



2006

Annual Report



Canadian Paralympic Committee | Comité paralympique canadien

The Canadian Paralympic Committee

The Canadian Paralympic Committee (CPC) is a non-profit, charitable, private corporation that is recognized by the International Paralympic Committee (IPC). CPC delivers programs that strengthen the Paralympic Movement in Canada, including sending Canadian Teams to the Paralympic Games. The CPC empowers persons with physical disabilities, through sport, at all levels.

CPC VISION

"A strong and vibrant Paralympic Movement in Canada"

CPC MISSION

"To grow and promote the Paralympic Movement in Canada"

PARALYMPIC MOVEMENT

Developing sport and sport related opportunities for people with physical disabilities so that they can fulfill their personal potential and more actively participate in their community.

PARALYMPIC TEAM SPONSORS



Canadian Heritage
Patrimoine canadien
Sport Canada

CPC SUPPLIERS

Schenker Canada

President Henry Wohler

PROGRAMS

- International Relations Program
- Canadian Paralympic Congress
- Canadian Paralympic Hall of Fame
- Paralympic Advocacy Program



Looking at the “big picture” from a long term perspective, CPC is in the middle of a 3 phase journey designed to bring the Canadian Paralympic sport system to the next level. The journey started in the late 1990’s with CPC getting its house in order with a new governance model and the development of new and innovative programs & services. Next, it focused on building partnerships at the national level through advocacy (“being seen & heard”) resulting in increased financial resources for our Member sport organizations. Although both these phases are ongoing, the achievements made now allow CPC to shift to the third and arguably the most difficult and long-term phase – acting as a catalyst to improving the Paralympic athlete feeder system at the local & provincial levels.

Two fundamental elements towards improving our Canadian Paralympic sport system were realized this past year. The federal government announced a national Policy on Sport for Persons with a Disability along with an unprecedented high level of funding commitment to put the policy in action. The development of a Long Term Athlete Development Model for Athletes with a Disability – a common & coordinated blueprint for the entire AWAD sport community to follow when building our sport system, individually & together is providing an opportunity of which we must take full advantage. Towards this end, CPC has restructured its own programs & services to fit with this model.

I specifically want to congratulate the athletes, coaches & officials on the 2006 Canadian Paralympic Team whose performance resulted in Canada tying its best ever Paralympic Winter Games finish of 6th place in the face of the stiffest competition ever. The gold medal sledge hockey game put the sport on the map in Canada and proved to millions that competition in Paralympic sports can be tremendously entertaining and exciting. On the international front, CPC was successful in its campaign to support Patrick Jarvis’ election to the highest level of decision making for the global development of the Paralympic Movement, the IPC Governing Board.

The opportunities offered by Canada hosting the Vancouver / Whistler 2010 Paralympic Games must be taken advantage of to “spark a growth spurt” for the Paralympic Movement in Canada. The world is getting much better at Paralympic sport and a successful Paralympic Movement in Canada will ensure a plethora of up & coming Paralympic athletes both in terms of quantity and quality. With optimum learning, training and developmental opportunities, a nurturing environment will be created giving our athletes the maximum opportunities to consistently “better their personal best”!

The CPC is also fully aware that our achievements in 2010 will be ‘raising the bar’ for Games to follow and we are working now to assure our sustainability well beyond that date. One example of this is CPC’s continuing to build the relevance of the Paralympic “brand” to the public. Simply, the more relevant the “Paralympic brand” is to taxpayers & consumers, the more relevant it is to governments & corporate sponsors – the 2 sources of revenue for CPC.

We would not be where we are today without the passion, skills and leadership of Patrick Jarvis and Brian MacPherson who have rallied and harnessed the enthusiastic support of staff, volunteers and supportive friends who consistently give 110% towards accomplishing our mission and achieving our vision - “A strong and vibrant Paralympic Movement in Canada”.

I do not hesitate to state that, in my opinion, the CPC is healthier than it ever has been and the future, while admitting that tremendous challenges remain, looks bright!



Past President

Patrick Jarvis



After seven years of directly serving the Canadian Paralympic family, the athletes, coaches, members, partners and sponsors, I chose to resign in January of 2006 and pass over the reins as chair of the organization. This was a far more difficult decision than I imagined for in that period, my role as president of the CPC had become to define me. The position occupied a significant amount of my time and was pervasive in my day-to-day schedule that seemed fitting in relation to the passion I hold for this movement. Regardless, there are times when change seems appropriate and with my election to the International Paralympic Committee (IPC), it was an appropriate time to transition to new challenges.

At the IPC, I have been appointed the chair of the Development Committee responsible for overseeing strategies for athlete, leadership, organizational, knowledge and global awareness development. We have an excellent committee including our colleague Dr. Colin Higgs, but a mandate this broad needed to be reduced in scope so at our first meeting, we selected organizational development as an area of focus.

Now in my third year as the CPC representative on the VANOC Board, I am focused on ensuring the best possible Games experience in 2010 but also trying to make certain that the CPC and Paralympic community benefit from Canada being the host nation. Rather than comment on the numerous issues here, I will answer questions at the AGA. Thank you to the staff, colleagues and indeed friends who have supported me over the years. You were the ones who brought a collective vision to reality for which I am eternally grateful. However, I do want it to be clear that I have not left the CPC but rather have redefined my role and responsibilities. In every way prudent and possible, I will continue to serve the needs and aspirations of the Canadian Paralympic Movement. To the new Board, and especially to the newly elected president, I wish them well with their endeavours. There is still much to be done.



Director, Member Relations & Advocacy

Carla Qualtrough



2005-2006 was an important year in the area of CPC member relations and advocacy. A major step forward was made in identifying the gaps in communication between the CPC and its membership.

Communication with Members

A dialogue began with members in November, 2005 to discuss how the CPC is communicating with its members, and how the CPC could communicate more effectively in the future. Everything was open for discussion.

Members jumped at the opportunity to engage in this discussion. They were very frank in their responses, which I appreciated greatly. The feedback revealed a real disconnect between the efforts that the CPC is making to communicate, and the members' perceptions around communication.

The feedback was reported at the Board meeting, and discussed with individual staff members. The staff and Board discussed solutions, and concerted efforts were made in the subsequent months to engage members and be sensitive to their organizational realities.

Members were provided an in-depth update at the end of August, 2006, and asked, once again, to let us know how we are doing. Members expressed gratitude at being kept up-to-date.

Members' Specific Issues

A by-product of member engagement in the area of communication was an increased number of members bringing specific issues to my attention. Issues ranged from very specific situations to broader systemic issues. Sometimes I addressed the matter myself. Alternately, I would direct the member to the individual responsible, bring the issue to the attention of the appropriate person(s) myself, or take the issue to the Board as a whole.

Membership Program Policy

Work was finished this year on the development of a Membership Policy. It was thought that members should understand their rights and responsibilities as members of the CPC. Accompanying this Policy is a set of CPC Member Benefits and Responsibilities Guidelines that set out what will be asked of members in specific areas.

Advocacy

At the national level, I have been involved with the Sport Matters Group on behalf of the CPC. The CPC has tried to have a voice at all major sport policy discussions, and has provided input on Sport Matters position/discussion papers.

On the international front, the CPC has developed a database of Paralympic advocates – a list of individuals who are working within the Paralympic Movement. The CPC will continue to work to equip Canadians working at the international level with up-to-date information on CPC activities and priorities.

Moving Forward

This was the first term for this portfolio. This specific Board position will not be renewed, although the mandates of member relations and advocacy will be absorbed into other Board portfolios.

The biggest challenge in this position has also resulted in some of what I consider to be its biggest successes. The challenge has been that this position has no organizational involvement in the areas that interest members the most. The most positive outcome of this has been the recognition that member relations is horizontal and should be integrated into all areas of CPC activity.

I would like to specifically acknowledge the work and support of Greg Lagace.

To the members - thanks for being so frank with your comments. Thanks for being so trusting with your issues. I have enjoyed working with all of you, and hope to continue to do so in the future.



Director, Communications

James Toccacelli

PROGRAMS

- CPC website
- Media Relations Program
- Canadian Paralympic Image Bank
- Paralympic Insider
- Paralympic Heroes Program
- Petro-Canada Paralympic Schools Program
- "Feel the Rush" Program



The Communications Division of the Canadian Paralympic Committee carries out two key functions contributing to the organization's success:

1) Creates market support

CPC's communications program actualizes CPC's commitment to raise the profile of Paralympic Sport

- » to make Paralympic Sport a popular choice for the Canadian sports fan, supported by a large segment of the Canadian public
- » to make Paralympic Sport a primary avenue of personal development for persons with a physical disability (and thereby populate our Paralympic teams with more top quality athletes)
- » to maximize the visibility required to secure benefits of expanded sponsorship and government policy/funding support .

2) Boosts program effectiveness

All CPC programs must communicate with a wide variety of audiences. CPC's communications program ensures CPC initiatives communicate effectively to achieve their deliverables.

Over the past 12 months CPC has addressed these roles with increased vitality and expertise and achieved a high level of excellence in its communications programming with substantial unprecedented results, including:

- The highest level of viewership and press coverage for the Canadian Paralympic Team at the Games; Vaulting a Winter Games beyond the levels reached by Summer Games previously, despite fewer athletes, sports and medals
- The highest media turnout ever for a Paralympic Games; including for the first time, Canadian Press, the main news source for print media in Canada.
- CPC website visitation doubled, the highest level of website visitors ever
- Paralympic Insider subscribers up 10 per cent.
- A Paralympic Team Announcement that achieved national, live, top of the news coverage (with the Prime Minister, record coverage for such an announcement and a government relations coup)
- New standards for media relations, including a special media recognition event at BC Canada Place in Torino - the Canadian Media soiree
- A new working relationship with Canadian Press, Canwest and CBC productions which saw the McKeivers on front pages across Canada

- Feel The Rush, the first national Paralympic sport awareness/ recruitment campaign was rolled out in time to boost Games support and receive national and international awards for its merits: "top communications marketing program in Canada" by the Canadian Public Relations Society and the International Association of Business Communicators Blue Wave Award

This occurred as a direct result of leadership, planning, innovation and quality delivery. CPC has become a fully accredited player in the communications field, respected and trusted by our partners, clients and audiences. It happened because:

- We focused on developing relationships rather than issuing news releases
- An unprecedented level of direct media relations took place prior to the Games, including a national media awareness-raising tour and intensive promotion of Paralympic sport at build-up events
- Intensive media training was conducted with key athletes and spokespeople to enable them to capitalize on media opportunities
- The Paralympic Ambassador program made our medal winners recognizable figures before the Games
- The conceptualization, fund acquisition, creation and successful roll out of a full-scale awareness campaign - Feel the Rush
- Intensive media relations at the Games with prepared, motivated and enthusiastic athletes
- Retuning the CPC website to make it a live, real time Games info centre with a full focus media service facility
- All communications were designed strategically to drive the viewer to an info packed website for fulfillment
- CPC communications services are being professionalized
- The development of a consistent Paralympic terminology which has now been released as the Paralympic Lexicon
- CPC has restructured the communications division to increase professional direction, output and quality in communications

In accomplishing these communications objectives CPC has enhanced its brand credibility and built confidence in Paralympic sport's ability to deliver excitement and audience appeal as it develops a primary avenue of achievement for Canadians with a disability.

Director, High Performance

Louis Barbeau

PROGRAMS

- Paralympic Teams Program
- "Own the Podium" Program
- Road to Excellence
- Canadian Sport Review Panel
- Event Endorsement Program



The IX Torino Paralympic Games were undoubtedly the highlight of the past year. The Canadian Team of 35 athletes (including 2 guides) exceeded all expectations, bringing home a total of 13 medals (5 gold, 3 silver, 5 bronze) and finishing 6th overall among 39 competing nations, matching Canada's best-ever ranking at a Winter Paralympics. Canadian athletes won a medal in all sports and disciplines on the program, and Canada was the only country to win a gold medal in every sport in Torino.

Canadian Paralympians produced a number of incredible highlights throughout the Games in Torino, including:

- Todd Nicholson leading Team Canada into Torino as the Canadian Team Flag Bearer for the Opening Ceremony
- The Canadian sledge hockey team winning Canada's first ever sledge hockey gold medal in front of a sold-out arena
- The Canadian wheelchair curling team making a golden debut in Torino, winning the first-ever Paralympic gold medal in wheelchair curling
- Lauren Woolstencroft and Chris Williamson earning two medals each on the slopes of Sestriere-Borgata
- Brothers Brian and Robin McKeever dominating in Prigelato, returning as Canada's most decorated athletes at the Torino Paralympic Winter Games after earning a remarkable 4 medals
- Colette Bourgonje peaking at her incredible 8th Paralympic Games to not only win two medals in Cross-Country but also be selected as the Canadian Flag Bearer to bring the curtain down on the Torino Games at the Closing Ceremony.

CPC's Torino Games mission services increased their focus on supporting elite athlete performance and delivered an exceptional level of mission support. Congratulations to all our Torino athletes, and a warm thank you to Chef de Mission Marg McGregor and her mission team on a tremendously successful Games experience. I would also like to take this opportunity to thank the CPC High Performance staff for their dedication and commitment to excellence.

Following the Torino Games, the High Performance department immediately began Team Mission preparations for three major events: the Rio 2007 ParaPanAmerican Games, Beijing 2008 Paralympic Summer Games and Vancouver 2010. These projects are the primary priority for the department and represent an unprecedented demand for CPC to simultaneously prepare and support three Games missions.

In an exciting development, a large team of Canadian athletes will be competing at the Rio 2007 ParaPanAmerican Games, the first ParaPanAm competition to be jointly organized with the Pan American Games. CPC is pleased to be working in partnership with our member NSOs to deliver core mission support services to our Rio team.

CPC's highest priority over the next two years will be the preparation of the Beijing 2008 Canadian Paralympic Team. Under the strong leadership of Chef de Mission Debbie Low and Assistant Chef Gaetan Tardif, preparations are well underway, including the collection of detailed information from our Summer NSOs identifying their ideal 2008 requirements and the completion of CPC's first visit to Beijing.



Director, High Performance

<< Continued >>

Of course, the upcoming Vancouver 2010 Paralympic Games represent a unique opportunity to expand and promote the Paralympic Movement in Canada. CPC's High Performance office completed its second year in Vancouver by moving into shared office space with the Vancouver Organizing Committee (VANOC) and other 2010 partners. The shared location will facilitate CPC's ability to work closely with VANOC to both ensure Vancouver-Whistler hosts the best-ever Paralympic Winter Games and secure home field advantage for Canadian athletes in 2010.

The other primary focus of the High Performance department has been the ongoing implementation of major programs providing significant enhanced excellence funding in support of Paralympic summer and winter sports. As a Funding Partner of both the Canadian Sport Review Panel (CSRP) and the Own the Podium (OTP) 2010 programs, CPC continues to play a leadership role in successfully advocating for the equitable distribution of new excellence resources to Paralympic sports. In total, the CSRP and OTP programs continued to provide more than \$3.7 million in enhanced excellence funding in support of Paralympic winter and summer sports in 2006-07. Own the Podium 2010 has hired a Paralympic Advisor to work closely with our Winter NSOs in enhancing their high performance programming, and the mid-quadrennial funding reviews for summer sports will be completed later this year to confirm the targeted sports and their respective funding levels based on their demonstrated potential to achieve Beijing podium results.

Finally, the High Performance discussions at the Integrated Planning Symposium in July 2006 resulted in the establishment of very clear priorities, emphasizing CPC must develop a High Performance Strategy and that the Paralympic Team Program and Enhanced Excellence NSO Funding initiatives (Own the Podium, CSRP) should remain the uppermost priorities and the first call on available funds.

It has been a very eventful year for high performance sport in Canada, and we are looking forward to building on our current momentum to continue to expand the services and opportunities available to support elite Paralympic athletes in their pursuit of the podium. Congratulations once again to our Torino athletes, and best of luck to all our athletes in their ongoing preparations for Rio, Beijing and Vancouver.



Athletes Council

Norma Lorincz

In the last year, the Athlete's Council has not made progress in the development of its structure or in its functioning as a whole in relation to the organization. As such, it is time to step back and reflect on the situation and the committee's future. What makes this unique and challenging is that the CPC Athletes Council is a stand alone committee and therefore the direction or vision for the Council needs to come from the athletes themselves. The CPC also needs to work with Council to define its role inside the organization's structure.

Today

- Diversity of membership – diverse numbers across disability groups, different experiences, different challenges
- Broad spectrum of sports – different dynamics, cultures & politics.
- A move from disability NSO's to sport specific NSO's
- The succession pathway of the "next generation" of Paralympians
- Communication to and from athletes
- Representation on CPC Committees (i.e. Games) and Athletes CAN

From the athletes perspective the common themes for lack of involvement are as follows:

1. Active athlete's priorities are training and competing
2. Retired athlete's, for many that I approached, their priority is creating and establishing their careers and a life outside of sport
3. The vision is too overwhelming

From my perspective, another contributing factor has been to find the right leadership to take this council to the next level. Without leadership, a vision cannot become a reality. That said, a leader cannot stand alone and make it happen. They require the strength of a united group who support, believe, and contribute to its development and make it a reality.

Future

Athletes will need to decide what role they want the Athletes Council to play inside and out the CPC:

- Do they want only information sharing and the opportunity to have input into those areas that affect them (which is currently what is available now for the most part)?
- Do they want the council to also be an advocating body to which they can bring unresolved issues within their sport as a final recourse for resolution?
- What role can the Athletes Council play in putting forward more global issues to the IPC Athletes Council?

Athletes will need to consider capacity and resources as well as what they want for the future of sport for athletes with a disability. The challenge will be to ensure we capture the experiences of athletes across all disabilities and sport. We need to be mindful that one of the founding principles of the Paralympic Movement is to be inclusive. To be inclusive does not mean to lower the bar of standards that all athletes have worked so hard to set, but rather we raise the floor to ensure that opportunities for participation and representation at the decision-making level are equitable.



Director, Paralympic Development

Colin Higgs

PROGRAMS

- Membership & Partnership Program
- Paralympic Equipment Fund
- "Changing Minds, Changing Lives" Workshops
- "No Accidental Champions" Program
- Canadian Paralympic Sport Survey



It was another busy and productive year in Paralympic Development. So busy and productive that in the interest of efficiency, some programs initiated and actualized by Paralympic Development were handed off to the Communications portfolio for delivery.

The first ever **Paralympic Development Committee** was struck to provide guidance and feedback to the Paralympic Development Manager and myself. It was encouraging to see more applicants than positions on the committee.

The **Paralympic Equipment Fund**, funded by Petro-Canada, distributed \$35,000 in grants to provincial and local winter sport organizations to put Paralympic sport equipment in the hands of aspiring athletes.

To help the movement better understand the role of development, a **Paralympic Development Position Paper** was written, widely distributed for feedback and later adopted by the CPC. The **2005 Canadian Paralympic Snapshot** was also published, and provides a quick overview to the state of Paralympic sport in Canada.

The **Paralympic Trail** continues to keep members informed about CPC activities on a monthly basis.

Significant work was also done to raise the profile of Paralympic sport

Feel The Rush – This exciting project originated in the Development Division, which obtained

\$250,000 in external funding to create a communication vehicle that would encourage persons with a disability to become involved in winter sports.

"Changing Minds, Changing Lives": A program designed to make Paralympic Sport better known to front-line healthcare professionals. Funding for this program was secured through the Ontario Trillium Foundation (\$155k), and staff hired.

Coaching: CPC continued to lobby/consult with CAC to invest funds in coaching athletes with a disability (CAWAD). CAC provided funding to 6 NSO's to customize their CAWAD Manuals. CPC personnel including the Manager, Paralympic Development, provided consultations.

The Development Division also initiated dialogue with Veterans Affairs Canada and the Department of National Defence on jointly developing a program for rehabilitating soldiers injured in the line of duty.

The role of the Paralympic Development and Communications Divisions of CPC overlap, and during the year there was some re-organization of roles and responsibilities. The **Schools and Heroes** programs developed by Paralympic Development were handed over to Communications in the Summer of 2006, following the designation of the first-ever 'School of Excellence'.

In Summer 2006 a major planning exercise was held; bringing together the High Performance, Development and Communications Divisions to jointly develop plans and ensure that all arms of the organization were working towards the same end.

Membership Program: As part of the Development mandate, efforts continue to be made to increase CPC membership, and this year saw an increase in new members, bringing the total of CPC Membership to 37.

The 2006-2007 will see my last year as CPC's Director of Paralympic Development, since I have been appointed to the IPC's Development Committee.

My work with CPC has only be made possible by the tremendous efforts of Greg Lagace, and the support of Brian MacPherson.

I urge those of you interested in Paralympic Development to consider seeking election to the Board in Fall 2007.



Director, Marketing & Partner Relations and Canadian Paralympic Foundation Board Liaison

Marc-André Fabien

PROGRAMS

- Sponsorship Program
- Licensing and Merchandise Program



As member of the Board in charge of fundraising and marketing, I am pleased to submit my Annual Report. First, I would like to state that CPC successfully concluded negotiations and signed a Marketing Agreement with VANOC. With the exception of the 2010 Paralympic Games (as per International Paralympic Committee rules) CPC retains market control of the Paralympic brand in Canada.

Our sponsoring program has reached an historic high level with seven major corporate sponsors and one supplier. CPC receives more than 1.2 million dollars a year in sponsorship. In addition, this level of sponsorship is secured until at least 2012.

It is interesting to note that our sponsors contribute not only money but also increase Paralympic awareness by promoting the Paralympic brand to their employees and customers. For instance, three sponsors (Visa, Petro-Canada and Royal Bank) featured Paralympic athletes in their 2006 Games TV add campaigns and Hudson's Bay Company sold \$750,000 of Paralympic Team clothing in their stores.

Obviously, we continue to work very hard in order to attract other sponsors within the parameters of the agreement reached between the IOC, the IPC and the agreement that we have with VANOC.

I would like to thank and congratulate our Chief Operating Officer, Brian MacPherson, and his team for the tremendous work that has been accomplished in order to achieve the fabulous above-mentioned results. The CPC has responded to popular demand in having the Paralympic Shop Online Store. Sales have been going well since its reopening. I encourage you to look into the store and purchase merchandise.

The Canadian Paralympic Foundation has now a new dynamic and determined Board of Directors to devote time and effort in order to collect donations from various Canadian foundations. The Foundation now focuses on grassroots sports (recreational and club levels).

The Foundation's strategic goal continues to be the establishment of a large general endowment to support the Canadian Paralympic Movement.

A few words about the Foundation.

The Foundation's most successful tool is the Direct Marketing Fundraising Program. Through the Corporate Donations Program, the Foundation foresees to gather \$120,000 by the end of the year. An Annual Dinner shall be organized to honour persons that have been dedicated to the Paralympic Movement. Persons that will be introduced to the Canadian Paralympic Hall of Fame will be honoured during that evening. In 2007, the Foundation will have its own website whereby secure, online giving will be possible. We would like to thank all the members of the Board of Directors of the Canadian Paralympic Foundation that are highly dedicated to the cause and more specifically the Chairperson of the Board, Senator Joyce Fairbairn.



Director, Administration

Lorette Madore



Once again it is time to reflect and present the Administration Portfolio annual report for 2006. It has been a year focused once again on Human Resources and its management. The 2006 – 2011 Strategic

Plan approved last fall is in full implementation. With this implementation came the tweaking of the staff plan to include a part-time contract for a Senior Communications lead. Many of the Paralympic programs help to increase awareness of the Paralympic Movement and the CPC's programs. As a result, many of these programs have been moved to the Communication portfolio, thus creating the need for this position. This move allows us to look forward and should assist in the achievement of the outcomes articulated at the Integrated Strategic Planning Session held in July, 2006.

The Membership Policy has been revised based on member input received last fall. It now describes more clearly each other's role and responsibilities. This will achieve a more transparent and accountable framework for us to work together in partnership.

The yearly review of the Board of Directors structure has resulted in the formal creation of an elected Vice-President position and return to a Director at Large position for the Board. These two positions are established in the aim of an improved succession plan and an opportunity to recruit new skills and talent to better serve the membership and partners of the CPC.

The Canadian Paralympic Committee has momentum and continues to grow. The Administration Portfolio will also grow in this next cycle. In the idea stage, it is the hope to create an Administrative Advisory Committee to assist in reviewing the Human Resources Policies, provide guidance and direction in future staffing, policy review and Board performance review to name a few of the projects. It will be an exciting time.

As always it has been a pleasure to serve you and look forward to the year to come.



Director, Finance

David Legg



Over the past year as Finance Director I have fulfilled the role of overseeing CPC's financial management. The 2006/07 Annual Plan and Approved Budget were completed with the entire Board's input.

Last year at this time I noted that the CPC had experienced a great deal of "financial variability" as the result of prolonged negotiations between the CPC and organizers of the 2010 Vancouver Olympic and Paralympic Games. This resulted in CPC unable to renew existing sponsors or recruit new ones – a major source of CPC revenues. This translated to variability among our programs and services to address our financial challenges. This also included spending all of CPC's Reserve Fund just to maintain current CPC operations.

I am pleased to say that as an organization we responded to this challenge with tremendous success. Financially speaking, 2005/06 was CPC's best ever. CPC brought in more revenues than ever before – which also means we were able to spend more on the development and delivery of programs and services that advance the Paralympic Movement in Canada. The CPC can take pride in knowing that it achieved 86% of deliverables from the 2001-05 Business Plan.

Another perspective is to view CPC's 4-year rolling average annual revenue which is now approximately \$2 million, up from about \$750,000 just 5 years ago. Moreover, new multi-year agreements with corporate sponsors and a multi-

year reference level from Sport Canada ensure that the current average annual revenues of at least \$ 2 million are secure until 2010. This level of financial stability for CPC is unprecedented.

Nonetheless, with success comes responsibility and looking forward CPC does face some financial challenges:

- The CPC Members approved a new 2006 – 11 Business Plan last year: a plan that forecasts the need for about \$4 million per year.
- Due to the "financial variability" noted earlier, CPC's Reserve Fund has been depleted and needs to be replenished.
- Costs for the Paralympic Team Program continue to rise. The first draft of the 2008 Paralympic Team program budget is \$2.8 million – more than total revenues for CPC in any given year!

Rest assured your elected leadership will overcome these challenges in a financially responsible way and the CPC will continue to be diligent in our efforts to be financially transparent and responsible.

As I noted last year and I continue to believe, the growth of our movement would not be possible without the support, professionalism and commitment from our membership, athletes, coaches, volunteers, staff and the never ending devotion of our Chief Operating Officer. We are proud to work with you endeavoring to be the leader in our movement.



Balance Sheet

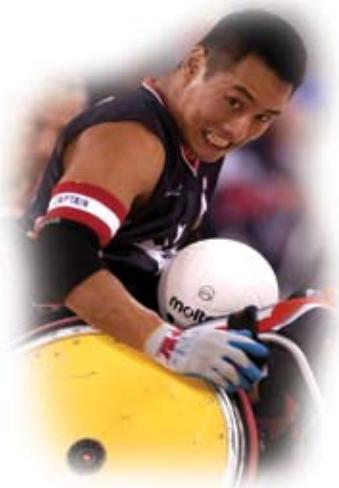
As at March 31, 2006

| | 2006 | 2005 |
|--|---------------------|-------------------|
| CURRENT ASSETS | | |
| Cash | \$ 485,410 | \$ 610,816 |
| Marketable Securities | 12,651 | 12,589 |
| Accounts Receivable | 813,155 | 157,270 |
| Prepaid Expenses | 10,000 | 11,993 |
| | <u>\$ 1,321,216</u> | <u>\$ 792,668</u> |
| CURRENT LIABILITIES | | |
| Accounts Payable | 683,221 | 197,738 |
| VANOC Advance Payment | 500,000 | 500,000 |
| | <u>\$ 1,183,221</u> | <u>\$ 697,738</u> |
| UNRESTRICTED NET ASSETS | | |
| Balance - beginning of year | 94,930 | 872,361 |
| Balance - beginning of year | <u>43,065</u> | <u>(777,431)</u> |
| Net Revenue (expenditure) for the year | <u>137,995</u> | <u>94,930</u> |
| | <u>\$ 1,321,216</u> | <u>\$ 792,668</u> |

Statement of Revenue and Expenditures

For the Year Ended March 31, 2006

| | 2006 | 2005 |
|--|--------------------|---------------------|
| REVENUE | | |
| Government Contributions | \$ 857,000 | \$ 1,667,000 |
| Sponsorships | 1,518,339 | 127,748 |
| Community Programs | 101,402 | 53,374 |
| Interest | 62 | 8,463 |
| | <u>\$2,476,803</u> | <u>\$1,856,585</u> |
| EXPENDITURE | | |
| High Performance Unit | \$ 627,171 | \$ 1,686,563 |
| Leadership Unit | 39,292 | 32,838 |
| Promotion & Awareness Unit | 493,046 | 224,655 |
| Resource Development Unit | 910,465 | 572,292 |
| Sport Development Unit | 363,764 | 117,668 |
| | <u>2,433,738</u> | <u>2,634,016</u> |
| Net Revenue (Expenditure) For the Year | <u>\$ 43,065</u> | <u>\$ (777,431)</u> |



Organizational Structure

CPC ACTIVE MEMBERS (voting member)

Alpine Canada Alpin
Athletics Canada
Canadian Blind Sports Association
Canadian Cerebral Palsy Sports Association
Canadian Curling Association
Canadian Cycling Association
Canadian Fencing Federation
Canadian Soccer Association*
Canadian Table Tennis Association
Canadian Wheelchair Basketball Association
Canadian Wheelchair Sports Association
Canadian Yachting Association
Cross-Country Canada
Equine Canada Hippique
Federation of Canadian Archers
Hockey Canada
Judo Canada
Rowing Canada Aviron
Shooting Federation of Canada
Swimming Natation Canada
Tennis Canada
Volleyball Canada



CPC AFFILIATE MEMBERS (non-voting member)

Active Living Alliance for Canadians with a Disability
AlterGo
Badminton Canada
BC Disability Sports
Bobsleigh Canada Skeleton*
Canadian Amputee Sports Association
Canadian Association for Disabled Skiing
Canadian Association of Athletes with an Intellectual Disability
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