

OWN THE PODIUM | À NOUS LE PODIUM



TESSA VIRTUE &
SCOTT MOIR
ICE DANCERS

ANNUAL REPORT 2017-2018

OWN THE PODIUM

To be a world leader in high performance sport at the Olympic and Paralympic Games

KYLIE MASSE
SWIMMER



TYLER MCGREGOR
PARA ICE HOCKEY



MESSAGE FROM THE CHIEF EXECUTIVE OFFICER

With the PyeongChang Olympic and Paralympic Winter Games now in the books, 2018 will be remembered as a year of “Best Ever” for Canada.

On behalf of the Board of Directors and staff at Own the Podium, we would like to thank and congratulate everyone in Canada’s high-performance sport community for their focus, dedication and wide-ranging contributions to the completion of another successful winter sport quadrennial.

There were surprising wins, heartbreaking losses, setbacks and surges and through it all, a growing sense that we just might be on the verge of a whole new chapter of success in winter sport as a nation.

Canada took a giant step forward in its quest to be the world’s top winter sport nation with a record-setting performance in PyeongChang. With 57 trips to the podium in Korea, Canadian athletes finished second overall in the combined Olympic-Paralympic medal count. Just two medals off the leading pace set by the United States with 59 podium finishes, Canada’s second-place finish in combined Games was easily our nation’s best-ever performance.

Finishing third overall at the Olympic Winter Games, and second overall at the Paralympic Winter Games in Korea, Canadians celebrated 16 more podium finishes than four years ago in Russia. In addition to total medals, Canada also improved in the number of gold medals, top-five, and top-eight performances.

A difference-maker in our athletes’ success has been Own the Podium’s Innovations 4 Gold program. Working alongside scientists, researchers and engineers across the country, the vast majority of all medal-winning sports in the 2018 Olympic and Paralympic Winter Games were supported through Innovations 4 Gold, including data analytics backed by Canadian Tire, and more recently, by SAS. Sport Analytics is helping national sport organizations find the centimetres required to discover their place on the podium.

Own the Podium applauds the Government of Canada for its long-term belief and commitment to financially investing in the drive to the podium for Canadian high-performance athletes. In addition, a significant investment from the Canadian Olympic Committee, the Canadian Paralympic Committee and their respective foundations has resulted in a stable base of funding for sports with medal potential for the upcoming and subsequent Games. Over the last four years, more than \$86 million was invested in Canada’s Olympic and Paralympic winter athletes and programs recommended by Own the Podium. In the Rio 2016 quadrennial, approximately \$139 million was invested to support Summer Olympic and Paralympic athletes and programs.

As a result, Team Canada delivered under the most intense pressure and can take pride in how their performances lifted Canadians from coast-to-coast-to-coast.



Anne Merklinger
Chief Executive Officer



The results in PyeongChang, as well as our summer athletes delivering a “Best Ever” Games of their own in 2016, affirm the steady progress Canada’s sport system has made over the last decade.

It is clear that ‘Own the Podium’ is working.

Canada’s commitment to sending athletes fully prepared to achieve excellence has demonstrated that with great coaching, impeccable technical, analytical, sport science and medical support, and a robust, healthy training and competition environment, our country’s top athletes can take on the best in the world and reach the podium.

But we also recognize, it is a never-ending journey. There is so much more to do despite the fact that after 13 years of pushing hard, there is real optimism in the country that we can overcome setbacks and contend with confidence for top-nation status.

We will never underestimate the responsibility we have to all Canadians. We owe it to our athletes who dedicate themselves to wearing their country’s colours, and to the next generation of young boys and girls who are motivated and inspired by their Canadian Olympic and Paralympic heroes’, to get off their couches and play.

In closing, we owe extreme gratitude to outgoing chair, John Furlong, who has helped oversee these record-setting summer and winter Olympic and Paralympic Games for Canada during his eight-year tenure. We also need to recognize the contributions of outgoing Board members Guy Larose and Dr. Mike Wilkinson, who have both completed two four-year terms, as well as Scott Hutcheson and Hayley Wickenheiser, who both recently stepped down to serve as Chair and Vice-Chair of Calgary 2026.

Mr. Furlong’s repeated message during his final annual general meeting to both new and continuing board members was a cautionary one of not settling for the status quo.

And while there is no room for complacency or looking back, the new Board and best in class support team are uniquely positioned to take Canada to the summit. We must continue to work collaboratively, apply science and discipline, support our high-performance athletes and programs in a strategic manner, and continue to embrace new ideas and take risks.

OTP and its partners have proven that Canada can win and compete with any nation anywhere. As we look to Tokyo 2020 and Beijing 2022, the fundamentals are in place for breakthrough performances provided we never settle for ‘good enough’. We must regularly redefine the challenge, hold ourselves accountable and drive hard to surpass our goals and expectations.

Excellence is a choice and a path each of us will pursue every day in an effort to win even more medals for Canada.

Anne Merklinger
Chief Executive Officer



VISION

For Canada to be a world leader in high performance sport at the Olympic and Paralympic Games.

MISSION

To lead the development of Canadian sports to achieve sustainable and improved podium performances at the Olympic and Paralympic Games through a values based approach.

MANDATE

Own the Podium provides technical support to national sport organizations with the aim of delivering more Olympic and Paralympic medals for Canada. Own the Podium prioritizes investment strategies by making funding recommendations using evidenced based, expert driven, targeted and collaborative approach.

VALUES

EXCELLENCE	BOLD LEADERSHIP	INNOVATIVE	INTEGRITY AND TRUST
Podium Driven	Visionary	Creative	Performance Partner
Without Compromise	Collaborative	Nimble and Flexible	Open and Transparent
Solutions Focused	Challenging	Calculated Risks	Ethical
ACCOUNTABILITY			

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BOARD OF DIRECTORS - (2017-18)



John Furlong



Therese Brisson



Duncan Fulton



Scott Hutcheson



Guy Larose



Todd Nicholson



Chris Clark



Hayley Wickenheiser



Mike Wilkinson



ELLIE BLACK
GYMNASTICS



OBJECTIVES

SUSTAINABLE AND IMPROVED PODIUM PERFORMANCES AT THE OLYMPIC AND PARALYMPIC GAMES



Podium Excellence

Long Term Objectives:

- There are medal potential athletes in all targeted individual events led by world leading coaches and supported by a sufficient measurable pool of next generation podium potential athletes.
- Team sports have identified and developed a sufficient pool of athletes that will lead to sustainable podium performance.

Short Term Objectives:

- Canada has increased the number of podium potential entries for the upcoming Olympic and Paralympic Games.
- Canada has increased the number of next generation podium potential entries for subsequent games.
- Canada has improved its Olympic and Paralympic medal conversion rates for upcoming games.
- Canada has achieved its set performance objectives in the upcoming Olympic and Paralympic Games.



System Excellence

Long Term Objectives:

- There is an increasing number and quality of world class athletes, coaches and technical leaders supported by fully functional CSI/CSCs.

Short Term Objectives:

- We have developed and facilitated the plans, pathways, frameworks, policies, environments and expertise to uplift the Canadian Olympic/Paralympic high performance sport system.



Sport Science, Medicine, Research and Innovation Excellence

Long Term Objectives:

- We have world class integrated support teams working with coaches and technical leaders for each targeted sport increasing the achievement of podium performance goals incorporating innovative world leading sport science and medicine research.

Short Term Objectives:

- All targeted NSO's have established an optimal Integrated Support Team (IST) plan.
- We have an established plan for performance intelligence gathering aligned with performance analysis initiatives.



Organizational Excellence

Long Term Objectives:

- We are a leading organization in high performance sport in Canada and around the world.

Short Term Objectives:

- Human and financial resources are effectively managed.



KIM BOUTIN

SHORT TRACK SPEED SKATING



OPERATIONAL PRIORITIES BY STRATEGIC FOCUS AREA



Podium Excellence

- World leading coaches and technical leaders for all targeted sports
- Optimal daily training environment and competition structures for all targeted sports
- Optimal Sport Science and Sport Medicine delivery embedded in the daily training environment and competition structure for all targeted sports
- World leading high performance plans for all targeted sports
- Podium pathways developed and validated for all targeted sports
- High performance governance practices driven by podium objectives for all targeted sports



System Excellence

- Development of world leading HP Directors and coaches for all targeted sports
- Canadian Sport Institutes are delivering world leading SSSM services to all targeted sports
- Lead the development of Podium Pathways
- NextGen strategy is developed and implemented



Sport Science, Medicine, Research, and Innovation Excellence

- World leading ISTs are developed for all targeted sports
- Innovation and applied research is conducted to provide performance solutions
- Performance intelligence and analytics are identified and deployed to improve performance



Organizational Excellence

- Sound business foundations are based on best in class practices
- Efficient and effective business operations are delivered



JUSTIN KRIPPS & ALEX KOPACZ
TWO-MAN BOBSLEIGH



PODIUM EXCELLENCE - SUMMER

2017-18 Update – Year 1 Tokyo Quadrennial

The first year of any Olympic and Paralympic Quadrennial is typically impacted with key athlete retirements and calculated changes to crucial technical leadership and coaching positions. These changes provide sports a unique opportunity to make strategic shifts to their High Performance Plans aimed at improving results at the upcoming and subsequent Olympic and Paralympic Games. 2017 was no exception for Canada with many of Canada's Core and Strategic Sports experiencing a notable turn-over of high performing Rio2016 athletes and key changes in CTO/HPDs, National Coaches and SSSM leads.

The following table provides some insight to Canada's growing pool of podium potential athletes/events comparing year 1 of the London, Rio and Tokyo Olympic Quadrennials. The table also illustrates how the first year of any quadrennial has a modest level of podium predictability for the upcoming Games.

CANADA	2009 WC RESULTS (ROLLING*)	2012 OLYMPIC GAME RESULTS	2013 WC RESULTS (ROLLING*)	2016 OLYMPIC GAME RESULTS	2017 WC RESULTS (ROLLING*)
Top-8 Results	54	58	54	71	73
Top-5 Results	30	37	30	44	40
Top-3 Results	14	18	18	22	17

In contrast, the following table illustrates the troublesome downwards trend that has continued post-2016 for Canada's Paralympic sports. Fortunately, critical world class changes in Coaching and Technical Leadership positions have been made in a number of Canada's Paralympic sports since the Rio Games. The immediate outcome is an encouraging positive shift towards uncompromising high performance culture that has emerged in key sports. Building on the 2017 Summer Paralympic Excellence Summit, plans are underway to bring the "BIG-5 Para Sports" (athletics, cycling, swimming, wheelchair basketball and wheelchair rugby) together for a fall 2018 workshop with an objective to identify shared technical program delivery enhancements and economies of scale to be initiated in the final 2 year push into Tokyo.

CANADA	2009 PARA WC RESULTS (ROLLING*)	2012 PARALYMPIC GAME RESULTS	2013 PARA WC RESULTS (ROLLING*)	2016 PARALYMPIC GAME RESULTS	2017 PARA WC RESULTS (ROLLING*)
Top-8 Results	101	115	125	108	87
Top-5 Results	60	54	60	62	49
Top-3 Results	40	31	31	29	28

* Rolling Medal count refers to the medals from the most recent World Championships or Olympic Games as not all sports have a World Championships each year of the Olympic quadrennial

Additional Key highlights with respect to operational pillars:

- Kylie Masse's gold medal (world record) in the women's 100 backstroke at the 2017 Swimming World Championships.
- Brent Lakatos swept all 3 golds in the Men's T53 (100-400-800) at the 2017 World Para Athletics Championships.
- Jennifer Abel clinched 2 diving medals in the 3m and 3m synchro events at the 2017 Diving World Championships.
- Two bronze medals at the 2017 World Wrestling Championships from Michelle Fazzari (58kg) and Justin Di Stasio (75kg).
- Canada picked up a silver medal in the Women's Eights at the 2017 World Rowing Championships and won two gold medals at the U23 World Rowing Championships in the Men's single sculls and the Women's Eights.

- Canada won seven medals at the 2017 IPC Para World Track Cycling Championships with Tristen Chernove and Ross Wilson each earning two gold and Marie-Claude Molnar with 3 silver medals.
- Canada's Women's Sevens program continued its performance consistency finishing the 2017 season with a 3rd place in the World Rugby rankings and winning the Sydney leg of the Women's Sevens Series.
- Laurence Vincent-Lapointe won a World Canoe Championships gold medal in the Women's C1-200m. She and Katie Vincent teamed up for a second gold in the Women's C2-500m.
- Emerging Next Generation athlete Sophiane Methot won bronze in the senior Women's Individual event at the 2017 World Trampoline Championships.
- Ellie Black won Canada's first ever all-around medal at a World Women's Artistic Gymnastics Championships with a Silver at the 2017 Championships held in Montreal.
- Sarah Pavan / Melissa Humana-Paredes won 4 FIVB World Tour medals (1G, 2S and 1B) including Canada's first ever win at an FIVB World Tour Major event and finishing the year with a #2 world rank.
- Two LPGA victories for Brooke Henderson as well as runner-up at the 2017 Women's LPGA Championship. On the men's side, PGA tour victories from both Adam Hadwin and MacKenzie Hughes.
- Stefan Daniels won his second Para World Triathlon Championship title in Men's PT5.
- Dennis Shapovalov becomes the youngest player to achieve a Top-50 ATP ranking since Rafael Nadal in 2000.
- Women maintain 3rd spot in the WBSC World Softball Rankings.
- CANADA'S TEAM SPORT STRATEGY continues to demonstrate excellent positive return on investment:
 - Water Polo Women finished in 4th place at the 2017 Water Polo World Championships.
 - Canada won gold at FIBA Women's AmeriCup. The program also won bronze at the FIBA U19 World Cup.
 - Men's Basketball continued to shine with gold at the Men's 2017 FIBA U19 World Championships.
 - Volleyball Canada's Men's National Team moved to 6th in World Rankings and finished 3rd in World League play.
 - Rugby Canada Men's program finished 8th in the World Rugby rankings and won the Singapore event.
 - Wheelchair Basketball Canada continued to re-emerge on the international scene with both Women and Men qualifying for 2018 World Championships by finishing 1st and 2nd at the 2017 Continental Championships.

Own the Podium will continue in our efforts to proactively collaborate with sports in optimizing the conversion of Canada's existing pool of podium athletes / events into the Tokyo Games, whilst increasing the pool of podium potential athletes into the Paris Games. Some of the key strategies being deployed include the following:

- 1.** Collaborate with both targeted and non-targeted sports in developing and validating their Podium Pathways (Podium Results Tracking, Winning Styles of Play and Gold Medal Profiles);
- 2.** Enhance OTP's role as a performance partner and technical agency with the enhanced biannual "State of Sport" Tool identifying evidence-based gaps and mitigation strategies for targeted sports;
- 3.** Support Canada's coaches in the pursuit of world-class coaching excellence via the Coaching Enhancement Program (CEP);
- 4.** Provide technical guidance and support to Canada's non-targeted sports;
- 5.** Collaborate with the COPSI Network to access world class quality sport science and sport medical services relative to the sport's performance gaps; and
- 6.** Implement key research and innovation projects.



SYSTEM EXCELLENCE

2017-18 saw the launch of a number of exciting initiatives designed to strengthen Canadian high performance sport. These initiatives were characterized by close collaboration amongst OTP and national stakeholders in an effort to engage and align experience and expertise while filling identified gaps in the Canadian high performance system. These initiatives included:

-Canadian Olympic and Paralympic Sport Institute Network (COPSIN) Strategy and Investment:

2017-18 saw the introduction of a new financial framework for the COPSIN designed to provide multi-year funding commitments and more certainty in planning for Sport Science and Sport Medicine services for targeted sports.

-A High Performance Directors retreat was held in September of 2017 in Toronto. Over 100 participants attended from winter and summer sports. High Performance Directors from all Olympic and Paralympic sports were invited to attend consistent with OTP's commitment to provide technical guidance to all Olympic and Paralympic sports. Participants ranked the overall organization of the retreat as 4.64 out of five.

-Launched in the fall of 2017, the Coaching Enhancement Program (CEP) is a ground-breaking initiative built and delivered by Canada's high performance partners that makes a long-term commitment to the development of our Olympic and Paralympic coaches. Through an historic assessment initiative and a commitment to targeted development opportunities, the CEP will arm Canadian coaches with the skills necessary to fulfill Canada's sporting potential.

The CEP will provide support to NSOs in their commitment to assess and develop their leading senior coaches as well as those who show the potential to rise to the top. Core Summer NSOs and Category 1&2 Winter sports will nominate coaches to be assessed and to receive cutting edge development support. The CEP is a clear example of increased collaboration amongst national high performance sport partners (COC, CPC, CAC, OTP and Sport Canada) and is funded primarily with a 4 year financial commitment from the COC of \$5.25M, with technical leadership provided by OTP.

-From October 18-19, a Summer Paralympic Excellence Summit was held in Toronto. Jointly hosted by OTP and the CPC, the event attracted 70 Para sport leaders. The purpose of the Summit was to identify priority actions to improve Canada's performance in future Summer Paralympic Games. OTP and the CPC believe important momentum was gained for Canada's Summer Paralympic Sports to build on for 2020 and beyond.

-Working with the Canadian Olympic Committee (COC), the Canadian Paralympic Committee (CPC) and their respective foundations, a total of up to \$10 million in ongoing, annual funding—\$5 million from the Government of Canada, \$4 million from the COC and \$1 million from the CPC—will support Olympic and Paralympic athletes who have demonstrated medal potential for the subsequent Olympic or Paralympic Games. OTP was actively engaged in the design and implementation of the NextGen Strategy. Over 50 reviews were conducted over the summer months in 2017 leading to recommendations to funding partners totalling \$10M. The investment is designed to complement the current investments in the sport system. It will support additional coaches, improve the daily training environments of athletes, and invest in sport science and sport medicine services.



SPORT SCIENCE, MEDICINE, RESEARCH AND INNOVATION EXCELLENCE

The Sport Innovation Summit (SPIN) continues to be a critical component for national professional development in the sport sciences and sports medicine fields. With over 262 delegates, this year's SPIN focused on injury prevention and return to play protocols. The Canadian Winter Olympic Team was supported in its preparation for the PyeongChang Games by several Own the Podium staff providing expertise in sport science, meteorological sciences, performance technology and results tracking. In addition, five Innovation 4 Gold research projects were explicitly designed to have a direct impact on podium performances in PyeongChang. A National Sport Analytics Strategy was developed to increase the scope and depth of high performance sport analytics, in support of the pursuit of Paralympic and Olympic medals it provides operational responsibilities for national sport partners and key corporate partners: Canadian Tire Financial Services (CTFS), and SAS. Podium Pathway work with NSOs continue to strengthen with over 24 sports engaged with CTFS in developing athlete or team podium potential profiles. A specific Paralympic Podium Pathway workshop was hosted to address specific issues associated with Paralympic athlete performance profiles and its impact on areas such as talent identification and athlete monitoring. The workshop followed a successful Wheelchair Sport Summit that included six wheelchair sports, bringing together experts to examine technology and innovation opportunities in wheelchair design and manufacturing to improve athlete-chair interface and performance.

INITIATION OF NSSMAC
PARALYMPIC IST

26- I4G PROJECTS

7 PARALYMPIC

9 WINTER

10 SUMMER

TEAM AND COMBATIVE
SPORTS GMP/PP
WORKSHOP

@ **GAMES SUPPORT IN
PYEONCHANG**

2017 SPIN SUMMIT IN VANCOUVER
262 DELEGATES



COACHING ENHANCEMENT PROGRAM PROGRAMME D'AMÉLIORATION DES ENTRAÎNEURS

Supporting Canada's coaches in the pursuit of world class coaching excellence in Olympic and Paralympic sports



Goal 1

Develop the expertise of high performance coaches with the competencies of a World Class Coach

Goal 2

Build an engaged community of high performance coaches to drive World Class Coaching Excellence

Coaching Assessment

Effective development takes place when the skillset of the coach is clearly identified. The assessment exercise aligns to World Class Coaching Excellence and ensures the process supports the coach through a commitment to confidentiality and an uncompromising approach to their development. This is a precursor for access to all CEP initiatives.

Canada Coach

Focused, dynamic training is based on World Class Coaching Excellence and personal Coaching Assessment. Coaches are selected to an intimate cohort of senior coaches. Four, four-day sessions are delivered over 18 months.

Professional Development

Based on their personal Coaching Assessment, a coach is funded to participate in targeted development opportunities ranging from technical skill development to customized leadership experiences.

Performance Coach Workshops

Targeted to NextGen and Senior Coaches who will be working with podium potential athletes, content is aligned with World Class Coaching Excellence. A two-day, in-person workshop is followed by four virtual engagements (at 3-6-9 and 12 months).

Re-Integration

Focused on ensuring that expertise remains in the Canadian system, funding is provided to support the retention of senior coaches who may wish to transition to a NextGen or pathway coaching role.

Women in Coaching

Financial support is prioritized to provide coach development opportunities and enhance existing partnerships within the Canadian sport system to increase the number of female Olympic and Paralympic coaches.

Coaching Summit

The Coaching Summit brings together Canada's leading Olympic and Paralympic coaches. Through effective collaboration between Canada's high performance sport partners, the Summit will inspire world-class coaching and drive strategies to enhance coaching expertise.

For more information on the Coaching Enhancement Program, please visit www.ownthepodium.org/Initiatives/Coaching-Enhancement-Program



MARK ARENDZ
PARA NORDIC



ORGANIZATIONAL EXCELLENCE

As a National non-profit organization that benefits from public and private sector financial support, Own the Podium recognizes that it must constantly review and update its policies, practices and norms of behaviour in order to maintain the trust and respect of its partners. While our ultimate goal is to improve the depth of our athlete pool and performance results, OTP is committed to ensuring that it harnesses the necessary quality leadership and best business practices to deliver on Organizational Excellence.

OTP's focus on Organizational Excellence spreads through all areas of the enterprise starting with the dedication and commitment of our volunteer board and committee members, to the experienced and seasoned professional staff. In order for us to achieve our vision for Canada to be a world leader in high performance sport at the Olympic and Paralympic Games, OTP is committed to continuous improvement in its human resources management, its financial stewardship, its governance practices and its partner relations. A few examples of how OTP has lived up to this commitment in 2017-18 are described below:

- OTP updated its Strategic and Operational Plans;
- Completed several openly advertised staffing actions to complement OTP's professional staff team with quality individuals;
- Provided prudent financial management by containing operating costs and ensuring resources are steered to athlete and coach support;
- Continued to implement a performance management system with clear goals, professional development plans, regular feedback and year-end performance reviews;
- Fostered regular staff engagement opportunities to build a culture of trust and constant communication;
- Contributed to several high performance sport policy exercises including the development of a Canadian High Performance Sport Strategy;
- Contributed to various work groups aimed at streamlining funding and accountability requirements for the sport system.

FUNDING PARTNERS






**JOHN MORRIS &
KAITLYN LAWES**
CURLING



FUNDING REPORT

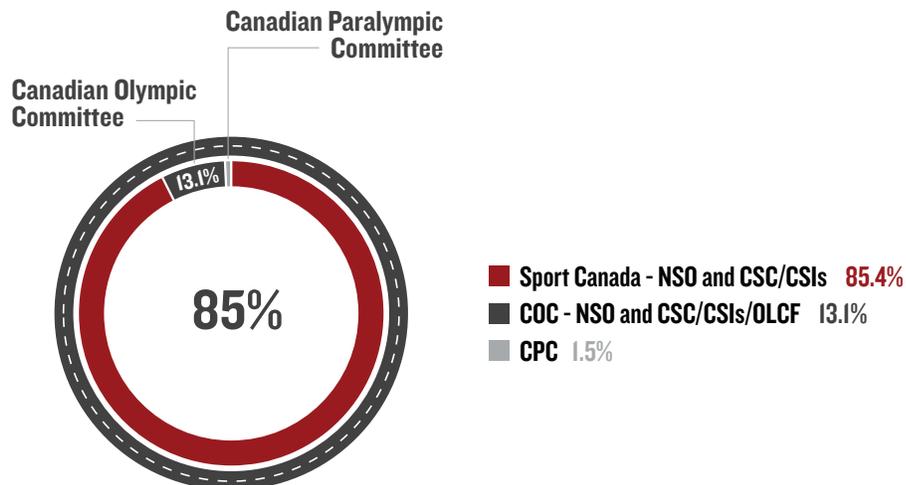
NSO AND CSC/CSIs FUNDING - YEAR ENDED MARCH 31, 2018

This report summarizes Own the Podium's recommendations to funding parties who distribute funds directly to National Sport Organizations and the Canadian Sport Centres / Canadian Sport Institutes

SOURCE OF FUNDS	
Sport Canada	\$66,100,000
COC - NSO and CSC/CSIs	\$9,768,959
COC - Olympic Legacy Coaching Fund (OLCF)	\$400,000
CPC	\$1,150,000
TOTAL	\$77,418,959

DISTRIBUTION OF FUNDS	
NSO - Winter	\$25,838,959
NSO - Summer	\$41,160,000
NSO - Team Sports	\$5,600,000
NSO - Olympic Legacy Coaching Fund (Winter)	\$400,000
TOTAL	\$72,998,959

CSC/CSIs FUNDING	
TOTAL	\$4,420,000



This statement is an extract from the complete audited financial statements of Own the Podium for the year ended March 31, 2018. Copies of the complete financial statements are available from the Own the Podium office upon request.

FINANCIAL REPORT

OWN THE PODIUM

Balance sheet
as at March 31, 2018

	2018	2017
	\$	\$
Assets		
Current assets		
Cash	2,124,890	2,701,245
Accounts receivable	126,288	91,667
Prepaid expenses	56,089	53,954
	2,307,267	2,846,866
Investments	2,659,866	2,357,145
Capital assets	63,770	81,855
	5,030,903	5,285,866
Liabilities		
Current liabilities		
Accounts payable and accrued liabilities	238,566	569,193
Commitments		
Net assets		
Invested in capital assets	63,770	81,855
Internally restricted	428,567	334,818
Unrestricted	4,300,000	4,300,000
	4,792,337	4,716,673
	5,030,903	5,285,866

OWN THE PODIUM

Statement of revenue and expenses
year ended March 31, 2018

	2018	2017
	\$	\$
Revenue		
Canadian Olympic Committee	3,032,000	3,403,764
Sport Canada	2,515,000	3,015,000
Canadian Paralympic Committee	425,000	300,000
In-kind contributions	403,442	570,469
Investment income	151,139	65,745
Sponsorships	68,000	122,496
Government of Ontario	-	555,000
	6,594,581	8,032,474
Expenses		
Projects		
Sports Science, Medicine, Innovation	1,701,464	2,253,941
System Excellence	780,200	956,579
Podium Excellence	30,804	621,552
	2,512,468	3,832,072
Organizational Excellence		
Salaries and benefits	2,873,820	2,916,665
Staff travel	517,094	545,462
General administration	296,413	311,487
Business systems - Database, IT	128,026	171,708
Communications	75,672	630,990
Governance	59,675	51,167
Amortization of capital assets	40,090	38,699
	3,990,790	4,099,178
Total expenses	6,503,258	7,931,250
Excess of revenue over expenses before undernoted	91,323	101,224
Changes in unrealized gain (loss)	(15,659)	110,010
Excess of revenue over expenses	75,664	211,234



**OWN THE | À NOUS LE
PODIUM | PODIUM**

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