

TOGETHER: ON THE ROAD TO REMARKABLE

2010-2011 ANNUAL REPORT



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The CPC would like to acknowledge the incredible support of the following organizations:

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A MESSAGE FROM THE PRESIDENT



It is with great pleasure that I present to you the 2010-11 Annual Report of the Canadian Paralympic Committee (CPC). As we complete the first year of our five year plan to become the world's leading Paralympic Nation, I can't help but reflect back upon how far we have come.

The Vancouver Games inspired Canadians to get active and demonstrated that sport can be accessible to all. The CPC continued to build on that legacy for our Member Organizations, bridging the gap to the 2012 Summer Paralympic Games in London, the birthplace of the Paralympic Movement.

With the help of our sport partners over the past year, we have continued to put in place the resources needed to grow Canada's parasport system and make it even stronger. By investing in sport partnerships, both at the local and national level, we are reducing the barriers to becoming engaged in sport and providing pathways for growth, whatever an athletes' vision of success is.

For some athletes, that vision will be representing Canada. For those seeking to achieve the pinnacle of success, the journey will begin in Guadalajara, Mexico, at the 2011 Parapan American Games and continue through to next year in London. Such a goal takes incredible focus and we are helping to augment the support provided to these elite athletes through enhanced services.

I would like to take this opportunity to thank all of our athletes, coaches, volunteers, as well as our Members for all the work and passion they dedicate to our parasport system. I would also like to thank all Canadians following the Paralympic Movement, whether it is from the newspaper pages, to attending events, to following us on social media; your support is appreciated and I would encourage you all to become more involved.

While I am proud of our achievements over the last year, I can't help but look forward to the upcoming year, a year that will take us one step closer to becoming a world leader in Paralympic sport.

David Legg

President

Canadian Paralympic Committee

A MESSAGE FROM THE CHIEF EXECUTIVE OFFICER & SECRETARY GENERAL



"Greatness is not a function of circumstance. Greatness, it turns out, is largely a matter of conscious choice and discipline."

This quote from Jim Collins, author of the book "Good to Great," personifies many in the Paralympic Movement from athletes and coaches, to volun-

teers and managers. All of you have contributed to create a framework of success with meagre resources and endless hours of dedication, helping to win medals and to create opportunities for people with a disability to experience the joy of sport.

The Canadian Paralympic Committee has a great appreciation for the incredible work and effort that you all dedicate to building this culture of commitment and success. And yet while we have all achieved a lot, I'm sure you'd agree there is still a very long way to go!

If there was ever a time for all of us to work more closely together, I believe it is now. With the Vancouver 2010 Paralympic Games in our rear view mirror and the Toronto 2015 Parapan American Games ahead of us, the spotlight is shining brighter on Paralympic sport and on parasport than ever before.

While we in the Paralympic Movement are no strangers to challenges, making the conscious choices, as Jim Collins suggests, of what we need to do collectively will be our defining moment as we move to the future. Historically in the Paralympic world, resources have been scarce, supporters few and money a constant struggle. As we look to overcome these challenges, I know that by working together to complement our respective services and programs, we will be capable of a renewed greatness.

Henry Storgaard

**Chief Executive Officer & Secretary General
Canadian Paralympic Committee**

LEADERSHIP

A NEW ERA FOR THE PARALYMPIC MOVEMENT

The 2010/2011 year sparked a new beginning for the Canadian Paralympic Committee (CPC). Building on the success of the Canadian Paralympic Team at the Vancouver 2010 Paralympic Winter Games and through additional federal funding of \$5 million per year for the next five years, CPC was empowered to work together with its Members and partners to embark on ambitious new plans that will invest much-needed resources into the Paralympic Movement.

At the heart of this new plan is an intense desire to help athletes reach the podium at Paralympic Games; to make a difference in Canada by levelling the playing field for persons with disabilities to get involved in sport; raising awareness about Paralympic sport; recruiting, training and developing future Paralympians; and establishing an effective national sport system for people with a disability. To achieve these goals, CPC itself required a transformation to enhance its capacity to support its Members and the planned evolution of the sport system – from “playground to podium”.

ON THE ROAD TO REMARKABLE

As a first step, CPC, in collaboration with our Members, developed a five-year road map to guide the development of new programs such as the Excellence Series, on-line database and participant-tracking model and Long-Term Athlete Development (LTAD) Summits. All the while, we also focused on enhancing existing initiatives like the Para-Equipment Fund, Changing Minds, Changing Lives programs, and awareness initiatives such as media relations, advertising, and education programs.

This plan was founded on the core values and principles of equity and excellence; a focus on the best interests of athletes; and, working together with our Members and partners to advance the Paralympic Movement.

To achieve this ambitious vision and mission, CPC has organized its operational planning around four core objectives to guide its priorities over the next five years.



OUR VISION

is to be the World's leading Paralympic Nation.

OUR MISSION

is to lead the development of a sustainable Paralympic sport system in Canada to enable athletes to reach the podium at the Paralympic Games.

Each of these pillars has had substantial activity throughout the year and the Canadian Paralympic Committee is proud to highlight our progress within this annual report.

ENHANCE PODIUM PERFORMANCE AT PARALYMPIC GAMES

Podium performance at Paralympic Games is the ultimate measure of the strength of the Canadian Paralympic sport system. To maximize Canada's Paralympic medal count, CPC is making targeted investments to support and enhance the Games preparations of our Member National Sport Organizations (NSO).

Supporting Team Canada's Performance

Through discussions with our Members, CPC identified and executed new initiatives to ensure athletes and coaches arrive at the Games primed to perform. The first-ever Paralympic Excellence Series was a tremendous success, bringing together 130 of our leading athletes, coaches and support staff to learn from veteran multi-medallists and share best practices.

Many sports had identified that they traditionally had not been able to conduct site visits to the Games host city. To address this concern, CPC was pleased to host a site visit in London in March 2011, enabling NSO technical staff to inspect the venues and Village and meet with key LOCOG officials, ensuring their Games preparation plans are updated with the most current information. In addition, the provision of Pre-Games Training Camp Grants has helped ensure the largest-ever number of Canadian sports will be hosting acclimatization camps in Europe prior to the London 2012 Paralympic Summer Games.

CPC has also been working to eliminate potential distractions and barriers to Games performance. Through the Elite Athlete Equipment fund, CPC provided \$50,000 to ensure targeted podium potential athletes have the world's best technical equipment going into the Games.



CPC's Friends & Family website – a one-stop shop for information about London.

Providing Enhanced Service to Family & Friends

To improve the Family & Friends Games experience and to ensure that Team Canada athletes will be able to focus on their competition knowing their Family & Friends are being well-supported, CPC has created a "Team Canada Zone" in London. This Zone includes Canada Paralympic House; a base for additional team officials; and selected Family & Friends accommodation sites all within walking distance of each other. Furthermore, Family & Friends will be able to access information well in advance of the Games through a new website that will be updated with accommodation, ticketing, and tourism information.

PERFORMANCE

CPC's first Excellence Series, brought together coaches, support staff and athletes from winter and summer sports.





Brian McKeever & guide Robin McKeever

Investing in Sport Partnerships

In addition to enhancing Games preparations, CPC augmented several strategic partnerships to further contribute to podium performance, including:

- providing \$300,000 to targeted Paralympic sports through Own the Podium;
- allocating \$200,000 to Canadian Sport Centres to ensure the provision of accessible training and sport science equipment for athletes with a disability; and,
- partnering with Toronto 2015 to support the best-ever Parapan American Games and secure a strong legacy for Paralympic sport.

Focusing on International Competitions and Celebrating Success

CPC's Members identified a tremendous range of benefits associated with hosting Paralympic World Championship events in Canada. Through Hosting Grants of \$20,000 each to Wheelchair Rugby and Para-Cycling in 2010-11, CPC helped to enhance awareness of these sports and enable more Canadian athletes to face elite international competition at home.

CPC also celebrated the success of our tremendous athletes and coaches. In October 2010, CPC hosted the first-ever Paralympic Athlete Awards Ceremony to recognize the stars of the Vancouver 2010 Paralympic Winter Games and present the inaugural Paralympic Coach of the Year Award. The awards were presented to:

Best Male Athlete – Brian McKeever & guide Robin McKeever, Para-Nordic

Best Female Athlete – Lauren Woolstencroft, Para-Alpine

Best Team – Wheelchair Curling

Best Debut – Viviane Forest and guide Lindsay Debou, Para-Alpine

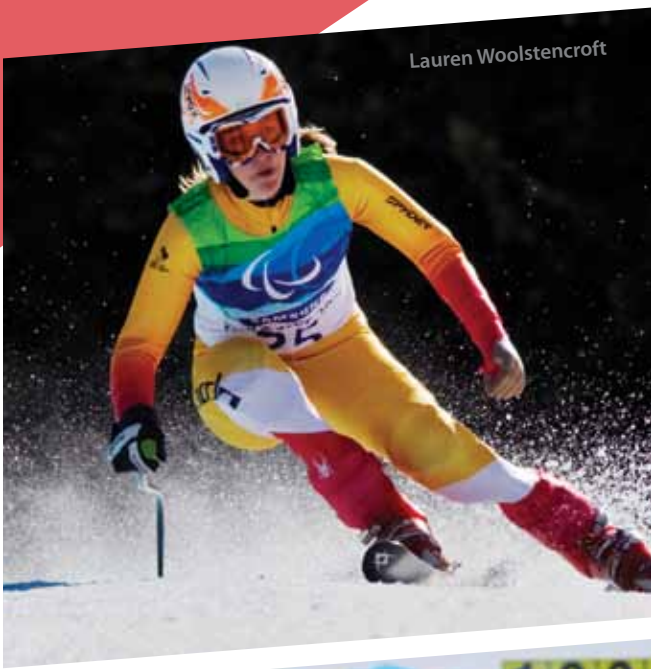
Tim Frick Paralympic Coach Excellence Award – Kaspar Wirz, Para-Alpine

Moving forward, CPC will continue to work with its partners to ensure Paralympic sport becomes further embedded within the Canadian high performance sport system to ensure strong podium finishes, now and in the future.



Mark Arendz

Kaspar Wirz



Lauren Woolstencroft



Viviane Forest and guide Lindsay Debou



Sonja Gaudet, Darryl Neighbour, Ina Forrest – Wheelchair Curling

BUILD A WORLD-CLASS PARALYMPIC SYSTEM



Sledge hockey demonstrations at the annual Winterlude celebration in Ottawa.

The development of a world-class Paralympic sport system is integral to Canada's continued international Paralympic success and to becoming the world's leading Paralympic nation. CPC's objective is to lead the development and alignment of a sustainable system to dramatically increase the number of people with disabilities who are participating in sport at every level. Our collective goal is to ensure every potential participant, athlete, coach, official, classifier and volunteer is aware of how to become involved in parasport and has the opportunity to achieve their full potential.

CPC appreciates this is a common goal, and success is dependent upon the active engagement and collaboration of CPC member organizations, federal and provincial governments and the broader sport community.

CPC's System Development Strategy attempts to address a number of systemic barriers to participation in sport for people with a disability.

Aligning Partners For Athlete Development

Using the Long Term Athlete Development Model (LTAD) as the framework, CPC sponsored six Paralympic LTAD Summits (Athletics, Boccia, Sitting Volleyball, Swimming, Wheelchair Basketball and Wheelchair Rugby) to bring together the sports' national and provincial stakeholders to finalize their LTAD model, to assign clear roles and responsibilities to each stakeholder and to develop an implementation plan.

Identifying and Tracking Participants Through The System

To ensure that parasport participants are identified and supported with the right resources to assist their development, CPC is developing an Online Database & Participant Tracking Model (Spatial Mapping) which will provide CPC Members with enhanced information to make strategic decisions about programming needs to fill systemic gaps. The resource will provide demographic information to NSOs regarding the location of people with disabilities across Canada, while also enabling sports to track the progress of participants through the various LTAD stages within their sport.

Providing Resources to Improve Access to Equipment and First-Contact Programming

Along with its partner, Petro-Canada, CPC provided direct support to address the barrier of costly equipment by providing \$250,000 in matching grants to stimulate a total of \$500,000 in new parasport equipment being delivered to clubs across the country.

To ensure more participants with a disability are able to discover parasport and have a positive first experience, a further \$175,000 was invested to support First Contact programs. Furthermore, to guide future initiatives, CPC hosted an inaugural First Contact Conference in Ottawa in December 2010, bringing together a diverse group of experts to share best practices and build partnerships.

"Without financial support, this LTAD Summit would not have taken place. The investment has moved us a few years ahead of where we would otherwise be - and I'm sure that fact was recognized by all Summit participants."

Phil Allen, Volleyball Canada



The Ottawa Odyssey Boccia Club, one of the 86 clubs that received a Para-Equipment Fund grant. Coach Jennifer Larson, and athlete Christie Smith-Worthylake, demonstrate the equipment used by Boccia players.

Expanding our Champion Network

In addition to addressing these barriers, CPC was also active in expanding the network of Paralympic champions and advocates to promote participation in sport across the country.

For example, the Changing Minds, Changing Lives (CMCL) program has expanded beyond health care to also include the education field, targeting teachers as key influencers who can also encourage students with disabilities to participate in sport.

Recognizing that Paralympians represent some of the greatest advocates and champions to promote Paralympic awareness, CPC also launched the Paralympic Alumni Program. To date, CPC has already connected 315 Paralympians back into the Paralympic Movement, who are now poised to “become active for life” by playing a key role in promoting parasport to people with a disability.



Sport demonstrations help to educate Canadians about parasport.



David Greig, Para-athletics coach receives Para-Development Coach Award.

CPC recognizes our System Development objectives are only achievable through a strong network of partners working together towards a common vision. We are committed to building new relationships and strengthening existing ones, in order to truly become the world’s leading Paralympic nation.

CREATE A SUSTAINABLE BUSINESS MODEL

2010/2011 was the first year that there was a significant injection of new funding into the Paralympic Movement. Working together with our Members, it was critical that our operations were updated to ensure exceptional stewardship, good governance, exemplary service and full accountability to our funders, Members and all Canadians.



CPC conducted stakeholder consultations which led to an informed strategic framework and a five-year strategic plan that was endorsed by our Members. This 'roadmap' was a critical step to focus new resources at the grassroots level, support Member and Affiliate Member initiatives and enhance Games and High Performance programs. In addition, given the overall low brand awareness of the Paralympics, a comprehensive investment in marketing and educational resources was critical as well as a plan to match the federal government's annual contribution with fundraising and corporate sponsorship resources.

Building Capacity

After last year's Congress, the Canadian Paralympic Committee moved into new headquarters in Ottawa and filled eight new positions with sport, development, administration and communication staff.

In addition, new financial systems were implemented, a financial coordinator hired and new auditors, Deloitte & Touche LLP, appointed to strengthen our financial integrity and reporting. New policies and systems are being further developed and updated to ensure accountability and best practices management.

Diversifying our Funding

While CPC's funds have dramatically increased over the past year, the majority of our funds are from the generous support of the Government of Canada. Our goal is to match those funds by 2015.

To that end, an Executive Director of Sponsorships/Partnership was hired in January of 2011 to assist in four key areas:

- renew current sponsorship contracts that end in 2012;
- enhance sponsorship activation to help build the Paralympic Brand;
- grow and diversify the corporate Partnership portfolio; and,
- market parasport (i.e. grassroots) programs as well as high performance Paralympic programs to activate sponsors.

Market research was conducted and sponsorship experts were consulted to ensure a strategic framework of success to meet our long-term revenue goals.



Hudson Bay of Canada presents CPC with \$100,000.

Furthermore, CPC hosted its first Sponsorship Forum in December 2010. This forum brought more than 20 corporate partner representatives together to learn about CPC's new five-year strategy and discuss ways in which they can activate the Paralympic brand.

New Partner Comes on Board!

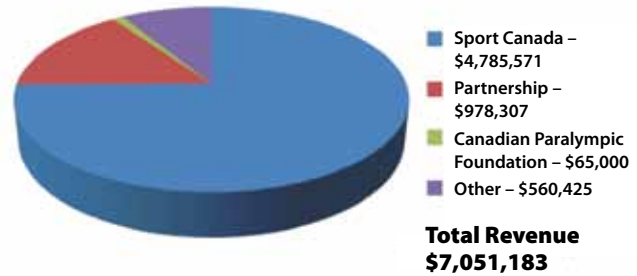
We are proud to say that Adecco became a new partner this year, providing career counselling and Human Resources services to our Paralympic athletes.

“The partnership between Adecco and the Canadian Paralympic Committee allows both organizations to use their respective strengths to make a powerful difference in the lives of persons with disabilities. Through CPC Athlete Career Programme, Adecco assists Paralympic athletes with the difficult transition from competitive sport to the labour market. By focusing on career development and job placement, the Adecco/CPC partnership ensures that our Canadian athletes are prepared both on and off the field of play.”

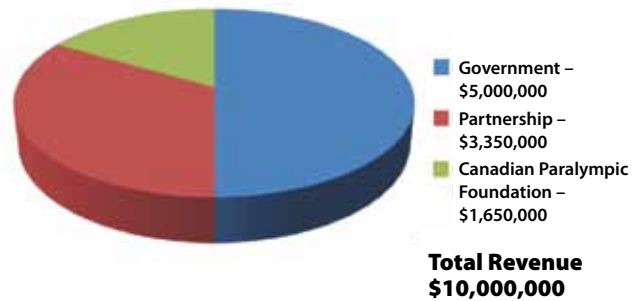
Jeff O’Neill, Athlete Career Programme Manager, Adecco Canada.

Within five years, our goal is to diversify our funding base, as outlined in the diagram below:

REVENUE BY SOURCE – 2010/11



REVENUE BY SOURCE – 2015/16 (projected)



New Opportunities with the Canadian Paralympic Foundation

Like many philanthropic foundations in the sport sector, the Canadian Paralympic Foundation experienced challenging economic times over the past two years. In an effort to enhance the Foundation and build stronger links between CPC and its Foundation, the two organizations undertook a collaborative study to optimize both current and new sources of revenues.

The Joint Board Task Force had numerous recommendations, primary of which was the hiring of a professional fundraiser to lead the Foundation. The Canadian Paralympic Committee is confident that these recommendations will allow the Foundation to reach new financial goals.

Implementing Good Governance

CPC began a multi-year transformation of its governance structure and implementing exemplary governance practises to meet the needs of its Membership.

In consultation with our stakeholders, several amendments were proposed to the existing By-laws and will be presented to the Membership at the 2011 AGM. Following these amendments, new and enhanced policies will be developed to support the governance model that is being implemented.

PARTNERSHIPS

EXPAND AWARENESS & BUILD THE BRAND

The Vancouver 2010 Paralympic Winter Games provided an enhanced media platform that shone a spotlight on our athletes and Canadian Paralympic Team like never before. Even with this increased recognition, the post-Games research revealed comparatively low awareness and continued confusion with the Special Olympics. CPC immediately set forth designing a strategy to build on the Vancouver Games success by:

- investing in marketing assets to promote the Paralympic Brand on behalf of our Members and partners
- profiling Paralympians as highly competitive world class athletes to create 'stars'
- becoming the best storytellers in sport

Of those who have watched the Paralympics, the emotional impact has been substantial – 83% of those who experienced the sport said they felt proud to be Canadians; 80% said it changed their perception of what people with a disability can do; 71% said it changed their perception of the athleticism required to participate in the Paralympic Games; 65% said it inspired them to overcome obstacles in their own life.

2011, Public Opinion Research

The following assets were created in collaboration with our Members:

- 20 Paralympic athlete vignettes
- TV advertisements (EN/FR)
- Three print ads to enhance the need to participate in parasport and increase our profile within the general population and business community
- A documentary about the Paralympic history, highlights and athletes
- A Vancouver 2010 commemorative highlights video
- A London 2012 promotional video
- A 100-page Winning Book that celebrates Beijing and Vancouver as well as provides insight into parasport development
- Numerous Paralympic.ca website enhancements, including Games statistics, alumni page, history, athlete profiles
- Social media initiatives, such as content enhancements, partnership monitoring and contests
- Mobile website/QR codes for special promotions of our Members and initiatives using smart technology.

All these resources will be shared with Members to assist them in gaining awareness for their athletes and sport.



Social media contest for One-Year Anniversary celebration.



ARE YOU THINKING ABOUT TAKING UP A SPORT? DAVID HAS 3 WORDS FOR YOU: GO FOR IT.



Whether you're a Paralympian like David King or simply in it for the fun, the outcome of taking up a sport is the same: satisfaction. Add to that the legacy of lifelong fitness, learning how to work as a team, and a belief in yourself. To find a sports club in your area, please visit paralympic.ca/fitness



BY THE NUMBERS

CPC had significant exposure in 2010/2011:

- 76 million media impressions (25% in sport mainstream media)
- Doubled Facebook & Twitter followers with total posts views throughout the year totalling 557,343
- Tripled the unique visitors to our website
- More than 8.2 million print impressions across Canada
- More than 11 millions of impressions from transit and bus shelter ads in Vancouver, Toronto, Montreal, Calgary, Halifax
- Added 37 lesson plans, six new sport pages, 20 new classroom activities to the Education program
- 190 Paralympian placements in the community through our Paralympic Heroes speakers' bureau, reaching more than 160,000 Canadians.
- More than 10 sports highlighted in several sport demonstrations, attracting hundreds of participants.



AWARENESS

BUILDING STRONGER RELATIONSHIPS WITH MEDIA BETWEEN GAMES

CPC has been relatively successful at increasing media coverage during the Games, however, gaining media exposure between Games has historically been a challenge. To address this issue, CPC created new events and partnered with our stakeholders to create news that was of interest to the media.

In total, CPC had more than 76 million impressions in broadcast and print media with one-quarter of those impressions within sport media. Several key events contributed to this coverage including Paralympic athletes' participation at the post-Vancouver Athlete Parade in Montreal, working closely with the Canadian Olympic Committee and Own the Podium to leverage the Vancouver Games to capture the momentum leading up to London, and announcements that highlight the successful programs that are helping people with a disability participate in sport, such as the Para-Equipment Fund. We also worked very closely with our National Sport Organizations to provide exposure to our Paralympians and highlight their accomplishments.

Furthermore, key milestones were leveraged as celebrations, including the One-year Anniversary of the Vancouver 2010 Paralympic Winter Games in March 2011. Through on-line and mainstream media, over 25 million impressions were garnered for this event alone.



Paralympian Josh Dueck interviewed during the One-Year Anniversary of the Vancouver 2010 Paralympic Winter Games.

EXPOSURE

MOVING FORWARD

CPC is now one year into the five-year plan. Although we have had some significant initiatives and success, we have many things yet to accomplish. At the heart of our progress is working collaboratively with our Members and partners to ensure that our athletes succeed on the world stage and that opportunities exist for people with a disability to participate in sport throughout Canada.

FINANCIAL STATEMENTS

Balance Sheet as at March 31, 2011

	2011	2010
CURRENT ASSETS		
Cash and cash equivalents	\$ 1,544,028	\$ 1,302,574
Investments	14,761	14,308
Accounts receivable	2,122,840	1,011,113
In-kind contributions receivable	260,849	290,685
Prepaid expenses	18,709	3,180
	\$ 3,961,187	\$ 2,621,860
Capital assets	\$ 194,014	-
Intangible assets	\$ 292,423	-
	\$ 4,447,624	\$ 2,621,860
CURRENT LIABILITIES		
Account payable and accrued liabilities	\$ 2,263,739	\$ 712,692
VANOC advance payment	-	500,000
Deferred revenue	150,000	415,000
Deferred in-kind contributions	260,849	290,685
	\$ 2,674,588	\$ 1,918,377
DEFERRED CONTRIBUTIONS RELATED TO CAPITAL AND INTANGIBLE ASSETS		
	\$ 486,437	-
	\$ 3,161,025	\$ 1,918,377
NET ASSETS		
Unrestricted net assets	\$ 1,286,599	\$ 703,483
	\$ 4,447,624	\$ 2,621,860

Statement of Revenue and Expenses Year Ended March 31, 2011

REVENUE		
Government contributions	\$ 4,785,571	\$ 1,297,266
Grant from Canadian Paralympic Foundation	65,000	155,000
Sponsorships	978,307	1,967,160
VANOC	415,000	-
Other	57,081	115,447
Interest	10,870	6,614
Amortization of deferred contributions related to capital and intangible assets	31,773	-
In-kind contributions	45,701	126,227
	\$ 6,389,303	\$ 3,667,714
EXPENSES		
Administration and leadership	\$ 1,947,753	\$ 1,232,874
Amortization of capital and intangible assets	31,773	-
Communications	1,215,491	484,465
High Performance	1,102,134	494,794
Paralympic development	1,117,979	257,815
Partnership	345,356	998,240
Utilized value, in-kind contributions	45,701	126,227
	\$ 5,806,187	\$ 3,594,415
EXCESS OF REVENUE OVER EXPENSES	\$ 583,116	\$ 73,299

For a copy of the detailed financial statements, please contact CPC at 613.569.4333 or info@paralympic.ca.

OUR MEMBERS

The CPC would like to recognize the important role of the national sport and disability community in the success of the Paralympic Movement:

Active Members



Affiliate Members

