps underrepresented, racialized youth cultivate a growth-oriented mindset and increase representation in various fields of play.*

**Nadine Rolland OLY – Tout le Monde à l’eau ! Everybody in the water!**  
*A program focused on providing free swimming lessons to those in need and for girls in sport.*

**Nickolos Farrell, OLY – The Farrell Boxing Program**  
*A grassroots program teaching self-confidence and empowerment through the development of basic boxing skills, serving many areas with at-risk youth.*

### PODIUM

**Guylaine Dumont OLY – The Spirit of Trust, Survivor-Led Programs**  
*Led by survivor and peer helpers, the Spirit of Trust is a healing pathway for high-level athletes who have suffered abuse in sport.*

**Maxime Dufour-Lapointe OLY – Le camp 3SDL – 11th edition**  
*Run by the Dufour-Lapointe sisters, the event spreads a passion for skiing in Quebec and provides access to high-level female coaches.*

### PLANET

**Brenda Taylor OLY – Decarbonizing Rowing: Electric Outboard Pilot Project**  
*A project looking to educate and empower the BC rowing community to switch from gas to e-outboards.*

## SUSTAINABILITY IN ACTION

In 2023, the COC continued to support athlete initiatives related to sustainability and engage with them and our fans to measure and report the carbon footprint to the United Nations, participate in national discussions on sport and climate, and progress the development of its climate action plan in alignment with the Team Canada Impact Agenda.

### 2023 Highlights:

- Put forward three Canadian Olympians & Paralympians who were shortlisted for the 2023 IOC Climate Action Awards:
  - Sustainability award: Marion Thénault OLY – Freestyle skiing
  - Sustainability award: Oliver Schofield OLY – Field Hockey
  - Marie-Claude Molnar PLY – Para Cycling
- Secured Olympic Solidarity grant to support Olympian Brenda Taylor, 2023 OLY Canada Legacy grant recipient, with her project “Decarbonizing Rowing: Electric Outboard Pilot Project”
- On Earth Day (April 22), launched a Sport & Climate Trivia Game and a contest to our fans putting to light the Racing to Zero Educational video series led by Olympian Oluseyi Smith.
- On Green Sport Day (October 6), participated in a panel discussion at the Green Sports Day Summit. In collaboration with Head to Head, organized a co-taught lesson and developed a bilingual educational resource titled “Sport and Sustainability – Team Canada”.
- Shared sustainability approach to the 2024 Paris Olympic Games during Olympic Lab.

# PARTNERS IN TRANSFORMING CANADA THROUGH THE POWER OF SPORT

The Canadian Olympic Committee’s incredible group of over 30 marketing partners are critical supporters of the COC’s mission to support Team Canada Olympians and make sport in Canada safe, inclusive and barrier-free.

The investment made by our marketing partners contributes approximately 70% of total quadrennial revenues for the Canadian Olympic Committee. In addition to financial support, marketing partners are key accelerators of Team Canada Impact Agenda programs, each contributing unique value to support the Canadian sport community.

The partnerships team was pleased to announce the renewal of ATPi as the “Official Travel Logistics Services Partner” and welcomed ICON Digital Productions to the Team Canada family as the “Official Digital and Printing Production Partner”. Through this new partnership with ICON, the COC will be able to raise the profile of Team Canada athletes at home and on the world stage. We’re excited to work together on the road to Paris 2024 and beyond.

**70%**

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

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

# ENGAGING THE TEAM CANADA FANBASE

Refreshed content strategy drives milestone of 1M likes on TikTok within first year of launch

Over the course of the year, the COC's digital efforts evolved in a meaningful way to serve fans and partners through best-in-class activations and storytelling.

The COC reached impressive heights of fan engagement through an increased focus on the creation of original content, including a robust strategy at the Santiago Pan American Games to highlight athletes both on and off the field of play. The COC continued to amplify leading athlete voices which shared Team Canada Impact Agenda themes of Podium, Play and Planet.

The award-winning Team Canada Olympic App gave fans one central hub to celebrate athletes through interactive features that included custom games, augmented reality, breaking stories and partner-driven activations.

The COC's digital growth created value for both marketing partners and fans through best-in-class executions including the Team Canada Countdown, presented by Canadian Tire, that launched one year out from Paris 2024 and successfully venturing into branded content on TikTok for the RBC Training Ground Year Eight National Final.



**4.6M**

Pageviews to content on [olympic.ca/](https://olympic.ca/), [olympique.ca](https://olympique.ca/) and the Team Canada Olympic app.

**52M**

Interactions across Team Canada social channels.

**3.1M**

Email opens from Sports Updates & Team Canada Perks newsletters.



# GLOBAL REACH

Strengthening our international connections to advance sport at home and abroad.

“My time with the Refugee Olympic Team revealed the triumph of the human spirit over adversity. Now, with my own dojo, I’m spreading the power of sport to inspire the next generation.”

– Hamoon Derafshipour



## OLYMPIC SOLIDARITY

Through the IOC and Panam Solidarity Programs, the COC distributed \$1M in Olympic and Pan American solidarity funding throughout 2023. These funds were used to support programs and activities for the development and preparation of athletes for Santiago 2023, Paris 2024 and Milan-Cortina 2026, supporting young athletes on their pathway to the Gangwon 2024 Winter Youth Olympic Games and the implementation of the IOC Refugee Athlete Support Program and other solidarity programs in Canada.

### IOC REFUGEE ATHLETE SUPPORT PROGRAM

At the 2023 Global Refugee Forum in December, the COC committed, through the Multistakeholder Sport Pledge, to harness sport as a tool for the protection and inclusion of refugees and host communities around the world. Our work is based on the idea that the power of sport can change the lives of displaced young people and their host communities for the better.

Through the IOC Refugee Athletes Support Program, Canada is one of the largest hosts of Refugee Scholarship Holders in the world. We currently support seven high-performance IOC-funded refugee athletes, five of whom have ambitions to reach the Paris 2024 Refugee Olympic Team.

- 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

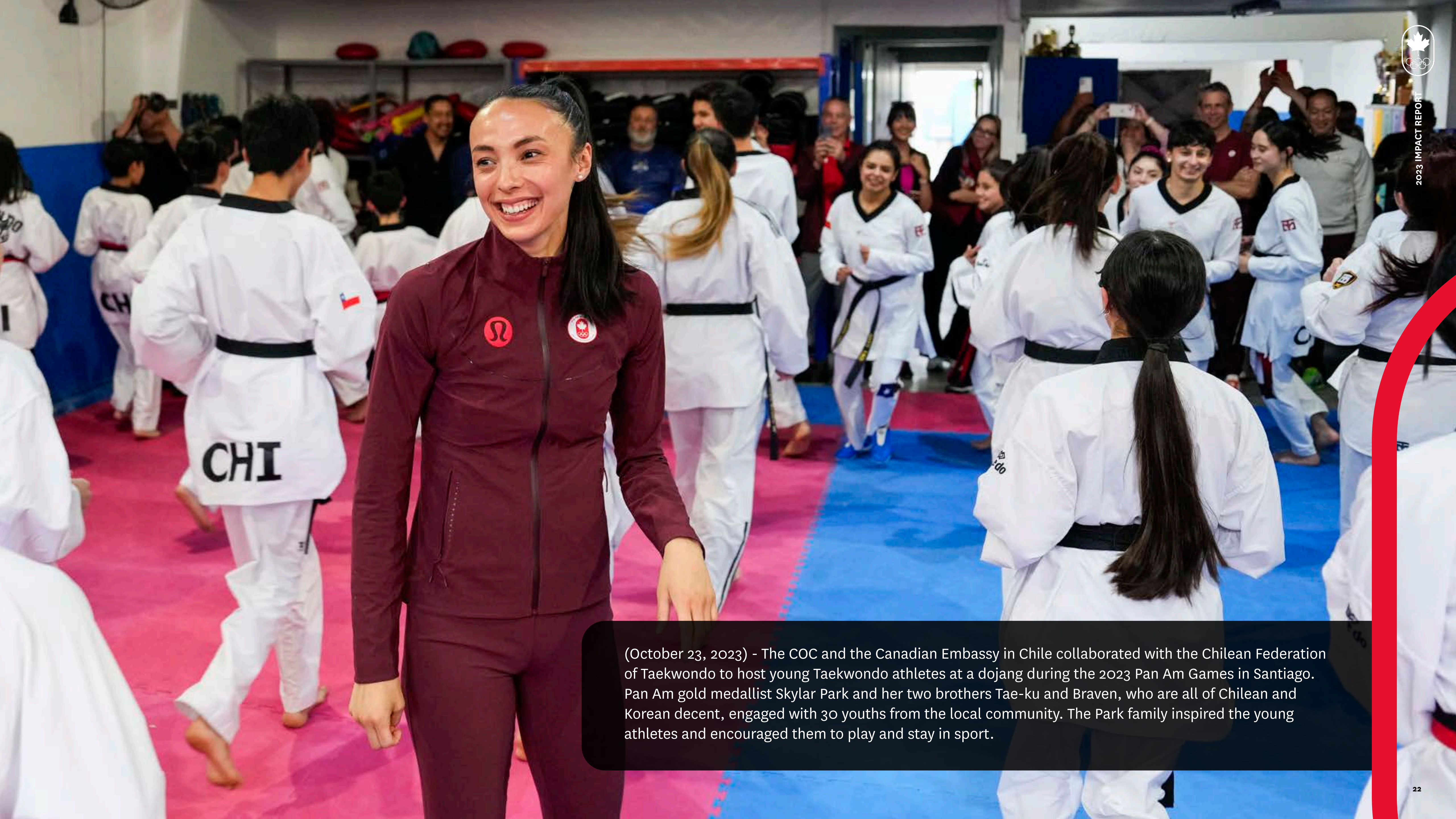
## INTERNATIONAL STRIDES

### SPORT AND HUMAN RIGHTS

- In December 2023, the COC participated in the Centre for Sport and Human Rights (CSHR) Sporting Chance Forum. Our ongoing commitment to fostering safe and accessible sport for all Canadians underscored the importance of an embedded commitment to human rights standards.
- The COC is in the process of formalizing a partnership with CSHR which aligns with our dedication to sport for all and the Centre’s mission to develop innovative strategies and new forms of collective action to advance respect for human rights across the world of sport, harnessing the power of sport for good.

### INTERNATIONAL REPRESENTATIVES NETWORK

- Launched in November, Canada’s International Representatives Network (IRN) harnesses the expertise of over 150 Canadians in global sports leadership roles to support the development of a cohesive national approach to international relations. The goal of the network is to coordinate the effort of Canadian international sport leaders to maximize Canada’s contribution and impact within the international sport system.



(October 23, 2023) - The COC and the Canadian Embassy in Chile collaborated with the Chilean Federation of Taekwondo to host young Taekwondo athletes at a dojang during the 2023 Pan Am Games in Santiago. Pan Am gold medallist Skylar Park and her two brothers Tae-ku and Braven, who are all of Chilean and Korean decent, engaged with 30 youths from the local community. The Park family inspired the young athletes and encouraged them to play and stay in sport.

# OUR CULTURE

The team behind Team Canada



## PEOPLE AND CULTURE

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.

### COMMITMENT TO EXCELLENCE

The COC is proud to have welcomed 35 new employees in 2023.

As part of the COC’s commitment to support Canada’s best athletes by being the best we can be, the People and Culture team was proud to offer several professional development opportunities, including opportunities through the Smith School of Business.

### TEAM CULTURE

Having a great culture is part of being a great organization. Part of our commitment to our culture is to maintain an open dialogue with employees through consultation and collaboration with various internal groups. In 2023, we successfully implemented our action plans to continue creating an inclusive and engaging workplace.

Key outcomes include a new approach to our recognition program that more frequently and publicly recognizes the great work we do. This change resulted in a 5x increase in recognition in the second half of the year.

We’re also proud to have sustained consistently strong engagement scores as measured by our annual staff survey, which has resulted in once again being recognized as a Great Place to Work as well as a Best Workplace for Youth going into 2024.

### STRENGTH IN OUR DIVERSITY

- Voluntary self-identification surveys for staff show that the COC has grown more diverse and has created a stronger culture of inclusivity since this work began four years ago.
- Successfully launched a four-part DEI webinar series with the Smith School of Business for COC staff and Board members.
- Named one of Canada’s Best Workplaces for Women in 2023.

### EQUITY AS AN OUTCOME

- The COC hired 17 interns as part of our internship program, of which 50% of the positions were dedicated to Black, Indigenous, and People of Colour.

### VALUING RESPECT AND INCLUSION

- Recognized and celebrated several awareness days including National Truth and Reconciliation Day, Black History Month, International Women’s Day and Pride Month.

**89%**

Percentage of employees who believe that they can be successful and be their authentic selves at the COC.

**25**

Ethnic backgrounds self-identified by COC staff.

## ATHLETE INSPIRED

The COC takes tremendous pride in the Olympians and Pan Am athletes we are fortunate to have on staff and at the Board level. It all starts at the top with four-time Olympian and Olympic medallist Tricia Smith, who has served as our President since 2016.

At the close of 2023, the count reached 20 thanks to the addition of Olympian Caroline Calvé (snowboard), Olympian Émilie Fournel (canoe-kayak sprint), Olympian Jennifer Hawkrigg (snowboard), Pan Am athlete Marie-Lou Morin (artistic swimming) and Olympic champion Erica Wiebe (wrestling). In 2023, the COC began a content series on olympic.ca recognizing our athletes on staff, which will continue in 2024.



# CANADIANS SUPPORTING TEAM CANADA



## CANADIAN OLYMPIC FOUNDATION

The Canadian Olympic Foundation (COF), the fundraising arm of the COC, enables passionate sports enthusiasts to support Team Canada.

This year we were proud to receive major gifts from Power Corporation of Canada, the Malaviya Foundation, and the John and Marla Levy Family Foundation. We also launched the Team Canada Giving Circle, a community of Olympic supporters who gain exclusive access to sport experiences and witness firsthand the impact of their donations.

The COF is grateful to every one of the 2,418 donors from across the country who supported the Foundation in 2023. Donor contributions change the lives of athletes of all ages, turning Team Canada athletes' potential into Olympic possibility.

“For me, donor support means opportunity. It opens doors to additional training camps, travel to international tournaments, or engaging challenging sparring partners. Donor support is critical because all these elements – training, travel, competition – are necessary to get where I want to go and shine a spotlight on women’s boxing.”

– **Tammara Thibeault**,  
Olympian (boxing), Pan Am Games Gold Medallist,  
World Champion

What donor support achieved in 2023:

- At the Santiago 2023 Pan American Games, 80 percent of athletes who received direct support from the Canadian Olympic Foundation brought home a medal.
- 176 Team Canada athletes received funding through awards such as the Murphy Family Awards, Bitove Indigenous Awards, Future Olympians Fund, and Toller Cranston Awards.
- Established the Marissa and Moez Kassam Level the Playing Field Fund to drive resources directly to grassroots programs that engage youth from newcomer and marginalized communities in sport.
- Granted a total of \$6.28M to the Canadian sport system to support the following grantees:
  - \$3.31M to the COC to support its priority programs including the NextGen initiative, Level the Playing Field, Diversity Internships, and the Team Canada Impact Agenda.
  - \$280K direct to athlete bursaries
  - \$2.69M to National Sport Organizations and sport partners



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 of the COC, currently comprised of 94 voting members 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. The current list of COC Board of Directors can be found in the APPENDICES (COC Board and COF Board).

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
- STACEY ALLASTER** Director
- CHRIS CLARK** Director
- IAN CLARKE** Director
- MARIE-HUGUETTE CORMIER** Director
- LORI DEGRAW** Director
- DAVID DE VLIAGER** Director
- PETER DINSDALE** Director
- HUBERT T. LACROIX** Director
- JAQUI PARCHMENT** Director
- SAÄD RAFI** Director
- KAREN RUBIN** 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 & Director
- CHARMAINE CROOKS** Member & 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
- CAILEY STOLLERY** Director
- BRUNY SURIN** Member & 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)
- PHILIP BROWN** (Alpine Skiing)
- JOSEPH POLOSSIFAKIS** (Fencing)
- CYNTHIA APPIAH** (Bobsleigh)
- RACHEL NICOL** (Swimming)
- MELISSA HUMANA-PAREDES** Pan Am Sports Rep – Ex-officio
- OLUSEYI SMITH** (IOC Rep – Ex-officio)

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

- KIM BOUTIN** (Speed Skating – Short track)
- LUCAS MAKOWSKY** (Speed Skating)

**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 2023 and a list of the current members.

**AUDIT, FINANCE, RISK MANAGEMENT COMMITTEE**

**# Meetings in 2023: 5**

Ian Clarke† (C), Chris Clark† (VC), Stacey Allaster†, Karen Rubin†, Debra Armstrong, Therese Brisson (OLY)\*\*, 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 and strategic planning and 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 program and culture. A key area of focus for the AFRMC in 2023 was the execution against and the updating of the 2021-2024 quadrennial financial plan and the ongoing monitoring of financial results against the plan. In addition, the AFRMC provided oversight on the development of the annual 2024 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 operations and Santiago Pan Am Games.

**GOVERNANCE AND ETHICS COMMITTEE**

**# Meetings in 2023: 3**

David de Vlieger† (C), Lori DeGraw† (VC), Jennifer Bishop, Debra Gassewitz, Iñaki Gomez (OLY)†, Peter Lawless, Maxwell Lattimer (OLY)\*\*, Gord Peterson, Saäd Rafi†, *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 2023, the GEC also took steps to identify and address the COC’s adherence with the Canadian Sport Governance Code and updates to the COC Code of Ethics. The GEC also discussed ethical issues related to transgender participation and the possible role of the COC on this topic.

**HUMAN RESOURCE COMMITTEE**

**# Meetings in 2023: 4**

Karen Rubin† (C), Jaqui Parchment† (VC), Marie-Huguette Cormier (OLY)†, Peter Dinsdale†, Hubert Lacroix†, Rosie MacLennan (OLY)†, *Tricia Smith (OLY)†, David Shoemaker, Candice Maxis (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 2023, the HRC was additionally focused on the replacement of the Chief People and Culture Officer, the return to the office in a hybrid and flexible work model, the monitoring of key people and culture KPIs and the usual survey series of Employee Engagement and Employee Self-identification.



**INVESTMENT COMMITTEE**

**# Meetings in 2023: 3**

Chris Clark† (C), Ian Clarke† Tom Bradley, Leslie Cliff, Diane Fulton, Michelle Peshko, Mike Scarola (OLY), *Tricia Smith (OLY)†, David Shoemaker, Michael French (COC SL)*

The Investment Committee is a standing committee of the Board of Directors (Board) established to assist the Board in fulfilling its governance responsibilities by providing oversight with respect to 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 the Canadian Olympic Foundation Investment Fund and any successor or replacement fund (Funds). In 2023, the prime area of focus of the Investment Committee was to provide oversight to the Outsourced Chief Investment Officer to optimize the portfolio performance within the volatile and uncertain markets.

**NOMINATING COMMITTEE**

**# Meetings in 2023: 2**

Lori DeGraw† (C), Peter Dinsdale† (VC), Kristy Balkwill, Isabelle Turcotte Baird (OLY), Katherine Henderson\*\*, Lorraine Lafrenière\*\*, Gord Orlikow, Richard Powers, Jacqueline Simoneau (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 2023, the Nominating Committee supported the nomination process for the 2023 election of 6 directors and 6 Class B Members.

**TEAM SELECTION COMMITTEE**

**# Meetings in 2023: 5**

Marie-Huguette Cormier (OLY)† (C), Hubert Lacroix† (VC), Kim Boutin, Kathy Brook, Elaine Dagg-Jackson (OLY), Mark Eckert, Katherine Henderson\*\*, Peter Judge\*\*, Jacqueline Simoneau (OLY)\*\*, *Tricia Smith (OLY)†, David Shoemaker, Walter Sieber\*\*, Christine Girard (OLY), Catriona Le May Doan (OLY), Bruny Surin (OLY), Ella Mawdsley (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”). In 2023, the Team Selection Committee’s activities were focused on supporting the nomination and selection of teams for the 2023 Bali Beach Games, 2023 Santiago Panam Games and 2024 Gangwon Winter Youth Olympic Games, in addition to supporting the preparations for the 2024 Paris Olympic Games. Committee work included reviewing and approving updated team agreements and internal nomination procedures (INPs).



# 2023 IMPACT REPORT

