

GIVING KIDS A SPORTING CHANCE



Canadian Tire Jumpstart Charities
Annual Report 2016



Jumpstart
Bon départ

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OUR VISION

Canada—where all kids have a chance to fulfill their dreams

OUR MISSION

We're About Good Starts

Every kid deserves a chance to play and a chance to develop skills for life through sport. At Canadian Tire Jumpstart Charities, helping kids from families in financial need have fun and acquire life skills through sport is our defining aim. A national charity comprised of nearly 300 local chapters, we work with more than 1,900 Community Partners to identify in-need kids and help cover costs associated with sports registration, equipment and/or transportation. 100% of customer donations stay in local communities to help local children aged 4 through 18. Through organized sport and physical activity, kids build confidence, develop self-esteem and learn the value of teamwork. At Jumpstart, we have the opportunity to facilitate good starts through sport, and we love what we do.

To enrich the lives of kids in need through sports and physical activity



Message from the Chairman

Canadian Tire Jumpstart Charities has been supporting kids from families in financial need across Canada since 2005. In only 12 years, we've grown from helping 25,000 kids annually to helping more than 220,000 last year. In total, 1.3 million kids and counting have been given a better start in life through our national charity that acts locally.

Jumpstart is a private initiative of the Canadian Tire Family of Companies. I am proud to report that, as organizations and as individuals, our entire family is behind the program more than ever. Our employees are volunteering increasing amounts of time to raise funds and even being onsite at Jumpstart events to help kids directly. Our Dealers, who have always been committed to building their communities, are playing crucial roles not only in soliciting support but in helping to distribute funds in ways that best meet local needs.

As a local Dealer myself, I am inspired to see the impact Jumpstart has had on my own community. Families are getting the help they need and kids are getting a chance to play. I look forward to watching Jumpstart grow and flourish in the years to come.

OWEN BILLES
Chairman, Canadian Tire Jumpstart Charities

Message from the President

In 2016, Jumpstart again set records and helped more Canadian kids play the sport they love. We made significant strides in strengthening ties and streamlining interactions with Community Partners and local Chapters. As a result, our joint enterprise is increasingly nimble and innovative. We can respond more quickly and in more imaginative ways to the unique needs of more kids. And just as importantly, with gains in efficiency, transparency and accountability, we are making each dollar stretch farther to meet Jumpstart's guiding promises. I cannot thank our Community Partners and local Chapters enough for all their efforts and support across Canada.

A real highlight this year was the increasing support we received from retail stores. Our customers embraced our charity and gave in record numbers. More Dealers volunteered as Chapter Chairs and more employees donated their time and money. I would like to give them all my heartfelt thanks.

I would also like to thank our amazing athlete ambassadors who did so much to help kids and highlight our cause. Through their efforts, we reached higher and did better—for instance, hosting our first ever Jumpstart Games for Girls. Some 350 children and five Olympic and Paralympic athletes took part in a memorable fun-filled day.

Canadian Tire Corporation donates the entire cost of administration for Jumpstart so that every donor dollar goes directly and exclusively to getting kids into sport. The Corporation's continuing and unfailing contribution to Jumpstart deserves recognition and thanks.

Building on 2016, Jumpstart will help more kids in a deeper way. We will raise funds and expand our roster of Community Partners to deliver new programming to help kids pursue their dreams and enjoy life in Canada.

LONDON FRENCH
President and Chief Executive Officer, Canadian Tire Jumpstart Charities



Telling Our Story



JUMPSTART AMBASSADORS 2016

Jumpstart is fortunate to have the support of an impressive roster of athlete Ambassadors from Olympic and Paralympic medalists to NBA All-Stars and Stanley Cup winners. These gifted individuals appear regularly at Jumpstart events to tell our story, share our message and set an inspiring example for kids.

Atsuko Tanaka
 Benoît Huot
 Charles Hamelin
 Christine Sinclair
 Connor McDavid
 Damian Warner
 Hayley Wickenheiser
 Jonathan Toews

Kaillie Humphries
 Kyle Lowry
 Marie-Philip Poulin
 Mark McMorris
 Meaghan Mikkelson
 Rick Hansen
 Rosie MacLennan
 Steve Stamkos
 Wayne Gretzky

Rosie Takes Jumpstart to Heart

ROSIE MACLENNAN Jumpstart Ambassador since 2013

Three-time Olympian, two-time Olympic gold medal winner and Team Canada Flag Bearer at the 2016 Rio Olympics, Rosie MacLennan understands the role sports can play in shaping youth into strong, confident young people.

In an interview at the end of the Rio Opening Ceremonies, she told the CBC's Scott Russell that she would be making a donation to Jumpstart. It is an "organization," she said, "close to my heart" because all kids inspired by the Rio Olympics "should have the chance to play."

Her very public declaration before a national audience fulfilled a commitment she had made to herself during a difficult period of training the year previous. If she made it to Rio, she vowed, she would gift Jumpstart the money she had saved from winning the trampoline event at the London Olympics in 2012. Not only did she make it but she won a second consecutive gold.

Rosie MacLennan is an inspiration to kids and to all of us at Jumpstart who share her belief in the power of sport.



Promises to Keep

At Jumpstart, our strategy is to keep the promise we've made to Canadians: all kids should have a chance to reach their full potential through the power of sport. **We base our promise on four strong pillars:**

1

Jumpstart helps girls and boys from families in financial need between the ages of 4 and 18 across Canada.

2

Jumpstart focuses on supporting kids who wish to enjoy sports or recreation by funding fees, equipment or transportation.

3

100% of customer donations stay in local communities to assist local kids.

4

Canadian Tire Corporation generously funds 100% of Jumpstart's general and administrative costs.

Meeting our Goals in Numbers

80

This past year Jumpstart helped kids take part in 80 different sports and physical activities.

1.3 million

Since our inception in 2005, more than 1.3 million Canadian kids have been active and involved with our support.

127 million

In total, we have now disbursed more than \$127 million.

10

Our top-ten funded activities for 2016 were:

- Multisport Programs
- Hockey
- Soccer
- Swimming
- Dance
- Sport Camp
- Gymnastics
- Basketball
- YMCA/YWCA Programs
- Martial Arts



Up By Seven

Jumpstart's 2016 fundraising target: \$21.1 million

Actual 2016 fundraising performance: \$22.6 million

Extent to which expectations were exceeded: 7%

“Providing positive programs for youth in St. Michel has created major changes in the community and, most importantly, the lives of kids.”

Sergeant Aniello Infante, City of Montreal Police



Pulling Together

EMPLOYEES FOR JUMPSTART

With Employees for Jumpstart, our largest company-wide fundraising initiative, the entire Canadian Tire family pulls together to give the gift of play. Held annually, our campaign draws us into one inspired team committed to helping kids in need realize opportunities for participation in sport and physical activity.

In 2016, employees donated online, took part in team competitions and accepted fundraising challenges to handily beat our \$1 million goal, including company match. In fact, the total funds raised exceeded \$1.3 million. Thanks to our joint effort, Jumpstart was able to give 13,000 kids the gift of play.



Step Up Time

JUMPSTART MONTH

Our stores support Jumpstart at all times but there's one time when they really step it up. Every year, stores in our Canadian Tire, Sport Chek, Mark's and Gas+ family participate in Jumpstart Month, a month-long fundraising celebration held in communities across Canada. Stores host events from BBQs to sport demos and play days. Customers, friends and neighbours are invited and encouraged to donate to the Jumpstart cause.

In 2016, our stores raised more than \$1.9 million nationally during Jumpstart Month. As is our promise, every penny donated was directed towards supporting kids in the very communities where the donation was made. As a result, more local kids got off the sidelines and into the game!

Bilan

IN THE SWIM

Jumpstart partners with local organizations like the Boys and Girls Club of Ottawa to make sure that kids really get in the swim of things.

The second-youngest child in a single-parent family of eight, 17-year-old Bilan has been participating in the club's Jumpstart-supported swimming program from an early age. From a fun-loving member of what the kids call "the swim team," she graduated to become a dedicated swimmer who earned her lifeguard qualification and assumed a leadership role. "Now," she says, "instead of being a swim club member, I'm running the whole thing."

Bilan has no plans to stop. With the money she's saving from her lifeguarding duties, she's hoping to pursue a post-secondary education. "I really like the medical aspect of being a lifeguard, so I want to put those things together and become a nurse."

"Now, instead of being a swim club member, I'm running the whole thing."

Annie

KICKS ARE FOR KIDS

In a Montreal neighbourhood where gang life is often the only alternative to the realities of poverty and exclusion, Jumpstart has partnered with local police to create a thriving initiative for youth sports, *Le Club de L'Espoir* (The Hope Club).

This Jumpstart-supported initiative has been helping kids like Annie develop physical and interpersonal skills that help change the trajectory of their lives. An enthusiastic member of the club's kickboxing program for the past four years, Annie recently earned her brown belt. As well as providing physical benefits, the program offers kids like Annie leadership opportunities through employment at the summer camp.

Le Club de L'Espoir has helped transform the relationship between individual police (who often volunteer at the club) and local youth. The result is a happier, safer and more hopeful neighbourhood.

Jericho

HE LEARNS! HE SCORES!

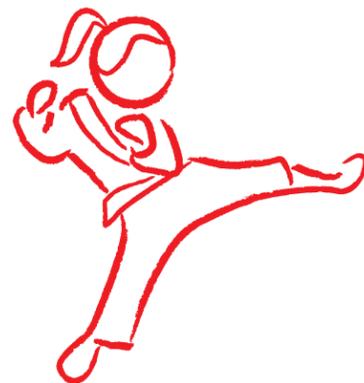
In northwestern Ontario, Jumpstart is supporting a unique school board initiative that addresses disappointingly low rates of school graduation through the power of hockey.

By donating equipment for students who otherwise wouldn't have the resources to play, Jumpstart is helping kids like Jericho learn in school and score on the ice. The school's Hockey Canada Skills Academy makes school attendance, participation and behaviour a condition of taking part in the hockey program.

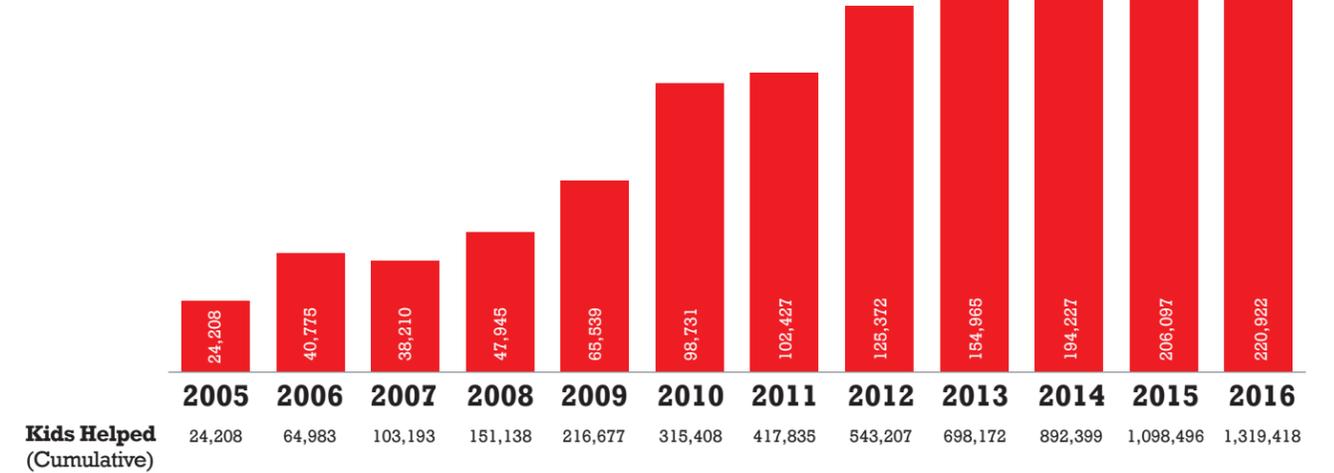
Before his involvement, Jericho admits not caring much for school, often skipping class and getting into trouble. But love of the game now has him coming and learning every day. He's on track to become the first person from his family to graduate from high school.



"The first class I was scared and didn't want to go but by the end of it I had so much fun! Thank You!" Isabella, Age 6



KIDS HELPED. DOLLARS DISBURSED.



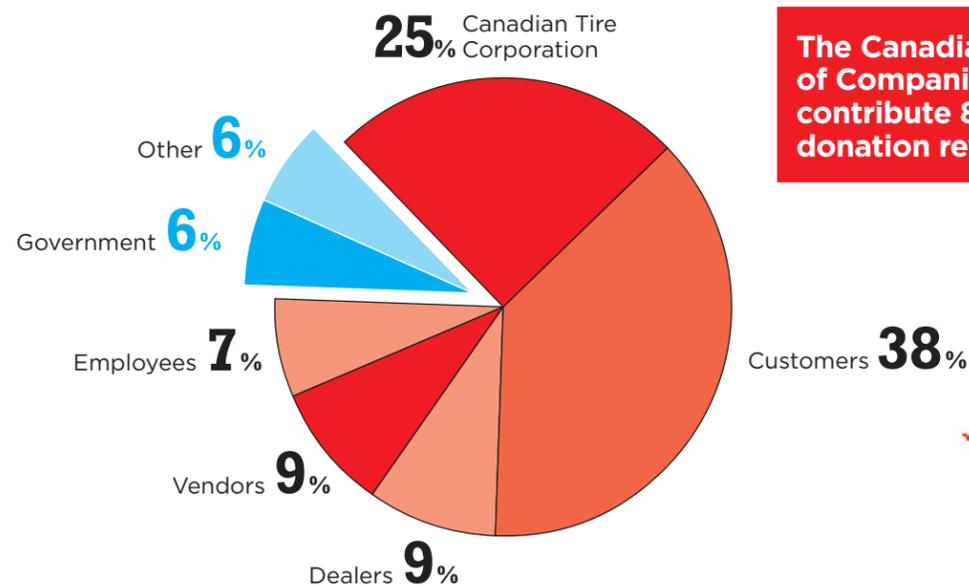
\$127,769,860 Dollars Disbursed Since 2005

Statement of Revenue and Disbursements

	2016 (thousands of dollars)	2015 (thousands of dollars)
Total revenue	22,576	23,116
Fundraising expenses	336	319
Net fundraising revenue	22,240	22,797
Jumpstart program disbursements	20,312	20,149
Other disbursements*	802	704
General and administrative (G&A) expenses	1,341	1,211
	22,455	22,064
(Deficiency) excess of revenue over disbursements	-215	733
G&A ratio	6.0%	5.5%

*Other Disbursements include program delivery expenses, and other charitable donations outside of the Jumpstart core program

REVENUE SOURCES



The Canadian Tire Family of Companies helped to contribute 88% of Jumpstart's donation revenue during 2016

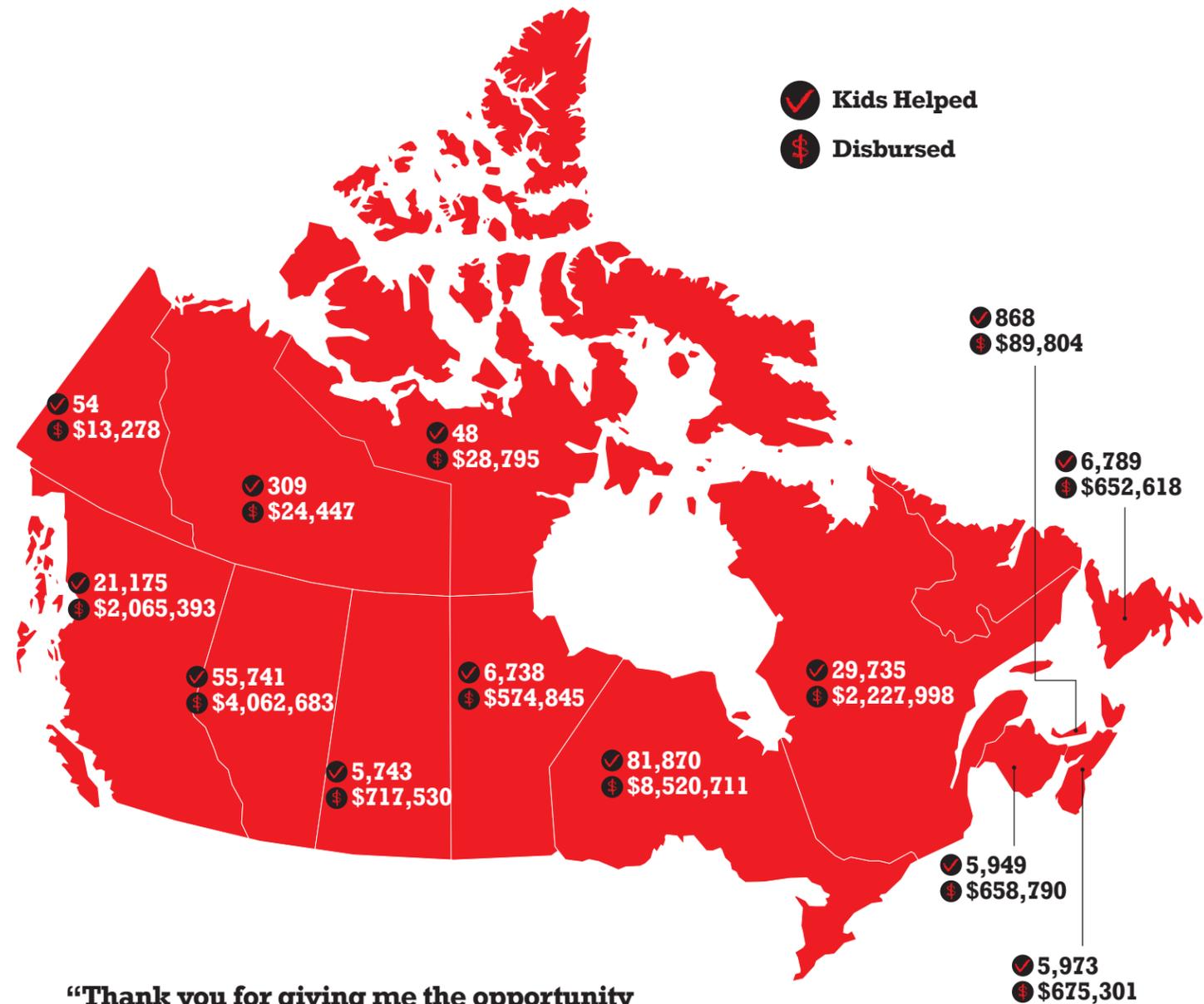


“We are grateful to our generous [Jumpstart] partners for helping create an environment that provides consistent, continuous, accessible sport, movement and recreation programming for kids in Surrey.”

Rob Rai, Director, School and Community Connections, Surrey District School Board

PROVINCIAL DISBURSEMENTS

220,922 Kids Helped **\$20,312,195 Dollars Disbursed**



“Thank you for giving me the opportunity to let me play football. Every day I grow stronger, fitter and better at my sport. One day I would hope to make it to the CFL.”

William Hunter, Cochrane, Alberta

Thank You to Our Community

We couldn't do it without you. Jumpstart can help kids only because we get help from our many generous partners, supporters and donors.

Across the Canadian Tire Family of Companies, our customers, employees and Dealers all make essential contributions.

From across Canada, countless individuals, vendors, community groups and national organizations lend their support year after year.

To all of these individuals, groups and organizations, we extend our deepest thanks for helping us help thousands of kids play sports and acquire valuable life skills.

Governments at all levels, including the Government of Canada, have been steadfast sources of encouragement and practical assistance.



A Special Thank You to Major Donors

In 2016, the following major donors supported us with gifts of over

\$50,000:

- Wakefield Canada
- Reckitt Benckiser Canada
- Groupe SEB Canada Inc
- P&G
- Kruger Products Ltd
- Dyson
- 3M
- Spectrum Brands
- Coca-Cola
- Philips
- SC Johnson
- Premier Tech
- Shell Canada Products



Jumpstart's Outcome:

The opportunity to play is about more than getting active. Through sport, kids develop:

- **Courage**
- **Confidence**
- **Teamwork**
- **Self-Esteem**
- **Resilience**

Giving
1.3 Million Kids
a Sporting Chance
Since 2005.

Board of Directors As of March 2017

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Board of Directors, Canadian Tire Corporation, Limited
Board of Directors, Canadian Tire Bank
Dealer, Canadian Tire Store #118, Welland, ON

MARTHA G. BILLES

Chairman Emeritus, Canadian Tire Jumpstart Charities
Board of Directors, Canadian Tire Corporation, Limited
Independent Businesswoman

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Secretary and Director, Canadian Tire Jumpstart Charities
Counsel, Cassels Brock & Blackwell LLP

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Senior Vice President, Consumer Brands Division
Canadian Tire Retail

GREGORY CRAIG¹

President, Canadian Tire Financial Services
President and Chief Executive Officer, Canadian Tire Bank

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Retired Partner, Deloitte

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Twentyten Group

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Dealer, Canadian Tire Store #117, Mont-Tremblant, QC

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Dealer, Canadian Tire Store #493, Cochrane, AB

TED MANGNALL⁵

Dealer, Canadian Tire Store #070, Etobicoke, ON

GEORGES E. MORIN^{1,3}

Corporate Director, ICD.D
Bon départ/Jumpstart Board Liaison

MARY TURNER¹

Treasurer, Canadian Tire Jumpstart Charities
Retired President & Chief Executive Officer,
Canadian Tire Bank

BOARD COMMITTEES

The Board of Directors meets quarterly. The Chairman of the Board is an invited guest of all committees.

1 Finance and Audit Committee
Chairman, **MARY TURNER**

2 Human Resource Governance and Nominating Committee
Chairman, **ROBERT HATCH**

3 Integrated Marketing Committee
Chairman, **TJ FLOOD**

Board members as of December 31, 2016

Auditor, Deloitte LLP

LONDON FRENCH

President and Chief Executive Officer,
Canadian Tire Jumpstart Charities

“Community is core to the Canadian Tire Family of Companies and for over 10 years, Jumpstart has helped kids ‘get in the game’ and enjoy sport and recreation while instilling in them important life skills, including courage, confidence and teamwork. It is thanks to the tremendous support from our customers, partners, Jumpstart Ambassadors, Canadian Tire Dealers and employees that allows us to help kids in communities across Canada. We look forward to continuing our efforts to provide many more Canadians with access to sport and recreation in the years ahead.”

Stephen Wetmore, President and Chief Executive Officer, Canadian Tire Corporation, Limited



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Find Out More

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