

CANADIAN PARALYMPIC COMMITTEE

ATHLETES' COUNCIL STRATEGIC PLAN

2019 – 2022



CPC ATHLETES' COUNCIL MANDATE

The CPC Athletes' Council (AC) is an elected group of current and retired Paralympic athletes that serve as the collective voice, advocating the best interests of Canada's Paralympic athletes from both a performance and holistic standpoint. The CPC Athletes' Council works to provide input and recommendations from an athlete perspective to the CPC staff, committees and Board of Directors.

ROLES AND RESPONSIBILITIES OF THE CPC ATHLETES' COUNCIL

- Develop and implement an Athletes' Council strategy which reflects the mission, vision and values of the CPC.
- Provide guidance and recommendations to the CPC staff, committees and Board of Directors
- Appoint qualified athlete representatives to CPC Board committees.
- Create a strong foundation that promotes, advocates, and supports open and transparent two-way communication among the CPC Athletes' Council, NSO athlete representatives, CPC Board Committee athlete representatives, and other stakeholder groups domestically and internationally.
- Partner with national organizations to help support the development of world-leading Paralympic athlete representation on their boards, committees and teams.
- Promote services and programs that help benefit Paralympic athletes during and after their athletic career.
- Advocate to ensure all athletes' rights are respected and protected in relation to the CPC mandate and organizational planning.

STRATEGIC PILLARS

THE CPC ATHLETES' COUNCIL STRATEGIC FRAMEWORK FOCUSES ON FOUR PILLARS THAT SERVICE OUR ROLE WITH ATHLETES AND OUR ROLE WITHIN THE PARALYMPIC MOVEMENT IN CANADA.

PILLAR 1

ADVOCATE FOR AND PROMOTE ATHLETE REPRESENTATION WITHIN CPC AND THEIR MEMBER ORGANIZATIONS.

OBJECTIVE 1

Ensure meaningful athlete representation throughout CPC's governance structure, on all CPC Board committees/working groups and all Stakeholder committees/working groups where Athlete representation is warranted.

ACTION:

1. In consultation with AC Vice Chair and council, the AC Chair will appoint Paralympians to CPC Board Committees and Working Groups.
2. In consultation with AC Vice Chair and council, the AC Chair will appoint Paralympians to Stakeholder committee/working group as necessary.

OBJECTIVE 2:

Ensure athletes are represented consistently and positively throughout all CPC communications

ACTION:

1. Work with CPC Communications team to ensure consistent and positive Athlete message.
2. Make a motion to the CPC Board of Directors to ensure that Athlete voices (AC) are included in overall CPC communications when deemed appropriate (appropriate circumstances to be determined by CPC communications).

OBJECTIVE 3

Ensure athlete representation within Games Support Team as established within the operational requirements of each multi-sport Games.

ACTION:

1. Assist the Executive Director of Sports in formulating the eligibility criteria, roles and responsibilities, and expectations of the Games Ambassador program.

PILLAR 2

PROMOTE OPPORTUNITIES FOR PARALYMPIC ATHLETES THAT ALLOW THEM TO ACCESS SERVICES AND PROGRAMS THAT WILL BENEFIT THEM DURING AND AFTER THEIR ATHLETIC CAREER.

OBJECTIVE 1

Active participation in the CPC Alumni Program.

ACTION:

1. Provide feedback to CPC Staff involved in the Athlete Marketing and Alumni programs on programs offered and when feedback is solicited.
2. Champion, promote and advocate all activities of the alumni program.
3. Support the mobilization of more alumni within the program through AC Council networks
4. Represent the AC by attending and supporting local/regional Alumni events and activities (Games viewing parties, Yearly socials and celebrations etc.)

OBJECTIVE 2

Active participation in the development and awareness of Game Plan

ACTION:

1. Appoint Council Member (or Paralympian selected by the Council) to Game Plan focus and/or working group as requested by Game Plan or CPC.
2. Promote (using all channels available) Game Plan offerings through CPC platforms and/or athletes' personal networks that will benefit Para athletes.
3. Participate in Game Plan activities in local area as needed.

OBJECTIVE 3

Support and promote Paralympic Foundation of Canada (PFC) events and initiatives.

ACTION:

1. Promote and participate in Paralympic Foundation of Canada (PFC) activities and events (e.g. ParaTough Cup)
2. Champion, promote and advocate all activities of the PFC and its campaigns.
3. Support the mobilization of more athletes attending PFC activities.
4. Represent the AC by attending and supporting local/regional PFC events and activities.
5. Help educate the athlete community on the PFC investments and priority areas.

OBJECTIVE 4

Promote and support CPC organizational initiatives (Paralympian Search, mentorship opportunities, public speaking opportunities, partnership events, etc.).

ACTION:

1. Promote and support CPC organizational initiatives.
2. Participate in the initiatives as requested by CPC staff members responsible for these programs.

PILLAR 3

INCREASE PROFILE OF THE CPC ATHLETES' COUNCIL AND ITS MEMBERS.

OBJECTIVE 1

Promote and actively participate in opportunities for the CPC Athletes' Council and its members to be featured in CPC forward facing communications (quotes in CPC press releases, CPC newsletter updates/submissions about Athletes' Council items of interest, positive news stories.)

ACTION:

1. Provide quotes into CPC statements and press releases as established collaboratively with the communication team (see Pillar 1 Objective 2)
2. Actively participate in sharing ideas and stories to enhance athlete profile for CPC Newsletter, CPC Social Media, CPC awareness Campaigns and other CPC campaigns, CPC AC.

OBJECTIVE 2

In accordance with the AC terms of reference, attendance at relevant meetings and events with national and international stakeholders (collaborative opportunities with NSOs, COC, Athletes CAN Forum, IPC Athlete Forum, WADA, VISTA Conference, Sport Leadership Conference and any other National or International Conferences that a Canadian Para athlete representative is warranted) to help provide CPC with recommendations in regards to the Paralympic Movement

ACTION:

1. At a minimum one representative from the Council will attend AthletesCan Forum, WADA Athlete Summit, IPC Athlete Forum.
2. The AC will send a representative to all Canadian stakeholder hosted conferences where an athlete representative is warranted i.e. National Safe Sport Summit.
3. AC will develop a Council policy on evaluating agendas of other Athlete conferences to determine the benefit of sending a representative.
4. All AC representatives to National/International conferences must submit a written report (CPC Template provided) to the AC and CPC within 30 days of returning from the conference.

PILLAR 4

PROMOTE, ADVOCATE AND SUPPORT EFFECTIVE TWO-WAY COMMUNICATION BETWEEN THE CPC ATHLETES' COUNCIL, NSO ATHLETE REPRESENTATIVES, ATHLETES SITTING ON CPC BOARD COMMITTEES AND OTHER STAKEHOLDER GROUPS.

OBJECTIVE 1

Have a defined list of the AC Members, NSO Athlete representatives, CPC Committee Athlete representatives and how communication will flow between all parties.

ACTION:

1. Create an organizational chart outlining communication flow from NSO Athletes representatives, athlete representatives on CPC Board Committees, to CPC Athletes' Council and CPC Board of Directors and CPC Staff interacting with the AC.

OBJECTIVE 2

Have regular reporting on CPC Stakeholder meetings where an AC athlete representative attended. This will include reports from National/International conferences.

ACTION:

1. All AC athlete representatives are required to give an oral update on committee meetings. This update will occur during the next AC meeting. If urgent AC decision is necessary, an AC meeting can be called before next scheduled meeting to discuss.

OBJECTIVE 3

Foster an environment where NSO athlete representatives can meet with CPC AC, share knowledge and have an open discussion on Para sporting issues/needs and representation.

ACTION:

1. Establish annual face-to-face forum for athlete representatives to be held at CPC congress.

CRITICAL SUCCESS FACTORS

To be successful, we must listen to and understand our athlete community to ensure they are represented and supported. To do this, we must frequently evaluate our priorities and success by measuring it through qualitative and quantitative output to continuously improve our strategy.

PILLAR 1

ADVOCATE FOR AND PROMOTE ATHLETES REPRESENTATION WITHIN CPC AND THEIR MEMBER ORGANIZATIONS.

MEASURE 1:

- 100% representation of athletes on CPC Board Committees
- 100% representation on stakeholder focus/working groups that allow for an athlete representative.

MEASURE 2:

- Creation of CPC Communication policy that when CPC Board President releases a statement that directly impacts athletes, the AC release a statement in unison.
- Create collaborative opportunities with CPC, its membership and stakeholders to enhance athlete voice and representation. Number to be determined upon further discussion with partners.

MEASURE 3:

- Review and input on Ambassador Program document/process.

Other criteria to consider when evaluating the success of Pillar 1:

- Increased athlete representation at CPC AGM/Congress; targeted attendance growth of 50% at 2019 AGM with a five-year goal of full attendance in physical or virtual capacity by 2023. (Athlete representative for an NSO must have physical presence biannually).
- 100% response rate on providing input on draft CPC programming initiatives, policies, procedures and governance documents.
- Increase visibility of Athlete Council roles and achievements (both within CPC and NSOs).

PILLAR 2

PROMOTE OPPORTUNITIES FOR PARALYMPIC ATHLETES THAT ALLOW THEM TO ACCESS SERVICES AND PROGRAMS THAT WILL BENEFIT THEM DURING AND AFTER THEIR ATHLETIC CAREER.

Measure:

- Is an AC member or another Paralympian appointed to and engaged in Game Plan focus/working group?

PILLAR 3

INCREASE PROFILE OF THE CPC ATHLETE COUNCIL AND ITS MEMBERS.

Measure:

- Did AC representatives attend international Conferences? How many conferences and what were they?
- Number of AC Members that attended Canadian Conferences.

PILLAR 4

PROMOTE, ADVOCATE AND SUPPORT EFFECTIVE TWO-WAY COMMUNICATION AMONG THE CPC ATHLETE COUNCIL, NSO ATHLETE REPRESENTATIVES, ATHLETES SITTING ON CPC BOARD COMMITTEES AND OTHER STAKEHOLDER GROUPS.

Measure:

- Is there an increase in communication between athlete representatives and CPC Athlete Council both virtually via conference calls town hall webinars, e-mail updates quarterly (after scheduled AC conference calls) and is there at least one annual in-person opportunity to engage?

APPENDIX A: COMMUNICATION TIMEFRAMES

- **CPC AC teleconference calls:** Quarterly and ad hoc
- **CPC AC Chair calls with ED, Sport:** Monthly and ad hoc
 - o Issues to raise with ED, Sport should be shared with the Chair in advance of the call.
 - o Main discussion points of call will be shared with AC.
- **CPC AC/COC AC and Athlete CAN calls:** Quarterly and ad hoc
 - o Main discussion points will be shared with AC
- **CPC AC Communication with assigned NSO athlete reps:** Quarterly teleconference calls/webinar and ongoing via assigned AC and assigned NSO athlete representatives
- **Reports and issues submitted for discussion at AC meetings:** Two weeks prior to meeting date
 - o CPC Board Committee athlete representatives
 - o NSO athlete reps via assigned CPC AC member
- **Issues to address at CPC Board of Directors meetings:** Five weeks before meeting (unless last-minute addition requiring resolution)
- **AC Face-to-face meeting:** Annually
- Any components pertaining to the communications team should be discussed with the ED of Communications.