


# TriciaSmith



I am Tricia Smith.

Here is what I believe in,  
and why I'm running for  
President of the COC.

I believe in sport, the  
integrity of it, its value  
and its power to unite.



**In this time of recovery and to regain our momentum, the COC needs a leader who is credible, who is experienced, and who understands sport from multiple perspectives.**

*Stable, credible leadership as a four time Olympian, successful entrepreneur and businesswoman, long term national and international sport administrator and lawyer.*

*I will re-establish the ethics and values of the COC through inclusive and collaborative leadership built on a foundation of respect and integrity.*

I have provided stable, credible leadership to the COC on the front line during these turbulent times and will continue to see this through to recovery and beyond. Under my leadership, I have dealt with the immediate challenges, and with my team, put a review in place to identify issues within the organization, extended the review to include governance and have authored a plan to address outcomes.

**The COC will be a world leader in harassment free organizations. The COC will be a world leader in good governance.**

I have ensured our partners and stakeholders are informed and provided opportunity for input. I am a leader who works effectively with others by **listening, collaborating and supporting** and who approaches all with respect and integrity as evidenced by my Olympic experience to date. The COC I lead and will lead is a COC that lives by these principles.

**I believe that leadership based on respect, integrity and collaboration is critical. We will create a community that attracts and supports the best in leadership.**

## The Scrapbook

I know the Olympic movement from the grass roots to the international stage. My lifetime of experience in the sport system in Canada and internationally includes being an athlete on four Olympic Teams, an Olympic silver medalist, a seven time world championship medalist and Commonwealth games gold medalist, a member of the Executive Committee and Vice president of the COC, a member of the OTP Board, a member of the International Council of Arbitration for Sport, Deputy President of the Ordinary Division and Chair of the Membership Commission, Chef de Mission of the 2007 Pan American Games and more than 15 years on the Executive Committee of the International Rowing Federation and Vice President – I understand how each piece affects the other, sport federations and Olympic entities. I have the experience and relationships to lead the COC to its rightful place in Canada and international sport.

## The Athletes are our Rallying Point.

Sport has always been in my life. Growing up in a family of five kids with athletic parents, it was a natural and positive part of what we did as a family. My family today is the same. My first Olympics was 1976; I was hoping to be a volunteer if I hadn't made the team, but I did make the team. My younger sister Shannon marched into the Olympic stadium with me, in front of a roaring home crowd. She won a medal in swimming, at the age of 14. I was never so proud. In my subsequent years as an athlete I have achieved success as a four time Olympian, Olympic medalist, seven time World Championship medallist and Commonwealth Games gold medalist and I have become part of the family that is sport. There is a responsibility in being part of a family and I have embraced it in the leadership roles I have since taken on, first as a creator and leader in athletes' commissions, then as a leader locally, provincially, nationally and internationally. On the occasion of the November election for Presidency of the COC, I am yet again recommitting my experience and my energy to sport, a challenge I believe I have been preparing for my whole life. Like my own, the COC membership is a family, a family whose purpose is to rally around our athletes to encourage, to nurture, to elevate and to celebrate their accomplishments. The ability to lead that ambition, as President of the COC, is in my DNA.

### The Ambition

There are many priorities; these are but a few.

We need to Build Top-5 Pool for Top 8 Summer and Number 1 Winter; To do so we must align to win; continue to lead, in collaboration with OTP, the NSF's, the COPSIN, Winsport and governments the commitment to a national strategy for sport with common vision, alignment and full engagement;

We will secure, in partnership with government, next generation funding;

We must support our athletes including lobbying for increased AAP funding, building out Game Plan and continuing to support and promote our athletes before, during and between Games;

We must continue to support our coaches and identify and commit to sustainable funding for the Coaching Enhancement program;

We must partner with our NSF's to develop a NSF Enhancement 2.0 to address ongoing challenges of our members especially in the area of marketing and funding;

In collaboration with OTP, Sport Canada and the CSIs we will conduct a joint review to identify challenges, duplication of efforts and recommendations for an improved integrated system and partnership including OTP 3.0 and the "next big thing";

We will continue to work with our partners at CPC to develop and deepen our relationship;

We will create a pathway for Canadians to assume leadership in international sport, a call out that is critical if Canadians are to affect decision making for sport at the highest and most influential level;

We will support a hosting strategy and a long term plan for future Olympic and international events; and

We will collaborate with our partners in all of the above.

## Money Remains On Everyone's Mind.

How do we reach the next level, that is, to raise or influence 200 million for the next quad? First, we must review and edit our approach in order to clarify our proven successes, and focus on the activities we should engage in as an Olympic Committee in service of its athletes, coaches and sports partners. We will identify and edit those activities that are not core to this mission and build on our exceptional marketing strengths, but with new attitude; one of inclusivity, collaboration and respect for all our relationships. We will be the partners everyone wants to have, and for the long term.

We will continue to build on our award winning branding and new media strategies to support our athletes coaches and sport federations. We will also review the structure of our Canadian Olympic Foundation so that it is properly supported for its philanthropic purpose.


**We will engage all Canadians in funding the dreams of our athletes with a story that encompasses the dreams and potential of our nation and develops “winning” into Canadian culture.**

Finally we will continue to investigate long term recurrent revenue such as lottery.  
**We will champion a multi-tiered approach to funding.**

Our fund raising initiatives must be broad reaching:

**We will have, as a primary focus, an ambitious and achievable fundraising strategy that is inclusive of business, government, strategic partnerships and innovative projects, as well as all Canadians.**





Building on these goals I will guide our organization to a culture of inclusivity, collaboration and unified focus, a culture that will renew the COC's place of honour among its partners. **These are times that call for leadership with integrity, character, heart and respect for all.**

I ask for your support in voting for me as the next President of the Canadian Olympic Committee.



# Tricia Smith



## In the View of Others

“There are Times and there are Candidates for those Times. I believe that not only do we need to reassure Canadians that we regard certain conduct as unacceptable, but we also need to reassure the international sport community that our governance values are firm and unwavering. Tricia is uniquely placed to deal with our current challenges, both at home and abroad.”

### **Richard Pound**

C.C., O.C., O.Q. Q.C., Ad.E., FCA  
International Olympic Committee Member  
Former President World Anti-Doping Agency  
Member of I.C.A.S

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“Tricia Smith is the true no risk candidate. She knows the Olympic world and she is well respected in it. Her care for the athletes is well documented. She is well able to convey the needs of the athletes to potential sponsors. Her service shows a consistency of excellence. An Olympic level performer for the most important Canadian role in the Olympic movement.”

“She is a quiet but fierce competitor in sport and when it comes to fighting for what she believes in. Her approach is always about integrity. That is why we have been friends since the days we were competitors.”

### **Anita Defrantz**

President LA84 Foundation  
IOC Member  
Olympic Medalist  
Former IOC Vice President  
IOC Executive Board Member

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“Tricia Smith is perhaps the best example I know of someone who mirrors the indestructible values of sport in her everyday life. To me a glowing example of the power that sport has to inspire vision, leadership and character while promoting uncompromising loyalty and teamwork in those around her. Such traits are rarely embodied so completely in one person. But this is the Tricia I have known most of my life. Hers is the kind of leadership so urgently needed for the times and challenges we now face.”

“Tricia is tough, passionate, focused, experienced and connected and she has a plan that will

unite different views and voices so we can succeed.”

### **John Furlong**

CEO VANOC

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“An Olympic athlete herself Tricia will take the same dedication shown by her on the field of play to move the COC forward notwithstanding the challenges it currently faces and by virtue of her leadership skills we will proudly enter a new and more positive chapter in the history of the COC.”

### **William Warren**

COC President 1994 to 2001

Member of the Executive Committee of the Board of OCO88 and Legal Counsel (Calgary Olympic Games)

Chairman of CODA 1986 to 1988 during the period of the Olympic Games

Chancellor of the University of Calgary from 2002 to 2006

Member COC Olympic Hall of Fame

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“Tricia’s passion for sport and it’s continued betterment spans a lifetime. Her knowledge of the Canadian sports system combined with her extensive experience working on the international sports scene gives her a perspective that is rare and valuable. Most of all, Tricia represents the best qualities of leadership; integrity, resolve, fairness and vision.”

### **Silken Laumann**

Four-time Olympian

Inspirational Speaker, Writer and Child Advocate

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“Aux Jeux panaméricains de Rio 2007, j’ai vu en action une Tricia Smith extrêmement efficace, juste et inspirante! Notre intérêt à l’avoir comme présidente ne fait pour moi aucun doute.”

### **Yann Bernard**

Ombudsman de l’Equipe du Canada

2007 Rio

2010 Vancouver

2012 London

2014 Sochi

2015 Toronto

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“I have known Tricia as a colleague in FISA for the past eight years. Her contributions for sports organizations can be measured in the areas of athlete development, women’s issues and leadership abilities. In my time as a sports leader Tricia has been a role model, an advisor and

great friend. Tricia is well known in Latin America; she will be a great ambassador for Canada. I look forward to working with Tricia in PASO in order to bring Canada and Latin America closer.”

### **Eduardo Palomo**

President

El Salvador Olympic Committee

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“Soyez Olympiens; exigez l’olympisme dans son sens le plus pur. Avec Tricia, vous adoptez l’essence même du mouvement olympique canadien et international. Vous supportez la destinée du COC avec une passionnée inconditionnelle du sport et de ses valeurs. Depuis plus de 35 ans, Tricia est reconnue et respectée pour son travail discret et efficace. Sa persévérance vers l’atteinte des objectifs d’excellence, dans le respect de ses coéquipiers et de son équipe, est une de ses grandes qualités. Pour moi, Tricia est une vraie visionnaire au sein de la famille olympique.”

### **Jacques Cardyn**

Assistant Chef de Mission Jeux panaméricans Rio 2007

Chef de Mission Jeux panaméricans Guadalajara 2011

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“Dotée d’une longue et riche expérience du monde sportif et Olympique, d’athlète de haut niveau à dirigeante, Tricia Smith est une vraie passionnée au service du Sport et des athlètes, avec pour seule ambition le respect des valeurs de l’Olympisme. Toujours à l’écoute, sa contribution active comme Vice-Présidente de la FISA et au sein du Comité Exécutif, se veut très constructive et positive. Posée, calme et déterminée, Tricia sait partager ses convictions, tout en respectant fortement le travail d’équipe. Certainement discrète de par son caractère, Tricia Smith est fort respectée et reconnue pour son dévouement et son intégrité.”

“Tricia Smith has a vast wealth of experience in the world of Sport, from successful Olympian athlete to respected leader at FISA World Rowing Federation. Passionate and devoted, she dedicates her time to serving Rowing, its athletes, and Sport in general, all the while demonstrating unfaltering respect for the values of Olympism. Vice-President of FISA and member of the Executive Committee, Tricia is held in high esteem by the FISA family. Her contribution is invaluable, always positive and always for the advancement of our organisation. Poised and determined, she knows how to share her convictions while strongly respecting the team environment.”

### **Jean Christophe Rolland**

Président de la Fédération Internationale des Sociétés d’Aviron

Médaillé d’or olympique

President International Rowing Federation, FISA

Olympic Gold Medalist

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“I have known Tricia Smith as a friend and champion rower since 1978 when the Canadian team trained and raced from my rowing club in Sydney en route to the World Rowing Championships in New Zealand. As sports administrators we served together on the International Rowing Federation (FISA) Council for some 10 years and on which Tricia has risen to be Vice President. And as lawyers we have served together on the International Council of Arbitration for Sport (ICAS) for 13 years and of which she is Deputy President of the CAS Ordinary Division. I know her very well.

Tricia is a highly qualified and experienced sports administrator. She is well known and highly regarded in the international sports movement where she represents Canada most effectively and with great dignity.

Tricia's humility belies her strength of character and purpose. Importantly in these times, she understands and practices best practice corporate governance.

I know Tricia as a person of the very highest integrity and character in her private and public life. I have absolutely no hesitation in commending her for election as President of the Canadian Olympic Committee.”

**John Coates**

International Olympic Committee Vice President

ICAS and CAS President

President Australian Olympic Committee

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# TRICIA C. M. SMITH



## PROFILE

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Tricia Smith has spent her lifetime in Canadian and international sport: four time Olympian; thirteen time member of the Canadian National Rowing Team; respected athlete and team leader; 30-year involvement with the Canadian Olympic Committee, (“COC”); second term Vice President of the COC; member of the International Council of Arbitration for Sport in Lausanne since 2001, Chair of the FISA Women’s Commission, Executive Committee member of FISA since 1997. She is a successful business owner and lawyer and a consummate community contributor, locally and internationally.

## CAREER ACCOMPLISHMENTS

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### EDUCATION AND DEGREES

- University of British Columbia – 1985, Bachelor of Laws
- University of British Columbia – 1981, Bachelor of Arts, International Relations
- University of British Columbia – 2001, Honorary Doctorate of Laws for leadership in sport, sport and the law and women in sport.

*Ms. Smith completed her undergraduate and law degrees while representing Canada on four Olympic and eight World Championship Teams winning seven World Championship medals, a Gold Commonwealth Games Medal and a Silver Olympic Medal.*

### BUSINESS EXPERIENCE

- Deputy Manager and Principal with Barnescraig & Associates, 1992 to present, dealing with Liability Claims, Claims Consulting, Risk Management (including Sport and Recreation) and Sport Arbitration
- Lawyer with Alexander, Holburn, Beaudin & Lang, Barristers & Solicitors, 1986 to 1992

*Ms. Smith is part owner and Deputy Manager of Barnescraig & Associates, a successful, market leading, Vancouver based firm which provides claims management, consulting and risk management services. Started by a group of lawyers, she has been with Barnescraig since its first year. Ms. Smith is active in managing and marketing the company which has doubled in size in the last five years and continues to grow.*

### LAW AND SPORT

- International Council of Arbitration for Sport (ICAS) Board Member
- Sport Dispute Resolution Centre of Canada (SDRCC) Arbitrator

*Nominated by the IOC Athletes Commission and since then re-elected three times by the Members of ICAS, Ms. Smith has played a key role in ensuring the athlete and sport perspective is heard at the table. On a board largely made up of eminent international jurists - many of whom have limited sport experience - Ms. Smith’s contribution, along with other key Olympic athletes and IOC members such as Richard Pound, Patrick Baumann, HRH Tunku Imran, Thomas Bach, and President John Coates is critical for international sport. Her long term involvement with ICAS provides valuable connections with the international sport community including the IOC. She was named Head of the Ad-Hoc Court of Arbitration for Sport at the Commonwealth Games in Glasgow in 2014.*

**AS AN ATHLETE**

- Four time Olympian
- 1984 Olympic Silver Medallist
- 1986 Commonwealth Games Gold Medallist
- Seven Time World Championship Medallist

*A member of a family of five children in which sport was just a part of their lifestyle, her younger sister Shannon was an Olympic medallist in swimming in 1976. Ms. Smith is probably best known for her success with partner Betty Craig in the pair event.*

**AS AN ATHLETE LEADER**

- COC Athletes' Committee Representative for Rowing
- Started First Rowing Canada Athletes' Committee

*Ms. Smith was always the leader in her teams, both on and off the water. After her first year she stroked every crew she raced in. Off the water she was on the first COC Athletes Council and she created the first Athletes Survey, Annual Report and the first Athletes' Committee for Rowing Canada Aviron in 1978.*

**AS A TEAM LEADER**

- Chef de Mission 2007 Pan American Games
- Co Mayor Athletes Village Vancouver 2012 Winter Olympic Games

*In her first experience leading a Canadian team, many members of the COC saw Ms. Smith demonstrate her abilities and style to lead as Chef de Mission for the 2007 Pan American Games in Rio de Janeiro. Members of the team – athletes and support team members as well as members of Mission Staff and the COC staff – were universally impressed with her leadership and preparation. Congruent with her past exploits, Ms. Smith consistently put the team ahead of all else and was always looking for ways to improve the atmosphere. The “devil is in the details” and Ms. Smith made sure that the details were taken care of without any fanfare or attribution to her.*

*Her volunteer work at the Vancouver 2010 Games provided another avenue to contribute to, and for contact with, the international sport community.*

*Along with the role of Co- Mayor, she also acted as the liaison between the local legal community and the Ad-hoc Court of Arbitration for Sport for the Games, and set up a panel of pro bono counsel for use by parties at the Games.*

**AS A LEADER WITH THE COC**

- Canadian Olympic Committee (COC) Vice President since 2009
- COC Team Selection Committee Chair
- COC Partner Relations Committee Chair
- COC Sport Strategies Committee Member
- COC Human Resources Committee Member

*Ms. Smith became involved with the COC in 1980 when the first Athletes council was formed. She was the athlete representative for rowing for many years. After her retirement she was elected a Board Member. She is in her second term as the Vice President.*

*As Vice President, Ms. Smith has played an important role in debating and formulating the current and future course of the COC. She has always taken the big picture approach and makes principle based decisions with sport - the athletes, coaches and the federations- at the forefront of any decision.*

**AS A MEMBER OF AN INTERNATIONAL OLYMPIC BID TEAM**

- Member Bid Committee Member Vancouver 2010 Olympic and Paralympic Games

*Ms. Smith was a key member of the international team of the Vancouver 2010 Bid Committee, travelling to a number of events to meet IOC members prior to the decision in Prague. Her work internationally also put her in regular contact with decision makers in the Olympic movement. Vancouver won by only three votes.*

**AS A LEADER IN FISA**

- International Rowing Federation (FISA) Executive Committee Member and Vice-President
- Chair FISA Women's Commission

*Starting in 1993 as the junior member of the FISA Women's Rowing Commission, Ms. Smith was soon elected Chair, earning a place on the FISA Council. Shortly thereafter she was elected to the six- person FISA Executive Committee and has been re-elected by the FISA Congress three times since, serving on the Executive for more than 15 years.*

*She has either competed or worked with FISA at every summer Olympic Games since 1976 (with the exception of the 1980 boycott and the 1992 Games after her retirement) She is a key member of the Executive, active in the governance and the world wide development of the sport, marketing and sponsorship issues, authoring the rules of the sport, hearing matters brought before the Committee (including doping issues and appeals at Championships and Olympic Games) and writing decisions.*

*Ms. Smith is also a leader in sport development. Her Commission has increased the opportunities for women as athletes, coaches, administrators and officials. Programs championed by Ms. Smith see developing countries sending equal numbers of women and men to FISA competitions, including Iran, which sent two scullers to the Olympics in 2008, one male and one female. She co-chaired, with John Boulton, the recent Working Group on the FISA sport program and women in rowing.*

**AS A MAJOR PROJECT FUNDRAISER AND ADVOCATE**

- Friends of Burnaby Lake, Course Revitalisation Project

*Ms. Smith has been the lead on the successful fundraising initiative for the Burnaby Lake Revitalization Project, raising over 20 million dollars for that project. The effort included rallying a community, as well as extensive lobbying and communication with government, environmental groups, public forums and others. In large part due to her leadership, determination and drive, the money was secured and the dredging of the lake has now been completed.*

*Burnaby Lake is the only international standard rowing canoe and kayak course in western North America and was the unofficial national team training centre for rowing, canoe and kayak in the 1970s and 1980s. Thomi Keller visited the lake in the 1970s. Dozens of World Championships and Olympic medallists trained at Burnaby. Because of the lakes unique calm water quality it was one of the best places to train and race in North America. It filled in over the years but it now back to a full 2000 meter course and supports a number of users including the Canadian Team Development Centre.*

**AS THE CONSUMMATE CONTRIBUTOR**

*Ms. Smith has been a volunteer on numerous other committees and Boards, as a member and a leader. Her work has been ground breaking and is always collaborative. She works for the good of the whole. It is about doing what is right, making it possible for others to excel and to share in all that is great about sport.*

**OTHER NOTABLE AWARDS**

- Recipient of the Order of Canada- *the highest civilian honor in Canada for her achievements in international sport and sport and the law*
- Recipient of an Honorary Doctorate of Laws from the University of British Columbia
- Nominee for B.C.'s Athlete of the Quarter Century (1990)- *at one time in her career, Ms. Smith had the most world championship and Olympic medals of any Canadian athlete*
- 2008 Named as One of British Columbia's Top Ten Female Athletes of All Time
- Inductee to the BC Sports Hall of Fame (1992) –*Ms. Smith's sister Shannon and mother Patricia are also members*
- Inducted into the UBC Sports Hall of Fame (1994)
- Inductee to the Canadian Olympic Sports Hall of Fame (2000)
- Recipient of the 2006 Carol Anne Letheran Award for International Sport Leadership - *When Ms. Smith received the prestigious Carole Anne Letheran Award in 2006, Phyllis Berck (past Chair of CAAWS) observed that Ms. Smith "has taken on a leadership role in nearly every organization she has served. She leads by encouraging others in their areas of responsibility, with a quiet persuasive style, yet never losing sight of achieving specific objectives." Chris Rudge (COC CEO) added, "*

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- *Ms. Smith commands the greatest respect at a national and international level in sport due to her vast experience and knowledge. She is widely respected as a loyal champion for athletes because she always places their needs first.*
  - Recipient of Rowing Canada Aviron (RCA) President's Award 1990
  - Recipient of RCA Long Time Service Awards
  - Recipient of numerous Government of Canada Sport Excellence Awards
  - Recipient of Premier's Athletic Awards 1981-1987
  - Recognized as one of the Most Influential Women in Sport (CAAWS)
  - Recipient and Inductee "In Her Footsteps" Award, BC Sports Hall of Fame for "Leading the Way" in Women's Sport (2008)